2023 Analyst Day

AWAY FROM HOME

Kraft Heinz
Forward-Looking Statements

This presentation contains a number of forward-looking statements as defined under U.S. federal securities laws, including, but not limited to, statements, estimates, and projections relating to our business and long-term strategy; our ambitions, goals, targets, and commitments; our activities, efforts, initiatives, plans, and programs; and our investments in such activities, efforts, initiatives, plans, and programs; and projected or expected timing, results, achievement, and impacts. Words such as “aim,” “anticipate,” “aspir,” “believe,” “could,” “estimate,” “expect,” “guidance,” “intend,” “may,” “might,” “outlook,” “plan,” “predict,” “project,” “seek,” “will,” “would,” and variations of such words and similar future or conditional expressions are intended to identify forward-looking statements. These statements are based on management’s beliefs, expectations, estimates, and projections at the time they are made and are not guarantees of future performance. Such statements are subject to a number of risks and uncertainties, many of which are difficult to predict and beyond our control, which could cause actual results to differ materially from those indicated in the forward-looking statements. For additional, important information regarding such risks and uncertainties, please see the risk factors set forth in Kraft Heinz’s filings with the U.S. Securities and Exchange Commission, including our most recently filed Annual Report on Form 10-K and subsequent reports on Forms 10-Q and 8-K. We disclaim and do not undertake any obligation to update, revise, or withdraw any forward-looking statement in this presentation, except as required by applicable law or regulation.
AWAY FROM HOME WILL DRIVE A THIRD OF OUR LONG-TERM GROWTH

Growth Pillars

1pp Organic Net Sales¹ Growth

Long-Term Algorithm 2-3% Organic Net Sales¹

1pp Organic Net Sales¹ Growth

1pp Organic Net Sales¹ Growth

1pp Organic Net Sales¹ Growth

1pp Organic Net Sales¹ Growth

1pp Organic Net Sales¹ Growth

¹ Non-GAAP financial measure. See the Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/events-and-webcasts.
### Growth will come from both North America and international zones

<table>
<thead>
<tr>
<th>Away From Home</th>
<th>Organic Net Sales&lt;sup&gt;2&lt;/sup&gt; Growth Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Total KHC Net Sales&lt;sup&gt;1&lt;/sup&gt;</td>
<td>2023-2027 CAGR</td>
</tr>
<tr>
<td>13%</td>
<td>+7%</td>
</tr>
</tbody>
</table>

**NORTH AMERICA**

<table>
<thead>
<tr>
<th>% of Total KHC Net Sales&lt;sup&gt;1&lt;/sup&gt;</th>
<th>2022 Net Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>2022 Net Sales</td>
</tr>
</tbody>
</table>

**INTERNATIONAL**

<table>
<thead>
<tr>
<th>% of Total KHC Net Sales&lt;sup&gt;1&lt;/sup&gt;</th>
<th>2022 Net Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>4%</td>
<td>2022 Net Sales</td>
</tr>
</tbody>
</table>

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1. % of total KHC sales are approximate calculations using fiscal year 2022 net sales.
2. Non-GAAP financial measure. See the Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/events-and-webcasts.
WE HAVE TRANSFORMED AWAY FROM HOME TO POSITION US TO WIN

FROM
Supplier · Sales-Focused · Narrow

TO
Partners · Consumer-Focused · Connected
FOCUSED ON COMPETING IN HIGH-MARGIN AND HIGH-GROWTH SECTORS

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Chains</th>
<th>Mom &amp; Pop</th>
<th>Hospitality &amp; Schools</th>
<th>C-Store &amp; Retail Food Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America Locations</td>
<td>1.3M</td>
<td>281K</td>
<td>520K</td>
<td>375K</td>
<td>185K</td>
</tr>
<tr>
<td>Consumer Sales $</td>
<td>100%</td>
<td>43%</td>
<td>24%</td>
<td>24%</td>
<td>9%</td>
</tr>
<tr>
<td>% of KHC</td>
<td>100%</td>
<td>32%</td>
<td>42%</td>
<td>22%</td>
<td>4%</td>
</tr>
<tr>
<td>’21 – 26 Industry CAGR</td>
<td>+2.5%</td>
<td>+2.2%</td>
<td>+1.7%</td>
<td>+5.8%</td>
<td>+2.3%</td>
</tr>
<tr>
<td>Margin</td>
<td>AVERAGE</td>
<td>BEHIND INDUSTRY AVERAGE</td>
<td>ABOVE INDUSTRY AVERAGE</td>
<td>ABOVE INDUSTRY AVERAGE</td>
<td>BELOW INDUSTRY AVERAGE</td>
</tr>
</tbody>
</table>

Source: Technomic: January 2023 Wallchart and January 2023 Long-Term Forecast. % of KHC based on internal sales data.
WE ARE GROWING THROUGH INNOVATION
And Have a Pipeline to Continue this Growth in the Most Impactful Segments of the Market

- **Mom and Pop**
  - Innovation
    - Marketing Activation
    - Equipment
    - Broker Network
    - Brand Focus

- **Hospitality and Schools**
  - Innovation
    - Marketing Activation
    - Equipment
    - Culinary Expertise
    - Global Agreements
    - Resource Allocation
    - Brand Focus

- **Chains**
  - Innovation
    - Marketing Activation
    - Culinary Expertise
    - Chefs Network

**Resource Allocation**
WE HAVE A SIGNIFICANT OPPORTUNITY TO CAPTURE SHARE

... Through Increased Penetration

Source: NPD Supply Track fiscal year 2022.
Away From Home Is A Flywheel For Innovation Through New Capabilities, Utilizing The Pyramid Framework To Test, Scale And Expand

ONE Innovation Engine

Food Culture Lives In Restaurants

AFH Is Where Consumer Trials Happen – Brands & Flavors
Pyramid Framework: AFH-led Innovation Strategy

Innovation Test/Learn
Drive trends via partner “network”

Scale
Leverage national chains

Proven
Ownable and insight driven innovation
A Flywheel For Innovation Through New Capabilities, Utilizing The Pyramid Framework To Test, Scale And Expand
We Are Reinventing Our Equipment To Support Further Penetration And Fuel Our Innovation Whilst Driving Brand Experience

Improved Brand Visibility
Full range of flavors
We Are Reinventing Our Equipment To Support Further Penetration And Fuel Our Innovation Whilst Driving Brand Experience

Brand Elevation

High Velocity Accounts

Sustainability
We Are Reinventing Our Equipment To Support Further Penetration And Fuel Our Innovation Whilst Driving Brand Experience

Experience

Customize 200 Flavors
We Are Reinventing Our Equipment To Support Further Penetration And Fuel Our Innovation Whilst Driving Brand Experience

Vending
Expand Distribution with New Channels
Future Growth will Come From…

New Channels

Increased Penetration

Increased Consumption