Together at the Table
Engaging our stakeholders to meet our global sustainability goals
FORWARD-LOOKING STATEMENTS

This report contains 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 ESG strategy; our ambitions, goals, targets, and commitments; the sourcing of raw materials; our activities, efforts, initiatives, and programs, and our investments in such activities, efforts, initiatives, and programs; and projected or expected timing, results, achievement, and impacts. Forward-looking statements generally can be identified by words such as "aim," "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "plan," "project," "should," "strive," "target," "will," and variations of such words and similar future or conditional expressions. 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. Those factors include, but are not limited to, decreased agricultural productivity; increased consumer demand for food products or changes in consumer preferences; economic and political conditions in the United States and other places where we do business or source raw materials; climate change, legal or regulatory responses thereto, and our compliance with such laws; our dependence on technology and the reliability of such technology, including the pace of changes in technology and potential damage to or interruptions in technology; costs of resources and raw materials; adverse weather conditions and natural disasters; labor strikes; the ability to attract, hire and retain qualified personnel; and our future financial and operating performance within and relative to our industry, as well as the other risks found in this report and 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 report, except as required by applicable law or regulation, and make no representation, express or implied, that the information is still accurate or complete.
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ABOUT THIS REPORT

This 2022 Environmental Social Governance Report (“Report”) is the fourth Environmental Social Governance (ESG) report issued by The Kraft Heinz Company (“Kraft Heinz” or “the Company”). This Report reflects our commitment to transparency and provides details for our stakeholders on progress to date against our ESG goals and objectives, which are based on our most significant ESG issues. These issues were reviewed and updated based on our ESG Materiality assessment.

This Report does not include details on our financial performance. Details on our financial performance can be found in our public filings with the U.S. Securities and Exchange Commission (“SEC”) and on our investor relations website. Materiality as used in this report, sometimes referenced as “ESG materiality,” and our ESG materiality review process, are intended to reflect priority ESG issues and do not have the same meaning as materiality under U.S. securities laws, in our filings with the SEC, or under similar laws in other jurisdictions. Issues deemed material for purposes of this Report and for purposes of determining our ESG strategies may not be considered material for other purposes, including our SEC or other reporting.

Unless otherwise noted, this Report covers initiatives and performance metrics associated with our global operations from January 1 through December 31, 2021. Kraft Heinz anticipates issuing an ESG Report annually.

We have utilized the United Nations Sustainable Development Goals (SDGs) as a guiding framework in the development of our ESG initiatives. This Report also serves as our Communication on Progress as a signatory to the United Nations Global Compact and CEO Water Mandate.

Kraft Heinz supports the SDGs, which represent a universal call to action to end poverty, protect the planet and ensure prosperity for all. As such, we considered the SDGs when developing Kraft Heinz’s global ESG strategy and goals. The global ESG strategy of Kraft Heinz supports all 17 SDGs in varying degrees. We have identified the main places in this Report to demonstrate the key ways our initiatives work towards the targets aligned with the SDGs. This is represented by the appropriate icons preceding those correlating sections throughout the report.

This Report was prepared utilizing the Global Reporting Initiative (GRI) Sustainability Standard. We have also aligned this Report to the general principles of the Sustainability Accounting Standards Board (SASB) for food and beverage companies, as well as the Task Force on Climate-related Financial Disclosure (TCFD). Separate downloads of our ‘GRI’, ‘SASB’, and ‘TCFD’ disclosures are available on our website.

Kraft Heinz engaged with Bureau Veritas and SGS United Kingdom Ltd. to provide limited assurance in relation to specific 2021 environmental data. Details on our assurance activities are available in the appendix of this Report and on our website.

We welcome feedback on our ESG strategy and goals. To share questions or comments, please contact ESG@kraftheinz.com.
A LETTER FROM THE CEO

Anyone who knows me well knows how passionate I am about good food and cooking. For me, both are all about relationships. Preparing a meal and creating special moments with those I cook for are among my favorite things. That's why, as the CEO and Board Chair for a global food company with a delicious heritage, the work I do is so personal. I'm incredibly proud that our employees work each day to bring special moments to life for people across the globe. We at Kraft Heinz help feed the world through products that line store shelves and make their way to countless kitchens and restaurants. It all comes Together at the Table.

One of our Company Values is We do the right thing, and everything we do grows from there. But we can only drive progress and achieve our Environmental Social Governance goals by collaborating across our Company and with external stakeholders. In fact, our 2022 ESG Report is a testament to the power of partnerships.

There is a saying that I love: "If you want to go fast, go alone. If you want to go far, go together." The concept of partnership and teamwork is essential—especially when it comes to our ESG efforts.

Within this Report, we're proud to share the progress we are making when it comes to achieving our strategic ESG priorities—thanks in large measure to the alliances we've built. It's all about bringing these internal and external groups together at the Kraft Heinz table. That means our customers and suppliers, nonprofit partners, and importantly, our dedicated employees across the globe.

That is what Together at the Table is all about.

At Kraft Heinz, we take a cross-functional approach to ESG, integrating socially responsible and sustainable practices throughout our business and value chain as we work to deliver on our goals by the year 2025. For us, ESG is not a nice-to-do; it is important to how we operate as a company and to the success of our long-term business strategy. Our ESG goals and priorities fall under three broad Pillars: Healthy Living & Community Support, Environmental Stewardship, and Responsible Sourcing. We believe in focusing on high-priority issues in areas that matter most—and where we as a company can make the greatest impact.

When it comes to ESG, we are on a long journey. While we celebrate the progress we are making toward our goals and Aspirations, we humbly acknowledge we have much work still to do. But despite these challenges, our teams have remained agile. They are working together to make real progress across our key metrics. And they are doing it all while prioritizing a more diverse and inclusive workplace.

This annual Report serves as our Communication on Progress as part of our commitments to the United Nations Global Compact and CEO Water Mandate. I encourage you to visit our ESG website, where you'll find more about our ESG progress and highlights of our achievements, goals, and Aspirations.

I invite ALL of you to join us—To come Together at the Table—as we continue this journey of transforming our world for the better. There is room for all of us!

Miguel Patricio
Chief Executive Officer and Chair of the Board of Directors
The Kraft Heinz Company

Together at the Table: Kraft Heinz 2022 ESG Report

APPENDIX

Introduction

Healthy Living & Community Support

Environmental Stewardship

Responsible Sourcing
Formed in 2015 through the merger of Kraft Foods Group, Inc. and H.J. Heinz Holding Corporation, The Kraft Heinz Company is a globally trusted producer of high quality, great tasting and nutritious food and beverages. Kraft Heinz is co-headquartered in Chicago and Pittsburgh. At the end of the 2021 fiscal year, Kraft Heinz operated 79 manufacturing and processing facilities, approximately 5,550 ingredient and packaging suppliers, approximately 210 external manufacturers, and approximately 36,000 employees around the world.

Information on this page (excluding meal donation numbers) is reflective of the 2021 fiscal year end.
OUR PURPOSE
Our Purpose is our call to action, our reason to exist – reminding each of us why the work we do each day matters.

OUR VISION
Our Vision is an internal declaration of what we aspire to do. It points the way to where we want to go as a Company, and what we plan to achieve in the years ahead. It makes our ambition clear.

OUR VALUES
Our Values represent our beliefs and define our shared culture. They reflect what we stand for and who we want to be. We walk in our Purpose by living our Values.

We are consumer obsessed.

We dare to do better every day.

We champion great people.

We demand diversity.

We do the right thing.

We own it.

To sustainably grow by delighting more consumers globally.
~36,000* EMPLOYEES WORLDWIDE

Global Employees by Gender

- Women: 37%
- Men: 63%
- Nonbinary: < 1%
- Not Disclosed: < 1%

Global Employees by Type

- Full Time: 98%
- Part Time: 2%

Global Women in Management Roles

Total: 39%

* Note that Kraft Heinz has additional temporary, seasonal and student workers in addition to regular full-time employees.
** Includes salaried employees only.

Data on this page is as of December 31, 2021. Full details and footnotes to all metrics are available on pages 80-81.
Together at the Table: Kraft Heinz 2022 ESG Report
ESG Governance

Board of Directors
Comprised of diverse, experienced and qualified leaders with strong credentials, our Board of Directors establishes corporate policies, sets strategic direction and oversees management, which is responsible for our day-to-day operations. Guided by our Corporate Governance Guidelines, the Board aims to foster the Company's long-term success and provides strategic direction to help us achieve meaningful results worldwide. The Board of Directors helps establish and oversee our global ESG objectives and framework, including matters related to operations, our supply chain, animal welfare, climate change, the environment, nutrition and well-being, and social issues. The Board of Directors reviews all significant ESG policies, processes and goals, and receives regular updates from the ESG team on progress against key performance indicators and other relevant developments.

Executive Leadership Team
Our Executive Leadership Team provides oversight and executional leadership for our global ESG strategy. The Executive Leadership Team is led by Chief Executive Officer, Miguel Patricio, and includes 9 other executives representing a variety of disciplines, including Finance, Sales, Operations, Procurement, Marketing, Research and Development, Human Resources, Legal/Ethics & Compliance, Communications, and Corporate Affairs. The team receives quarterly progress reports from the ESG team.

ESG Team and Steering Committee
Accountable to the Board of Directors and in partnership with the Executive Leadership Team, the ESG Team directs the design, development, execution and continuous improvement of our ESG strategy, goals and initiatives. The ESG Team engages with key stakeholders regularly, including consumers, customers, stockholders, employees, NGOs and community leaders, and leads the ESG Steering Committee.

The ESG Steering Committee is comprised of leaders in various functions around the globe. Team leaders are responsible for mobilizing the organization and collaborating across departments to lead the development, implementation, continuous improvement and measurement of relevant ESG policies, procedures and programs. The ESG Steering Committee has subcommittees that meet regularly in the following areas: Product Health; Sustainable Agriculture; Responsible Sourcing; Sustainable Manufacturing; Sustainable Packaging; Animal Welfare; Corporate & Government Affairs; and Communications. These practices are designed to ensure alignment with business strategies and operational objectives. The CEO and key leadership, along with various other team members, hold ESG key performance metrics linked to compensation associated with all ESG initiatives.

Please visit http://ir.kraftheinzcompany.com and/or our Proxy Statement filed with the U.S. Securities and Exchange Commission on March 25, 2022 to learn more about our Company's corporate governance structure and leadership. We are also proud to disclose certain ESG progress and achievements in our proxy statements. Kraft Heinz has also increasingly integrated and disclosed environmental related financial exposure that feeds into various reporting frameworks, such as Sustainalytics, the Dow Jones Sustainability Index, and CDP (Climate, Water and Forest questionnaires).
Corporate Responsibility and Sustainability Governance

**Board of Directors**

*Overssees our global ESG strategy and objectives, including our activities and opportunities, as well as related risks.*

Engages at least annually with management to review all significant policies, processes, and commitments, with additional updates and engagement as necessary.

In July 2021, ESG oversight responsibilities shifted from the Operations and Strategy Committee, which was dissolved, to the full Board. We believe the full Board’s responsibility for consideration and oversight of critical ESG issues enhances our sustainability efforts, which are a critical component of our overall enterprise strategy.

**Chief Executive Officer**

*Collaborates with members of the Executive Leadership Team on oversight and executional leadership on strategies.*

Has an annual performance goal that tracks our ESG performance.

**Executive Vice President, Global General Counsel, and Chief Sustainability and Corporate Affairs Officer**

*Oversees global ESG strategy, reports to the Chief Executive Officer, and collaborates with our ESG Team to establish and lead plan implementation.*

Has an annual performance goal that tracks our ESG performance.

**Quarterly Business Reviews**

Quarterly Business Review meetings with the Executive Leadership Team.

**ESG Steering Committee – SteerCo**

Provides cross-functional, upper-level management input on ESG practices and policies.

**ESG Steering Committee Subcommittees**

Provide high-touch engagement, track emergent issues, and drive collaboration, transparency, and continuous improvement toward initiatives.

Holds monthly workgroups in the following areas: Product Health; Sustainable Agriculture; Responsible Sourcing; Sustainable Manufacturing; Sustainable Packaging; Animal Welfare; Corporate & Government Affairs; and Communications.

**ESG Team**

Directs the design, development, execution, and continuous improvement of our global ESG strategy, goals, and initiatives.

Engages with key stakeholders and leads the ESG Steering Committee.
Focusing on Material ESG Issues

ESG Materiality* and Stakeholder Engagement

* Materiality and its relevant definition as used in this report, sometimes referenced as "ESG materiality," and our ESG materiality review process, is different than the definition used in the context of filings with the SEC. Issues deemed material for purposes of this Report and for purposes of determining our ESG strategies may not be considered material for SEC reporting purposes.
ESG Materiality Assessment

To inform our ESG strategy and goal-setting, Kraft Heinz conducts a comprehensive ESG materiality assessment every three to five years, with respective smaller interim updates as appropriate. This assessment allows us to identify and prioritize the environmental, social and governance issues that are of greatest concern to our stakeholders and relevant to the success of our business. We reevaluate these results on an ongoing basis to reflect any substantial changes in standing on these priority issues and allow for the inclusion of new or emerging issues. We treat our ESG materiality matrix as a living assessment based on participant input. We continue to evaluate material ESG issues to our key stakeholders and the respective impact on our business operations across dynamic global markets.

Material issues are monitored regularly by a variety of internal stakeholders including Kraft Heinz leadership, ESG and the Corporate and Government Affairs ESG Subcommittee.

In 2022, we updated our ESG materiality assessment using Datamaran's cloud-based AI software platform. Datamaran's patented technology provides our ESG Steering Committee with real-time data analysis to identify and monitor new or emerging issues that may impact Kraft Heinz, including regular insight into our Company's unique strategic, regulatory, and reputational risks and opportunities. The assessment includes signals from across a variety of different sources, including corporate annual filings, mandatory regulations, voluntary policy initiatives, online news and media, as well as a cross-functional employee survey. Through this tech-enabled, dynamic and data-driven approach, we have strengthened our strategy and governance process to meet the rise of stakeholder demands at Kraft Heinz.

Enterprise Risk Management

Kraft Heinz has an established, comprehensive approach to Enterprise Risk Management (ERM). Annually, senior management evaluates changes and required updates to the top enterprise risks. The ERM process covers a broad spectrum of risks across several dimensions: ESG, strategic, financial, operational, legal and regulatory, human capital, and hazard/catastrophic. Senior management prioritizes the risks and develops the Kraft Heinz risk profile, which is shared with the Audit Committee of the Board of Directors annually. Each risk owner provides regular updates to the Audit Committee of the Board of Directors.
Ethics & Compliance

Employee Code of Conduct

The Kraft Heinz Company and our employees are expected to conduct business in an ethical manner, guided by our vision, values and an unwavering commitment to integrity and transparency.

The company’s global Code of Conduct, which addresses each aspect of our business including anti-corruption, anti-competitive behavior, data protection and human rights. The global Code of Conduct sets high standards for conducting business in a legal and ethical manner and serves as the foundation of our corporate policies and procedures. To ensure compliance with the global Code of Conduct’s tenets, Kraft Heinz regularly provides training, communications, and guidance to our employees around the world. They have read and will follow the global Code of Conduct. The document is available in 14 languages and can be accessed here: Kraft Heinz global Employee Code of Conduct.

Ethics and Compliance Training

All new Kraft Heinz employees receive ethics and compliance training to familiarize themselves with our Code of Conduct. To ensure compliance with the global Code’s tenets, Kraft Heinz regularly provides training, communications, and guidance to our employees. We monitor and track employees’ training to familiarize themselves with our Code of Conduct. To certify that they have read and will follow the Code of Conduct and that whistleblowing, IT security, and due diligence matters. All training is monitored and tracked by the Ethics and Compliance team.

Reporting a Concern

To help employees report potential misconduct, the Company provides several ways to report this, including through managers, Human Resources, Legal and the Ethics & Compliance team. In addition, we have a confidential Ethics & Compliance Helpline available 24 hours a day. It is accessible globally by a toll-free phone call or online at KraftHeinzEthics.com. We do not tolerate retaliation against an employee who reports potential misconduct in good faith.

Supplier Guiding Principles

Kraft Heinz developed a set of Global Principles applicable to its supply chain referred to as the Supplier Guiding Principles. In 2021, Kraft Heinz launched our updated Supplier Guiding Principles in accordance with our commitment for improved efficacy and due diligence with our valued suppliers around sustainable business practices. The Supplier Guiding Principles apply to all suppliers (including external manufacturers), and we have plans to include joint venture partners in the near future. Read more about our Supplier Guiding Principles on page 61.

Political Contributions and Lobbying Activity

As part of the Company’s ongoing engagement in the communities where our employees live and work, we engage in the political process to help shape public policies that impact our business and the communities where we live and work. Our goal is to ensure that different business issues is representing our business and the communities where our employees live and work. We adhere to the local laws and regulations governing interactions with government officials, including political contributions and lobbying activity. For more information on our political contributions and lobbying activity, please visit https://www.kraftheinzcompany.com/contributions.html. Kraft Heinz engages responsibly in the political process in the communities where our employees live and participate in the political process through issue advocacy and political contributions. Kraft Heinz has in place effective compliance procedures for, and oversight of, lobbying activities, corporate contributions and The Kraft Heinz Political Action Committee (Kraft Heinz PAC) expenditures. The Kraft Heinz Code of Conduct requires all employees to maintain honest, forthright behavior, data protection and human rights. The global Code of Conduct sets high standards for conducting business in a legal and ethical manner and serves as the foundation of our corporate policies and procedures. To ensure compliance with the global Code of Conduct’s tenets, Kraft Heinz regularly provides training, communications, and guidance to our employees around the world. They have read and will follow the global Code of Conduct. The document is available in 14 languages and can be accessed here: Kraft Heinz global Employee Code of Conduct.

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Public Disclosure

Kraft Heinz believes that an important aspect of engaging in the political process is transparency and disclosure. Kraft Heinz files information as required by federal and state campaign finance and disclosure laws. The Kraft Heinz PAC reports its contributions to the Federal Election Commission (FEC), the details of which are publicly available on the FEC internet site. All Kraft Heinz PAC and Company political contributions since 2012 are listed on our website. This includes contributions to ballot initiatives and 501(c)(4) organizations where funds may be utilized for political purposes. This information is updated semi-annually. In addition, Kraft Heinz partners with outside counsel to conduct an annual internal audit of all lobbying practices and reporting.

Lobbying Activity

Kraft Heinz prepares and files reports with the Secretary of the U.S. Senate and the Clerk of the U.S. House of Representatives quarterly, which detail lobbying activities and expenditures. These reports are available here. The Company also files lobbying reports with many U.S. state and municipal governments as required by law. These reports are publicly available through the websites of the jurisdictions where they are filed.

Trade Association Membership

Kraft Heinz believes that trade association membership and participation provides a number of benefits to our business and employees, including the ability to remain engaged on relevant issues and as a forum for sharing ideas and information. The Company’s involvement with trade associations does not include engaging in political activity. Kraft Heinz instructs trade associations that our dues must only be used on issues of importance to our business and none may be provided to support or oppose political candidates. Find language sent to trade associations here.

Center for Political Accountability

Kraft Heinz has proudly doubled its score since 2015 on the “CPA-Zicklin Index,” a rating developed by the Center for Political Accountability in conjunction with the Carol and Lawrence Zicklin Center for Business Ethics Research at The Wharton School, University of Pennsylvania. The full report can be found here.
In support of our Vision To sustainably grow by delighting more consumers globally, we are committed to responsible, sustainable practices extending to each facet of our business. The Kraft Heinz ESG strategy prioritizes the issues that matter most to the Company business and stakeholders, focusing on areas that have the greatest impact. It includes three key pillars: Healthy Living & Community Support, Environmental Stewardship and Responsible Sourcing.

Our goal is to build value among our Company’s broad set of stakeholders by incorporating socially responsible business practices within our own operations and across every stage of our supply chain. We’re setting ambitious environmental goals, sourcing sustainably, improving the products we sell and making impactful advancements in communities – all with a commitment to transparency and two-way dialogue. This continues to be our way forward.

ESG Strategy

**Environmental Stewardship**

Environmental stewardship begins with our operational footprint, where we actively strive to conserve water and energy, reduce emissions, minimize waste and make our packaging sustainable. Our manufacturing sites can consume substantial amounts of resources, and are controlled by us, so we focus significant efforts around environmental stewardship inside of our walls.

**Healthy Living & Community Support**

A key part of our corporate strategy is a commitment to people, to nutrition and health, and to making life delicious all at once. Some of the actions we are taking to support this commitment include ongoing improvements to the nutrition of our product portfolio, transparent and responsible marketing and communications, and alignment with credible science and public health goals.

Through these actions, we aim to contribute to the key priorities and target achievements outlined by the World Health Organization’s Global Action Plan for the Prevention and Control of Noncommunicable Diseases, and the United Nation’s Sustainable Development Goals.

**Responsible Sourcing**

At Kraft Heinz, we not only believe in striving to be better every day within our own operations, but we aspire to work with our entire value chain to continually improve on social and environmental factors. We are dedicated to responsible sourcing and related impacts in critical areas to Kraft Heinz and our stakeholders. These include areas of focus such as human rights, deforestation, animal welfare and sustainable agriculture. We are also committed to strengthening our due diligence and management programs, while keeping the needs of our suppliers and our customers a top priority.
2021 Progress on ESG Goals

**Healthy Living & Community Support**
- Improve **product health & nutrition** by achieving 85% compliance with Kraft Heinz Global Nutrition Targets by 2025.
  - **Progress**
  - **On Track: 67.7%**
- Reduce total **sugar** in our products by more than 60 million pounds across our global portfolio by 2025.
  - **Progress**
  - **On Track: 16%**
- Reduce **sodium** by an additional 5% in our BBQ Sauce and Kraft Salad Dressings in North America by 2025.
  - **Progress**
- Improve use and transparency of **simpler ingredients** by 2025.
  - **Progress**
  - **On Track**
- Increase our **plant-based offerings**.
  - **Progress**
  - **On Track**
- Provide **1.5 billion meals** to people in need by 2025 against our 2019 baseline.
  - **Progress**
  - **On Track: 52%**
- **50%** of our global management positions will be filled by women by 2025.
  - **Progress**
  - **On Track: 39%**
- **30%** of our salaried U.S. employee population will identify as people of color by 2025.
  - **Progress**
  - **On Track: 26%**

**Environmental Stewardship**
- Achieve **Net Zero carbon emissions** by 2050, halving same by 2030.
  - **Progress**
  - **On Track: Early Stage**
- Reduce **energy use intensity** by 15% across our manufacturing facilities by 2025 (per metric ton of product made).
  - **Progress**
  - **On Track: 5.1%**
- Procure majority of electricity from **renewable sources** by 2025.
  - **Progress**
  - **On Track: 7%**
- Reduce **water use intensity** by 20% in high-risk watershed areas by 2025 (per metric ton of product made).
  - **Progress**
  - **On Track: 12.2%**
- Reduce **water use intensity** by 15% across our manufacturing facilities by 2025 (per metric ton of product made).
  - **Progress**
  - **On Track: 4.4%**
- Reduce **waste to landfill intensity** by 20% across our manufacturing facilities by 2025 (per metric ton of product made).
  - **Progress**
  - **On Track: 14.7%**
- **Aim to make 100% recyclable, reusable or compostable packaging** by 2025.
  - **Progress**
  - **On Track: 84%**
- Create a **fully circular Heinz Tomato Ketchup Bottle** in Europe by 2022.
  - **Progress**
  - **Complete**

**Responsible Sourcing**
- Source **100%** of eggs globally from cage-free or better* hens by 2025.
  - **Progress**
  - **On Track: 64%**
- Source **100%** of eggs in Europe from free-range hens.
  - **Progress**
  - **Complete: 100%**
- Improve **broiler chicken welfare** in the U.S. by 2024 and European chicken commitment by 2026.
  - **Progress**
  - **On Track**
- Purchase **100% sustainably-sourced Heinz Ketchup tomatoes** by 2025.
  - **Progress**
  - **On Track**
- Purchase **100% sustainable palm oil** by 2022.
  - **Progress**
  - **Complete: 100%**
- Purchase **100% traceable palm oil to the mill** by 2022.
  - **Progress**
  - **Complete: 100%**
- Continue to work with animal welfare experts and suppliers on **best practices to eliminate painful procedures** and promote sustainable practices.
  - **Progress**
  - **On Track**

* Kraft Heinz defines “cage-free or better” eggs as sourced from laying hens that come from cage-free, free-range, pasture-raised, or similar natural or open housing settings.
Governance Commitments

Accountability
We will continue to maintain ESG oversight with the Board of Directors. Our CEO, key leadership and respective team members lead and support our ESG goals and have linked key performance metrics embedded.

Communicate Transparently and Authentically
We will report climate, forests and water information on an annual basis to CDP and engage with stakeholders on material ESG issues.

Market Our Products Responsibly
We will continue to market and advertise our products in a responsible and suitable manner to all audiences.

Promote Workplace Health and Safety
We will continue to provide a healthy, safe and secure workplace. We improved safety Key Performance Indicators (KPIs) over last year, representing some of the best results among our food and beverage industry peers.

Operate Ethically
We will continue to conduct business in an ethical manner and unwavering commitment to integrity and transparency.

Promote Diversity, Inclusion, and Belonging
We will continue to demand and promote diversity, inclusion, and belonging in all aspects of our Company.
Kraft Heinz has a diverse portfolio of products to suit a vast array of eating occasions and lifestyle choices. A key part of our corporate strategy is naturally a commitment to people, to nutrition and health, and to live our purpose 'Let's Make Life Delicious.' Some of the actions we are taking to support this commitment include ongoing improvements to the nutrition of our product portfolio, transparent and responsible marketing and communications, and alignment with credible science and public health goals. Through these actions, we aim to contribute to the key priorities and target achievements outlined by the World Health Organization's Global Action Plan for the Prevention and Control of Noncommunicable Diseases, as well as several of the United Nation's Sustainable Development Goals (SDGs). We aim to promote responsible production and consumption as well as overall health and well-being. We are specifically targeting achievement of the SDG Zero Hunger through our partnership with organizations such as Rise Against Hunger, Heifer International and Feeding America, and through our operational food donation programs. Our communities are the foundation of our society, and reflect what's best in us as we lean in and support their everyday needs. Moreover, during challenging times, whether from impacts from catastrophic weather events, social inequity unrest, or a devastating pandemic, Kraft Heinz strives to rise to the occasion and provide relief wherever we can.
Diversity, Inclusion, & Belonging

Corporate Highlights

Let’s Make Life Delicious

We demand diversity and

- 50% of our global management positions will be filled by women by 2025.
- 30% of our salaried U.S. employee population will identify as people of color by 2025.

We strengthened our commitment to a diverse workforce by targeting employee representation that reflects the diversity of the communities in which we operate.
In 2021, the work continued. As we continued efforts to collect data to fuel the creation of global aspirations, we also created governance to ensure data privacy. It is important to us that our employees know that we are using data solely to support the creation of a diverse and inclusive workplace. The Global Inclusion Council heard directly from Business Resource Group (BRG) leaders. We joined the Human Rights Campaign - Business Coalition for the Equality Act, and the Civil Alliance, both in the US, and the MOVER Movement in Brazil. We signed the Workplace Pride Declaration of Amsterdam in the Netherlands and spoke out against Anti-Asian violence. We also participated in the Women in the Workplace Study sponsored by McKinsey and LeanIn.Org and the global Bloomberg Gender Equality Index.

Our engagement survey results related to diversity, inclusion, and belonging will be in the top quartile. We are on our way to our goal of placing in the top quartile as compared to our peers. In 2021, employee scores improved by 1 point compared to 2020 for ‘feeling a sense of belonging’ and 2 points for ‘feeling like their opinions count’. Scores remained flat for ‘leaders valuing different perspectives’.

- **Achieved 39% at the end of 2021** (+2 percentage points compared to 2020)
- **Achieved 26% at the end of 2021** (+2 percentage points compared to 2020)

We are on our way to our goal of placing in the top quartile as compared to our peers. In 2021, employee scores improved by 1 point compared to 2020 for ‘feeling a sense of belonging’ and 2 points for ‘feeling like their opinions count’. Scores remained flat for ‘leaders valuing different perspectives’.

<table>
<thead>
<tr>
<th>2025 Aspirations</th>
<th>New Aspirations Set in 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>50% of our global management positions will be filled by women</td>
<td>17% of our salaried UK employee population will identify as ethnic minorities</td>
</tr>
<tr>
<td>30% of our salaried U.S. employee population will identify as people of color</td>
<td>40% of our salaried Brazil employee population will identify as Pretos e Pardos</td>
</tr>
<tr>
<td>Achieved 39% at the end of 2021 (+2 percentage points compared to 2020)</td>
<td>11% at the end of 2021 (This is on our journey towards our ultimate aspiration of 31%. National average of population who identify as ethnic minorities is 14% across the U.K. and 40% within London. The aspiration is based on a weighted average of the split between our populations in our London office and our U.K factories.)</td>
</tr>
<tr>
<td>Achieved 26% at the end of 2021 (+2 percentage points compared to 2020)</td>
<td></td>
</tr>
</tbody>
</table>

Regarding our inclusion aspiration, we will seek to qualify these values and metrics with internal confirmation through our regular engagement surveys, and also through supplemental external recognition.

We know a truly inclusive culture allows our people to contribute their unique perspectives and ideas, execute with excellence, and grow great careers. We continue to work toward our stated aspirations, as we know that they are critical to our diversity, inclusion, and belonging journey while increasing accountability. By year end we had achieved our 2021 objectives, increasing by two percentage points respectively for both our Global Women in Management Aspiration and our US Race/Ethnicity Aspiration. We improved our global engagement score for the “Opinions Count” driver and the “Belonging” driver, moving us closer to our 2025 goal of placing in the top quartile as compared to our peers.

In 2021, we added additional demographic aspirations in the UK and Brazil, a result of collecting self-disclosed data across our global footprint. We will continue to develop more aspirations for countries in which we operate after similar data collection efforts.
Creating and Executing a Global Strategy

We demand diversity,

Annual Day of Service

Employee Development

Community Support

Together at the Table: Kraft Heinz 2022 ESG Report
Diversity, Inclusion, & Belonging: Creating and Executing a Global Strategy  (cont.)

WISE (Women in Sales Everywhere): 71>

Fostering Inclusion

7IV ib. p>st[>iv]5a>

Business Resource Groups (BRGs)

Recruiting

7IV ib. p>st[>iv]5a>

Lime Connect:

National Urban League:

Lutheran Social Services:

Wounded Warriors Projects:

Finger Lakes Youth Apprenticeship Program:

Fairshake National Partnership:

Learning
Brand Spotlights

Reinvigorating *Oscar Mayer*

Oscar Mayer was founded more than 100 years ago on the principle that all people should have access to quality meat—signified by the yellow ribbon on every product as a band of quality. With this focus on inclusivity rooted in our DNA, we kicked off 2021 by delving into consumer insights and re-evaluating our creative work, and determined that the brand’s marketing and advertising needed to better reflect our increasingly diverse consumers.

With that, we started on a journey to increase representation and transform Oscar Mayer into a more contemporary brand.

We launched a new brand platform and mantra, “Keep It Oscar,” rooted in our legacy of sparking unexpected smiles and bringing levity and fun to everyday experiences.

The first year of “Keep It Oscar” focused on our approach to creative work. We shifted our advertisements to a Pop Art style—one that is inherently accessible and rooted in the principle that art can be drawn from any source. In tandem, we made sure the brand’s marketing and advertising represented the diversity of our consumers—both in front of and behind the camera.

This included working with filmmaker Calmatic to direct our “Yum Choir” TV spot that featured a diverse cast, partnering with animation producer Tracey LaGuerre for our “Sandwich Ghost” TV spot, engaging with photographer Justin Bridges to shoot our new line of Street Meat apparel with a diverse group of models, and working with artist Jiaqi Wang to design a custom billboard for our Los Angeles-based fans.

While our journey’s just begun, we’re proud of the representation in our creative work over the past year and how it signals how we will continue to grow as a brand. And we’re just getting started!

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Heinz partners with The Lee Initiative to Help Preserve Black-Owned Restaurants’ Cultural Legacy

In 2021, Heinz partnered with The Lee Initiative and Southern Restaurants for Racial Justice (SRRJ) in a collective effort to preserve the legacy of Black-owned restaurants through a grant program and other resources to help sustain long-term business health and success. The grants offered through this program are part of a purposeful, multiyear partnership that will grow and evolve over time.

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Together at the Table: Kraft Heinz 2022 ESG Report

APPENDIX

INTRODUCTION

ENVIRONMENTAL STEWARDSHIP

RESPONSIBLE SOURCING

HEALTHY LIVING & COMMUNITY SUPPORT

APPENDIX

Oscar Mayer worked with popular filmmaker Calmatic to direct its “Yum Choir” TV spot, sparking smiles with its upbeat musical tune.

Animation producer Tracey LaGuerre invoked fun and levity into an Oscar Mayer Cold Cuts TV spot with her “Sandwich Ghost” creation.

Oscar Mayer brought a contemporary look to its Hotdogger apparel, debuting its “Street Meat” collection featuring a diverse group of models shot by famed photographer Justin Bridges.

Artist Jiaqi Wang brought a taste of #KeepItOscar pop art to Los Angeles with a custom mural billboard.
Since 2018, Kraft Heinz has expanded its LiveWell health and wellness platform across the global business units. Our mission is to support and inspire a well-being lifestyle for our employees, so that they can make healthy life choices within and outside of the workplace. Today, LiveWell at Kraft Heinz continues to amplify our commitment to help employees achieve optimal wellbeing physically, emotionally, socially, and financially. Throughout the year, we raise awareness on health and wellbeing. We focus on key topics through speaker series, global and local events, and targeted initiatives on physical fitness, mental health, family and community, and financial education. Our global LiveWell hub provides employees easy access to relevant external resources and internal programs available in their local countries. We continue to champion the LiveWell program's holistic approach to wellbeing in response to COVID-19 with enhanced programs, including healthcare benefits, disability and employee assistance initiatives. With lifted COVID-19 mandates and varying stages of our return to office, LiveWell has provided additional resources on navigating change for re-entry and safety protocols that are top of mind for employees.

At Kraft Heinz, we have worked to address the stigma attached to discussing and supporting mental health and well-being in the workplace. In 2021, we expanded our Mental Health First Aiders program in the International Zone and Canada with over 120 trained colleagues. We will launch a similar effort in the U.S. in 2022. We also enhanced our Employee Assistance Plans, with programs now available in 31 countries. Late 2021, we initiated the LiveWell Ambassadors program represented by a group of cross-geography and cross-functional employees to collaborate and champion our local and global LiveWell efforts.
Learning & Development

We dare to do better every day, and own their own learning and development. This empowers employees to execute with excellence in their current role, accelerate their learning curve and grow a great career. Ownerversity has learning opportunities for everyone, as represented by our ten academies, which inspire and grow talent within Kraft Heinz while developing employees’ capabilities to help them navigate their career journey.

The Leadership and Culture Academy is for all Kraft Heinz employees and focuses on leadership development, manager excellence, and provides opportunities for employees to learn how to live our Purpose and Values every day.

The nine Functional Academies target employees within a specific function, providing a learning home for everyone at Kraft Heinz. Each Functional Academy helps facilitate the development of functional capabilities for employees and their teams to thrive in their roles, which delivers value to Kraft Heinz. The Functional Academies focus on Finance, IT, Legal, Marketing, Operations, People, Procurement, R&D, and Sales.

The Learning & Development Value Proposition

What we expect from you... and what’s in it for you.

Ownership
Learn Like an Owner
Seek out high-impact learning experiences.
Commit to a regular learning practice, even if it’s just a few minutes a day.
Encourage others to do the same.
Contribute to a culture of learning.

Performance
Execute with Excellence
Apply what you have learned to achieve your goals and targets.

Meritocracy
Grow Great Careers
Accelerate your learning curve.
Prepare yourself to take advantage of the opportunities that exist at Kraft Heinz to grow a great career.
Learning & Development

RELEVANT
Learning Experience: 95% favorable for “relevant content with examples or activities that helped employees learn how to apply the takeaways to their job”

EFFECTIVE
Effectiveness: 92% favorable for ‘acquiring new knowledge and skills’ and 86% favorable for ‘gaining insights that will improve job performance’

VALUABLE
Value: 92% favorable for ‘this learning experience was a valuable use of my time’

In September 2019, we launched the #LearnLikeAnOwner Challenge to the entire company and invited employees to join leadership in this movement to encourage a culture of continuous learning, bold creativity, and intellectual curiosity. The movement is truly global as anyone can learn anywhere and at any time.

Employees not only #MakeTimeForLearning, they also share what they learn with other employees through a Kraft Heinz internal communications platform called KetchApp. Employee participation in the #LearnLikeAnOwner Challenge continued to grow in 2021, with over 1,300 employees making a commitment and logging approximately 36,000 hours of learning.

Since Ownerversity’s inception in 2016, the global and zone learning teams have expanded the Kraft Heinz library to include custom Kraft Heinz learning experiences and curated playlists to help employees find training more easily. In 2020, there were over 479,500 registrations in the Ownerversity platform. The overall Ownerversity usage was 14 average learning hours per employee (both office professionals and production workers). These numbers increased further in 2021, with 537,938 registrations accounting for a total of 14.4 average learning hours per employee. The most attended programs across all Kraft Heinz were our #LearnLikeAnOwner Speaker Series followed by Ownerversity Day, our 24-hour event designed to bring the entire Kraft Heinz family together around learning.

Google Analytics has shown the Ownerversity platform draws a sizable number of visitors year over year, with totals from 2019 and 2020 being fairly consistent (45,151 and 43,494 visitors respectively), and 2021 showing a significant increase (57,781 visitors). In addition to adoption and increased visitors to the platform, for all content overall in Ownerversity for 2021, the results by key measures were very favorable with increases ranging from 1 - 2 percent in effectiveness and value.
Working to Alleviate Global Hunger

We have aligned our current key partners towards this goal:

- Rise Against Hunger
- Heifer International
- Feeding America
- No Kid Hungry
-联合国儿童基金会
- Child Aid
- American Red Cross
- Greater Chicago Food Bank
- Greater Pittsburgh Community Food Bank
- Food Banks Canada
- Magic Breakfast
- TechnoServe

Provide 1.5 billion meals to people in need by 2025 against our 2019 baseline.

PROGRESS ON TRACK: 52%
Rise Against Hunger

The Kraft Heinz Foundation (and prior to that, the H.J. Heinz Holding Corporation) have been a partner of Rise Against Hunger since 2013. Originating from the desire to provide nutritious and efficient meals to those facing hunger across the world, our partnership with Rise Against Hunger now impacts a wide variety of issues ranging from addressing global hunger through localized, urgent needs, to wider systemic, long-term projects. Today, we are Rise Against Hunger's largest partner.

In July 2021, the Kraft Heinz Foundation committed to a $12 million donation, dispersed over the following three years, to support Rise Against Hunger's global efforts to end world hunger. This commitment will support Rise Against Hunger's sustainable agriculture projects, local procurement efforts and the packaging and distribution of Rise Against Hunger meals, including the supplying of Kraft Heinz micronutrient sachets. These sachets, added to Rise Against Hunger's meal bags, include 18 essential vitamins and minerals. Kraft Heinz's micronutrient sachets have fortified over 400 million Rise Against Hunger meals to date.

During the first year of this commitment, Rise Against Hunger was able to reach over 2.7 million people, and, through food distribution, local procurement and sustainable agriculture projects, supply them with the equivalent of approximately 253 million meals.

Key Highlights from 2021:

Sustainable Agriculture

Participants in Rise Against Hunger's sustainable agriculture projects, supported by Kraft Heinz, in Malawi, Mali, South Sudan, Senegal and Zimbabwe produced 14,340 metric tons of food. This was equivalent to more than 214,067,750 meals. These projects, which Rise Against Hunger implements with local partners, support long-term food security through a variety of initiatives, including sustainable agricultural training, microenterprise loan programs to support small business, installations of water wells and solar pumps, and more.

Nourishing Lives Through Meals

Rise Against Hunger also works to strengthen food and nutrition security through safety-net food assistance programs in chronically food insecure regions, such as Nicaragua, Tanzania, Timor-Leste Indonesia and India. Many of these meals and locally procured food are distributed in educational settings to also support children's education.
LAUNCH Project

Implemented by Rise Against Hunger and its in-country partner Development in Gardening, the Leveraging Agriculture to Unite Communities and Hospitals (LAUNCH) project has been working to improve food security for at-risk populations in southern Senegal. The sustainable agriculture project establishes community gardens and supports participants as they set up home gardens. In 2021, approximately 2,394 pounds of crops were harvested by LAUNCH participants in community gardens, homes and demonstration gardens. To date, 20 community gardens and 16 facility gardens have been established, each averaging 30 varieties of produce, in Ziguinchor, and 948 people have been trained on sustainable agriculture practices.

Fatou, a farmer from Casamance, Senegal, is one of the LAUNCH project participants. Before joining the project, Fatou used traditional techniques on her farm. Due to the dry climate and lack of water for irrigation, this limited her to a small selection of crops she could plant. Through the project, Fatou learned new gardening techniques and water conservation practices, like gardening in tires as well as diversifying her garden to increase her vegetable production. She has now been able to increase her farming yields by almost 40 percent, allowing her to meet her family's financial and household needs.

Pandemic Relief in Indonesia

During Indonesia's COVID-19 lockdowns in 2021, many Indonesian families struggled to get the food and nutrition that they needed. Rise Against Hunger's Malaysia office, along with partner HOPE Worldwide Indonesia, designed and distributed shelf-stable food boxes that included rice, mung beans, oil, flour and sugar to ensure that families continued to receive adequate sustenance during this time. The initiative reached seven major cities across Java, Indonesia's most populous island, benefitting over 16,700 individuals.

Photo Credit: Keenan Hairston

Recipients of the LAUNCH Project.

Together at the Table: Kraft Heinz 2022 ESG Report
The following are key areas of focus in Kraft Heinz’s strategic partnership with Heifer International:

**Economic Empowerment**
Working with communities to identify sustainable income-generating opportunities, building inclusive, resilient economies with farmers at the center.

**Environmental Sustainability**
Guiding and supporting farmers as they integrate climate-smart agricultural practices on their farms to increase resilience and crop production, while protecting the planet.

**Food Security and Nutrition**
Working with farmers to improve productivity and diversify their businesses so they can provide quality food for themselves and their families.

**Risk Mitigation and Resilience**
Supporting individuals and communities to forge connections so that they can shift from subsistence to sustainability— from reliance on others to resilience.

**Women’s Empowerment and Social Capital**
Investing in women and building stronger communities to end hunger and poverty for whole families and communities.

“With rising food insecurity around the world, Heifer International is committed to its mission of ending global hunger and poverty in a sustainable way. Our life-saving work reaches more than a million families globally every year and would not be possible without the support of dedicated partners like Kraft Heinz. We are grateful for Kraft Heinz’s continued support as we work with farmers and their communities to build long-term, sustainable solutions to the hunger crisis.”

– Pierre Ferrari, President and CEO, Heifer International

**Kraft Heinz and Heifer International 2021 STATISTICS**

- **148.6M** Meals Produced
- **5 Countries**
  - Bangladesh, Ecuador, Honduras, Nepal, Rwanda
- **110B** Calories produced
- **196,882** Active participants in Heifer International’s projects in Bangladesh, Ecuador, Honduras, Nepal, Rwanda in 2021
Supporting Communities in Need

Feeding America

Feeding America® is a nationwide network of 200 foodbanks and 60,000 food pantries with meal programs that serve every county in America. In Feeding America’s words, “to end hunger, we have to make hunger unacceptable,” and that is why the organization encourages everyone to take action in the fight to end hunger – an issue that impacts one in nine of our neighbors.

Our relationship with Feeding America dates back to Kraft Foods Group, Inc., as one of the original groups to provide the organization with financial support in the 1980s. Today, Kraft Heinz helps Feeding America achieve its mission in a three-pronged approach. First, we help member food banks meet immediate hunger needs through food donations from our corporate operations. In 2021, we donated just under 15 million pounds of food to the Feeding America network through 33 local member food banks aligned with our U.S. manufacturing sites, bringing our total since 2016 to more than 117 million pounds of food donated. Second, through The Kraft Heinz Foundation’s philanthropic giving we are able to significantly amplify food donations to families in need on a planned basis. Third, we further partner with Feeding America through cause marketing and volunteerism, all aimed at our shared mission to end hunger.

“Hunger is an issue that impacts every community in our country, and at Feeding America, we work hard every day to help people who may not know where they will find their next meal. We are incredibly grateful for our longstanding partnership with Kraft Heinz and for its generous support of our network. Through monetary and food donations, along with volunteer engagement, Kraft Heinz has helped us provide more meals to our neighbors when they need it most.”

– Casey Marsh, Chief Development Officer, Feeding America

Share our Strength: No Kid Hungry Campaign

No child should go hungry in America but in the wake of the coronavirus pandemic, 1 in 6 kids could face hunger. In 2021, the Kraft Heinz Foundation made another significant investment in No Kid Hungry’s efforts to end childhood hunger and bringing No Kid Hungry one step closer to their goal to make sure that every child

gets three meals a day. The Foundation’s grants support No Kid Hungry’s efforts to launch and improve critical programs that help ensure kids have consistent access to food. These grants can help provide up to 2.5 million meals to kids across the U.S. *

“Kraft Heinz Foundation’s continued partnership with No Kid Hungry is a strong indication of their deep understanding of the issues that contribute to childhood hunger in the US. And as we continue to navigate the impact of the pandemic on families and the schools and community organizations that were their lifeline for consistent access to food, partners like Kraft Heinz Foundation ensure we are able to help programs reach as many kids as possible. We are so grateful for this partnership.”

– Jill Davis, Chief Revenue Officer, No Kid Hungry

Red Cross

Vision Statement: The American Red Cross, through its strong network of volunteers, donors and partners, is always there in times of need.

Through a network of about 250 chapters in the U.S., the American Red Cross provides relief to victims of disaster and helps people prevent, prepare for and respond to emergencies. As a member of the organization’s Disaster Responder Program, The Kraft Heinz Foundation is part of a select group of forward-thinking organizations that provide the highest level of year-round support to Red Cross disaster relief and preparedness efforts. The advance commitment – before disaster strikes – empowers the Red Cross to be ready to help disaster survivors at a moment’s notice, while also preparing people and communities for crises yet to come.

“The American Red Cross is part of nearly every community in the U.S., which means our work before, during and after disasters is never finished. We are extremely thankful to The Kraft Heinz Company Foundation for their year-round support as a Disaster Responder Program member. This forward-thinking commitment enables us to prepare communities for the unexpected and rush immediate relief to people affected by disasters whenever and wherever they strike.”

– Jennifer Pipa, Vice President, Disaster Programs, American Red Cross

* Meal equivalency varies during COVID-19 relief.
Supporting Communities in Need (cont.)

Greater Pittsburgh Community Food Bank

"Across southwestern Pennsylvania one in seven people don’t have enough to eat. With the tremendous partnership of the Kraft Heinz Foundation through our Grow, Share, Thrive campaign, we will be able to ensure our neighbors have access to the food they need today, tomorrow and for a lifetime. Thank you!"

- Lisa Scales, President and CEO, Greater Pittsburgh Community Food Bank

Greater Chicago Food Depository

"The Kraft Heinz Company, co-headquartered here in Chicago, remains a leading supporter of the Greater Chicago Food Depository and our more than 700 community partners across Cook County. Since 2016, Kraft Heinz has donated the equivalent of nearly 5 million meals to its neighbors facing food insecurity - 750,000 meals in the last year alone. We are so grateful for this relationship, especially as we continue to respond to an elevated need for food assistance. Companies like Kraft Heinz help us create a truly Greater Chicago."

- Kate Maehr, Executive Director and CEO, Greater Chicago Food Depository

Grow Pittsburgh

“Our partnership with Kraft Heinz has helped people throughout the Pittsburgh region grow thriving gardens and share meals with their families and neighbors. Thank you for bolstering food security and food sovereignty in our community.”

- Denele Hughson, Executive Director, Grow Pittsburgh

The Lunchbox Fund

“Our partnership with Kraft Heinz has been transformative to so many children's lives. As a result of the company's support, we’re now able to provide over 1,500 extra daily breakfast meals in-school to children from very poor families who typically do not have access to food before school. This essential first meal of the day supports the children’s ability to learn, leading to better educational performance. These nutrition-rich meals also act as a critical incentive to encourage students to be punctual and stay in school, broadening their educational opportunities and increasing their lifetime income potential. These breakfasts are, quite literally, life-changing.”

- Topaz Page-Green, Founder, Lunchbox Fund

Pantry Day and Food Banks Canada

Child Aid

"In 2021, the Kraft Heinz Foundation continued its important support of Guatemalan children and their families as part of Child Aid's White Flag Hunger Relief Campaign by awarding a second $75,000 grant (approximately 579,600 meals) for emergency food relief. Since the onset of the global pandemic, the foundation has provided more than one million meals to starving families in the northern highlands of Guatemala. The continued spread of COVID-19 continues to challenge families in a nation already crippled by poverty, inflation and climate change. Through Child Aid and the Kraft Heinz Foundation, hungry families received boxes of emergency supplies meant to keep hunger at bay for approximately three weeks. Each emergency box contains one pound of beans, one pound of rice, one liter of oil, one pound of noodles, powdered milk, salt, sugar, hand sanitizer and children's vitamins."

- Nancy Press, Chief Executive Officer, Child Aid
Global Nutrition Guidelines

The Kraft Heinz Global Nutrition Guidelines identify nutrient targets for our products, with a focus on limiting sugar, sodium, saturated fat and calories. In addition, we continue to be committed to increase positive nutrients, offering delicious products with improved nutrition profiles.

As part of this process, the Kraft Heinz Global Nutrition Group identified upper limits for calories, sodium, sugar and saturated fat across 50 categories that represent our total global portfolio. Products that meet these nutrition guidelines align with globally recognized dietary recommendations from the World Health Organization, the National Academies of Sciences, Engineering and Medicine, and the European Food Safety Authority.

Progress on Healthy Living Goals

Compliance* with Kraft Heinz’s Global Nutrition Targets (GNTs) fell from 74.7 percent in 2020 to 67.7 percent in 2021. This decrease resulted from two main contributory factors:

• Inclusion of expanded regional data
• Updated nutritional information

In 2021, efforts focused on improving the quality of data and transparency within regions that had not previously been measured. Expanded assessed regions included China, Indonesia, Brazil, and the Middle East, which increased global data volume assessed by 15 percent. We continue to improve data quality and nutrition profiles in regions which are early in their nutrition target compliance journey.

Product Health

The fall in GNTs compliance was also impacted by updated sodium nutritional information for Heinz tomato ketchup in North America; this was not the consequence of changes to the formulation. In addition, Kraft Heinz normalized serving sizes to 100 grams for all category targets globally to help ensure a consistent and common baseline.

Further to our GNTs, we successfully reduced just under 10 million pounds of total sugar across our portfolio in 2021, 16 percent towards our goal of reducing 60 million pounds of total sugar across our global portfolio by 2025. This reduction was primarily driven by our ABC brand in Indonesia in combination with multiple initiatives across Asia, Australia, and Europe. We are confident that we will reach our goal and have an ambitious roadmap, including significant sugar reductions in our beverages as well as other global initiatives. In 2021, there was no progress on our North America sodium reduction goal but we are implementing plans to help ensure achievement by 2025.

* Inclusive of all countries with measurable data where Kraft Heinz operates, which was expanded to include volumes from China, Indonesia, Brazil, and the Middle East in 2021. Kraft Heinz Foodservice, Kraft Heinz Ingredients and infant/toddler categories are not included in the overall metric. Kraft Heinz Foodservice and Kraft Heinz Ingredients items do not have specific nutrition targets and infant/toddler product targets are based on local guidelines.
Innovating New Health and Consumer Conscious Products

Increase our plant-based offerings.

Innovation Partnerships

Plant-based

The Heinz brand has been making high quality, plant-based products for over 150 years. Below are some examples of our plant-based launches in 2021.

In conjunction with Veganuary, Heinz launched vegan versions of several of its well-loved products. The brand also launched three varieties of 'Beanz Burgers', each containing 10 grams of protein and packed full of beans. These tiny parcels of superpower make a great range of nutritionally rich meat-free products packed with all of the goodness of beans & veggies.

In select regions, Heinz launched a fully vegan mayo range, including flavors such as original, smoky chili and garlic aioli. In addition, the brand also introduced a vegan alternative to its fan favorite Heinz Salad Cream. This vegan alternative has the same deliciously zingy taste of Heinz Salad Cream we all know and love, but is suitable for vegans while also being gluten free and containing no artificial colors, flavors or preservatives.

Organic

To offer consumers choices that help them meet their lifestyle and wellness goals, we have brands with organic offerings that we are constantly looking to expand.

United States:
In the United States, our certified organic products adhere to the U.S. Department of Agriculture's National Organic Program standards and regulations. Our organic certified products include certain Capri-Sun juices, Heinz tomato ketchup products and Classico sauces. Our organic labelled products are designed to ensure that all agricultural products contained within them meet organic criteria and less than 5 percent of the total product contains allowable non-organic ingredients.

Canada:
In Canada, our organic products comply with the Canadian Organic Standards as required by the Canadian Organic Regime (COR). Examples include our Kraft Dinner organic Original Macaroni & Cheese, Heinz organic tomato ketchup, Classico organic pasta sauces, and Heinz organic baby foods and cereals.

Europe:
In Europe, we offer Heinz tomato ketchup with 100 percent organic tomatoes to meet the needs of consumers. In the U.K., we also offer our delicious Heinz baked beans and cream of tomato soup with organically grown beans and tomatoes.
Innovating New Health and Consumer Conscious Products...

**SPOTLIGHT**

**Plant Protein Innovation Center**

Kraft Heinz is proud to be a Partner-level member of The Plant Protein Innovation Center, an interdisciplinary research center dedicated to studying plant and alternative proteins. The PPIC mission is to bring together researchers and industry partners to produce and study nutritious and functional plant protein ingredients and products.

**Goals of PPIC include:**

- Creating an active platform to study and promote plant proteins
- Gaining the involvement of key industry players
- Developing research programs that address industry-identified challenges and opportunities
- Developing and disseminating a wealth of interdisciplinary knowledge and technologies to advance plant proteins
- Fostering partnerships, scientific exchange, and interdisciplinary interactions
- Addressing the consumer desire for nutritious and healthy food
- Having a positive impact on the environment
- Providing additional protein sources for the growing population

As a Partner, Kraft Heinz has direct R&D involvement on the PPIC Technical Committee to contribute to the development of the center's research priorities, review of research proposals, and has access to plant-based scientific workshops and training courses.

The Plant Protein Innovation Center research efforts are headquartered at the University of Minnesota Saint Paul campus.

https://ppic.cfans.umn.edu/

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**SPOTLIGHT**

**APC Microbiome Ireland**

APC Microbiome Ireland has been a strong partner of Kraft Heinz since 2020. Throughout 2021, we continued our partnership aimed at discovering new, natural cultures for fermented foods that could unlock the ultimate natural and clean label opportunities for product development. While the health benefits of fermented natural cultures (such as probiotics) are important to Kraft Heinz, our collaboration with APC Microbiome Ireland largely focuses on the discovery of novel bioactive and functional compounds derived from traditional food cultures. The technologies that we will develop as a result of this strategic partnership will align with the growing demand for cleaner, consumer-friendly ingredients and products.
2021 Key Healthy Living Product Launches

**Master Low Salt Weijixian Soy Sauce**

In 2021, our Master brand launched Master Low Salt Weijixian Soy Sauce. The product was developed to stand out by not only reducing salt by 28 percent, but by adding high quality dried scallops to elevate taste, creating a healthier and superior umami taste. This product is one of the many examples of our brands stepping up to create healthy and delicious products for consumers in China.

**Sugar Reductions in Central and South America**

Across various regions, we have strived to reduce sugar content across our baby food line. In Venezuela and Mexico, we implemented a 10 percent sugar reduction across our Heinz and Polly brands' wet baby foods. While in Costa Rica we implemented a 1 percent sugar reduction across the same product range. We aim to continue to prioritize reductions across more categories in the coming years.

**Philadelphia Lactose Free Brick Cream Cheese**

Philadelphia Original Brick Cream Cheese blends the creamy goodness of Philly with real milk and cream, now available in Lactose Free! It’s a great addition to any meal, from appetizers to desserts. Our delicious cream cheese contains no artificial colors or flavors and is also available in tub format.

**Plasmon Biscuits**

Plasmon has always been attentive to the needs of children. In 2021, we developed a version of our well-loved children’s biscotto in Italy with 30 percent less sugar (compared to the classic Plasmon biscuit) still, with that unmistakable Plasmon taste. The biscuit also contains calcium, selected B vitamins and iron which contributes to normal cognitive development and the immune system.

**Heinz Veg Hoops**

This everyday favorite gives you the same great taste of the original Heinz Spaghetti Hoops that families have been enjoying for years but with 30 percent EXTRA veg. This tasty new plant powered recipe launched in the UK, uses pasta hoops made from carrot and cauliflower, served in a smooth and delicious tomato and sweet potato sauce. What’s more, they’re 100 percent plant-based, meaning they’re suitable for vegans, vegetarians, and anyone looking to enjoy more plant-based everyday meals.

**Heinz Beanz Protein Pot**

Heinz in the U.K. launched a microwavable breakfast pot that contains its signature beans but also sausage, spinach and scrambled egg. The Beanz Protein Pots – which come in at 235 calories each – are also a great source of protein with 14.6g per serving, and are high in fiber and low in sugar.
Other Key Global Product Launches and Improvements

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>ACTION</th>
<th>MARKET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kraft vegan mac &amp; cheese</td>
<td>Launched Kraft vegan mac &amp; cheese. It is vegan certified, gluten free and has no artificial flavors or colors.</td>
<td>Australia</td>
</tr>
<tr>
<td>Bare Bones gravy</td>
<td>Launched Bare Bones gravy ready to use gravies and finishing sauces. Delicious flavors made from simple, premium ingredients and no artificial colors or flavors.</td>
<td>Australia and New Zealand</td>
</tr>
<tr>
<td>Wattie's infant no added sugar custards</td>
<td>Launched Wattie's no added sugar fruity custards. Sweetened with only naturally occurring sugars from milk and fruit.</td>
<td>New Zealand</td>
</tr>
<tr>
<td>Wattie's Infant salmon meals</td>
<td>Launched Wattie's savory infant salmon meals which provide a source of Omega-3 from salmon.</td>
<td>New Zealand</td>
</tr>
<tr>
<td>Heinz seriously good vegan mayo &amp; aioli</td>
<td>Launched Heinz seriously good vegan mayo and aioli. Vegan certified. No artificial flavors or colors.</td>
<td>Australia and New Zealand</td>
</tr>
<tr>
<td>Crave line extensions</td>
<td>Launched Crave frozen meals oven baked chicken and ham macaroni &amp; cheese, pesto ravioli with Italian sausage, double sausage &amp; bacon loaded tots, steak n' eggs with roasted potatoes that meet no artificial colors, flavors or sweeteners.</td>
<td>Canada</td>
</tr>
<tr>
<td>Kraft Dinner flavor boost</td>
<td>Launched five flavors of KD flavor boost (Poutine, butter chicken, buffalo, jalapeno, ghost pepper) with no artificial flavors, colors, or preservatives.</td>
<td>Canada</td>
</tr>
<tr>
<td>Kraft Dinner unicorn</td>
<td>Launched a limited-edition Kraft Dinner unicorn shapes box with no artificial flavors, colors, or preservatives.</td>
<td>Canada</td>
</tr>
<tr>
<td>Philadelphia lactose free cream cheese</td>
<td>Launched two Philadelphia original cream cheese with lactose-free claim and no artificial flavors or colors for brick and soft versions.</td>
<td>Canada</td>
</tr>
<tr>
<td>Heinz dip cups</td>
<td>Renovated three Heinz shelf stable dip cups to remove artificial colors, flavors and preservatives.</td>
<td>Canada Foodservice</td>
</tr>
<tr>
<td>Heinz TrueSoups frozen soups</td>
<td>Renovated Heinz TrueSoups frozen soups to replace 16 ingredients across 16 SKUs, such as artificial colors, flavors and preservatives.</td>
<td>Canada Foodservice</td>
</tr>
<tr>
<td>Philadelphia cream cheese</td>
<td>Launched Philadelphia plain, herb &amp; garlic, strawberry flavors with no artificial preservatives, flavors or colors for foodservice.</td>
<td>Canada Foodservice</td>
</tr>
<tr>
<td>Private label frozen soups</td>
<td>Renovated three private label soups for Foodservice to remove artificial flavors and colors.</td>
<td>Canada Foodservice</td>
</tr>
<tr>
<td>Golden label light soy sauce</td>
<td>Salt reduction for Golden label light soy sauce.</td>
<td>China</td>
</tr>
<tr>
<td>Heinz tomato ketchup</td>
<td>Removed high fructose corn syrup.</td>
<td>China</td>
</tr>
<tr>
<td>Heinz tomato paste</td>
<td>Launched tomato paste with reduced added salt.</td>
<td>Egypt</td>
</tr>
<tr>
<td>Heinz classic mayo</td>
<td>Launched our classic mayo in glass jar with less fat and 45% less saturated fats using cage free eggs.</td>
<td>Egypt &amp; Middle East</td>
</tr>
</tbody>
</table>
Other Key Global Product Launches and Improvements (cont.)

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>ACTION</th>
<th>MARKET</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC sauces</td>
<td>Reduced sugar by 10 percent in mantaap sweet soy sauce, reduced sugar by 30 percent in extra hot chili formula, and reduced sugar by 8 percent in original chili formula.</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Ready to drink mungbean</td>
<td>Reduced sugar by 20 percent</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Ready to drink soy milk</td>
<td>Reduced sugar by 18 percent</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Honig soup mixes</td>
<td>Reduced salt in select soup and meal mixes</td>
<td>Netherlands</td>
</tr>
<tr>
<td>Heinz BBQ &amp; teriyaki sauces</td>
<td>Launched sauces with reduced sugar &amp; salt with same great taste</td>
<td>Russia</td>
</tr>
<tr>
<td>Heinz infant cereals</td>
<td>Removed sugar in infant cereals and utilized natural grain flour in recipes</td>
<td>Russia</td>
</tr>
<tr>
<td>Heinz plant based soups</td>
<td>Launched Heinz plant based soup range</td>
<td>U.K.</td>
</tr>
<tr>
<td>Heinz no salt added ketchup</td>
<td>Renovated Heinz No Salt Added Ketchup to replace high fructose corn syrup with sugar.</td>
<td>U.S.</td>
</tr>
<tr>
<td>Oscar Mayer natural fully cooked bacon</td>
<td>Launched Oscar Mayer natural fully cooked bacon that meets no artificial ingredients, minimally processed, smoked with real wood.</td>
<td>U.S.</td>
</tr>
<tr>
<td>Philadelphia cheesecake crumble</td>
<td>Launched Philadelphia cheesecake crumble in original, strawberry, and cherry that meet no artificial preservatives, flavors, or dyes.</td>
<td>U.S.</td>
</tr>
<tr>
<td>Primal Kitchen gravy</td>
<td>Launched Primal Kitchen no dairy classic gravy and mushroom gravy with no gluten, grains, or soy and organic.</td>
<td>U.S.</td>
</tr>
<tr>
<td>Kraft Heinz ingredients dehydrated marshmallow bits</td>
<td>Launched three naturally colored dehydrated marshmallow bits.</td>
<td>U.S. and Europe</td>
</tr>
<tr>
<td>Heinz TrueSoups frozen soups</td>
<td>Renovated Heinz TrueSoups portfolio consisting of 43 soups to meet no artificial flavors, preservatives, or dyes.</td>
<td>U.S. Foodservice</td>
</tr>
</tbody>
</table>
Infant Nutrition

Infant and Young Children Product Improvement

We are committed to providing better products based on nutrition science, taking into account nutrient requirements specific to this life stage. We aim to provide more natural products, more fruits and vegetables and smaller serving sizes, and are focused on including important nutrients. Kraft Heinz products are designed to comply with applicable laws in the country of manufacture and marketing. If national legislation is not available, Kraft Heinz products are designed to adhere to the Codex Alimentarius (Codex), a collection of international food standards, codes of practice and guidelines.

Heinz for Baby Pulses

Heinz for Baby Pulses range launched three savory plant-based baby food options - Saucy Pasta Stars with Beans & Carrot, Potato Bake with Green Beans & Sweet Garden Peas, and Risotto with Chickpeas & Pumpkin. All three options are free of added sugar and salt. They also count towards the recommended five daily servings of fruit and vegetables.

Whānau Āwhina Plunket Partnership

Whānau Āwhina Plunket is New Zealand's largest provider of support services for the health and well-being of children under five. Kraft Heinz's Wattie's for Baby® and Plunket have an ongoing partnership, which has supported New Zealand babies and new parents for over 30 years. Wattie's for Baby® careline nutritionists are also available to help with feeding and nutrition information for babies.

Plasmon Nutrimune

Kraft Heinz continues to leverage innovation through science-supported evidence and clinical trials. Nutrimune, utilized in milk formula in Italy, offers a unique ingredient derived from a proprietary Lactobacillus paracasei strain that, pending completion of clinical studies, we believe can help support a healthy immune system in infants and young children.
Kraft Heinz is a globally trusted producer of delicious foods. We take our responsibility with respect to food safety and quality very seriously, and we will not compromise on it. We all want to have confidence in the food on our plates.

We implement a consistent, comprehensive food safety and product quality management process across our global supply chain. Through this, Kraft Heinz is committed to meeting regulatory compliance with industry standards. Our food safety and product quality management process has been designed by us for us. We utilize leading methodologies to ensure food is manufactured safely, complies with local regulations and meets or exceeds the quality standards we've set for our products.

Compliance with our own internal food safety and product quality management system helps ensure our owned factories are also compliant with Global Food Safety Initiative (GFSI) recognized certification (e.g. FSSC 22000). Many of our factories undergo third party audits and achieve third party certification to demonstrate this. Kraft Heinz also serves on the GFSI Steering Committee (alongside major producers and retailers), working through challenges to enable the GFSI objectives, including governance & technical working groups.

In addition to complying with our internal food safety and product quality management system, we also monitor other external metrics including product recall, serious incidents and factory related consumer complaints.
Similarly, in Canada, Kraft Heinz participates in the Canadian Children’s Food and Beverage Advertising Initiative (CAI), which requires participants to commit that 100 percent of advertising directed primarily to children under the age of 12 promotes only products that represent healthy dietary choices, or to commit to not advertising directly to children under age 12. Our company does not advertise to children under the age of 12 in Canada as set out in the CAI report.

In Europe, we adhere to clear guidelines and requirements, including the U.K.’s OFCOM and Advertising Standards Authority, as well as the Netherlands Code of Conduct on Kids Marketing.

In Australia and New Zealand, we adhere to self-regulatory codes including the New Zealand ASA Children and Young People’s Advertising Code and the Australian AANA Food & Beverages Advertising Code.

Responsible Marketing

Kraft Heinz is committed to marketing and advertising its products in a responsible and suitable and transparent manner, particularly products marketed and advertised to children under the age of 12. Employees responsible for creating, approving or placing marketing materials for Kraft Heinz have primary responsibility for compliance with Company guidelines, and such marketing team members are formally trained regarding requirements and expectations pursuant to various marketing policies, including a Marketing to Kids Pledge.

In the United States, Kraft Heinz abides by a comprehensive set of marketing to children standards: Children’s Food & Beverage Advertising Initiative (CFBAI), Children’s Online Privacy Protection Act (COPPA) and Children’s Advertising Review Unit (CARU).

As noted in our Pledge and CFBAI’s Core Principles, Kraft Heinz’s commitments relating to marketing to children include:

• No advertising directed to children under 6 years of age;
• Only qualified products which meet CFBAI’s uniform nutrition criteria may be marketed to children ages 6 to 11;
• Guidelines apply to media (e.g. TV, internet, radio, etc.) that is primarily directed to children; and
• No in-school marketing below the university level.

Guidelines for Marketing Breast Milk Substitutes

Kraft Heinz recognizes the importance of breast-milk in feeding infants. Kraft Heinz also recognizes the breadth of diversity and variety of circumstances globally that can predicate the need to provide formulation nourishment to certain individuals that would otherwise not receive it.

The Company complies with the World Health Organization (WHO) International Code for Marketing of Breast-Milk Substitutes and subsequent relevant World Health Assembly (the decision-making body of WHO) resolutions as implemented by international legislation or codes of practice.

To further demonstrate our positions and approach on the manufacture and marketing of breast-milk substitutes, Kraft Heinz has established and published its Policy on Breast-Milk Substitutes. We will continue to review our internal policy in line with the latest recommendations of the WHO.

Representation of the above logos does not necessarily indicate endorsement of Kraft Heinz or any of our statements by their respective organizations.
Transparency & Labeling

We have a responsibility to communicate information about our products to ensure that consumers can feel good about what they are feeding their families. At Kraft Heinz, we're committed to being transparent and helping consumers make informed food and beverage choices, whether at home or at the grocery store.

Front of Pack Nutrition Labeling

Consumers consistently say they want more information on how their food is made and what it contains. To address this need, we are voluntarily making our nutrition information easier for consumers to find by providing nutrition information on the front of our product packaging in certain markets.

Facts Up Front: U.S.

We have widely implemented the Facts Up Front program for key Kraft Heinz products to help consumers plan nutritious meals for their family. This voluntary program was developed in the U.S. in 2011 to increase nutrition transparency and access by displaying calories, saturated fat, sugar and sodium on the front of each package. The visual informs consumers about the nutrients in each product and how they fit into a balanced and healthy diet as part of the federal daily dietary advice.

Health Star Rating: Australia & New Zealand

Kraft Heinz supports the voluntary Health Star Rating front-of-pack labelling system in Australia and New Zealand. The Health Star Rating system rates the overall nutritional profile of packaged foods using a strict calculation and assigns a rating from ½ a star to 5 stars. The health star rating is an easy way to help consumers compare the nutrition of similar packaged foods and make healthier food choices. The independent Health Star Rating system was developed in 2014 by governments in collaboration with public health experts, the food industry and consumer groups. Kraft Heinz continues to support and implement Health Star Ratings on a number of our packaged food products in Australia and New Zealand.

SmartLabel®

In the U.S. and Canada, we provide product information through the SmartLabel website. Responding to the information needs of today's consumer, the SmartLabel™ initiative enables Kraft Heinz to provide consumers with the detailed information they seek about our products. More than 2,700 Kraft Heinz products have been listed on smartlabel.org, including Boca, Capri Sun, Classico, Gevalia, Mio, Jell-O, and many others, with plans to add more for both the U.S. and Canada. See http://www.smartlabel.org/products to find Kraft Heinz products.

Traffic Light: United Kingdom

Our journey toward more transparency involves listening to our stakeholders. By participating in the Traffic Light program in the U.K., we hope to provide consistency in labeling to U.K. consumers. Under the traffic-light system, food and drink labels show whether levels of sugar, salt and fat are high, medium or low using red, amber and green traffic light colors – and is based on the amount per 100g.

Together at the Table: Kraft Heinz 2022 ESG Report
As part of our continuous efforts to support the needs of today's consumers to prepare, serve and enjoy delicious snacks and meals, our culinary teams are developing new and innovative recipes. Our internal dietitians and nutritionists have established criteria to help consumers identify recipes which fit within relevant guidelines for healthy eating.

**United States and Canada:**
Our websites in the United States (My Food and Family) and Canada (Kraft Canada) offer consumers the ability to find recipes tailored to their specific tastes and dietary needs. Our Healthy Living recipe collection features recipes that meet nutritional guidelines established by our registered dietitians. We plan to continue expanding our content to meet the diverse and changing needs of consumers.

**Europe:** The Kraft Heinz Nutrition Recipe Guidelines provide guidance in developing nutritious and balanced meals using Kraft Heinz products, while minimizing less desirable ingredients and promoting responsible portion sizes.

**New Zealand:**
Our Food in a Minute platform is one of New Zealand's most popular recipe sites reaching half the population every year. Focused on becoming the go-to resource for foodies and beginner cooks alike, developing trend and insight driven recipes that hero our products. With hundreds of recipes for every occasion, from quick dinner ideas to meals for special occasions, Food in a Minute has something for everyone.

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**Healthy Living Recipes**

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[Images of Healthy Living Recipes from different regions]
A Track Record of Safety

Safety in the Workplace

Total Recordable Incident Rate

2021 TRIR
0.62
At Kraft Heinz, environmental stewardship begins with our operational footprint, where we actively strive to conserve water and energy, reduce emissions, minimize waste and make our packaging sustainable. From there it extends to initiatives in our supply chain and takes shape as collaborative projects with customers at the other end of the spectrum. Notwithstanding, our manufacturing sites can consume substantial amounts of resources, and are controlled by us, so we focus significant efforts around environmental stewardship inside of our walls.
Sustainability Goals in Manufacturing

In 2021, we made positive progress towards all of these goals compared to our 2019 baseline.

- **20%** Decrease in water use intensity in high-risk watershed areas (cubic meter per metric ton production)
- **15%** Decrease in water use intensity across our manufacturing facilities (cubic meter per metric ton production)
- **15%** Decrease in energy use intensity (kilowatt hour per metric ton production)
- **20%** Decrease in waste intensity (kilogram per metric ton production)

We reduced water use intensity by 4.4 percent for all sites, and by 12.2 percent in high-risk watershed areas. We also reduced the intensity of energy use by 5.1 percent, and waste by 14.7 percent.

Kraft Heinz Management System

The Kraft Heinz Management System (KHMS) standard practices are organized into eight pillars, each with its specific function but simultaneously interconnected to drive sustainable efficiency improvements. Since adopting this framework, we have completed many innovative and impactful projects across the world, making significant positive progress toward our ESG goals. The following pages describe our progress and examples of successful projects across each of our environmental goals.
Water Use & Conservation

Reduce water use intensity by 20% in high-risk watershed areas by 2025 (per metric ton of product made).

ON TRACK: — 12.2%

Reduce water use intensity by 15% across our manufacturing facilities by 2025 (per metric ton of product made).

PROGRESS

We aim to decrease water use intensity by 20 percent by 2025 at our water stressed sites. In 2021, we reduced water use intensity by 12.2 percent as compared to our 2019 baseline.

Conserving Water Through Innovation

Our Christchurch, New Zealand facility is a key manufacturer of our Wattie’s brand that offers a wide variety of frozen and packaged fruit, vegetables, and other customer favorites. In 2021, the facility successfully reduced water use intensity by 21 percent. The facility achieved this through a series of efficiency improvements, including water recycling systems and increased water usage visibility through better sensor technology, and the use of portable flow meters throughout the facility.

Our Christchurch facility created an innovation to address the large volume of water used to de-ice its blast freezer tunnels and bulk freezer stores. The new process feeds water through its de-superheater system. This heated water makes the de-icing process more efficient as compared to using room temperature water. The upgraded system also ensures that the water is collected, filtered, and used in a secondary process.

We aim to decrease water use intensity by 15 percent in all manufacturing facilities by 2025. In 2021, we reduced overall water use intensity by 4.4 percent as compared to our 2019 baseline.
Partnership with Ecolab

Over the past few years, Kraft Heinz and Ecolab have partnered closely to help achieve our environmental goals. Together, we have adopted a comprehensive approach to sustainability that includes hundreds of operational efficiency projects at manufacturing sites across North America. These projects target reduction of the company's water and emissions footprints while ensuring product quality and compliance. Through water reuse, cleaning efficiency and optimization projects, we have conserved millions of gallons of water. These efforts have helped ensure that Kraft Heinz has sufficient water for its operations, while reducing its intake of local freshwater.

Nalco Water is an Ecolab company that has created a unique 3D TRASAR™ Technology. This technology has played a major role in boosting water and energy efficiency in critical utility systems, while our Clean in Place (CIP) programs have helped optimize cleaning efficiency to improve cleaning turn-around time, reduce water and energy use and increase production. In addition, Ecolab and Kraft Heinz are working closely to conduct Total Plant Assessment (TPA) audits. These TPA audits provide a holistic, end-to-end review of a Kraft Heinz facility's water and energy use, followed by recommendations for mitigation. This enables Ecolab and Kraft Heinz to continuously identify and drive operational and environmental improvement projects. Four TPAs were conducted in 2021 at Kraft Heinz manufacturing sites. As a result of these projects Kraft Heinz was able to save 193 thousand cubic meters of water, 410 megawatts of electricity and 170 metric tons of carbon dioxide equivalent.

Partnership with Suez Water Technologies & Solutions

We have been working with Suez Water Technologies & Solutions (Suez WTS) over the years to decrease water and energy use across multiple sites. Starting with a thorough water and energy assessment, we identified areas with leakages, excess water use, energy inefficiencies and opportunities for water reuse.

In 2021, we prioritized the following:

- Water mapping for cooling systems in Northgate, Australia: Improved system knowledge and control, reducing water losses of approximately 4 million gallons of water annually (the equivalent to approximately six Olympic swimming pools or the annual water consumption of more than 2,000 households in Northgate).
- Optimization of boiler units across multiple facilities: Instituted better control on water quality and asset management of boilers to enhance efficiency, resulting in a direct reduction of CO2 emissions to the atmosphere.
- Digitalization initiatives in Christchurch, New Zealand: Invested in better control and automation of our utilities. For example, we increased the performance of our cooling systems to save approximately 3.5 million gallons of water annually.

We recognize the significant role we can play as a global food manufacturer in our own operations and through our supply chain in being good water stewards. Kraft Heinz is a proud signatory to the CEO Water Mandate. As we continue to assess and improve in this critical area to our business, and in collaboration with various stakeholders throughout our value chain, we look forward to continue to report out on our water stewardship initiatives and benchmarks now and in the future.
Water Risk Assessment

In early 2018, we completed a water risk assessment of our global manufacturing operations. This work was completed by Antea Group, a leading global sustainability consulting firm and provider of water resource expertise to the food and beverage sector who is also certified by CDP. The assessment leveraged both WRI’s (World Resources Institute) Aqueduct data and methodology along with the subject matter expertise of our consulting partner. We then evaluated our watershed conditions from a business perspective in order to validate economic scarcity factors not fully addressed by the database indicators. The completed assessment resulted in identification of physical, reputational/social, and quality water risks, as well as composite scores for each area associated in our direct manufacturing operations. In 2020, we updated our water risk assessment. Of the total 81 sites that we operated in, we completed a watershed risk assessment of 79 sites. Water use from these 79 sites derived from 66 percent municipal, 25 percent bore and nine percent surface.

After an internal expert committee evaluation, it was determined that 19 of the 79 sites evaluated had some degree of elevated water stress.

In addition to our water reduction targets, we have also developed a plan that focuses on these high-risk water areas to drive improvements and mitigate risks, and to provide updates into our risk evaluation on an ongoing basis. Moreover, we will evaluate any interim mitigation strategies as needed.

Restoring Local Wetlands

Our Alfaro, Spain site, while not a water stressed site, is surrounded by a unique wetland nature reserve, ‘Carrizal de Cofin’. The reserve is home to a variety of important native bird species. Without responsible water stewardship, these wetlands run the risk of drying out and putting the local ecosystem at risk. The local government of La Rioja region saw an opportunity for restoration and enlisted the help of our Alfaro facility to help irrigate the reserve using treated wastewater from our site. Our facility produces approximately 200,000 cubic meters of wastewater per year (equivalent to 80 Olympic-sized swimming pools). We treat this wastewater to the highest of standards and return it to the environment. This initiative transformed approximately 142 hectares of the nature reserve from dry land into a lush, green functioning resource for the local ecosystem.
Energy Use & Conservation

Reduce energy use intensity by 15% across our manufacturing facilities by 2025 (per metric ton of product made).

PROGRESS: On track – 5.1%

As a leading global food and beverage company, our scale provides a unique ability to test concepts at various sites, learn from ourselves, prove outcomes, and then implement successful energy savings initiatives across our business.
Renewable Energy

Procure majority of electricity from renewable sources by 2025.

Decarbonizing our Operations at Kitt Green U.K.

Long-Term Renewable Energy Sale and Purchase Agreement

Together at the Table: Kraft Heinz 2022 ESG Report
Net Zero and Science Based Targets

We announced our pledge to achieve net zero greenhouse gas (GHG) emissions across our operational footprint (Scope 1 and Scope 2) and entire global value chain (Scope 3) by 2050, establishing our major commitment to contribute to global efforts to reduce the ongoing threat of climate change. As a milestone on our path to achieve net zero emissions, we will target a near-term emissions reduction of 50 percent by 2030 across all three scopes.

We anticipate submitting and receiving approval of our quantitative goals from the Science Based Targets Initiative over the next year.

Key focus areas of our net zero program include:

• Promoting regenerative and sustainable practices across the Company’s agricultural supply chain through its Sustainable Agricultural Practices Manual, which guides efforts to source 100 percent of Heinz ketchup tomatoes sustainably by 2025.
• Transitioning to more circular and recyclable consumer packaging.
• Procuring a majority of the Company’s electricity from renewable sources by 2025, and continuing to transition key on-site manufacturing facilities to renewable energy sources.

A considerable portion of our total carbon footprint is produced from our Scope 3 emissions, and more specifically originate in our supply chain (see graphs to the right for emissions breakdown).

Agriculture related emissions are particularly significant and provide the greatest opportunity for reduction through increased collaboration.

Overall, our highest impact Scope 3 categories in order of magnitude, are:

• Ingredients
• Packaging
• Upstream and downstream transportation
• Use of sold products
• End-of-life

We will remain focused on optimizing our immediate operational footprint to lessen our impact on the climate, while we increasingly investigate joint initiatives with our suppliers to help ensure the highest quality products are produced. We expect to share more details on our Scope 3 reduction strategy in future reports.
Waste Reduction

Reduce waste to landfill intensity by 20% across our manufacturing facilities by 2025 (per metric ton of product made).

We aim to decrease waste to landfill intensity by 20 percent across our manufacturing facilities by 2025. In 2021, we waste to landfill intensity by 14.7 percent as compared to our 2019 baseline.

Our facility in Guadalajara, Mexico embarked on a series of projects to divert waste from being sent to the landfill. The site primarily achieved this by sending any leftover packaging to undergo pyrolysis. This process allows for any unsaleable product to be treated and turned into fuel, increasing the circularity of our waste. The site also began a program to divert sludge waste destined for the landfill to be utilized for composting. In total, the site was able to reduce its waste by approximately 900 tons in 2021.
Reducing Food Waste

According to the United Nations Environmental Program, it is estimated that approximately 931 million tons of food waste were generated in 2019, suggesting that 17 percent of global food production may be going to waste. Beyond this, food waste is detrimental to our environment, leading to wasted resources like energy, water and land. As our population grows, the pressure on our water, land and energy to feed all those people will only increase. It is also estimated that 8 – 10 percent of our greenhouse gases are associated with food that is not consumed.

Therefore, when we think of food waste at Kraft Heinz, we think of it in terms of our highest priorities. We focus on the entire value chain in terms of where food waste can be reduced. This includes sourcing, production, transportation, shelf life, use and end-of-life. We analyze and test how processes, products and packaging can be optimized. We investigate where unneeded byproducts or unwanted finished products can find other uses versus going to landfill, such as beneficial land application and product donations to those in need.

For example, our Mount Royal facility in Canada has implemented new segregation of organic waste initiatives on the production line. We send organic waste to an anaerobic digester cell and, in 2021, have succeeded in diverting approximately 600 tons of organic waste.

Kraft Heinz has joined together with industry peers to eliminate food waste globally. Kraft Heinz Canada and Kraft Heinz United Kingdom both joined national commitments to reduce food waste.

U.K.:
In the U.K., Kraft Heinz is a member of the Food Waste Reduction Roadmap (FWRR) initiative. Hundreds of food-related organizations have committed to supporting this initiative, which aims to reduce food waste in the U.K. by 50 percent by 2030. The initiative is run by IGD (a food research and training organization) and WRAP (a nonprofit focused on sustainability) to verify data and encourage best practices. Kraft Heinz committed to setting a target for food waste reduction across our own operations towards the broader goal, and to also work in partnership with suppliers and consumers to that end. WRAP committed to report results in 2019, 2022, 2026 and issue a final report in 2031 against the 50 percent reduction goal.

Canada:
In Canada, Kraft Heinz has joined seven other companies in a pledge to reduce food waste in operations by 50 percent by 2025. In 2021, we reduced waste by 25 percent as compared to 2017. Kraft Heinz will use the globally recognized Food Loss and Waste Accounting and Reporting Standard to report our progress. Kraft Heinz Canada is also a member of Loblaw’s 10x20x30 Initiative, a key effort of the Consumer Goods Forum’s global Food Waste Coalition of Action.

Sustainable Packaging

Our Approach to Sustainable Packaging

* Based on weight of consumer and traded packaging materials. Includes materials that are recyclable (81.28 percent of total), widely recyclable – check locally (2.47 percent of total) and other – store drop off or TerraCycle programs (0.39 percent of total). 2021 calculation covers global packaging and select external manufacturing data. Data from Primal Kitchen is not included at this time.

Aim to make 100% recyclable, reusable or compostable packaging by 2025.

Create a fully circular Heinz Tomato Ketchup Bottle in Europe by 2022.

ON TRACK: 84%
Designing Better Packaging

We consider the appearance, functionality, cost and environmental impact of packaging design, focusing on product integrity through production, distribution, shelf life and end-of-life.

In the U.K., we launched a nationwide roll-out of the Heinz eco-friendly sleeve multipack, a new, convenient, super skinny paperboard sleeve for all its multipack canned products in September 2021. The Programme for the Endorsement of Forest Certification (PEFC) paperboard used in the Heinz Eco-Friendly Sleeve is fully recyclable and comes from sustainably managed forests. The innovative wrap design uses no glue and 50 percent less material than a fully enclosed wrap-around. In addition, the Heinz Eco-Friendly Sleeve 4-pack design has a nearly 20% lower CO2 footprint compared with the equivalent shrink-wrap design.

Stepping Up to the Plate: Kraft Heinz 2021 ESG Report

Heinz innovative, eco-friendly packaging solution is part of a three-year, £25 million investment and installation at the Heinz Kitt Green facility. It's designed to provide convenience and value to shoppers, while offering a more sustainable solution to single-use plastic shrink-wrap packaging. The design underwent rigorous consumer and pack performance testing to ensure it's comfortable, secure and convenient for shoppers while also reducing the amount of material to the absolute minimum required.

Developing and Testing Recyclable Fiber-Based Microwavable Cup

In 2021, Kraft Mac & Cheese, a beloved American staple, began developing and testing the brand’s first-ever recyclable fiber-based microwavable cup. The intent of the design change from plastic to fiber is to reduce plastic use and to be both recyclable and compostable in industrial composting facilities. The innovative cup, slated for a pilot launch in 2022, will also eliminate the plastic label through new direct print technology. Kraft is working with outside partners to certify and incorporate the appropriate recycling labeling to help consumers know exactly what to do with the packaging after they have enjoyed their meal.

Once achieved, we anticipate our fiber-based Kraft Mac & Cheese cups will save 60 million KwH of energy per year, the equivalent amount of energy it would take to microwave nearly 1 billion Mac & Cheese meals, while saving the equivalent emissions of driving a typical passenger vehicle 120 times around the Earth. We anticipate the Kraft Mac & Cheese cups will also eliminate approximately 10 million pounds of plastic per year, or approximately a garbage truckload every day.
Designing for Recyclability

In Italy, our Plasmon brand launched a fully recyclable baby food pouch in partnership with Gualapack, a leading Italian company specialized in high-performance pouch packaging. The 100 percent fruit snack designed to be good for children, is now also good for the environment. The pouch is designed to be easily recycled in its respective recycling stream, certified by independent institutes HTP Cyclos and Interseroh Dienstleistungs GmbH. This means that after use, pouches can be collected and turned into new non-food products within a Circular Economy framework. Through this initiative, Plasmon successfully reached 97 percent fully recyclable packaging for its Italian market. Annually, we estimate giving new life to over 270 tons of plastic, which will become new containers, caps, textile fibers, components for cars and household appliances, laboratory equipment and much more.

Kraft Heinz also became a member and supporting partner of the Composting Consortium. Managed by the Center for the Circular Economy at Closed Loop Partners, the Composting Consortium is a multi-year collaboration across the entire compostable packaging value chain to pilot industry-wide solutions and build a roadmap for investment in technologies and infrastructure that enable the recovery of compostable food packaging and food scraps. Launched in November 2021, the consortium brings together leading voices in the composting ecosystem in the United States to identify the best path forward to increase the recovery of compostable food packaging and drive toward circular outcomes.

In 2020, Kraft Heinz completed a pilot project to demonstrate the use of roof board made from recycled flexible film packaging, installing roofing at two Kraft Heinz manufacturing plants. The pilot was made possible through our collaboration with Materials Recovery For the Future (MRFF), a non-profit research collaborative that set out to determine the technical and economic feasibility to collect, sort, bale and recycle flexible plastic packaging. In 2021, we installed more roof board at our Granite City, Illinois facility, increasing the use of post-consumer recycled packaging by 15 times as compared to our 2020 pilot. We look forward to exploring additional ways at scaling innovative packaging solution initiatives like these. Moreover, at Kraft Heinz we are committed to engaging in industry-wide efforts to promote packaging circularity, aiming to strengthen the demand for recycled plastics throughout the supply chain. As such, we are proud inaugural members of the Association of Plastic Recycler's Residential Film Demand Champion Program.

A More Sustainable Cap

The Heinz brand released an innovative and more sustainable cap for its squeeze sauce bottles, made to be fully circular. The unique new cap – made of an innovative single type of material – was created after we invested significant research and development, involving more than 185,000 hours to find a suitable replacement cap for our convenient and extremely popular squeeze bottles, which sold one billion units globally in 2020.

We created 45 different designs in total on the mission to create the new cap, which were printed in-house using a state-of-the-art 3D printer. After creating the prototypes, we then followed a rigorous testing procedure to make sure the cap met the highest quality standards. To date, Heinz sauce bottles have used a flexible valve, which had been designed to deliver the ideal portion of sauce per squeeze but was typically challenging to recycle. The new innovative cap has been designed to provide the same perfect squeeze of your favorite Heinz Tomato Ketchup using a single, rigid and more recyclable material. This resulted in the cap - and the Heinz Tomato Ketchup bottle – being easily and conveniently recycled alongside other household curbside recycling.

The first Heinz varieties to get the new cap will be the world’s most-loved ketchup, Heinz Tomato Ketchup, and the popular Heinz BBQ Sauce. The cap is expected to be rolled out globally from 2022, starting in Europe.

Together at the Table: Kraft Heinz 2022 ESG Report
Global Packaging Industry Partnerships and Collaborations

**Association of Plastic Recyclers (APR) | United States, Canada, Mexico**
Member of the following sub-groups:
- APR Film Reclamation Committee
- APR PETTech Committee
- APR Residential Film Demand Champion Program

**Closed Loop Partners**
Member and Supporting Partner of the Composting Consortium; Active Participant in the Consortium’s three Working Groups

**Sustainable Packaging Coalition | United States and Canada**
Participating member in:
- Compostable Packaging Collaborative
- Flexible Packaging Recovery Collaborative
- Member of: How2Recycle | North American & Canada

**Material Recovery for the Future | North America**
Partner for the first scaled flexible film recycling pilot

**The Recycling Partnership | United States**
Member of the following sub-groups:
- Film & Flexibles Recycling Coalition Steering Committee
- Film & Flexibles Recycling Coalition Design Guide Subcommittee
- Circular Economy Committee

**U.S. Department of Energy lab (NREL)**
Participant in the BOTTLE consortium that develops chemical upcycling strategies and redesign plastics for recyclability.

**Canada Plastics Pact | Canada**
Founding Signatories, Co-Chair of Advisory Council and participant in multiple working groups working collaboratively to create a circular economy for plastics packaging in Canada.

**PAC Global | North America**
Founding Member (1950) and Member of Board of Directors

**The National Zero Waste Council | Canada**
Member of Board of Directors and participant in multiple working groups working collaboratively to advance waste prevention and the circular economy in Canada.

**Circular Materials | Canada**
Founding Member and Chair of the Board of Directors of a national not-for-profit producer responsibility organization (PRO) that serves, represents and supports producers in building more efficient recycling systems across Canada.

**Circular for Flexible Packaging (CEFLEX) | European Union**
Kraft Heinz is an active stakeholder in the CEFLEX initiative.

**Holy Grail 2.0 | Europe**
Full member of the Digital Watermarks Initiative Holy Grail 2.0
Global Packaging Industry Partnerships and Collaborations (cont.)

**The Packaging Forum** | New Zealand
Member of the Soft Plastic Recycling Scheme

**Petcore Europe** | Europe
Member and participant in initiatives to increase the volumes of PET recycling and to develop and promote new solutions around PET circularity.

**RECOUP** | United Kingdom & Europe
Member and participant in initiatives to improve recyclability in the U.K. RECOUP provide expertise and guidance across the plastics recycling value chain.

**Redcycle** | Australia
Member and participant to improve recovery of post-consumer soft plastic in Australia.

**RECOUP** | United Kingdom & Europe
Member and participant in initiatives to improve recyclability in the U.K. RECOUP provide expertise and guidance across the plastics recycling value chain.
One of our six Values at Kraft Heinz is

We Do the Right Thing

– and we take responsibility for

contributing to improvements which protect our planet, drive responsible business practices, and

support communities where we live and work. Please visit our

supplier hub

for the latest policies on our responsible sourcing program.
Supplier Guiding Principles

At Kraft Heinz, we recognize our suppliers as partners and want to bring them to the table to advance the sustainability agenda. Our Supplier Guiding Principles (SGPs), which we strengthened in August 2021, apply to our upstream supply chain and clearly define both our minimum requirements, as well as our aspirational destinations, for the conduct and sustainable operation of our supplier network.

Our SGPs are more robust than ever before. The Principles will help us to drive sustainable growth within the organization, mitigate risk and bring value to an array of important stakeholders, while we ensure that we are all doing our parts to create a better, more just world. These principles continue to be included in our standard contract language and are publicly available in 26 languages through our supplier hub.

Our SGPs were developed using industry best practices and internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the principles set forth in the International Labor Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work. In 2021, Kraft Heinz also launched a supplier facing version of its Ownerversity e-learning platform which includes supplier-specific training on the new SGPs. This training is a foundational resource in developing existing suppliers and onboarding new suppliers into the Kraft Heinz ecosystem. The training is available in 6 languages.

Due Diligence Program

Our supply chain spans globally and touches the lives of communities around the world. It is our responsibility to make sure the impact of our operations remains a positive one. We take a risk-based approach to Due Diligence aligned with the UN Guiding Principles. This model complements our SGPs and defines how and when risk will be monitored, assessed, and managed. Compliance to our ESG due diligence program, including our right to audit, is a contractual obligation for Kraft Heinz suppliers globally.

We continue to assess risk levels for our key sourcing categories and will continue to increase our audit capabilities and scope over the next few years. Progress on this program will be covered in future reports.

In 2021, Kraft Heinz joined as a member of Sedex and EcoVadis in an effort to align its supplier ESG requirements with industry standards and recognize existing supplier efforts to manage ESG risks. We value impact-driven action and are actively developing our Responsible Sourcing program in a way that harmonizes supplier requirements and reduces administrative burdens on our suppliers – allowing our teams to focus resources on driving ESG improvements in areas that need it most.
Human Rights

In 2019, Kraft Heinz released a Global Human Rights Policy, which is guided by internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights and the principles set forth in the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

As part of the Global Human Rights Policy, Kraft Heinz requires all employees and related entities, suppliers and business partners to strictly adhere to our human rights standards, which, in summary:

- Prohibit child and underage employment
- Prohibit trafficking, forced or involuntary prison labor
- Prohibit all and any forms of abuse, bribery, harassment and discrimination
- Recognize and respect the rights of freedom of association and collective bargaining
- Recognize and respect fair, legal and equitable work timeframes, working conditions (including health and safety) and wages
- Recognize land rights, natural resources and ensure all workers’ rights to clean water and adequate sanitation facilities
- Require all labor recruitment and employment procedures to be carried out in a legal and ethical manner

Following the release of the Global Human Rights Policy, Kraft Heinz undertook a global human rights risk assessment with third party assistance. This exercise highlighted relative risk factors by commodity type overlaid with associated geographical risk. The evaluation also included economic and social criteria to determine points in our value chain where risk is highest, and where we could make the greatest impact. The scope of the assessment was all-encompassing – rather than only evaluating specific commodities, we assessed nearly all our ingredient food purchases. This assessment is influencing our plans to continuously develop and improve our due diligence and management programs.

We began to develop plans to roll out our two prong approach, working collaboratively with our value chain toward proactive capacity building, identifying areas where we can collectively make improvements, as well as targeting specific elevated-risk procurement categories, with enforcement actions if necessary and segmentation based on:

- Type of supplier (Strategic, Core or Transactional)
- Risk categories and materiality
- Geographic risk integrated with other risk categories

As a result of this assessment, we updated our Supplier Guiding Principles in 2021, strengthening the human rights sections, including new risk areas such as land rights, migrant workers, minimum age of employment, fair wages and ethical business practices. In addition to this, we established the ESG Due Diligence and Management Program. This program helps us monitor our supply chain for potential human rights risks and non-compliances with the help of Sedex (direct suppliers) and EcoVadis (indirect suppliers).

Kraft Heinz values all life. We have a zero-tolerance approach to human rights violations across our entire value chain.

Supplier Diversity Program

The Kraft Heinz Supplier Diversity program was launched in 2021 as an important step in embedding our company values into our supplier base to better reflect the communities that we serve. Starting with the U.S., the program is intended to play a critical role in addressing systemic barriers which may stand between under-represented groups and the opportunity to be a supplier to Kraft Heinz. Kraft Heinz is committed to the fair inclusion of diverse suppliers in procurement activities and will partner with diverse suppliers that are at least 51 percent owned, operated, and managed by women, people of color, LGBTQ+, people, persons with disabilities, veterans and other recognized minorities, with a goal of tripling spend with such companies by 2025. The company will continue to partner with small businesses and those suppliers certified by the U.S. Small Business Administration’s HUBZone program, which fuels small business growth in historically underutilized business zones.

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Palm Oil

Purchase **100% sustainable palm oil** by 2022.

Purchase **100% traceable palm oil to the mill** by 2022.

2007: H.J. Heinz Holding Corporation becomes a member of the Roundtable on Sustainable Palm Oil.

2014: Kraft Foods Group, Inc. becomes a member of the Roundtable on Sustainable Palm Oil.

2015: Kraft Heinz becomes a member of the Roundtable on Sustainable Palm Oil.

2017: Kraft Heinz became a founding member of The North American Sustainable Palm Oil Network.

2018: Kraft Heinz worked with The Rainforest Alliance to expand the scope of our deforestation risk assessment to include global external manufacturing partners.

2019: Kraft Heinz initiates corrective action phase, engaging direct suppliers to address identified risks in their supply chains.

In 2021, we continued to evaluate our supply chain to assess our direct suppliers and evaluate their sustainable palm oil policies, track their progress towards 100 percent traceability to the mill and make sure that they maintain RSPO certification for the products we purchase from them. Moving forward, Kraft Heinz will continue to engage with direct suppliers, external manufacturers, and indirect suppliers to advance our sustainable and traceable palm oil supply. In 2022, Kraft Heinz is committed to advancing our responsible sourcing program to include a no deforestation roadmap, underpinning our slated 2022 release of our Global No Deforestation Policy. We look forward to working with our stakeholders on our policy and expectations, maintaining accountability and increasing transparency.
Our Plasmon brand from Italy is a leader in baby food with a strong ESG mission. The 119-year-old brand sells a range of products, including homogenized baby food, pasta and fruit compote for babies. However, it is best known for its infant biscuits made with powdered milk, vitamins and minerals. Its manifesto, “We grow together; the future of Italy” has been a guiding force in its evolution.

Across its value chain, Plasmon has initiated several sustainability projects. Also of note, in 2019 the brand signed a program-based Memorandum of Understanding with the Italian Ministry of Agriculture, Food and Forestry to drive better traceability of its supply chain and food safety transparency. Included in the memorandum was a commitment to certify the Plasmon supply chain as 100 percent traceable and target 25,000 tons of product to be sourced from Italy by 2025. In 2021, Plasmon increased it supply of Italian raw materials to 20,100 tons. This represented approximately 84 percent of its goal, up from 16,000 tons in 2020, even as it dealt with business impacts of COVID-19. This success was made possible with the collaboration of suppliers and partners such as Inalca, Orogel, Milini Spigadoro, Mila and Coldiretti, who have worked in innovative ways to ensure a steady supply of ingredients for the brand.

### Other Key Plasmon Achievements Along its Value Chain in 2021:

- **RAW MATERIALS**
  Created comprehensive sustainability pillars for suppliers to ensure sustainable farming practices are utilized, including the protection of beneficial insects.
  Conducting a pilot with X-Farm to give our suppliers the tools to measure their carbon impact and address hotspots, while increasing traceability.

- **PRODUCTION**
  Developed detailed carbon and environmental management tools in Plasmon factories to measure and manage their environmental footprint related to the product.

- **LOGISTICS**
  Created tools to measure the impacts of Tier 1 and 2 transportation impacts and successfully reduced Italian inter-network transportation by 70 percent.

- **CONSUMERS**
  Achieved 97 percent recyclability for Plasmon packaging.
  Accessible interactive maps on ingredient traceability.
Animal Welfare

Kraft Heinz believes that animals deserve a good quality of life and to be treated humanely. We have an unwavering commitment to the care of animals in our supply chain. Although we neither own nor manage farms, we align with our suppliers in requiring their animals be treated with care, understanding and respect.

Kraft Heinz believes that good animal welfare includes three elements which guide our animal welfare policies and initiatives:

• **Health and Productivity**: healthy animals that are provided with quality shelter, feed, and water
• **Emotional Well-Being**: negative experiences minimized and positive experiences enhanced
• **Naturalness**: animals perform important species-specific behaviors

This concept of animal welfare builds upon the internationally recognized “Five Freedoms” of animal welfare which include the fundamental principles of:

1) freedom from hunger and thirst, 2) freedom from physical and thermal discomfort, 3) freedom from pain, injury or disease, 4) freedom to express normal behaviors, and 5) freedom from fear and distress.

We support housing designs that allow animals to perform species-specific behaviors. Examples include, but are not limited to, cage-free housing with perches and nest boxes for laying hens and group housing for gestating sows. When painful procedures need to be performed, we encourage pain mitigation, such as the use of anesthetics or analgesics. Kraft Heinz expects its suppliers to implement practices and pursue continuous improvement consistent with the Five Freedoms and good animal welfare.

* Kraft Heinz defines “cage-free or better” eggs as sourced from laying hens that come from cage-free, free-range, pasture-raised, or similar natural or open housing settings.
Public interest in farming and animal care is increasing and consumers desire farming practices that match their values and expectations. Good animal welfare, environmental sustainability, and healthy people form an interconnected system; and well managed farms reduce waste and provide a safe, nutritious food supply. Knowing this, we integrate science and societal ethics in our animal welfare decisions. In 2021, we released our updated Global Animal Welfare Policy and our inaugural Supplier Implementation Guide which are available on our Supplier Hub.

Animal Welfare Outreach and Education

In 2021, we worked with Dr. Kurt Vogel at the University of Wisconsin, River Falls to establish an undergraduate research internship program. The students in this program worked with academic and industry experts to develop supplier questionnaires on dairy calf management, broiler transport, and their swine welfare programs. Our animal welfare specialist partners with suppliers on animal welfare improvement projects, such as developing a customized turkey load-out and transport audit. They serve on the animal welfare committees of the North American Meat Institute and the National Turkey Federation. Within Kraft Heinz, our specialist provides training on farm animal production and welfare to cross-functional team members and leads our ESG Steering Group Subcommittee on Animal Welfare.

Our Supply Partners

Our suppliers are our partners in humane animal care and its continuous improvement. We expect suppliers to maintain strict standards of animal care and raise animals in accordance with the laws and ordinances in their locale. We require our suppliers to have a zero-tolerance policy for animal abuse and neglect, and to train all individuals working with or around live animals accordingly. In addition to the Global Animal Welfare Policy, animal welfare expectations are delineated in the Kraft Heinz Ingredient Supplier Quality Expectations Manual and product specifications. When evidence of non-compliance exists, Kraft Heinz may suspend the supplier until corrective actions have been implemented. Suppliers who do not align with the requirements or do not make continuous and positive improvements to meet them risk losing Kraft Heinz as a customer.

A Culture of Animal Welfare (cont.)
Animal Health & Management

Laying Hens

Certified Humane.

European Chicken Commitment

Hormones

Testing of Food Ingredients

Pigs

Broiler Chickens

Humane Endings

Antimicrobials

* Kraft Heinz does not directly purchase any shell eggs.
Annually, all Kraft Heinz suppliers of animal and animal-derived products are requested to complete an animal welfare risk self-assessment. The assessment was developed by a cross-functional internal panel that included animal welfare, procurement and quality team members and was reviewed by an external team of animal welfare scientists. The assessments review suppliers’ strengths and weaknesses on animal welfare policies, personnel training, transportation, stunning methods and auditing. Kraft Heinz’s animal welfare team works with lower performing suppliers, which make up a small percentage of our total supply chain. Together, they create action plans to develop policies and procedures that improve animal welfare. Low performing suppliers unwilling or unable to improve animal welfare may jeopardize their status as Kraft Heinz suppliers.

Results of our 2021 assessment are listed below and more details can be found on page 76. In 2021, we also began to develop a robust farm-level animal welfare audit program across our key animal commodities in line with industry leading frameworks.

### Poultry
- **Turkeys** (88% response rate)
  - 99% of our respondents exhibited accepted species-specific mobility parameters
  - The average mortality rate was 0.5%
  - Average transport time** was 1.6 hours
  - Maximum transport time** was 12 hours
  - 100% of our respondents pre-slaughter stunned
  - 63% of our respondents did not have snoods removed
  - 65% of our respondents did not have toes clipped
  - 87% of our suppliers had a 3rd party animal welfare audit at the processing plant

### Pork
- **Broiler Chickens** (76% response rate)
  - 96% of our respondents exhibited accepted species-specific mobility parameters
  - The average mortality rate was 0.5%
  - Average transport time** was 2.6 hours
  - Maximum transport time** was 12 hours
  - 99.6% of our respondents pre-slaughter stunned
  - 94% of our respondents did not have snoods removed
  - 92% of our respondents do not have hock injuries

### Cattle
- **Laying Hens** (76% response rate)
  - 83% of our respondents exhibited accepted species-specific mobility parameters
  - The average mortality rate was 0.5%
  - Average transport time** was 1.6 hours
  - Maximum transport time** was 12 hours
  - 93% of our respondents had a 3rd party animal welfare audit at the processing plant

### Dairy Cattle
- **Pigs** (51% response rate)
  - 80% of our respondents exhibited accepted species-specific mobility parameters
  - The average mortality rate was 0.8%
  - Average transport time** was 3.1 hours
  - Maximum transport time** was 28 hours

### Beef Cattle
- **Dairy Cattle** (46% response rate)
  - 92% of our respondents did not tail dock
  - 92% of our respondents do not have hock injuries
  - 88% of our dairy respondents are free from moderate or severe lameness.

### Key Welfare Issues and Status
- 99% of our respondents exhibited accepted species-specific mobility parameters
- The average mortality rate was 0.5%
- Average transport time** was 1.6 hours
- Maximum transport time** was 12 hours
- 100% of our respondents pre-slaughter stunned
- 63% of our respondents did not have snoods removed
- 65% of our respondents did not have toes clipped
- 87% of our suppliers had a 3rd party animal welfare audit at the processing plant

* Figures displayed in the table above are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.

** Transport time refers to the time traveled between farm and processing plant.
Sustainable Agriculture

As a food and beverage company, we recognize the importance of sustainable agriculture in all of our products. Through the work of our experienced agronomists and procurement teams, we are proud to work with our suppliers to advance sustainable agriculture practices, knowing that these commodities are integral to our business and to the well-being of our consumers and communities in which we operate.

At Kraft Heinz, we have a long history of working with growers to promote sustainable agricultural practices, such as implementing rotational crops to promote multigenerational fields, to increase yield at the field and in processing, adoption of next generation breeding through our seed business, and finding ways to help increase water efficiency.

Through thorough research in our laboratories and with experienced agronomist teams on the ground, we strive to stay at the forefront of sustainable agriculture, applying what we learn through trialing and demonstration to additional parts of our business. The Kraft Heinz Sustainable Agriculture Practices Manual forms the foundation of our engagement strategy with growers, as we work towards our 2025 goal to source 100 percent of tomatoes for Heinz Tomato Ketchup sustainably. We aim to dig deep in our roots to use 150 years of forward-looking, responsible agricultural and human rights practices to build on our agricultural legacy with our farmers. We are committed to further building on our strong sustainability heritage, as Henry J. Heinz (founder of the H.J. Heinz Company) famously noted, "Protect the consumer by owning the product all the way from the soil to the table."
Sustainable Agricultural Practices Manual


"As we develop and define new regenerative agriculture approaches, it is the farmer's inherent knowledge of the land, its constraints and opportunities, that is critical to ensuring successful social and environmental outcomes based on solid economic foundations."

– Martina Henry, Director, Agriculture Sustainability, Kraft Heinz and SAI Platform Regenerative Agriculture Programme Steering Committee Co-chair

FSA 3.0 Benchmark Equivalence for Sustainable Agriculture Practices Manual

In 2021, our Sustainable Agricultural Practices Manual was benchmarked against SAI Platform's Farm Sustainability Assessment (FSA) 3.0 and received 'Silver Level equivalence'. This was the first sustainability program successfully benchmarked against the updated FSA 3.0 which was released in April 2021.

We believe this benchmark will help us and our suppliers in our journey towards purchasing 100 percent sustainably-sourced Heinz ketchup tomatoes by 2025. It provides a pathway for growers to demonstrate compliance with our requirements, while also offering a single, industry-aligned tool that reduces duplication and audit-fatigue. This allows growers to focus on improving their operations and continuing to grow the quality, sustainable ingredients we rely on to produce our brands.

"FSA 3.0 marks a step-up in the benchmarking program's integrity, yet it is even more straightforward and easier to get started. It is great to see The Kraft Heinz Company getting the most out of their membership with Sustainable Agriculture Initiative (SAI) Platform by using the FSA to refine, communicate and scale their program. We congratulate them on this achievement!"

– Joe Rushton, FSA Director at SAI Platform
Key Initiatives

Celebrating the Tomato with the Community at our Pudliszki Facility

Sustainable Dairy Partnership

Supporting Farm Resilience in California

As part of our ongoing commitment to continuous improvement on farm, in 2021 we introduced a pilot cover crop program with our California tomato growers. The objective of the pilot is to incentivize the adoption of cover crops as a practice that can help promote soil health, enhance water-holding capacity, reduce reliance on chemical inputs, and support biodiversity while increasing yields. In 2021, 2,279 acres of cover crops were planted by our California growers and we have a target to grow this to more than 5,000 acres in 2022.
At Kraft Heinz, we recognize that we cannot succeed in our ESG journey alone. Therefore, we are committed to bringing bold, innovative, and like-minded partners 'Together at the Table' to help lead the way.

Bowles Farming Company is a key global tomato supplier for many of our well-loved brands, including the iconic Heinz tomato ketchup. As a 160-year-old family-run farm, Bowles understands the importance of sustainable and regenerative agriculture. Their philosophy centers around stewardship and farming with the natural world in focus.

Bowles is adjacent to the second largest contiguous wetland in the U.S. To help preserve this area of great biodiversity value, they own and manage 650 acres of wetland within their boundary and work with a wide range of stakeholders to maintain these lands. These initiatives include native plant cultivation to help pollinators and beneficial insects thrive around the farm. Recognizing a shortage of native materials in their community, Bowles also set up the Great Valley Seed company to ensure that local communities have access to these essential seeds. Today, they grow over 50 species that can be used in restoration and pollinator support programs. The farm also operates drip irrigation systems powered by their on-site solar farm and composting projects utilizing feedstock from their local communities to further increase farm resilience and circularity.

In addition to caring for the environment, farm leadership actively supports the safety, health and education of their employees and the surrounding community. Most notably, Bowles implemented the BF Scholars program in 2015 to support the educational journeys of their employees' children.

As a proud customer, we applaud Bowles Farm's leadership in advancing sustainable agriculture. We are excited to continue bringing them and other like-minded suppliers 'Together at the Table' to drive ESG progress.

"From our vantage point here on the farm, we see the word “sustainability” widely used but not often backed up with strong evidence. We value collaborative relationships with supply chain partners that want to provide consumers with true stories of sustainable production that consumers can trust and feel good about. Kraft Heinz is one of those key partners who take the time to visit the farm and partner in our journey to produce products in a way that authentically supports people and the planet. We value our relationship with Kraft Heinz and admire their leadership in true sustainability."

– Cannon Michael, President and CEO, Bowles Farming Company
Appendix: ESG Metrics
## Environmental Stewardship

### Energy

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal metric: Reduction of energy use intensity using 2019 baseline</td>
<td>Percentage</td>
<td>Goal made in 2020</td>
<td>-2.2%</td>
<td>-5.1%</td>
<td>302-4</td>
<td>Metrics and Targets (a)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal metric: Percentage of electricity from renewable sources</td>
<td>Percentage</td>
<td>Goal made in 2020</td>
<td>Not reported</td>
<td>7.0%</td>
<td>302-1</td>
<td>Metrics and Targets (a)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total energy use *</td>
<td>MWh</td>
<td>5,102,921</td>
<td>4,945,251</td>
<td>4,809,802</td>
<td>302-1</td>
<td>FB-PF-130a.1</td>
<td>Metrics and Targets (a)</td>
<td></td>
</tr>
<tr>
<td>Energy use intensity *</td>
<td>kWh per Metric Ton of Product</td>
<td>654</td>
<td>628</td>
<td>621</td>
<td>302-3</td>
<td>Metrics and Targets (a)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total purchased electricity</td>
<td>MWh</td>
<td>1,565,580</td>
<td>1,546,046</td>
<td>1,497,450</td>
<td>302-1</td>
<td>FB-PF-130a.1</td>
<td>Metrics and Targets (a)</td>
<td></td>
</tr>
<tr>
<td>Total purchased electricity generated onsite</td>
<td>MWh</td>
<td>Not reported</td>
<td>Not reported</td>
<td>3,085</td>
<td>302-1</td>
<td>FB-PF-130a.1</td>
<td>Metrics and Targets (a)</td>
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<tr>
<td>Total consumption of fuel (excluding feedstock)</td>
<td>MWh</td>
<td>3,262,568</td>
<td>3,285,281</td>
<td>3,189,915</td>
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<td>Metrics and Targets (b)</td>
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### Greenhouse Gas Emissions

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross scope 1 emissions*</td>
<td>Metric Tons CO2e</td>
<td>634,916</td>
<td>605,606</td>
<td>586,455</td>
<td>305-1</td>
<td>FB-MP-110a.1</td>
<td>Metrics and Targets (b)</td>
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<tr>
<td>Gross scope 2 emissions (location-based)*</td>
<td>Metric Tons CO2e</td>
<td>712,674</td>
<td>694,907</td>
<td>645,247</td>
<td>305-2</td>
<td>FB-MP-110a.1</td>
<td>Metrics and Targets (b)</td>
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<tr>
<td>Gross scope 2 emissions (market-based)*</td>
<td>Metric Tons CO2e</td>
<td>Not reported</td>
<td>Not reported</td>
<td>3,085</td>
<td>305-2</td>
<td>FB-MP-110a.1</td>
<td>Metrics and Targets (b)</td>
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</tr>
<tr>
<td>Outside of scopes (biogenic emissions)</td>
<td>Metric Tons CO2e</td>
<td>77,186</td>
<td>92,955</td>
<td>79,898</td>
<td>305-3</td>
<td>FB-MP-110a.1</td>
<td>Metrics and Targets (b)</td>
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</tr>
<tr>
<td>Scope 1 &amp; 2 Intensity</td>
<td>Metric Tons CO2e per</td>
<td>0.17</td>
<td>0.16</td>
<td>0.16</td>
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<td>FB-MP-110a.1</td>
<td>Metrics and Targets (b)</td>
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</tr>
<tr>
<td>Total scope 3 emissions*</td>
<td>Metric Tons CO2e</td>
<td>23,277,493</td>
<td>25,026,531</td>
<td>43,940,811</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 1: Purchased goods and services*</td>
<td>Metric Tons CO2e</td>
<td>18,282,750</td>
<td>18,537,494</td>
<td>36,341,444</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
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<td></td>
</tr>
<tr>
<td>Category 2: Capital goods*</td>
<td>Metric Tons CO2e</td>
<td>397,604</td>
<td>351,878</td>
<td>447,491</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
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<td></td>
</tr>
<tr>
<td>Category 3: Fuel and energy-related activities*</td>
<td>Metric Tons CO2e</td>
<td>717,229</td>
<td>711,945</td>
<td>680,325</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
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<td></td>
</tr>
<tr>
<td>Category 4: Upstream transportation and distribution*</td>
<td>Metric Tons CO2e</td>
<td>1,366,415</td>
<td>1,748,423</td>
<td>1,587,200</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
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<td></td>
</tr>
<tr>
<td>Category 5: Waste generated in operations*</td>
<td>Metric Tons CO2e</td>
<td>52,066</td>
<td>55,658</td>
<td>35,961</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
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<td></td>
</tr>
<tr>
<td>Category 6: Business travel*</td>
<td>Metric Tons CO2e</td>
<td>18,988</td>
<td>4,383</td>
<td>3,324</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
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<td></td>
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<tr>
<td>Category 7: Employee commuting*</td>
<td>Metric Tons CO2e</td>
<td>105,897</td>
<td>93,618</td>
<td>82,101</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
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<td></td>
</tr>
<tr>
<td>Category 9: Downstream transportation and distribution*</td>
<td>Metric Tons CO2e</td>
<td>1,307,392</td>
<td>1,339,067</td>
<td>1,459,452</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
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<td></td>
</tr>
<tr>
<td>Category 11: Use of sold products*</td>
<td>Metric Tons CO2e</td>
<td>Not reported</td>
<td>1,102,744</td>
<td>1,090,765</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
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<td></td>
</tr>
<tr>
<td>Category 12: End of life treatment of sold products*</td>
<td>Metric Tons CO2e</td>
<td>1,029,152</td>
<td>1,081,321</td>
<td>2,212,748</td>
<td>305-3</td>
<td>Metrics and Targets (b)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Indicates metrics that have undergone limited level assurance by a third-party associate for 2021 data. Review full 2021 and historical assurance statements at [https://www.krafheinzcompany.com/esg/verifications.html](https://www.krafheinzcompany.com/esg/verifications.html).

Please note that some historical data may have been updated from previous reports due to better data accuracy and due diligence.
## ESG Metrics (cont.)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
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<tbody>
<tr>
<td><strong>Water</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal metric: Reduction of water intensity (all facilities) using 2019 baseline</td>
<td>Percentage</td>
<td>Goal made in 2020</td>
<td>-2.8%</td>
<td>-4.4%</td>
<td>303-3</td>
<td>FB-PF-140a.1</td>
<td>Metrics and Targets (b)</td>
<td></td>
</tr>
<tr>
<td>Goal metric: Reduction of water intensity (high-risk watershed areas) using 2019 baseline</td>
<td>Percentage</td>
<td>Goal made in 2020</td>
<td>-5.2%</td>
<td>-12.2%</td>
<td>303-3</td>
<td>FB-PF-140a.1</td>
<td>Metrics and Targets (b)</td>
<td></td>
</tr>
<tr>
<td>Total water withdrawals (all facilities)*</td>
<td>Thousand Cubic Meters</td>
<td>41,921</td>
<td>41,470</td>
<td>39,778</td>
<td>303-3</td>
<td>FB-PF-140a.1</td>
<td>Metrics and Targets (b)</td>
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</tr>
<tr>
<td>Total water withdrawals (high-risk watershed areas)*</td>
<td>Thousand Cubic Meters</td>
<td>13,033</td>
<td>12,391</td>
<td>11,532</td>
<td>303-3</td>
<td>FB-PF-140a.1</td>
<td>Metrics and Targets (b)</td>
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</tr>
<tr>
<td>Water use intensity (all facilities)*</td>
<td>Cubic Meters Per Metric Tons of Product</td>
<td>5.38</td>
<td>5.26</td>
<td>5.14</td>
<td>303-3</td>
<td>FB-PF-140a.1</td>
<td>Metrics and Targets (b)</td>
<td></td>
</tr>
<tr>
<td>Water use intensity (high-risk watershed areas)*</td>
<td>Cubic Meters Per Metric Tons of Product</td>
<td>7.73</td>
<td>7.34</td>
<td>6.79</td>
<td>303-3</td>
<td>FB-PF-140a.1</td>
<td>Metrics and Targets (b)</td>
<td></td>
</tr>
<tr>
<td><strong>Waste</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal metric: Reduction of waste to landfill using 2019 baseline</td>
<td>Percentage</td>
<td>Goal made in 2020</td>
<td>-6.0%</td>
<td>-14.7%</td>
<td>306-4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total waste to landfill*</td>
<td>Metric Tons</td>
<td>100,595</td>
<td>92,856</td>
<td>82,617</td>
<td>306-3</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Waste to landfill intensity *</td>
<td>Metric Tons Waste per Metric Tons of Product</td>
<td>0.013</td>
<td>0.012</td>
<td>0.011</td>
<td>306-5</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Responsible Sourcing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Material</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal metric: Percentage that is recyclable, reusable, and/or compostable (as a percentage of total weight of all packaging)</td>
<td>Percentage</td>
<td>70%</td>
<td>83%</td>
<td>84%</td>
<td></td>
<td>FB-PF-410a.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total weight of all packaging</td>
<td>Metric Tons</td>
<td>Not reported</td>
<td>1,143,000</td>
<td>1,145,000</td>
<td></td>
<td>FB-PF-410a.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage made from recycled and/or renewable materials (as a percentage of total weight of all packaging)</td>
<td>Percentage</td>
<td>Not reported</td>
<td>22%</td>
<td>22%</td>
<td></td>
<td>FB-PF-410a.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total weight of all plastic packaging</td>
<td>Metric Tons</td>
<td>Not reported</td>
<td>271,000</td>
<td>231,392</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-renewable materials used to produce or package primary products</td>
<td>Metric Tons</td>
<td>Not reported</td>
<td>679,000</td>
<td>719,000</td>
<td>301-1</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Renewable materials used to produce or package primary products</td>
<td>Metric Tons</td>
<td>Not reported</td>
<td>465,000</td>
<td>422,000</td>
<td>301-1</td>
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</table>

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### ESG Metrics (cont.)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Palm Oil</strong></td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Goal metric: Percentage of direct suppliers with RSPO certification</td>
<td>Percentage</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>FB-PF-440a.2</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Goal metric: Percentage of direct supply chain traceable to the mill</td>
<td>Percentage</td>
<td>99.30%</td>
<td>98.50%</td>
<td>100%</td>
<td>FB-PF-440a.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of direct suppliers with sustainable palm oil sourcing</td>
<td>Percentage</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>FB-PF-440a.2</td>
<td></td>
<td></td>
<td>A sustainable sourcing policy is defined as either a publicly available Sustainable Palm Oil Policy or RSPO Certification</td>
</tr>
<tr>
<td>policies in place</td>
<td>Percentage</td>
<td>84%</td>
<td>91%</td>
<td>100%</td>
<td>FB-PF-440a.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of external manufacturers’ suppliers with RSPO certification</td>
<td>Percentage</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>FB-PF-440a.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of external manufacturers’ suppliers with sustainable</td>
<td>Percentage</td>
<td>40%</td>
<td>91%</td>
<td>100%</td>
<td>FB-PF-440a.2</td>
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<td>A sustainable sourcing policy is defined as either a publicly available sustainable palm oil policy or RSPO certification</td>
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<td>sourcing policies in place</td>
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<tr>
<td><strong>Tomatoes</strong></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Goal metric: Percentage of sustainability sourced Heinz ketchup</td>
<td>Percentage</td>
<td>Goal made in 2020</td>
<td>On Track</td>
<td></td>
<td>FB-PF-440a.2</td>
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<td>tomatoes</td>
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<tr>
<td><strong>Animal Welfare</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>Turkeys</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of supplier respondents that exhibited accepted</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>99%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>species-specific mobility parameters</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Average mortality rate</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>0.5%</td>
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<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Average transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>1.6</td>
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<td></td>
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<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Maximum transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>12</td>
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<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Percentage of supplier respondents that pre-slaughter stunned</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Percentage of supplier respondents that had a 3rd party animal welfare audit at the processing plant</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>87%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Percentage of supplier respondents that do not have snoods removed</td>
<td>Percentage</td>
<td>95%</td>
<td>100%</td>
<td>61%</td>
<td>FB-MP-410a.3</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of supplier respondents that do not have toes clipped</td>
<td>Percentage</td>
<td>98%</td>
<td>100%</td>
<td>65%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.</td>
</tr>
<tr>
<td>Percentage of supplier respondents that have annual animal welfare audits at the plant</td>
<td>Percentage</td>
<td>100%</td>
<td>100%</td>
<td>87%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.</td>
</tr>
<tr>
<td>Broiler Chickens</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Percentage of supplier respondents that exhibited accepted species-specific mobility parameters</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>96%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Average mortality rate</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>0.5%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Average transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>2.6</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Maximum transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Percentage of supplier respondents that pre-slaughter stunned</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>99.9%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Percentage of supplier respondents had a 3rd party animal welfare audit at the processing plant</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>94%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Laying Hens</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Goal metric: Percentage of global eggs that are cage-free or better</td>
<td>Percentage</td>
<td>70%</td>
<td>66%</td>
<td>64%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.</td>
</tr>
<tr>
<td>Goal metric: Percentage of European eggs from free-range farms</td>
<td>Percentage</td>
<td>30%</td>
<td>51%</td>
<td>99.9%</td>
<td></td>
<td></td>
<td></td>
<td>When required by law or recommended by a veterinarian or other trusted animal health expert, free-range hens may be temporarily kept indoors to prevent illness and promote animal well-being. Data does not include Primal Kitchen at this time. In 2021, we expanded our boundary to include external manufacturing sites.</td>
</tr>
</tbody>
</table>

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## ESG Metrics (cont.)

<table>
<thead>
<tr>
<th>Metric</th>
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<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of U.S. eggs that are cage-free or better</td>
<td>Percentage</td>
<td>69%</td>
<td>75%</td>
<td>70%</td>
<td></td>
<td>FB-MP-410a.4</td>
<td>Data does not include Primal Kitchen at this time. In 2021, we expanded our boundary to include external manufacturing sites.</td>
<td></td>
</tr>
<tr>
<td>Percentage of U.S. eggs certified by American Humane Certified, Certified Humane, or United Egg Producers</td>
<td>Percentage</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td>FB-MP-410a.5</td>
<td>Data does not include Primal Kitchen at this time. In 2021, we expanded our boundary to include external manufacturing sites.</td>
<td></td>
</tr>
<tr>
<td>Percentage of Latin America eggs that are cage-free or better</td>
<td>Percentage</td>
<td>Data not available</td>
<td>4%</td>
<td>11%</td>
<td></td>
<td>FB-MP-410a.6</td>
<td>Data does not include Primal Kitchen at this time. In 2021, we expanded our boundary to include external manufacturing sites.</td>
<td></td>
</tr>
<tr>
<td>Percentage of Europe, the Middle East and Africa eggs that are cage-free or better</td>
<td>Percentage</td>
<td>Data not available</td>
<td>77%</td>
<td>77%</td>
<td></td>
<td>FB-MP-410a.8</td>
<td>Data does not include Primal Kitchen at this time. In 2021, we expanded our boundary to include external manufacturing sites.</td>
<td></td>
</tr>
<tr>
<td>Percentage of Canada eggs that are cage-free or better</td>
<td>Percentage</td>
<td>3%</td>
<td>0%</td>
<td>2%</td>
<td></td>
<td>FB-MP-410a.9</td>
<td>Data does not include Primal Kitchen at this time. In 2021, we expanded our boundary to include external manufacturing sites.</td>
<td></td>
</tr>
<tr>
<td>Percentage of Asia Pacific eggs that are cage-free or better</td>
<td>Percentage</td>
<td>Data not available</td>
<td>31%</td>
<td>40%</td>
<td></td>
<td>FB-MP-410a.10</td>
<td>Data does not include Primal Kitchen at this time. In 2021, we expanded our boundary to include external manufacturing sites.</td>
<td></td>
</tr>
<tr>
<td>Percentage of supplier respondents that exhibited accepted species-specific mobility parameters</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>83%</td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
<td></td>
</tr>
<tr>
<td>Average mortality rate</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>0.5%</td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
<td></td>
</tr>
<tr>
<td>Average transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>3.2</td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
<td></td>
</tr>
<tr>
<td>Maximum transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>11.5</td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
<td></td>
</tr>
<tr>
<td>Pigs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of global pork supply from sows housed in group pens during gestation.</td>
<td>Percentage</td>
<td>16%</td>
<td>19%</td>
<td>25%</td>
<td></td>
<td>FB-MP-410a.1</td>
<td>Data does not include Primal Kitchen and external manufacturing sites at this time.</td>
<td></td>
</tr>
<tr>
<td>Percentage of European pork supply from sows housed in group pens during gestation.</td>
<td>Percentage</td>
<td>100%</td>
<td>100%</td>
<td>98%</td>
<td></td>
<td>FB-MP-410a.1</td>
<td>Data does not include Primal Kitchen and external manufacturing sites at this time.</td>
<td></td>
</tr>
<tr>
<td>Percentage of supplier respondents that exhibited accepted species-specific mobility parameters</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>80%</td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
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</tr>
<tr>
<td>Average mortality rate</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>0.8%</td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
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</tr>
<tr>
<td>Average transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>3.1</td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
<td></td>
</tr>
</tbody>
</table>

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<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting</td>
</tr>
<tr>
<td>Percentage of supplier respondents with annual</td>
<td>Percentage</td>
<td>100%</td>
<td>100%</td>
<td>93%</td>
<td></td>
<td></td>
<td></td>
<td>through Kraft Heinz Animal Welfare Risk Assessment and are not</td>
</tr>
<tr>
<td>animal welfare audits at the plant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FB-MP-410a.1</td>
<td></td>
<td>weighted by volume.</td>
</tr>
<tr>
<td>Percentage of supplier respondents that</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>88%</td>
<td></td>
<td></td>
<td></td>
<td>exhibited accepted species-specific mobility parameters</td>
</tr>
<tr>
<td>exhibited accepted species-specific mobility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>parameters</td>
</tr>
<tr>
<td>Average mortality rate</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>0.4%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting</td>
</tr>
<tr>
<td>Average transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td>through Kraft Heinz Animal Welfare Risk Assessment and are not</td>
</tr>
<tr>
<td>Maximum transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
<td>weighted by volume.</td>
</tr>
<tr>
<td>Percentage of suppliers that do not tail dock</td>
<td>Percentage</td>
<td>95%</td>
<td>100%</td>
<td>82%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting</td>
</tr>
<tr>
<td>Percentage of dairy supplier respondents that</td>
<td>Percentage</td>
<td>98%</td>
<td>100%</td>
<td>92%</td>
<td></td>
<td></td>
<td></td>
<td>through Kraft Heinz Animal Welfare Risk Assessment and are not</td>
</tr>
<tr>
<td>do not have hock injuries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FB-MP-410a.4</td>
<td></td>
<td>weighted by volume.</td>
</tr>
<tr>
<td>Percentage of suppliers respondents that are</td>
<td>Percentage</td>
<td>98%</td>
<td>100%</td>
<td>88%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting</td>
</tr>
<tr>
<td>free from moderate or severe lameness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FB-MP-410a.5</td>
<td></td>
<td>through Kraft Heinz Animal Welfare Risk Assessment and are not</td>
</tr>
<tr>
<td>Percentage of supplier respondents that</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>99.5%</td>
<td></td>
<td></td>
<td></td>
<td>weighted by volume.</td>
</tr>
<tr>
<td>exhibited accepted species-specific mobility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>parameters</td>
</tr>
<tr>
<td>Average mortality rate</td>
<td>Percentage</td>
<td>Not reported</td>
<td>Not reported</td>
<td>1.5%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FB-MP-410a.5</td>
<td></td>
<td>through Kraft Heinz Animal Welfare Risk Assessment and are not</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>weighted by volume.</td>
</tr>
</tbody>
</table>

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### Environmental Stewardship

<table>
<thead>
<tr>
<th>Metric</th>
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<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>4.1</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Maximum transportation time</td>
<td>Hours</td>
<td>Not reported</td>
<td>Not reported</td>
<td>36</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
<tr>
<td>Percentage of supplier respondents that have annual animal welfare audits at the plant</td>
<td>Percentage</td>
<td>100%</td>
<td>100%</td>
<td>96%</td>
<td></td>
<td></td>
<td>FB-MP-410a.3</td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.</td>
</tr>
</tbody>
</table>

### Healthy Living & Community Support

**Goal metric: Percentage compliance with Kraft Heinz Global Nutrition Targets**

| Metric                                                   | Unit     | 2019      | 2020      | 2021   | GRI | SASB | TCFD | Notes                                                                 |%
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy Living &amp; Community Support</td>
<td>Percentage</td>
<td>76.00%</td>
<td>74.70%</td>
<td>67.7%</td>
<td></td>
<td></td>
<td></td>
<td>2021 values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.</td>
</tr>
</tbody>
</table>

**Goal metric: Amount of sugar reduced in products**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal metric: Amount of sugar reduced in products</td>
<td>Pounds</td>
<td>253,774</td>
<td>9,540,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Inclusive of all countries with measurable data where Kraft Heinz operates, which was expanded to include volumes from China, Indonesia, Brazil, and the Middle East in 2021. Kraft Heinz Foodservice, Kraft Heinz ingredients and infant/toddler categories are not included in the overall metric. Kraft Heinz Foodservice and Kraft Heinz ingredients items do not have specific nutrition targets and infant/toddler product targets are based on local guidelines.</td>
</tr>
</tbody>
</table>

**Goal metric: Amount of sodium reduced in BBQ sauce and Kraft salad dressings in North America**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal metric: Amount of sodium reduced in BBQ sauce and Kraft salad dressings in North America</td>
<td>Percentage</td>
<td>Not reported</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>In 2021, we did not make progress on our North America sodium goals but are planning actions to ensure achievement by 2025.</td>
</tr>
</tbody>
</table>

**Goal metric: Meals provided to people in need**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals provided to people in need</td>
<td>Number of meals</td>
<td>139,000,000</td>
<td>206,162,788</td>
<td>439,987,354</td>
<td></td>
<td></td>
<td></td>
<td>Inclusive of all countries with measurable data where Kraft Heinz operates, which was expanded to include volumes from China, Indonesia, Brazil, and the Middle East in 2021. Kraft Heinz Foodservice, Kraft Heinz ingredients and infant/toddler categories are not included in the overall metric. Kraft Heinz Foodservice and Kraft Heinz ingredients items do not have specific nutrition targets and infant/toddler product targets are based on local guidelines.</td>
</tr>
</tbody>
</table>

### Workplace Metrics

#### Global Employees

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal metric: Women in management roles</td>
<td>Percentage of employees in management roles</td>
<td>34%</td>
<td>37%</td>
<td>39%</td>
<td></td>
<td></td>
<td></td>
<td>Data for 2021 may differ slightly from Kraft Heinz 10-K filings due to selected reporting period and rounding.</td>
</tr>
</tbody>
</table>

**Goal metric: People of color (U.S. employees only)**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>People of color (U.S. employees only)</td>
<td>Percentage of total employees</td>
<td>Not Reported</td>
<td>24%</td>
<td>26%</td>
<td></td>
<td></td>
<td></td>
<td>Data for 2021 may differ slightly from Kraft Heinz 10-K filings due to selected reporting period and rounding.</td>
</tr>
</tbody>
</table>

**Goal Metric: Ethnic Minorities in the U.K.**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethnic Minorities in the U.K.</td>
<td>Percentage of total employees in the U.K.</td>
<td>Goal made in 2021</td>
<td>Goal made in 2021</td>
<td>11%</td>
<td></td>
<td></td>
<td></td>
<td>The aspiration is based on a weighted average of the split between our populations in London office and our factories.</td>
</tr>
</tbody>
</table>

**Goal Metric: Pretos e Pardos (Black & Two or More Races) in Brazil**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pretos e Pardos (Black &amp; Two or More Races) in Brazil</td>
<td>Percentage of salaried employees in Brazil</td>
<td>Goal made in 2021</td>
<td>Goal made in 2021</td>
<td>30%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

*Indicates metrics that have undergone limited level assurance by a third-party associate for 2021 data. Review full assurance statements at https://www.kraftheinzcompany.com/esg/verifications.html. Please note that some historical data may have been updated from previous reports due to better data accuracy and due diligence.*

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Together at the Table: Kraft Heinz 2022 ESG Report
## ESG Metrics (cont.)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>GRI</th>
<th>SASB</th>
<th>TCFD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total employees</td>
<td>Number of employees</td>
<td>38,757</td>
<td>38,744</td>
<td>37,821</td>
<td>405-1</td>
<td></td>
<td></td>
<td>Total employees include temporary, seasonal and student workers in addition to regular full-time employees. Note that all reported global employee metrics do not include employees that joined the Company as part of acquisitions that closed in the fourth quarter of 2021, which represent approximately 1 percent of our total employees globally as of December 31, 2021.</td>
</tr>
<tr>
<td>Full-time employees</td>
<td>Percentage of total employees</td>
<td>98.60%</td>
<td>98.60%</td>
<td>98.42%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time employees</td>
<td>Percentage of total employees</td>
<td>1.40%</td>
<td>1.40%</td>
<td>1.58%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>Percentage of total employees</td>
<td>37%</td>
<td>36%</td>
<td>37%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td>Percentage of total employees</td>
<td>63%</td>
<td>63%</td>
<td>63%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonbinary</td>
<td>Percentage of total employees</td>
<td>&lt; 1%</td>
<td>&lt; 1%</td>
<td>&lt; 1%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender not disclosed</td>
<td>Percentage of total employees</td>
<td>Not reported</td>
<td>Not reported</td>
<td>&lt; 1%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White (U.S. employees only)</td>
<td>Percentage of total employees</td>
<td>73%</td>
<td>70%</td>
<td></td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Leadership Team</td>
<td>Percentage of executive leadership team</td>
<td>18%</td>
<td>18%</td>
<td>10%</td>
<td>405-1</td>
<td></td>
<td></td>
<td>We define the Executive Leadership Team (ELT) as individuals who were members of the ELT as of fiscal year end plus any individuals who were members of the ELT for 9 months or more of the fiscal year.</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>Percentage of executive leadership team</td>
<td>64%</td>
<td>64%</td>
<td>70%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>Percentage of executive leadership team</td>
<td>18%</td>
<td>18%</td>
<td>20%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>Percentage of executive leadership team</td>
<td>27%</td>
<td>27%</td>
<td>30%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td>Percentage of executive leadership team</td>
<td>73%</td>
<td>73%</td>
<td>70%</td>
<td>405-1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Safety Metrics

<table>
<thead>
<tr>
<th>Safety Metrics</th>
<th>Rate</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Recordable Incident Rate (TRIR)</td>
<td>Rate</td>
<td>0.84</td>
<td>0.74</td>
<td>0.62</td>
</tr>
</tbody>
</table>

### Learning & Development Metrics

<table>
<thead>
<tr>
<th>Learning &amp; Development Metrics</th>
<th>Hours</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average learning hours per employee</td>
<td>Hours</td>
<td>36</td>
<td>14</td>
<td>14.4</td>
</tr>
</tbody>
</table>

*Indicates metrics that have undergone limited level assurance by a third-party associate for 2021 data. Review full assurance statements at [https://www.krafheinzcompany.com/esgVerifications.html](https://www.krafheinzcompany.com/esgVerifications.html).

Please note that some historical data may have been updated from previous reports due to better data accuracy and due diligence.

We define the Executive Leadership Team (ELT) as individuals who were members of the ELT as of fiscal year end plus any individuals who were members of the ELT for 9 months or more of the fiscal year.