



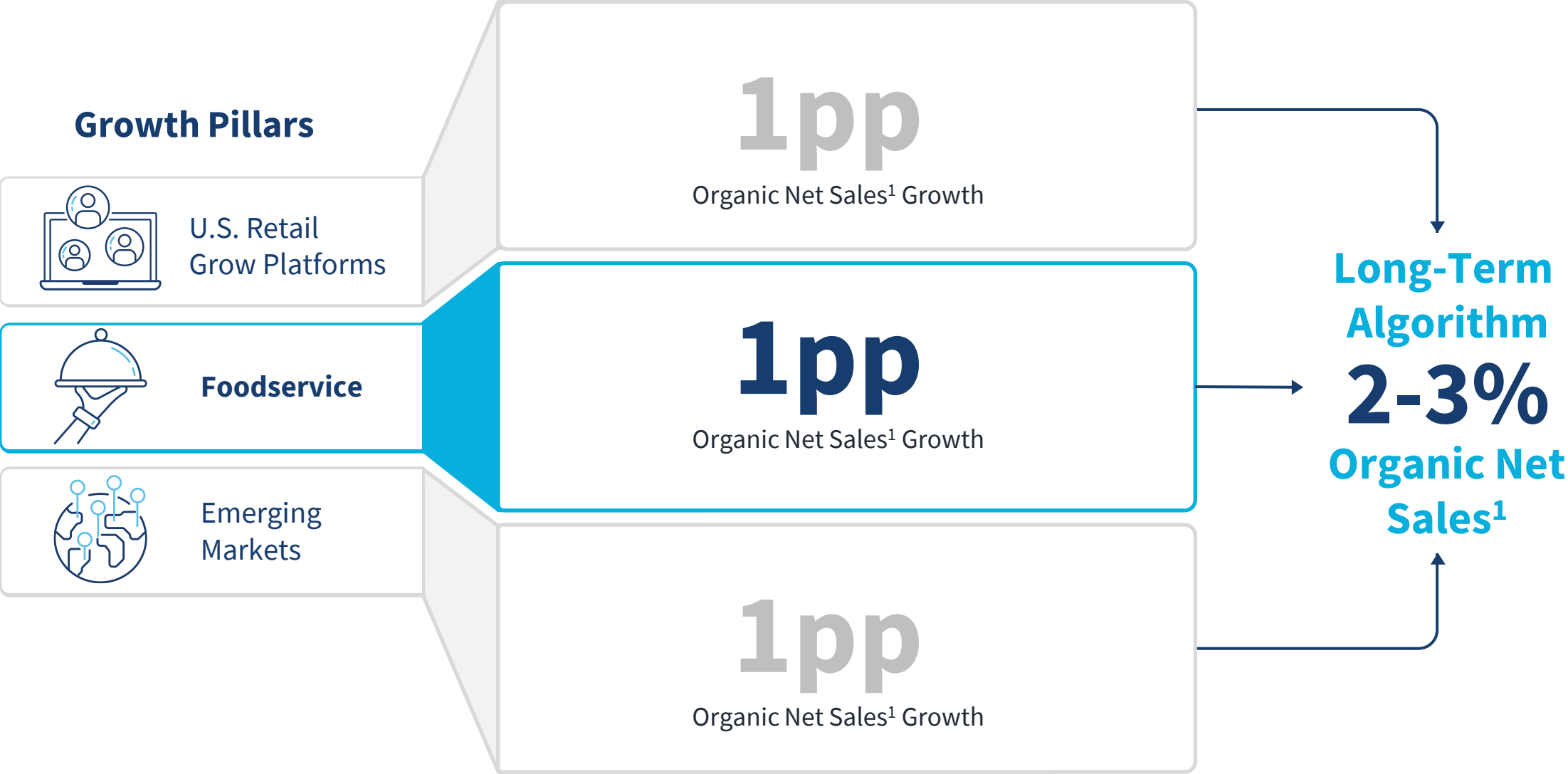
2023 Analyst Day

AWAY FROM HOME



Forward-Looking Statements

This presentation contains a number of forward-looking statements as defined under U.S. federal securities laws, including, but not limited to, statements, estimates, and projections relating to our business and long-term strategy; our ambitions, goals, targets, and commitments; our activities, efforts, initiatives, plans, and programs, and our investments in such activities, efforts, initiatives, plans, and programs; and projected or expected timing, results, achievement, and impacts. Words such as “aim,” “anticipate,” “aspire,” “believe,” “could,” “estimate,” “expect,” “guidance,” “intend,” “may,” “might,” “outlook,” “plan,” “predict,” “project,” “seek,” “will,” “would,” and variations of such words and similar future or conditional expressions are intended to identify forward[1]looking statements. These statements are based on management’s beliefs, expectations, estimates, and projections at the time they are made and are not guarantees of future performance. Such statements are subject to a number of risks and uncertainties, many of which are difficult to predict and beyond our control, which could cause actual results to differ materially from those indicated in the forward-looking statements. For additional, important information regarding such risks and uncertainties, please see the risk factors set forth in Kraft Heinz’s filings with the U.S. Securities and Exchange Commission, including our most recently filed Annual Report on Form 10-K and subsequent reports on Forms 10-Q and 8-K. We disclaim and do not undertake any obligation to update, revise, or withdraw any forward-looking statement in this presentation, except as required by applicable law or regulation.



1| Non-GAAP financial measure. See the Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/events-and-webcasts.

Away From Home

% of Total
KHC Net Sales¹

13%

2022 Net Sales

Organic Net Sales²
Growth Target

+7%

2023-2027 CAGR

NORTH AMERICA

% of Total KHC Net Sales¹

9%

2022 Net Sales

INTERNATIONAL

% of Total KHC Net Sales¹

4%

2022 Net Sales



1| % of total KHC sales are approximate calculations using fiscal year 2022 net sales.

2| Non-GAAP financial measure. See the Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/events-and-webcasts.

FROM

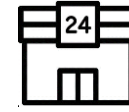
Supplier • Sales-Focused • Narrow



TO

Partners • Consumer-Focused • Connected





	Total	Chains	Mom & Pop	Hospitality & Schools	C-Store & Retail Food Services
North America Locations	1.3M	281K	520K	375K	185K
Consumer Sales \$	100%	43%	24%	24%	9%
% of KHC	100%	32%	42%	22%	4%
'21 – 26 Industry CAGR	+2.5%	+2.2%	+1.7%	+5.8%	+2.3%
Margin	AVERAGE	BELOW INDUSTRY AVERAGE	ABOVE INDUSTRY AVERAGE	ABOVE INDUSTRY AVERAGE	BELOW INDUSTRY AVERAGE

And Have a Pipeline to Continue this Growth in the Most Impactful Segments of the Market



**Mom
and Pop**

Innovation

Marketing Activation

Equipment

Broker Network

Brand Focus



**Hospitality
and Schools**

Innovation

Marketing Activation

Equipment

Culinary Expertise

Global Agreements

Resource Allocation

Brand Focus



Chains

Innovation

Marketing Activation

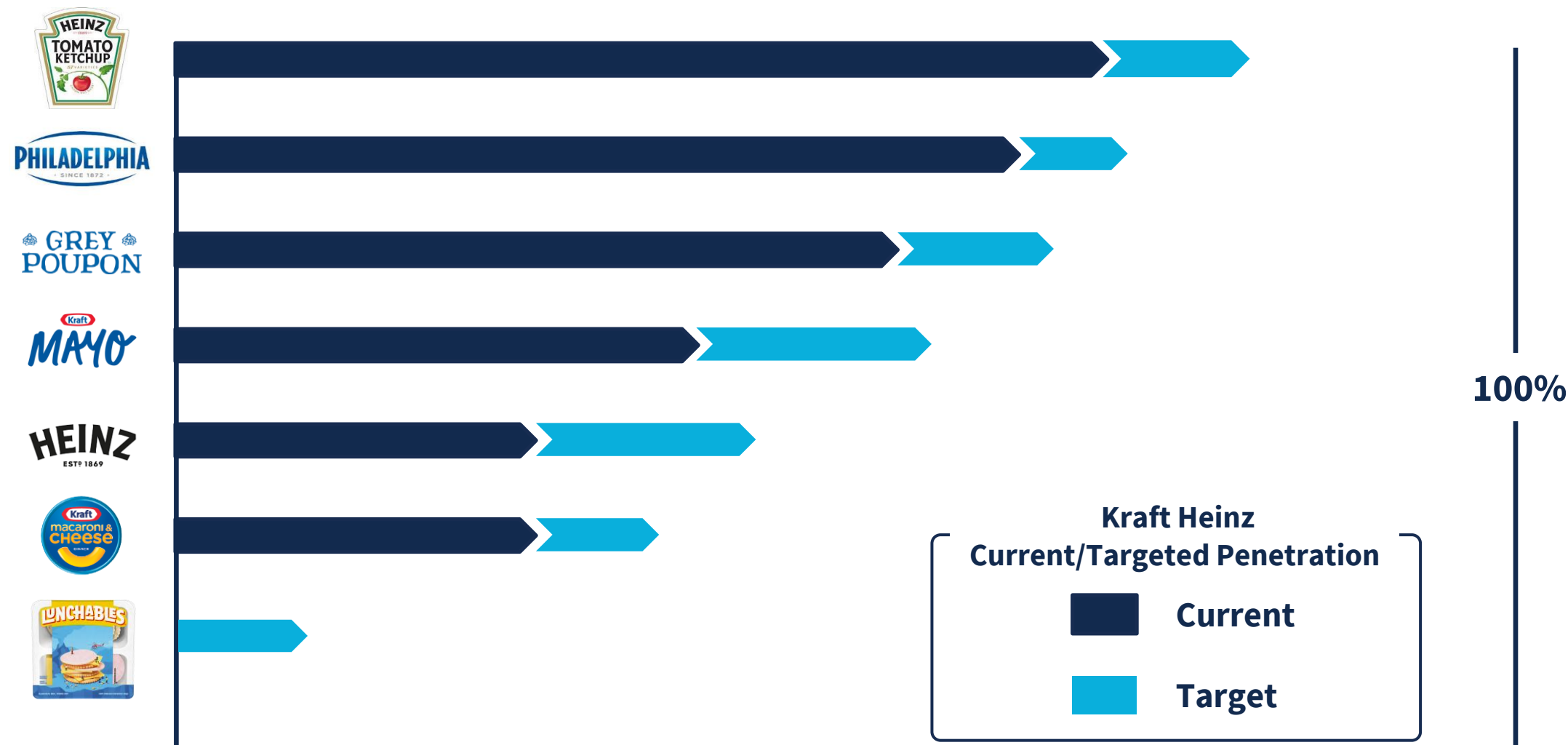
Culinary Expertise

Chefs Network



WE HAVE A SIGNIFICANT OPPORTUNITY TO CAPTURE SHARE

... Through Increased Penetration

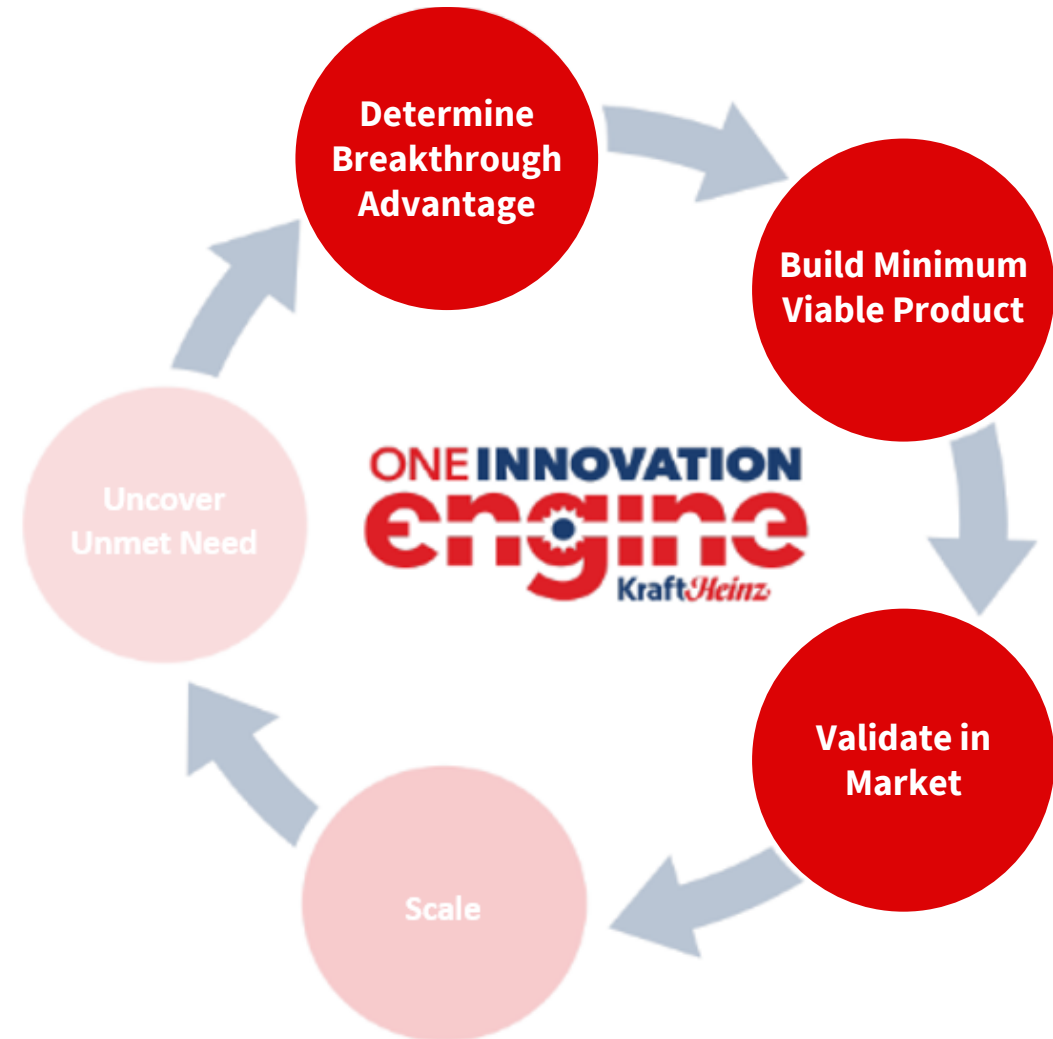


Away From Home Is A Flywheel For Innovation Through New Capabilities, Utilizing The Pyramid Framework To Test, Scale And Expand

ONE Innovation Engine

Food Culture Lives
In Restaurants

AFH Is Where Consumer Trials
Happen – Brands & Flavors



A Flywheel For Innovation Through New Capabilities, Utilizing The Pyramid Framework To Test, Scale And Expand

Pyramid Framework: AFH-led Innovation Strategy

Innovation Test/Learn

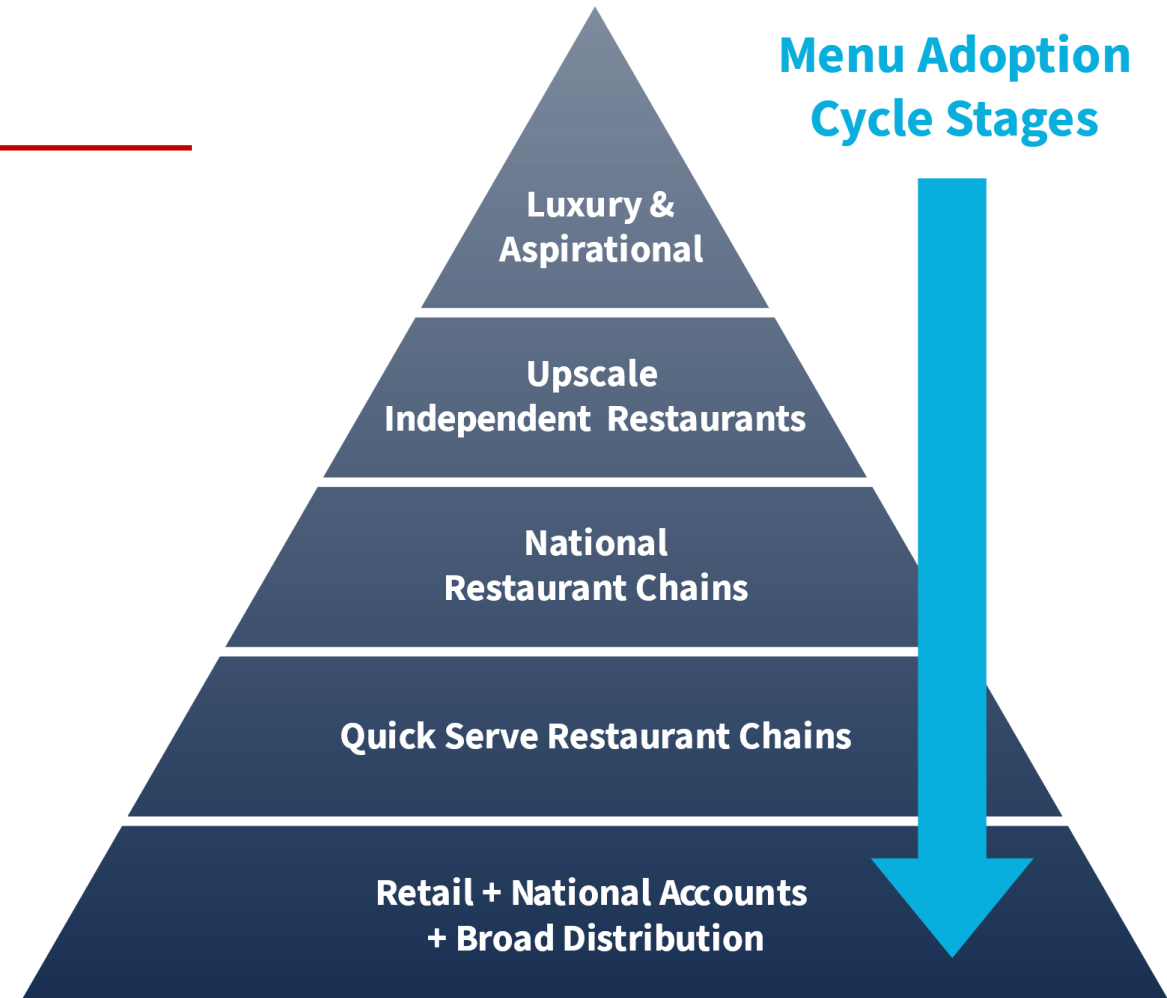
Drive trends via partner “network”

Scale

Leverage national chains

Proven

Ownable and insight driven innovation



A Flywheel For Innovation Through New Capabilities, Utilizing The Pyramid Framework To Test, Scale And Expand



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



**Improved
Brand Visibility**
Full range of flavors

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



Brand Elevation

**High Velocity
Accounts**

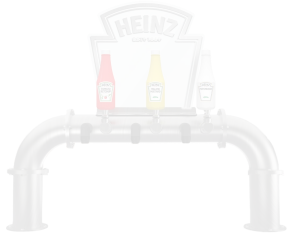
Sustainability

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



Experience
Customize 200
Flavors

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



Vending
Expand Distribution
with New Channels

Future Growth will Come From...

New Channels

Increased Penetration

Increased Consumption

