



# Miguel Patricio

Chief Executive Officer  
and Chair of the Board

# FORWARD-LOOKING STATEMENTS

FEBRUARY 21, 2023

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-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 our earnings release, which accompanies this presentation, 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 presentation, except as required by applicable law or regulation.

## NON-GAAP FINANCIAL MEASURES

This presentation contains certain non-GAAP financial measures, including Organic Net Sales, Adjusted EBITDA, Constant Currency Adjusted EBITDA, Adjusted EPS, Adjusted Gross Profit Margin, Net Leverage, Free Cash Flow, and Free Cash Flow Conversion. These non-GAAP financial measures may differ from similarly titled non-GAAP financial measures presented by other companies. These measures are not substitutes for their comparable financial measures prepared in accordance with accounting principles generally accepted in the United States of America (“GAAP”) and should be viewed in addition to, and not as an alternative for, the GAAP results.

These non-GAAP financial measures assist management in comparing the Company’s performance on a consistent basis for purposes of business decision-making by removing the impact of certain items that management believes do not directly reflect the Company’s underlying operations.

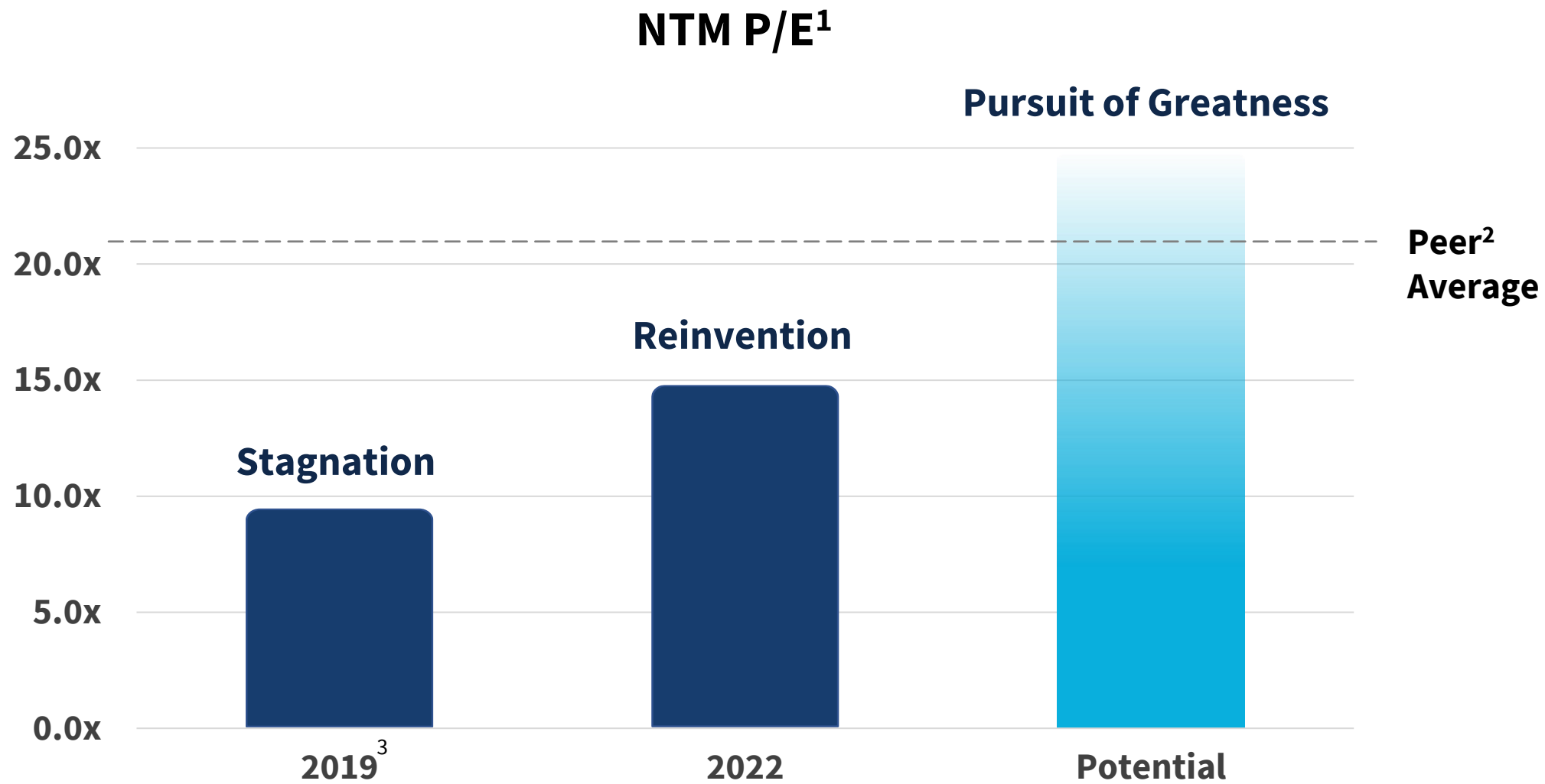
Please view this presentation together with our associated earnings release, Annual Report on Form 10-K, and the accompanying non-GAAP information, which includes a discussion of non-GAAP financial measures and reconciliations of non-GAAP financial measures to the comparable GAAP financial measures, available on our website at [ir.kraftheinzcompany.com](https://ir.kraftheinzcompany.com) under News & Events > Events & Webcasts, or directly at [ir.kraftheinzcompany.com/events-and-webcasts](https://ir.kraftheinzcompany.com/events-and-webcasts).

We've made tremendous progress on our transformation journey...



... and we're gaining momentum.

This is Good. But not Good Enough.





**WE CHOOSE**  
**GREATNESS**  
**Kraft***Heinz*

We are on a Journey to GREATNESS.

## Best-in-Class Execution

## Consistent Performance

## Top Tier Stockholder Returns



**Accelerate  
Profitable Growth**



**Strong Adjusted  
EBITDA<sup>1</sup> and Cash  
Generation**



**Top-Tier  
Returns**

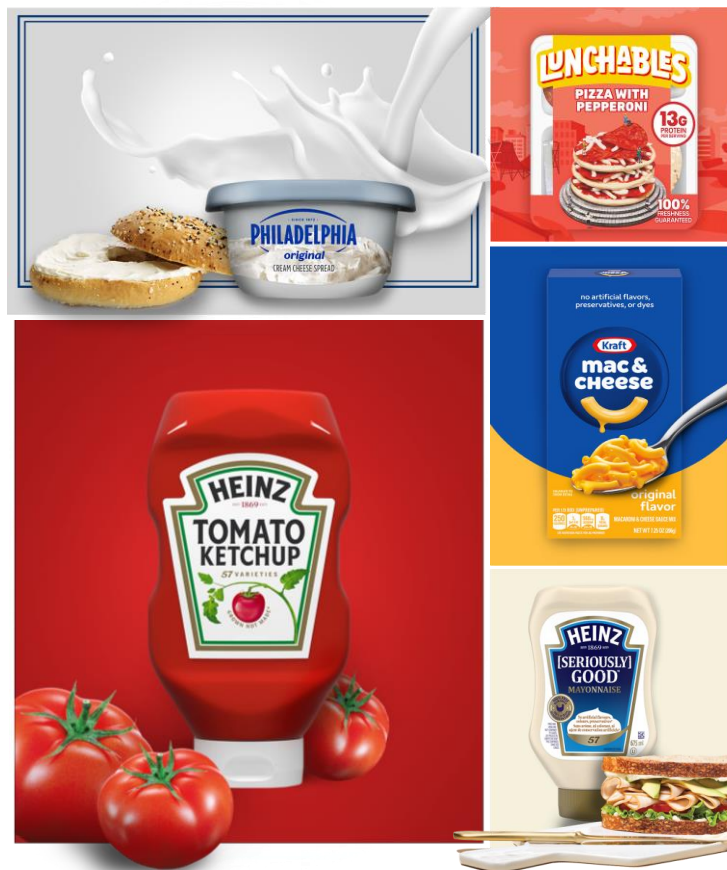
It Starts with the Strongest Portfolio of Iconic Brands.

**6**  
**\$1B+**  
**Brands**<sup>(1)</sup>



**97%**  
**U.S.**  
**HHP**<sup>(2)</sup>

## Portfolio Roles Guide Investment Decisions.



**GROW**



**ENERGIZE**

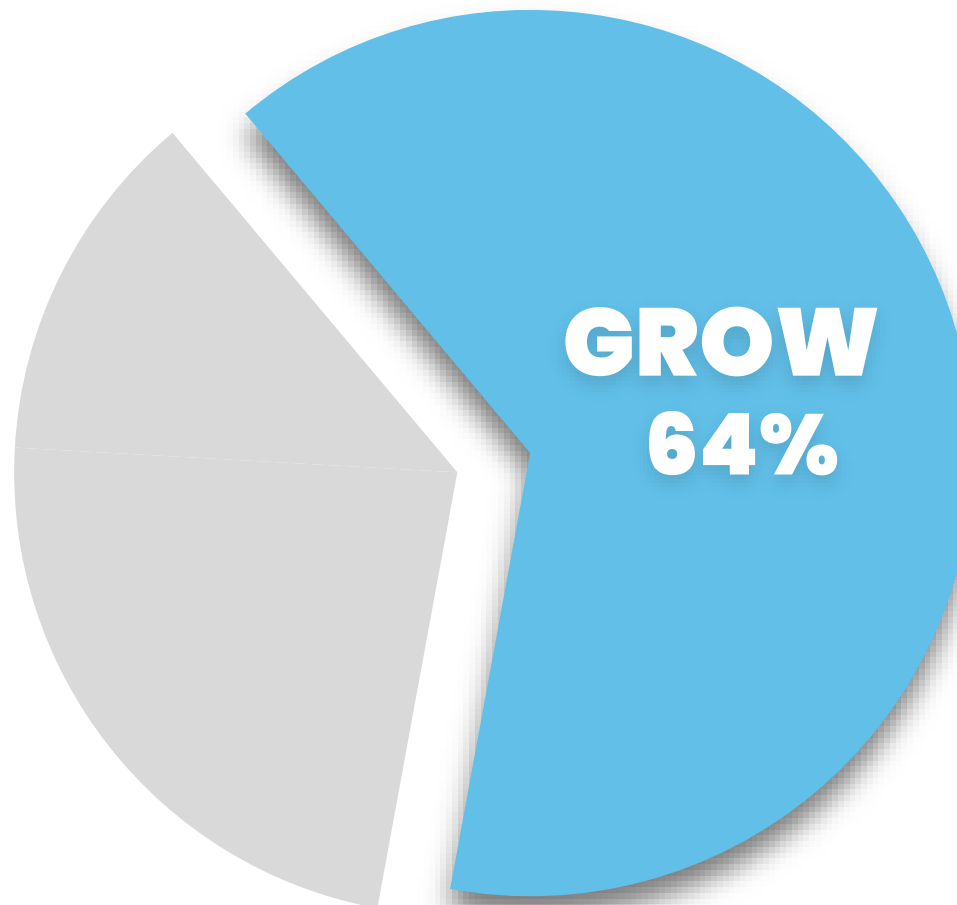
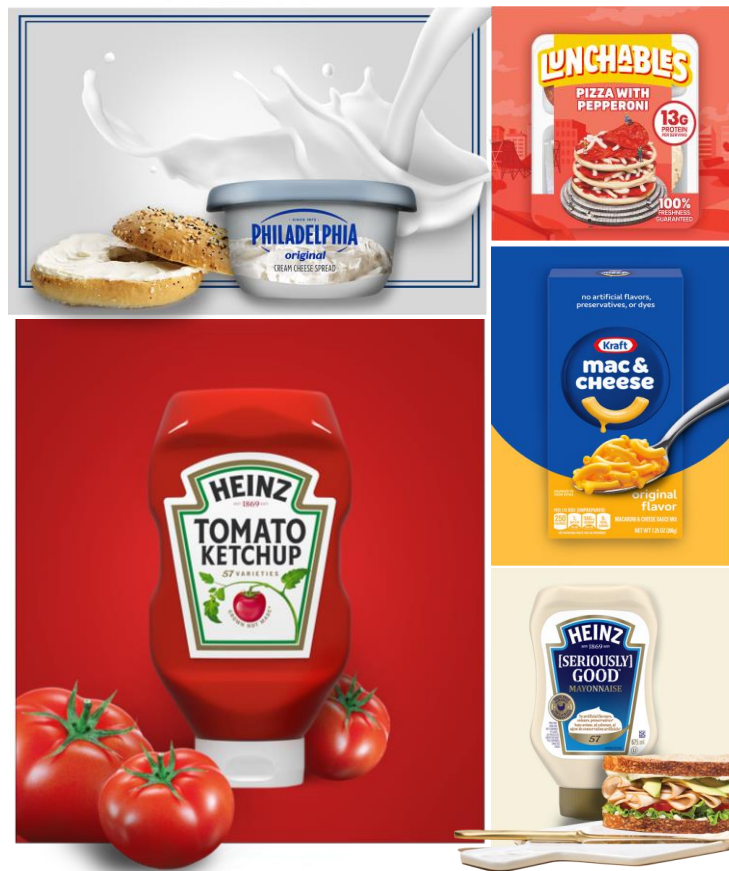


**STABILIZE**



# GROW: Large and Growing Brands with Strong Margins in Attractive Markets.

## Brands



Net Sales  
**+9%**

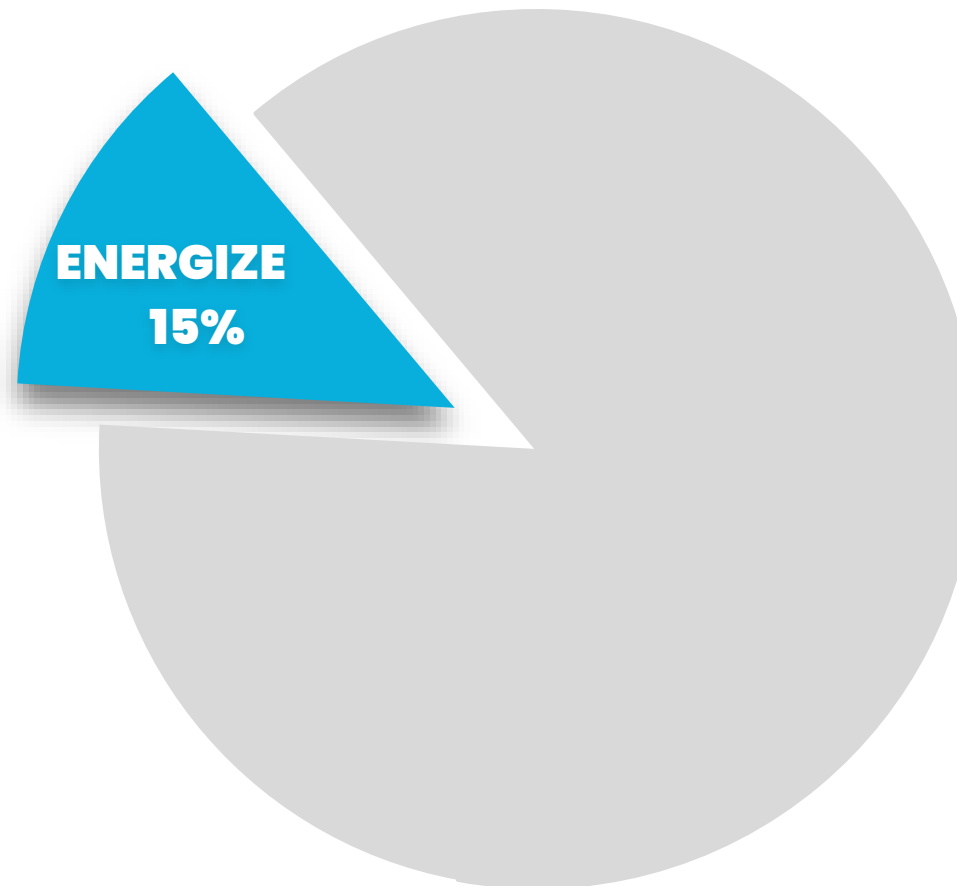
2022 CAGR vs  
2019 on Ongoing  
Business<sup>1</sup>

Margin<sup>2</sup> vs  
KHC Average



**ENERGIZE: Strong Brand Position as #1 or #2 in Core Categories.**

**Brands**



**Net Sales**  
**+6%**

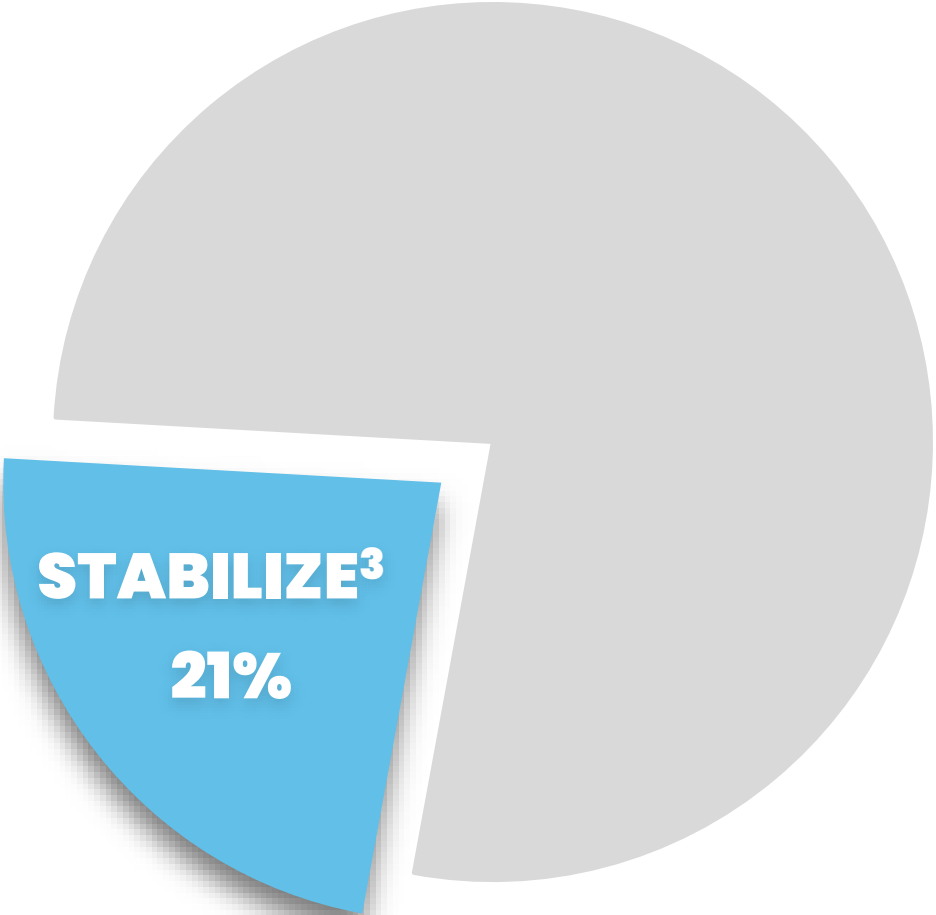
2022 CAGR vs  
2019 on Ongoing  
Business<sup>1</sup>

**Margin<sup>2</sup> vs  
KHC Average**



STABILIZE: Significant Cash Generation to Fuel our Growth.

Brands



Net Sales  
**Flat**

2022 CAGR vs  
2019 on Ongoing  
Business¹

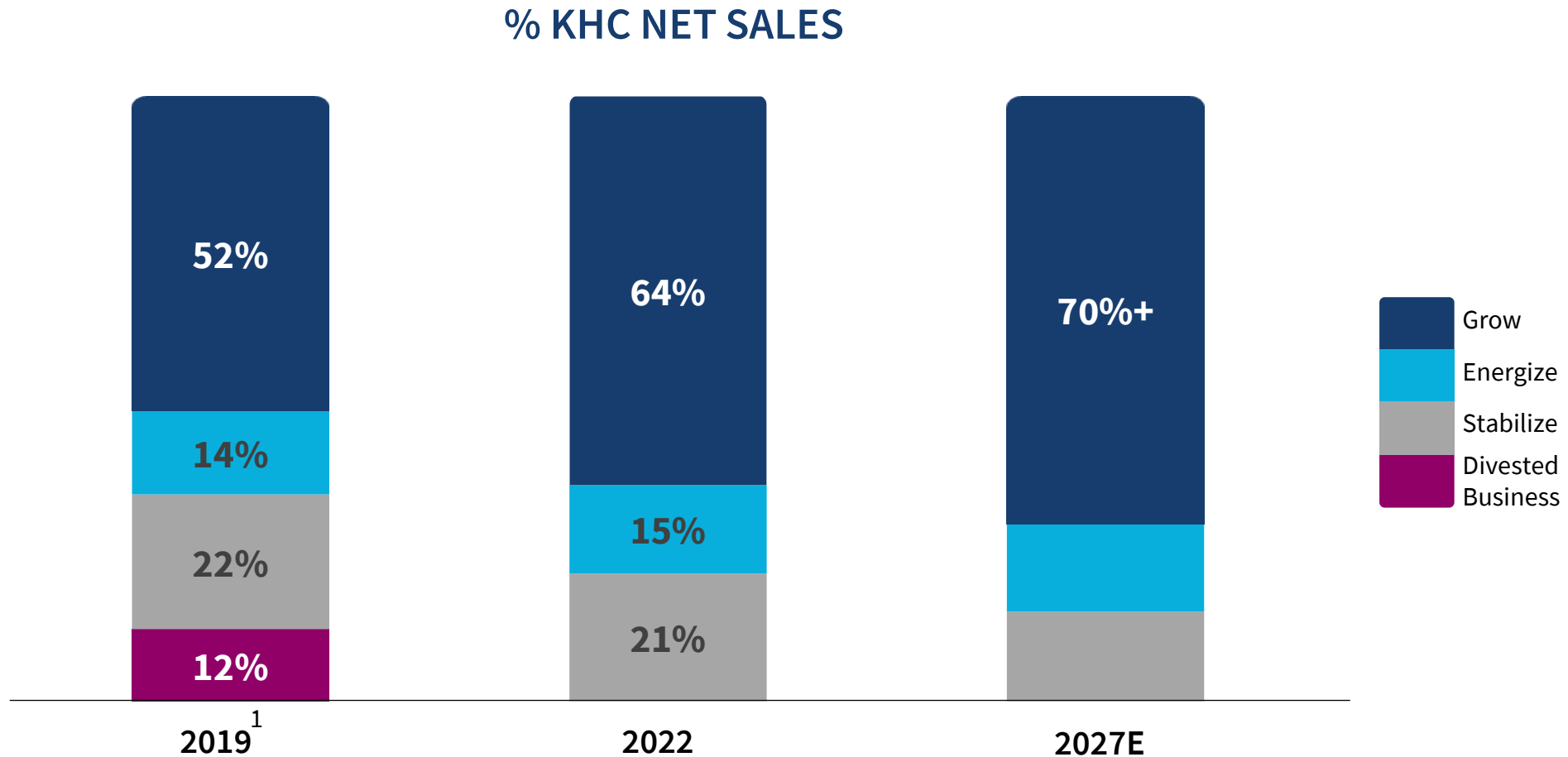
Margin² vs  
KHC Average



1| Reflects the Company's remaining business following divestitures.  
2| Adjusted Gross Profit Margin. Non-GAAP financial measure. See the accompanying Non-GAAP Information and Reconciliations at [ir.kraftheinzcompany.com/events-and-webcasts](https://ir.kraftheinzcompany.com/events-and-webcasts).  
3| Stabilize calculations also include Organic Net Sales that are not otherwise categorized into another platform role presented.  
Brands shown by platform role are illustrative and do not reflect all brands within each platform role.



**Repositioning for Growth...**



**With 90% of future growth coming from our GROW platforms.**

Two Attractive Platforms are Primary Drivers of Growth.



Taste Elevation



Easy Meals





## Taste Elevation

Personalized, Multi-Sensorial Flavor Experiences Spanning Condiments, Sauces, Sweet/Savory Spreads, and Dips

**\$8.2B 2022 Net Sales**

**~30% of Portfolio**

**Sold in 70+ countries**

**~2/3 of Retail Sales  
#1 or #2 Share Position**

**25% Expected Industry  
Growth by 2027**







## Easy Meals

Convenient Quick-Prep  
and Ready-to-Eat Meal Solutions

**\$5.3B 2022 Net Sales**

**~20% of Portfolio**

**~3/4 of Retail Sales  
#1 or #2 Share Position**

**~10% Expected Industry  
Growth by 2027**



Two iconic brands, together with Taste Elevation and Easy Meals, will drive our growth.





Strongest Portfolio of Iconic Brands ... to drive accelerated profitable growth.





Active Portfolio Management aligned with our strategy...to drive accelerated profitable growth.



**ASSANFOODS**



**JUST  
SPICES**



*Desde 1915*  
**HEMMER**



**BR  
Spices**



**A more Engaged and Diverse organization.**

**BOARD OF DIRECTORS  
INDEPENDENCE AND DIVERSITY<sup>1</sup>**

**91%**

Independent  
(10/11 Directors)

**36%**

Women

**27%**

People of  
Color

**HIGHER EMPLOYEE ENGAGEMENT  
AND DIVERSITY<sup>1</sup>**

Employee Engagement



Women in Senior Management Positions

**41%**

People of Color in US Salaried Population

**28%**



2 to 3% CAGR to come from our three Growth Pillars.

## Growth Pillars



U.S. Retail  
Grow Platforms

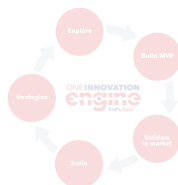


Foodservice



Emerging  
Markets

## Enablers for Growth



Innovation  
Engine

THE  
kitchen

Disruptive  
Marketing



Sales Excellence  
& Go-to-Market

## Sources of Funding



Revenue  
Management



Supply Chain  
Efficiencies



Working Capital  
Efficiencies



**Growth Pillars**



**U.S. Retail  
Grow Platforms**

**Significant Scale with High Profitability**

**Iconic Brands within Growing Categories**

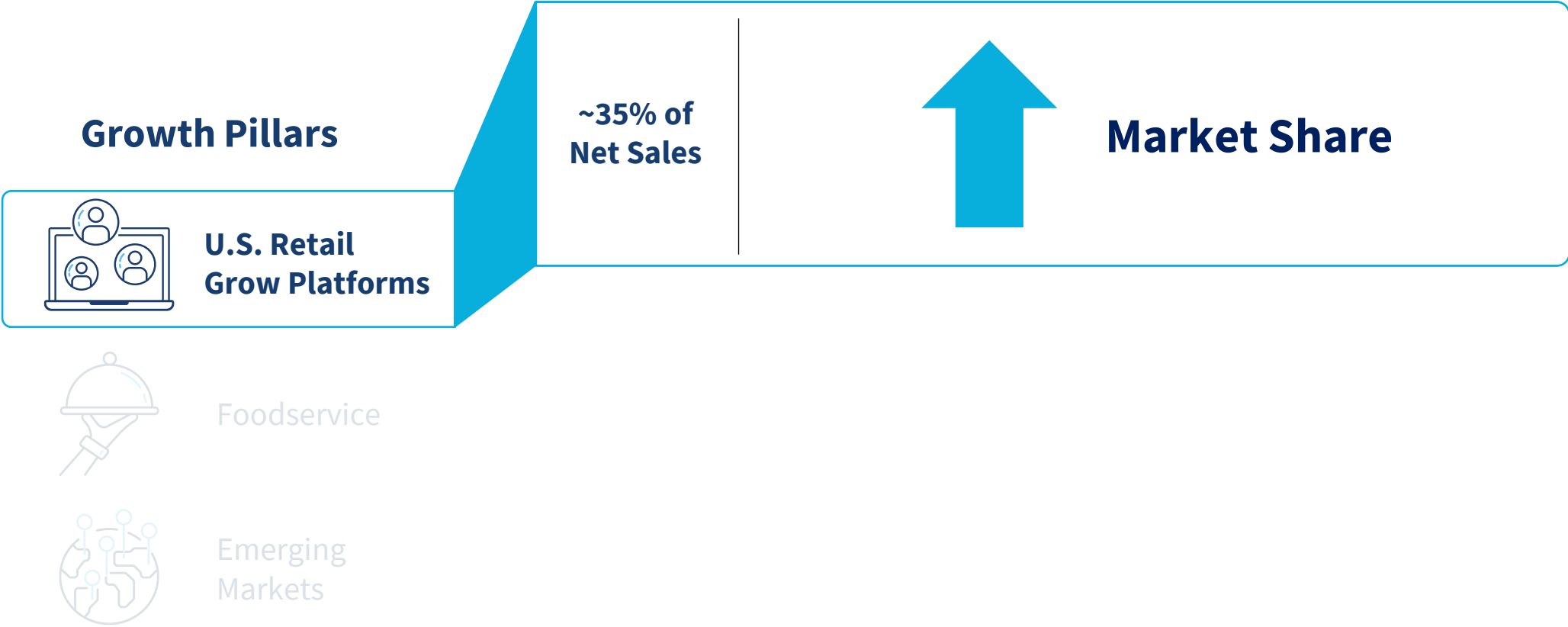
**Focus on Renovating and Investing in the Core**

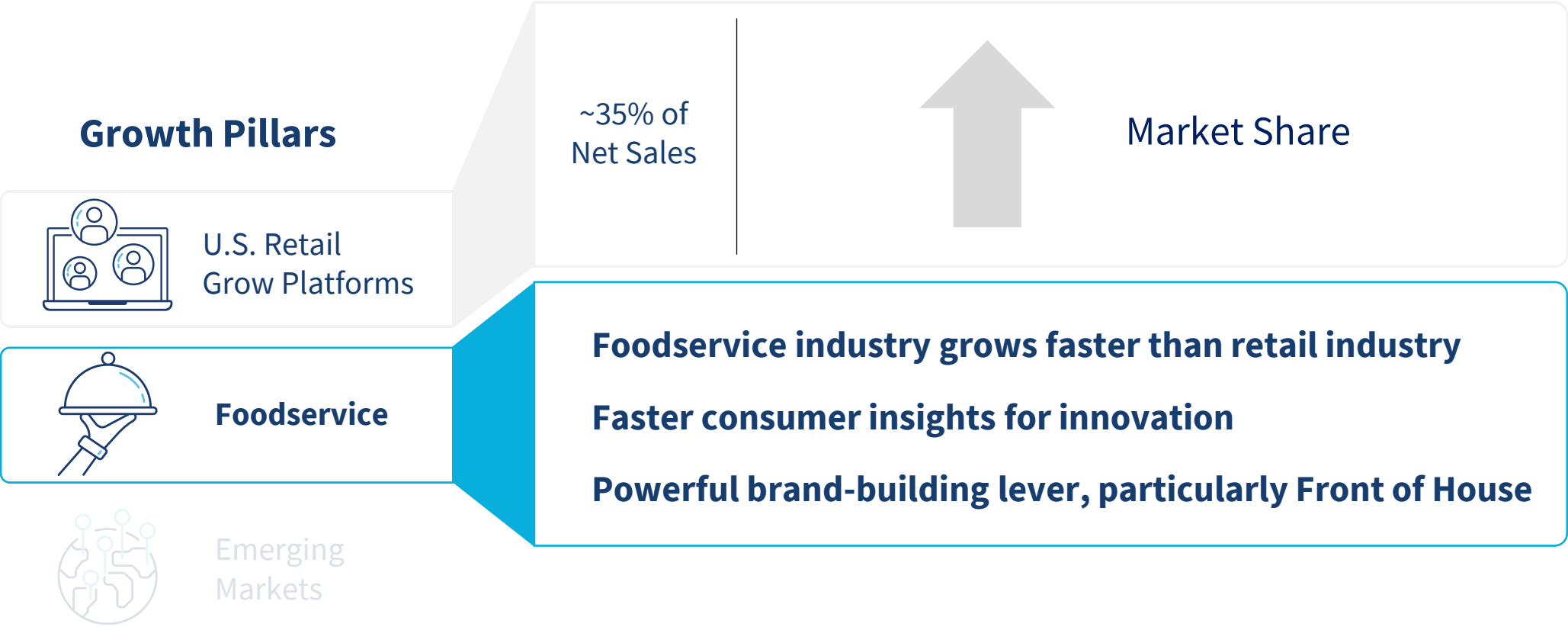


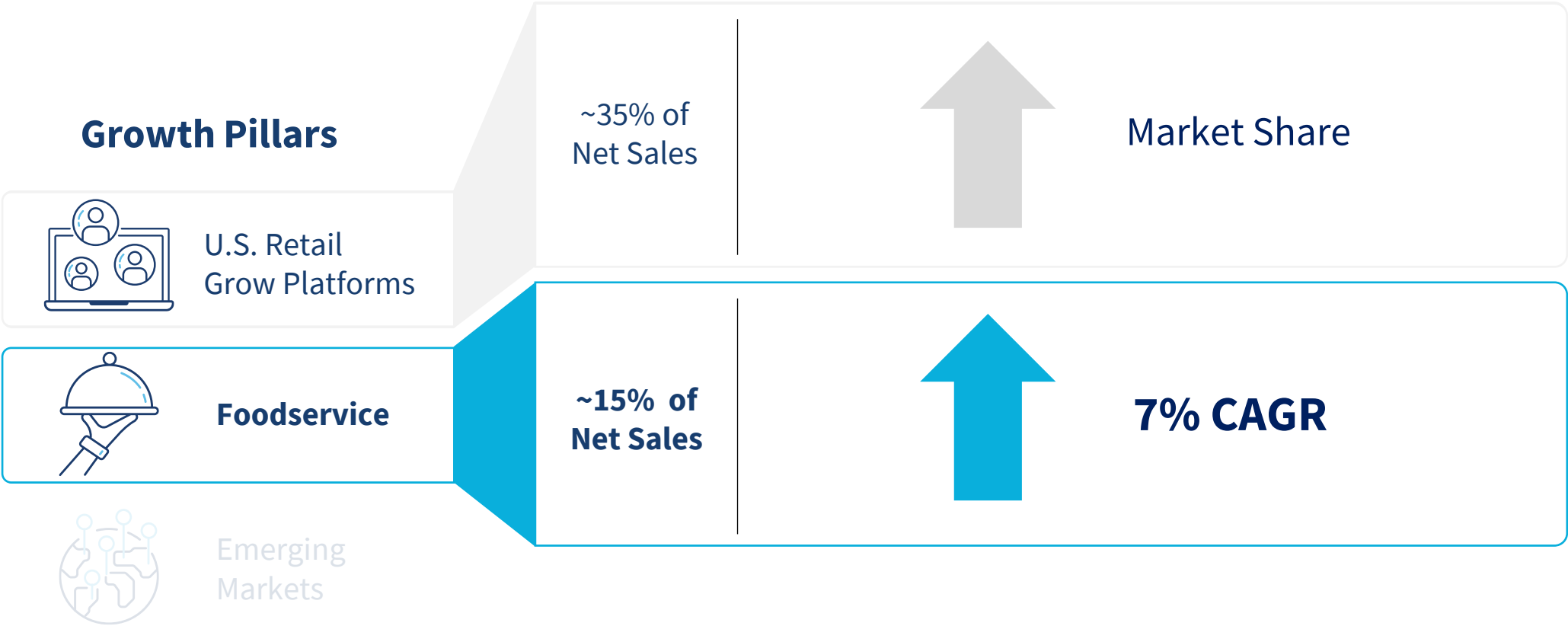
Foodservice

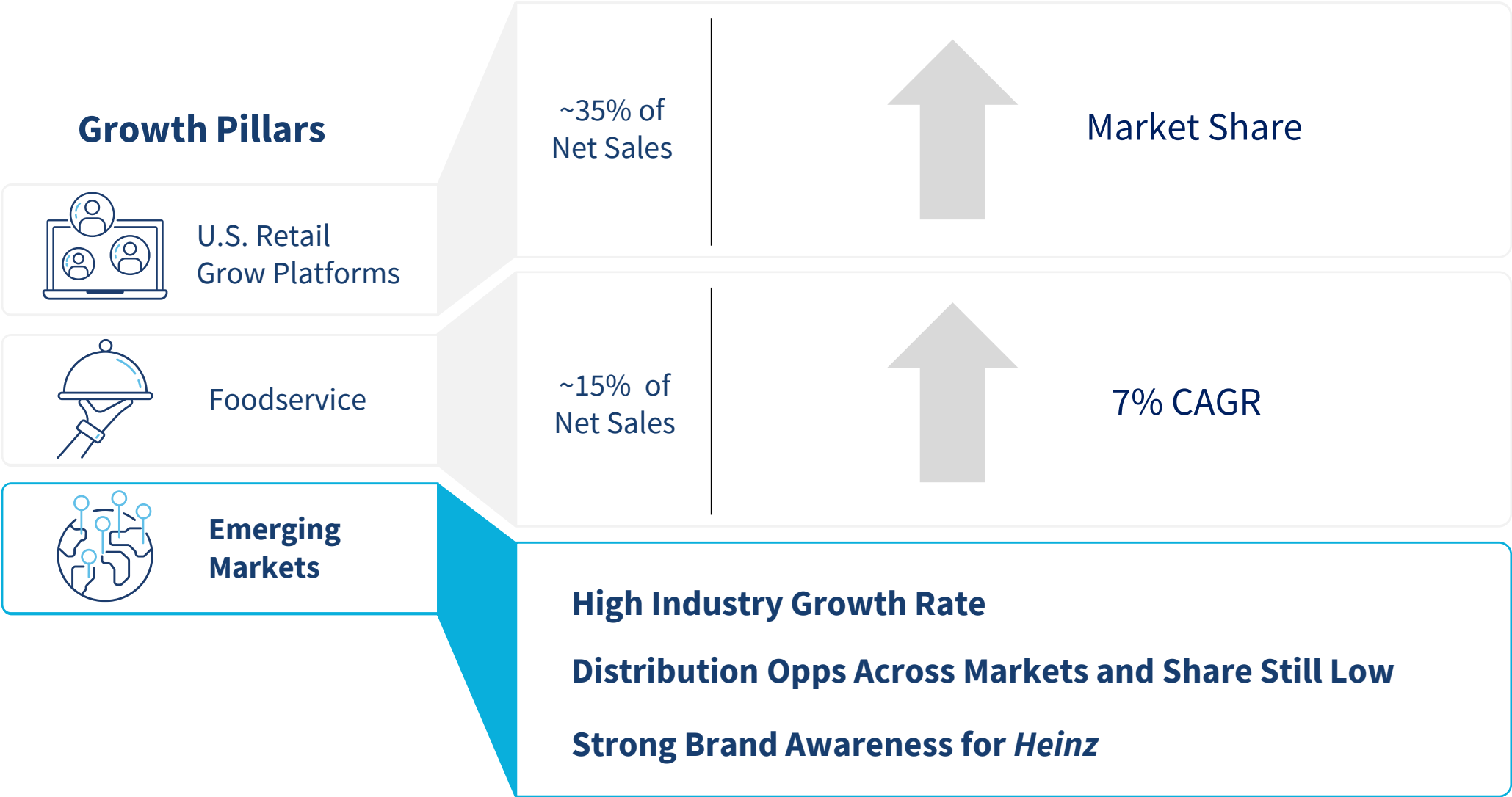


Emerging  
Markets

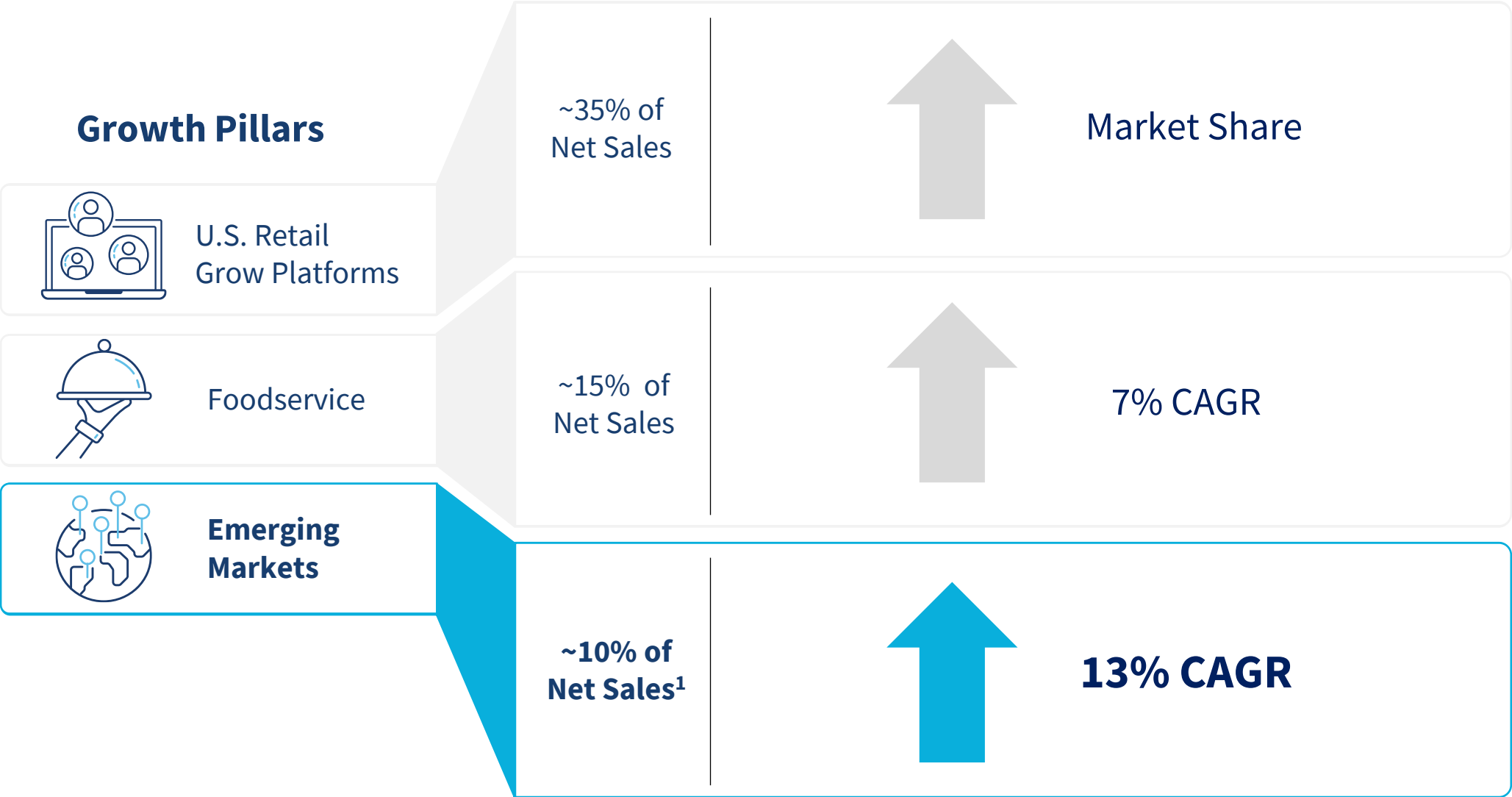




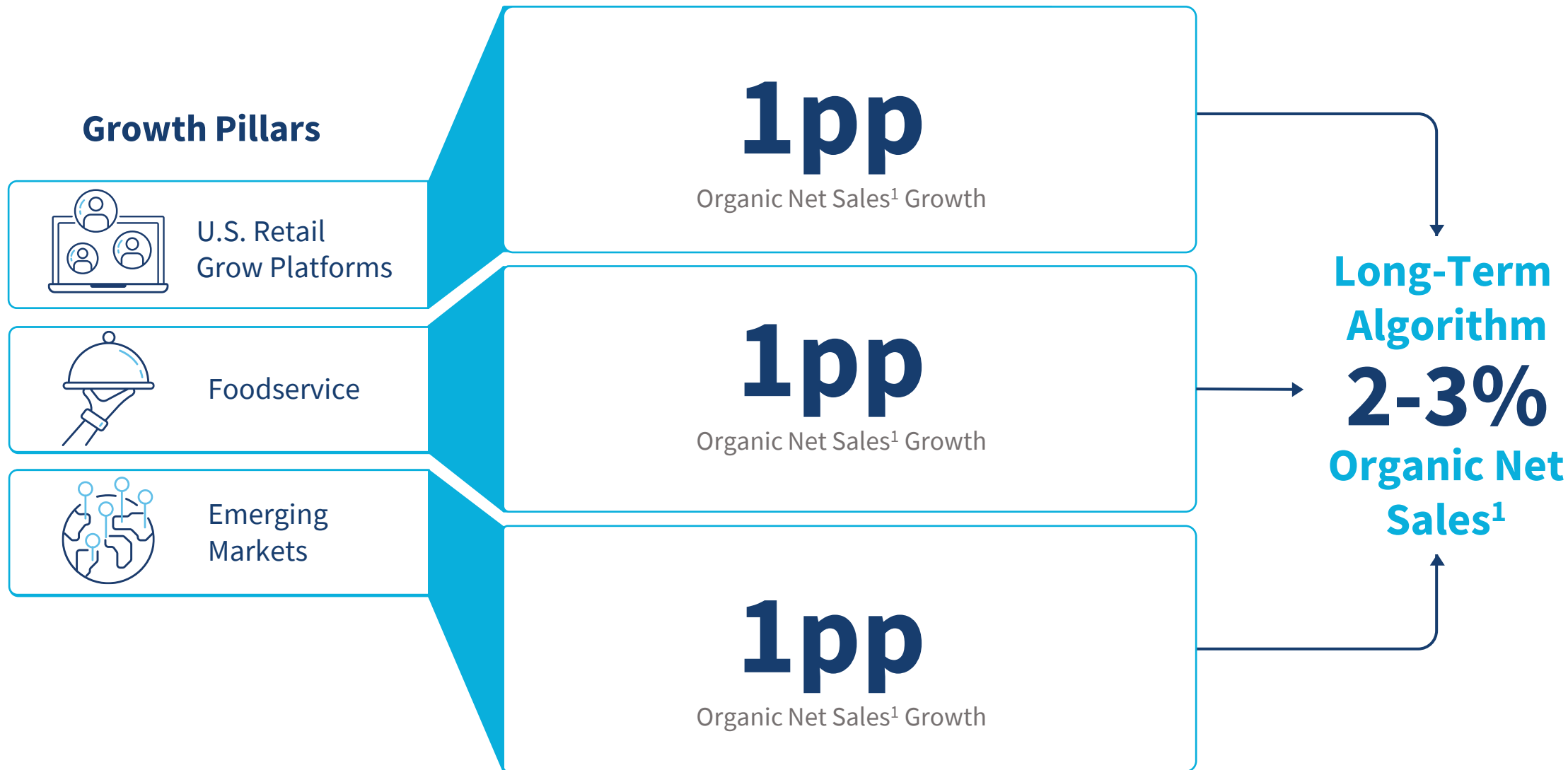








<sup>1</sup>| Includes approximately 2pp from Foodservice.



ENABLERS are key ingredients to capture growth and market share.

## Growth Pillars



U.S. Retail  
Grow Platforms

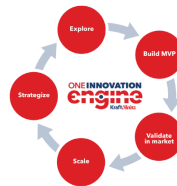


Foodservice



Emerging  
Markets

## Enablers for Growth



Innovation  
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**THE  
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Sales Excellence  
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## Sources of Funding



Revenue  
Management



Supply Chain  
Efficiencies



Working Capital  
Efficiencies

ENABLERS are key ingredients to capture growth and market share.

## Growth Pillars



U.S. Retail  
Grow Platforms

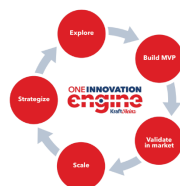


Foodservice



Emerging  
Markets

## Enablers for Growth



Innovation  
Engine

THE  
kitchen

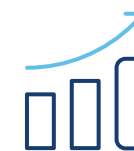
Disruptive  
Marketing



Sales Excellence  
& Go-to-Market



## Sources of Funding



Revenue  
Management



Supply Chain  
Efficiencies



Working Capital  
Efficiencies

**Kraft** *Heinz*



# **Carlos Abrams-Rivera**

**EVP and President  
North America Zone**

**KraftHeinz**

Successfully renovated our brands with our brand design-to-value approach.



## Strong Foundation for Growth

- Renovated Entire Portfolio Of Iconic Brands
- Solving For Consumer Pain Points for Meals, Convenience, Health
- Innovating Faster with Disruptive Activity
- Homegrown A.I.-enabled Solutions To Drive Acceleration
- Transformed Marketing; Optimized Sales Execution



Driving growth in North America.

Growth Pillars



U.S. Retail  
Grow Platforms



Foodservice



Emerging  
Markets

Enablers for Growth



Innovation  
Engine

THE  
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Disruptive  
Marketing



Sales Excellence  
& Go-to-Market



Sources of Funding



Revenue  
Management



Supply Chain  
Efficiencies



Working Capital  
Efficiencies

**Successfully renovated our brands with our brand design-to-value approach.**

### **Brand Design-to-Value Approach**

- Consumer-first attributes
- Create efficiencies
- Connect with consumers

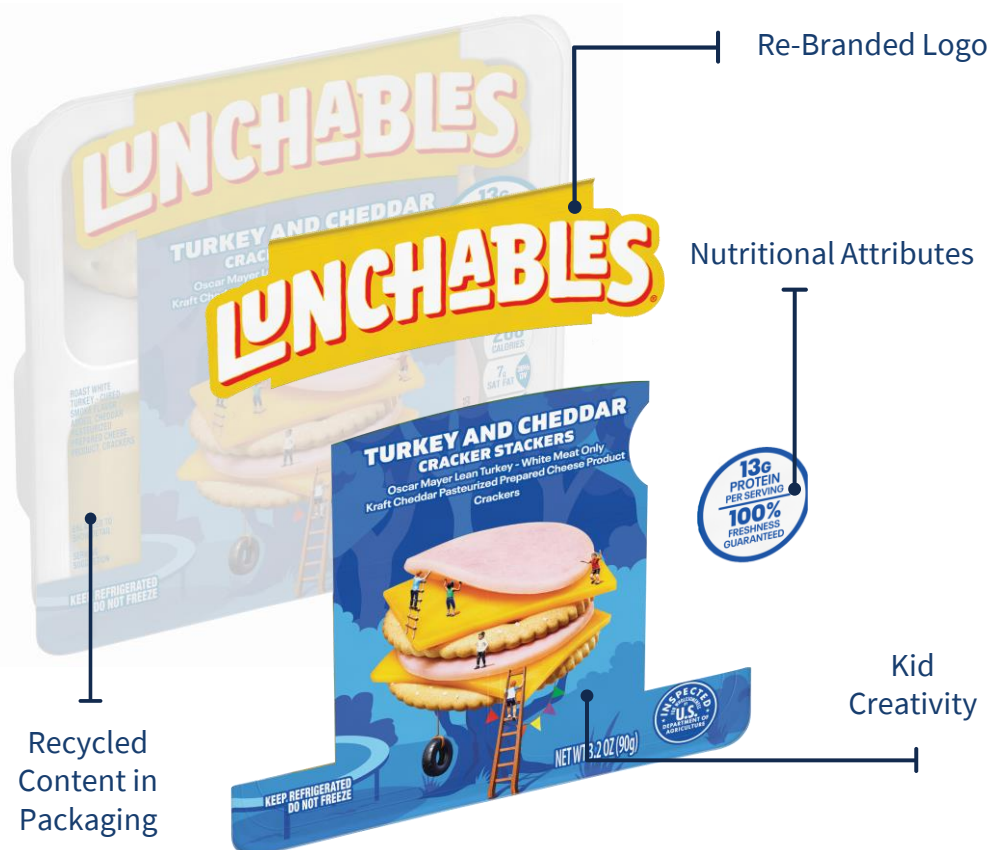
### **Powerful Results**

- Strengthened brands
- Improved top line
- Drove market share gains



We renovated Lunchables with product and packaging improvements...

**Lunchables**



Empowering Kids



Driving Creativity

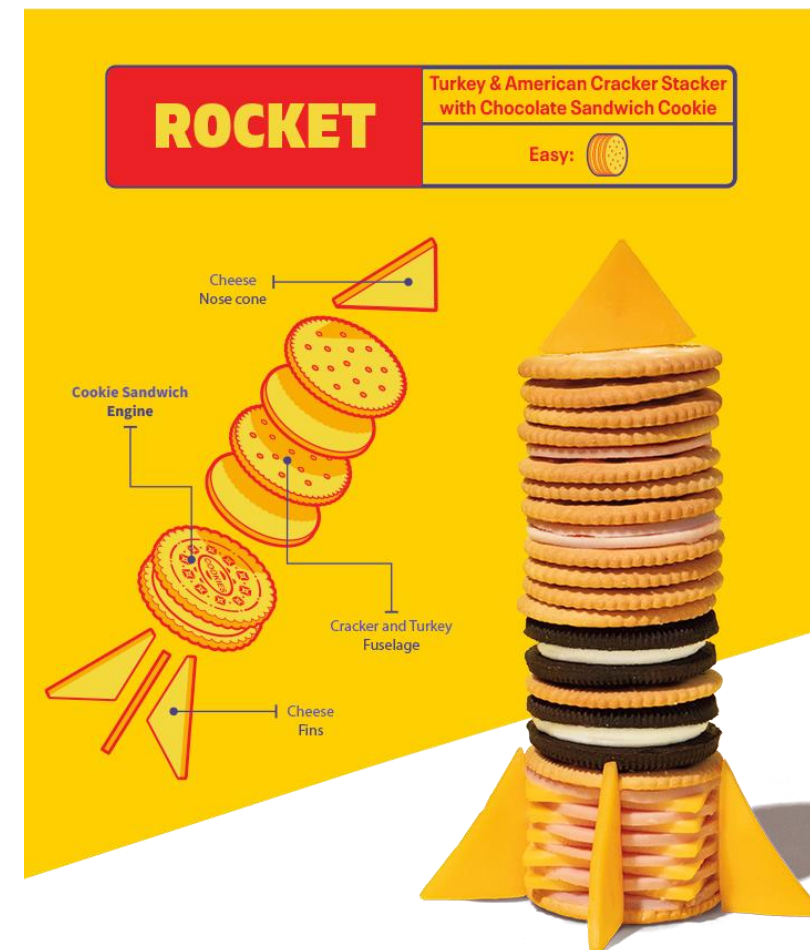


Improved Nutrition



Incorporating Recycled Packaging

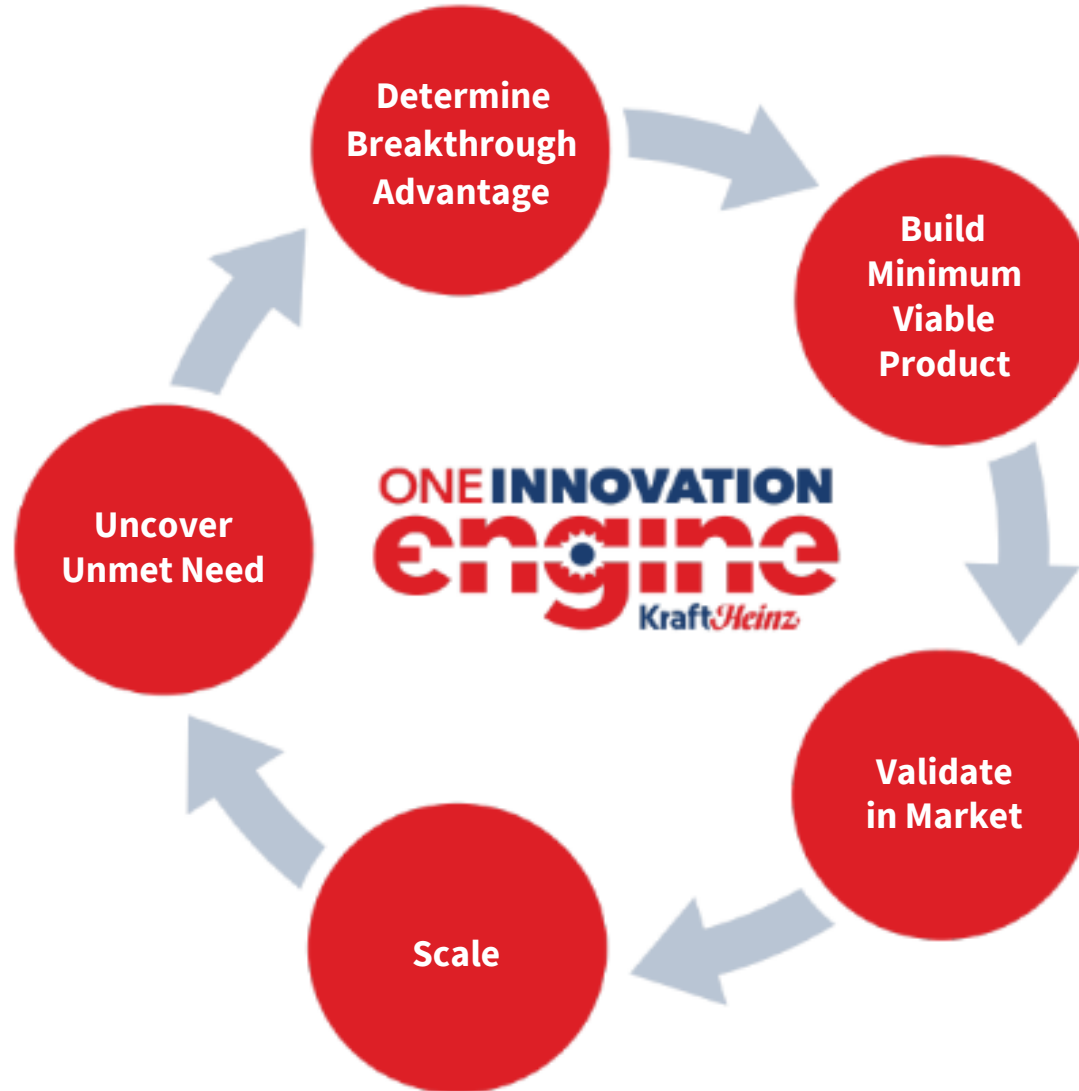
... and deployed breakthrough kid-empowered marketing.



**21%** unit growth <sup>(1)</sup>

**4pp** unit market share gain<sup>(1)</sup>

We have transformed our approach with our **ONE** innovation engine.



**\$2B**  
**Incremental Net Sales**  
2023 – 2027E



We will drive growth across 3 consumer-based spaces ... *faster, focused and bigger.*

## EXPLORATION & AUTHENTICITY



Personalized Sauces



Mexican Strategy



Just Spices

## QUICK WITH QUALITY



Crisp from Microwave



Homebake

## HOLISTIC WELLNESS



NotCo Joint Venture



Primal Kitchen



Consumers are looking for new flavors & authentic cuisines to break from the routine.

## EXPLORATION & AUTHENTICITY



**Personalized Sauces**



**Just Spices**



**Mexican Strategy**

Partnership ecosystem feeds our ONE innovation engine.

## MEXICAN STRATEGY

Capability: Unleash Supplier-enabled Innovation



Speed to Innovation

From **3 YEARS**  To **6 MONTHS**





Consumers are looking for high-quality food that is convenient to prepare.

## QUICK WITH QUALITY



### Crisp from the Microwave

Combines convenience of microwave with great taste and texture



### HomeBake

Modular menu of dishes that cook together in only 30 minutes

We're shattering the paradigm that taste and convenience requires a tradeoff.

HOMEBAKE

Capability: Scale Ownable Tech Platforms





Consumers are looking for food to enhance their health and improve physical wellness.

## HOLISTIC WELLNESS



**Primal Kitchen**



**NotCo Joint Venture**



We're making plant-based food taste as good as the original.

## NOTCO: Democratizing Plant-Based Food

Capability: A.I.-based Innovation Model



We have A robust innovation pipeline, and our new model is driving initial success.

## READY TO SCALE



**92%**  
Repeat Rate



**2X**  
Net Sales since  
Acquisition<sup>1</sup>

## SEEDS FOR TEST & LEARN



**80%**  
Exceeded  
Consumer  
Expectations



**#1**  
Plant-Based in  
test market



Our priority growth spaces are aligned with Taste Elevation and Easy Meals.



## Taste Elevation



Personalized Sauces



Primal Kitchen



Just Spices



NotCo Joint Venture



## Easy Meals



Crisp from Microwave



Homebake



Mexican Strategy

**Kraft** *Heinz*

In 2022, we drove more media coverage for our brands than ever before.

**7%**

Engagement  
Rate Growth<sup>1</sup>

**100%**

Activations Garnered  
98%+ Neutral/Positive  
Sentiment

**45%**

Increase in  
Awards<sup>2</sup> vs PY

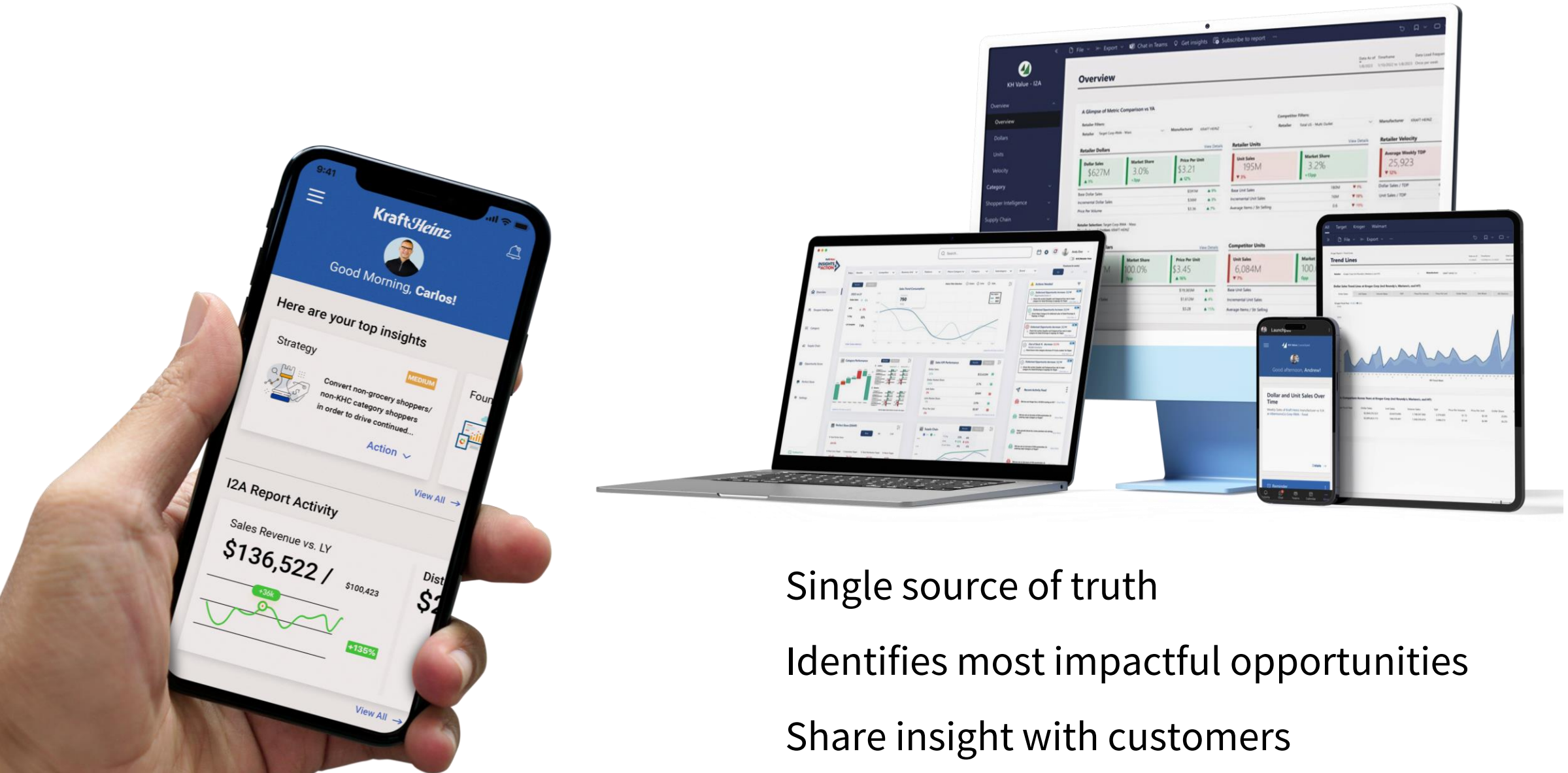
**7X**

1B+ Earned Media  
Impressions





Insights and analytical capabilities driving growth for KHC and customers.



Single source of truth

Identifies most impactful opportunities

Share insight with customers

Customer relationships have strengthened significantly in recent years.



**Barbara Connors**

Vice President of Strategy & Acceleration at 84.51  
A Subsidiary of Kroger

“

[Kraft Heinz] have **unlocked the ability to understand the unmet needs of their consumers** and predict how to better serve them along their total shopping journey.

”

Customer relationships have strengthened significantly in recent years.

“

[Kraft Heinz] have elevated their partnership with us through new **actionable insights** on both market & category dynamics, **growing our business** and benefitting our valued shoppers.

”



**Anthony Suggs**

Group Vice President Center Store Merchandising  
Albertsons



Customer relationships have strengthened significantly in recent years.



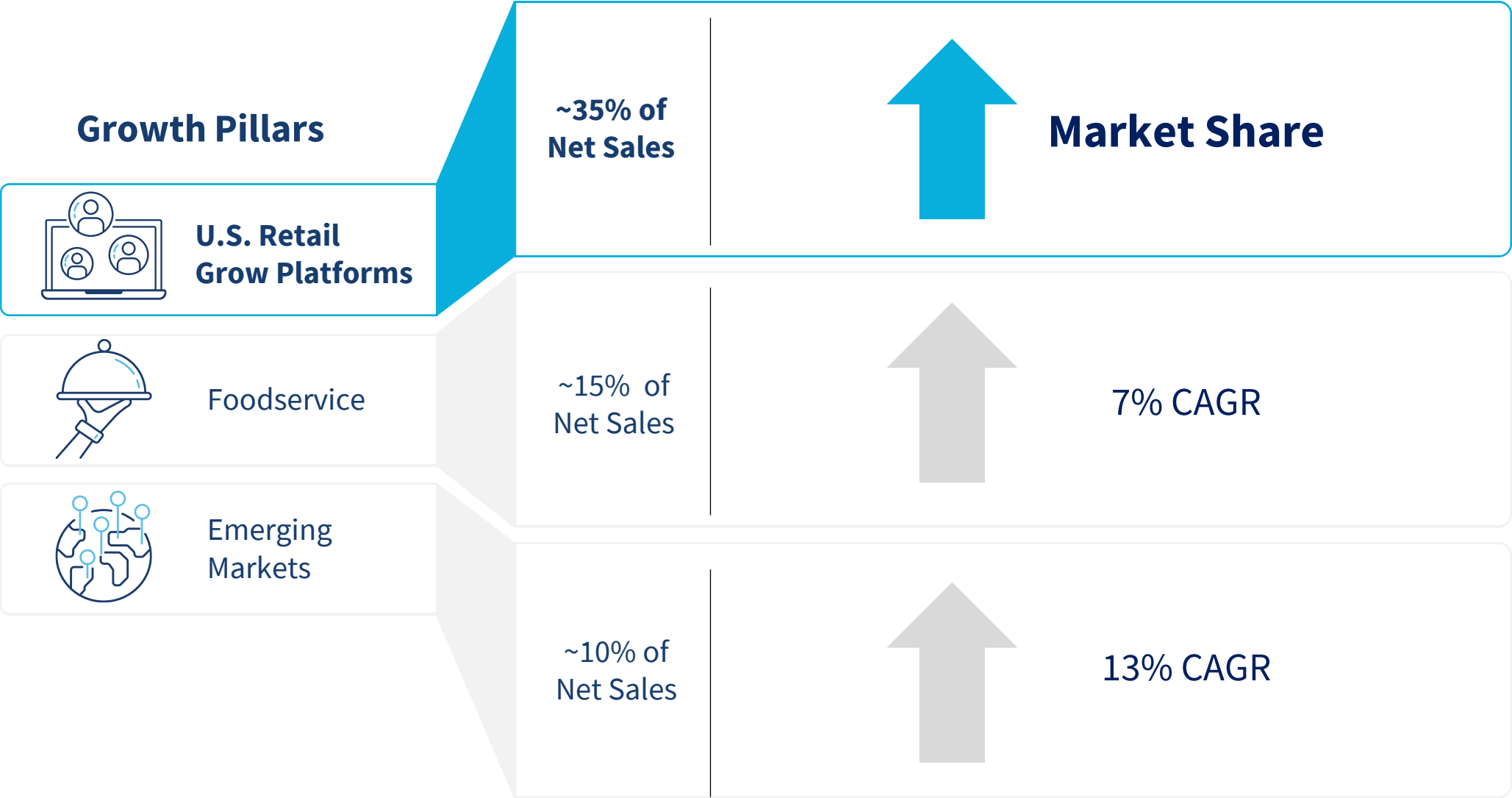
**Brian Hartshorn**

SVP/GMM Consumables, Dollar General

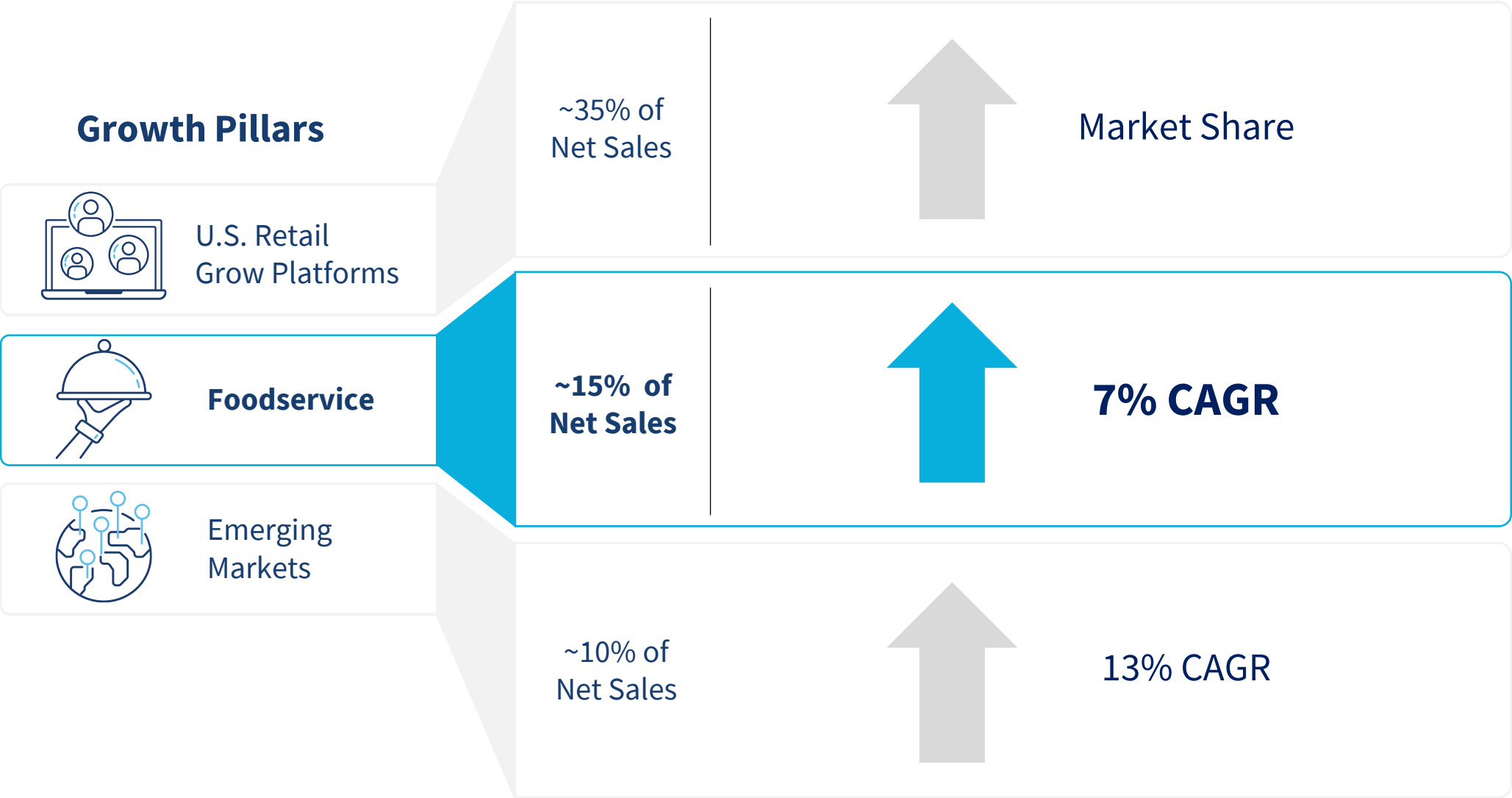
“

It has been great to see Kraft Heinz transform into one of our **strategic partners** with dedication to aspirational growth plans. We see the path they are on **emulating some of our best-in-class vendor partnerships** and look forward to all that we can accomplish together.

”







Kraft Heinz has an advantaged position with strong Front of House presence.

Front of House

50/50

Back of House



**We have transformed our foodservice organization to drive growth.**

## **Foodservice Transformation**

New Leadership

Simplified and Renovated Portfolio

Bolstered Sales Team to Drive Distribution

Invested in Capacity where we see Growing Demand

Improved Service Levels



Strategies in place to capture significant distribution and expansion opportunities.

## Growth Opportunities in QSR



## Strategies to Drive Growth

1. Innovation: Test & Scale
2. Maximize the Core
3. New Channels



**KHC NA Foodservice will continue to outpace the industry.**

# 1 Innovation: Test & Scale





**KHC NA Foodservice will continue to outpace the industry.**

## 2 Maximize the Core



**160** Customer Leads

**KHC NA Foodservice will continue to outpace the industry.**

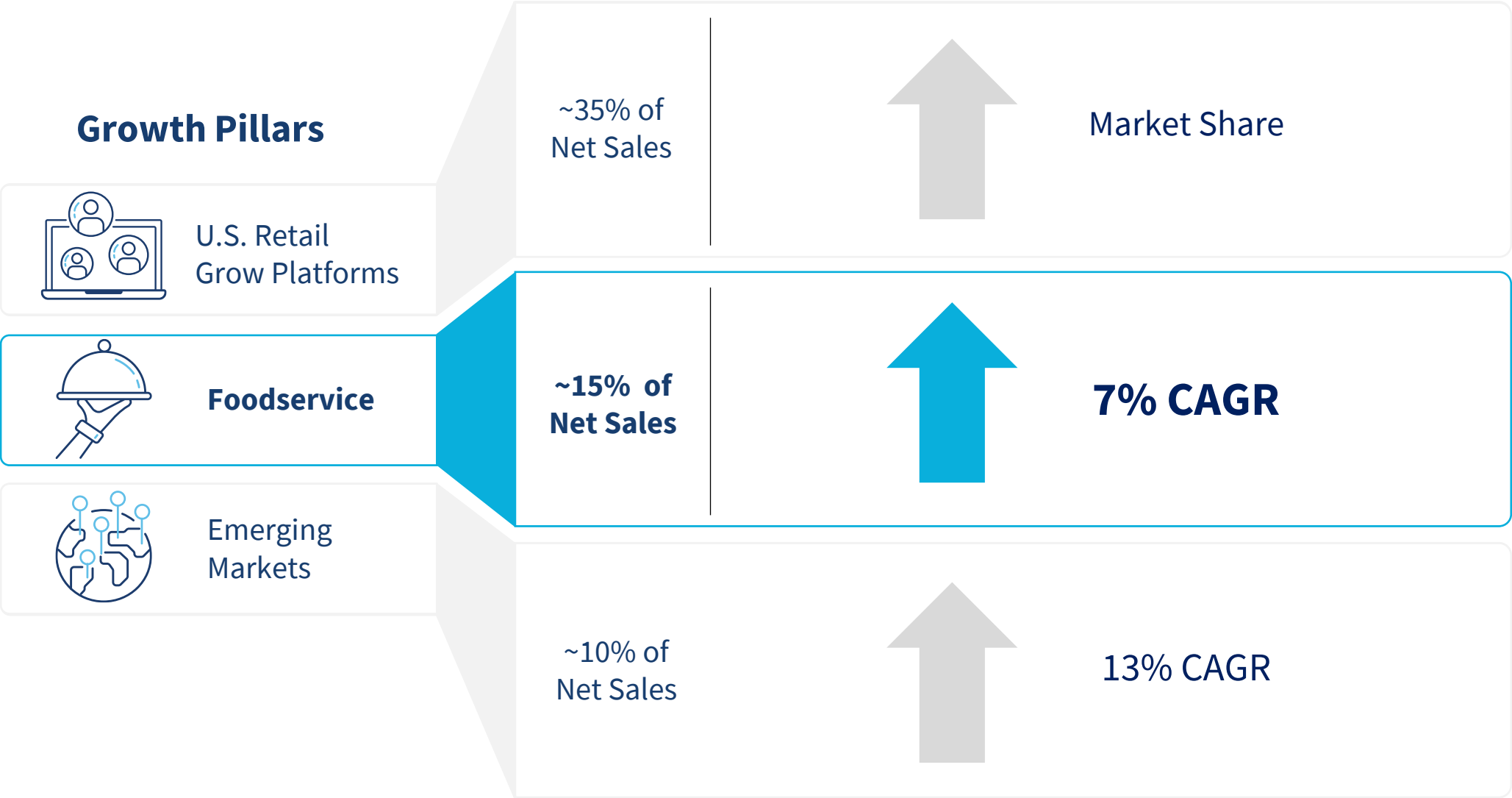
### 3 New Channels

#### K-12 SCHOOLS



#### B2B ECOMMERCE

**KH DIRECT**

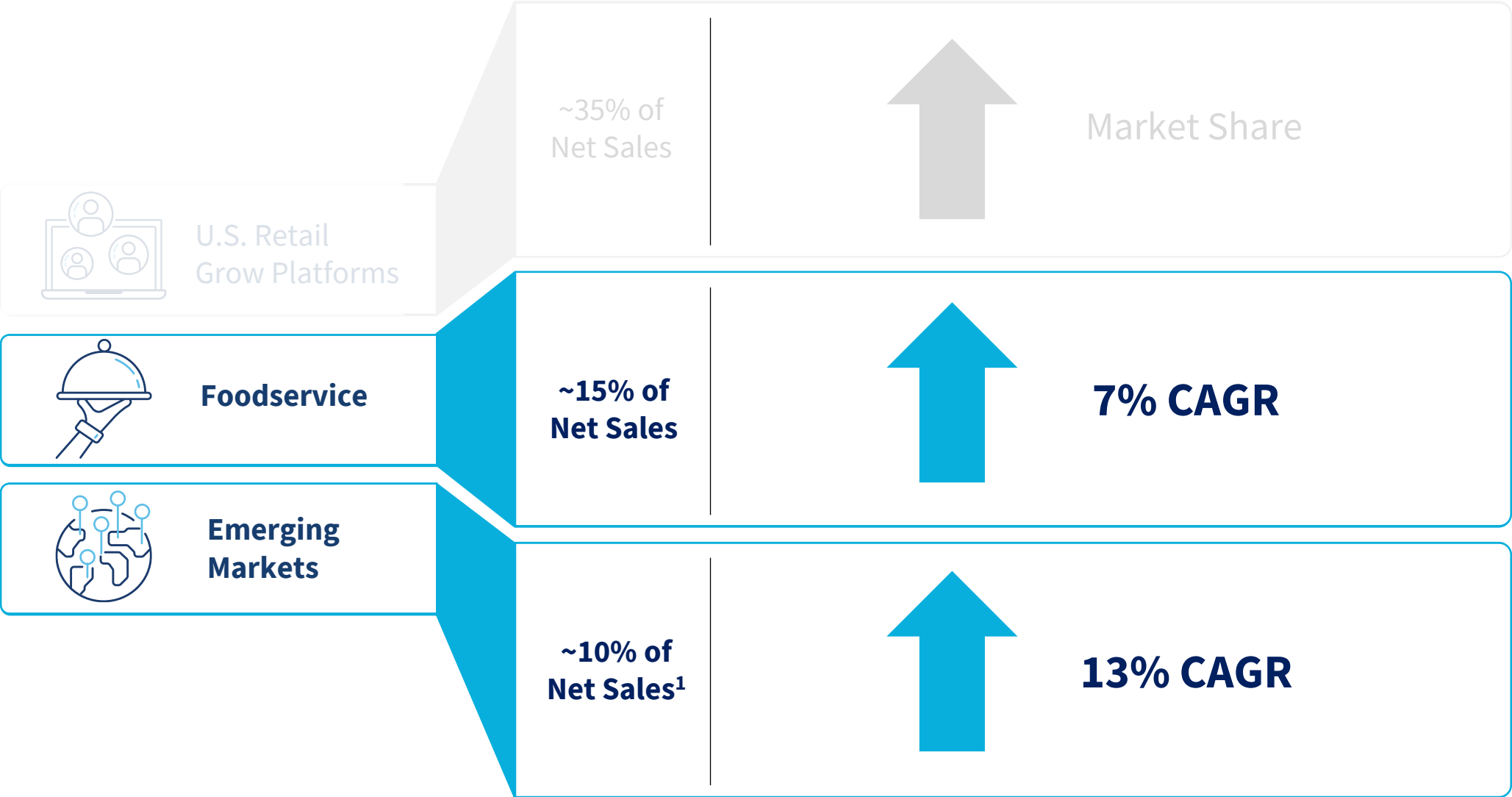




# Rafael Oliveira

EVP and President  
International Markets





1| Includes approximately 2pp from Foodservice.

Targeting 70% Growth over the next 4 years to become a \$2B business; Leveraging...

## Global Scale

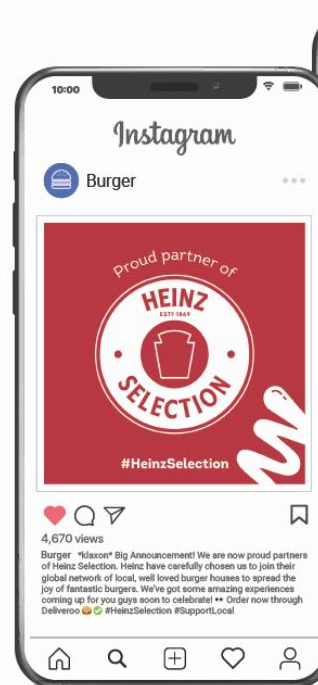
**FIVE GUYS®**  
BURGERS and FRIES



Global Partners | Scale Solutions

## Local Solutions

### INTRODUCING HEINZ SELECTION



Unlocking Growth with Local Burger Lovers Zone-Wide

**Dedicated Chef Network creating bespoke Menu Solutions for our Customers.**

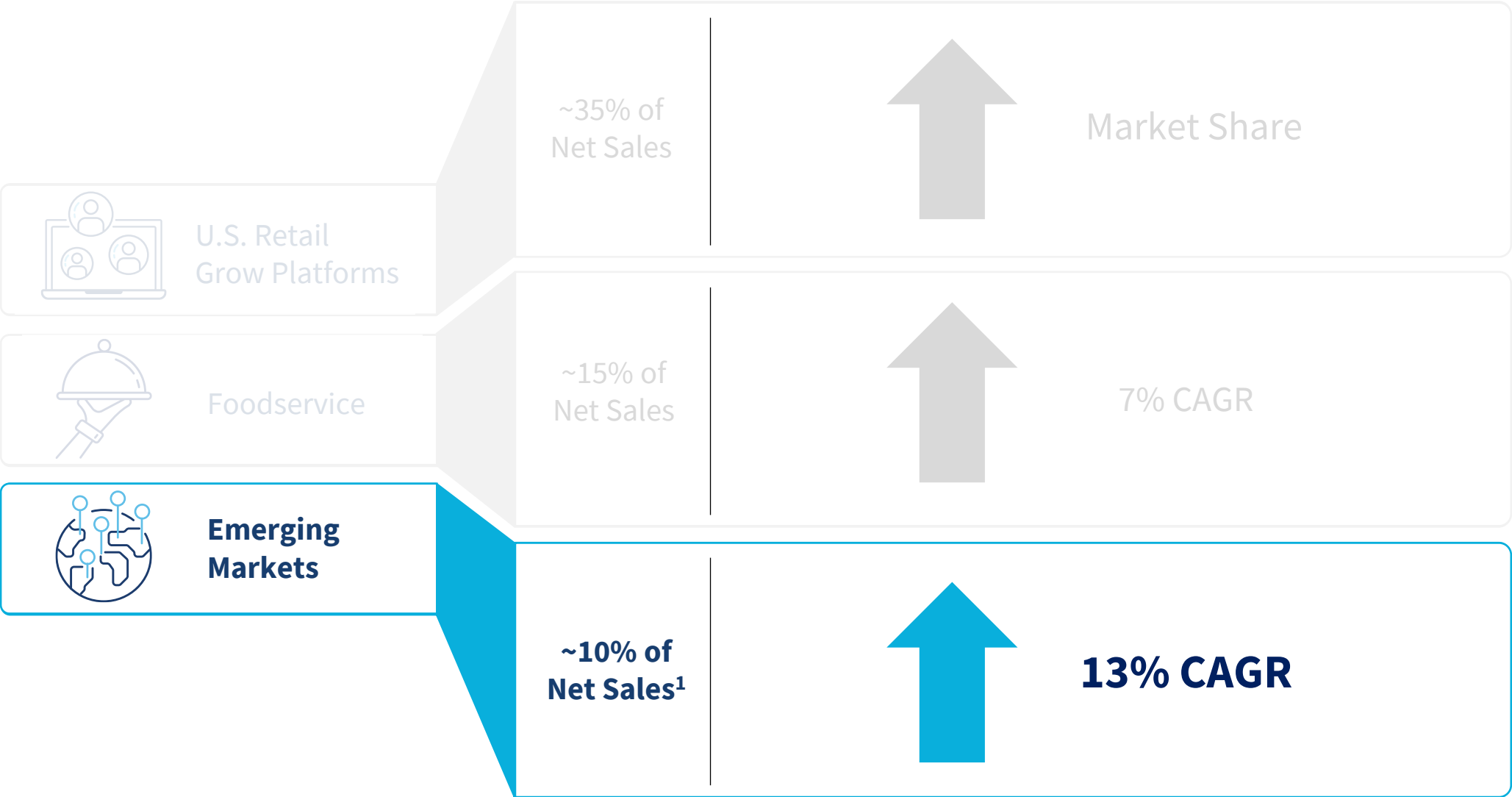


**30**

International Chefs

**>400**

Chef-Led  
Co-Creation Experiences



<sup>1</sup>| Includes approximately 2pp from Foodservice.



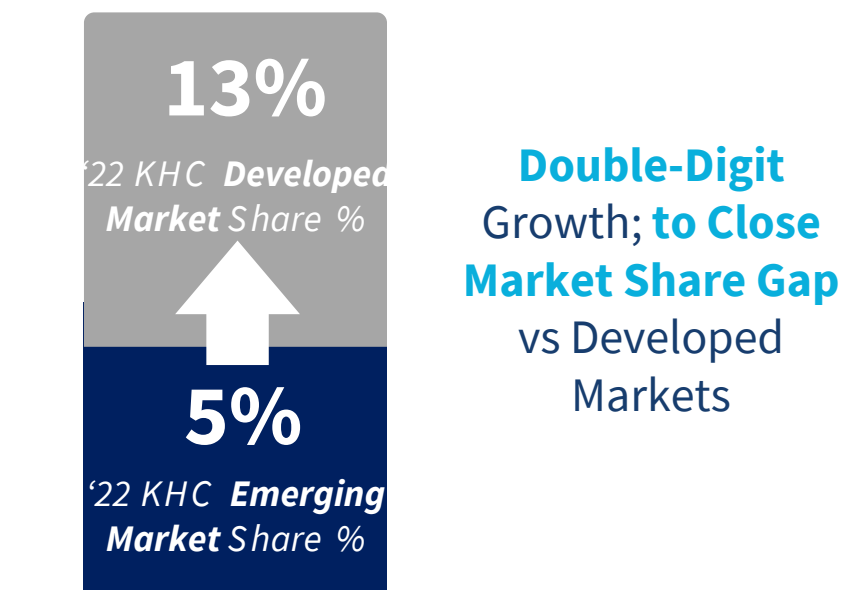
KHC Emerging Markets already growing Double Digits and will continue to Outpace Industry Growth.

## EMERGING MARKET TASTE ELEVATION



## KHC MARKET SHARE

### MORE TO WIN




We have the Brands, Portfolio and Capability to continue Winning.



**LOCAL  
PRESENCE**

>32 Countries with  
Local Presence



**90%**

Emerging Markets  
with Top  
Brand Awareness



**80%**

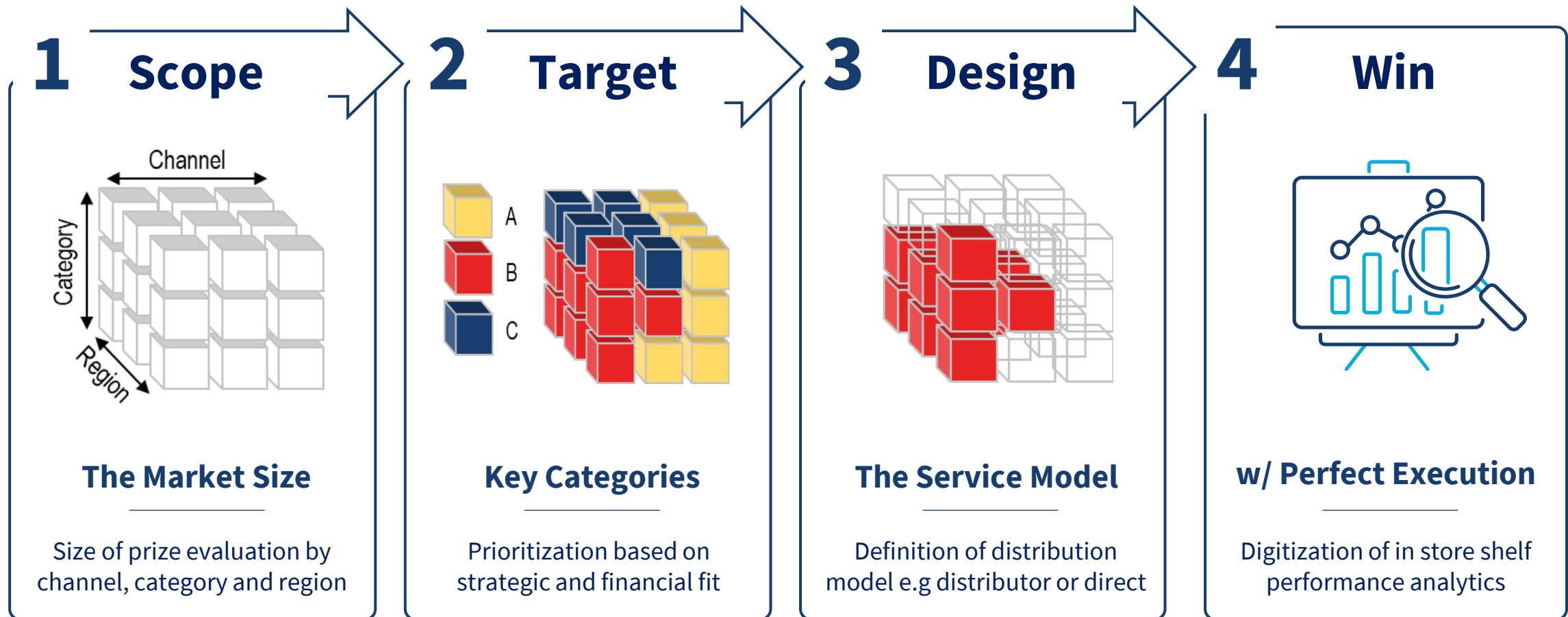
KHC Emerging Markets  
Gaining Market Share  
(supported by Local Jewels)



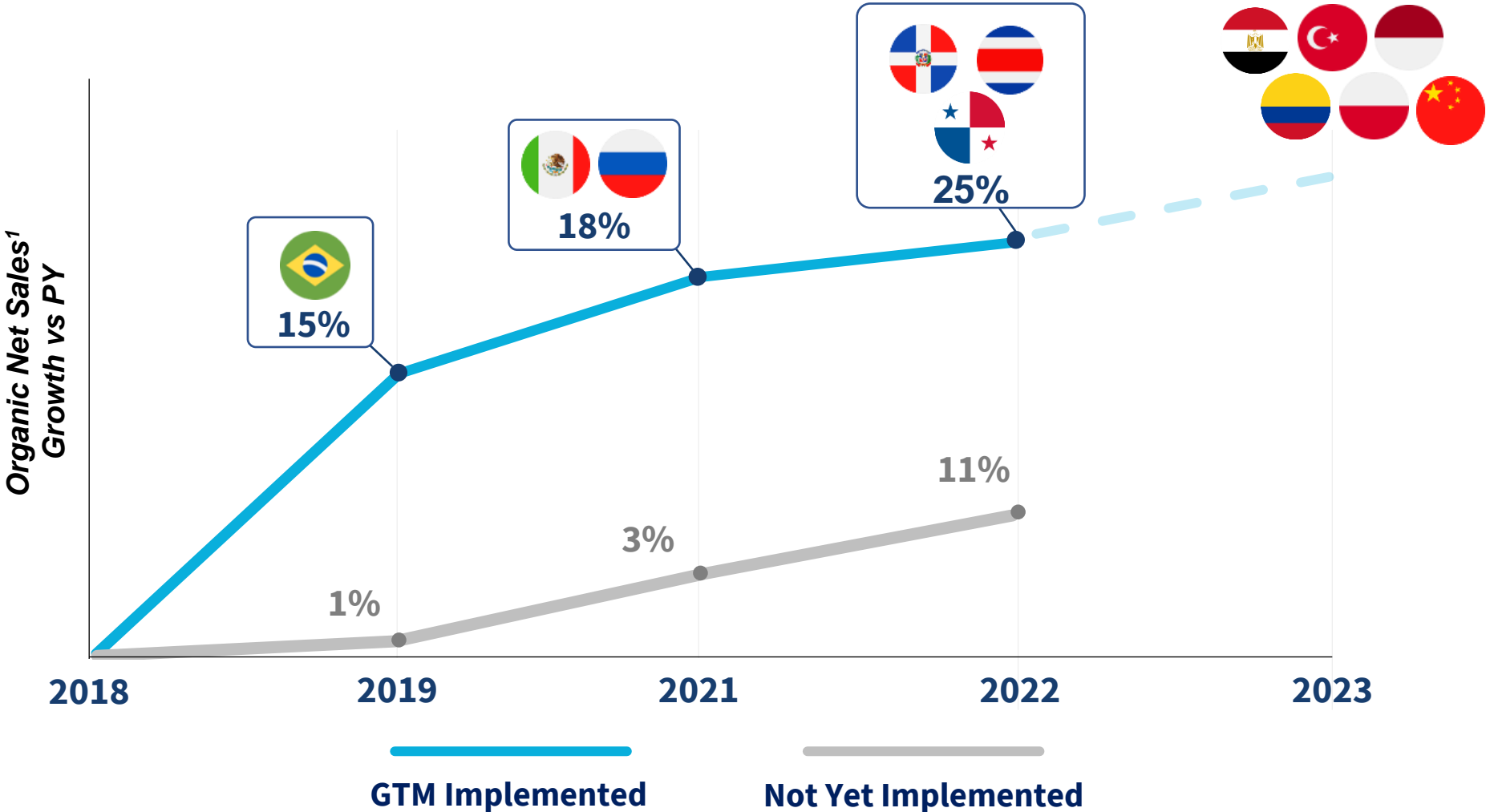
**GTM**

Proprietary  
Model

**Our Go-to-Market Sales Execution Model will continue to Drive Sustainable Growth.**

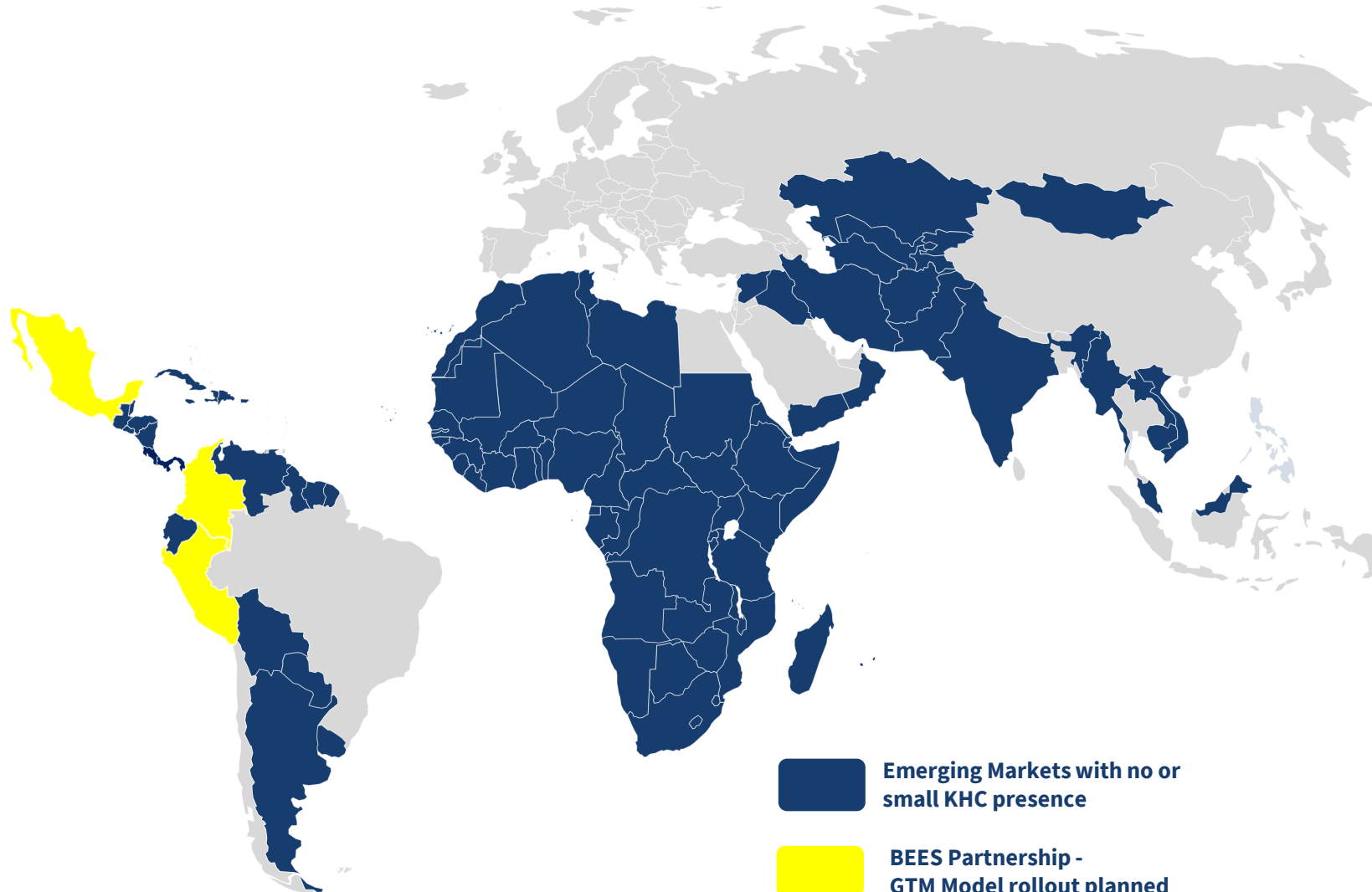


Accelerated Growth; Implementing our Model in 90% of Emerging Markets by the end of 2023.





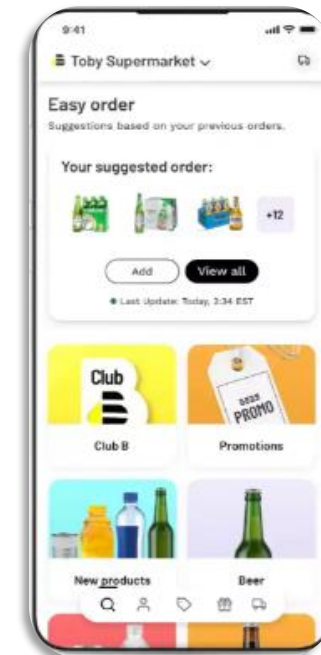
+70 emerging countries still to be explored... We are launching in Mexico, Colombia and Peru.



KraftHeinz



BEES



We are focused on continuing to Win with Innovation.

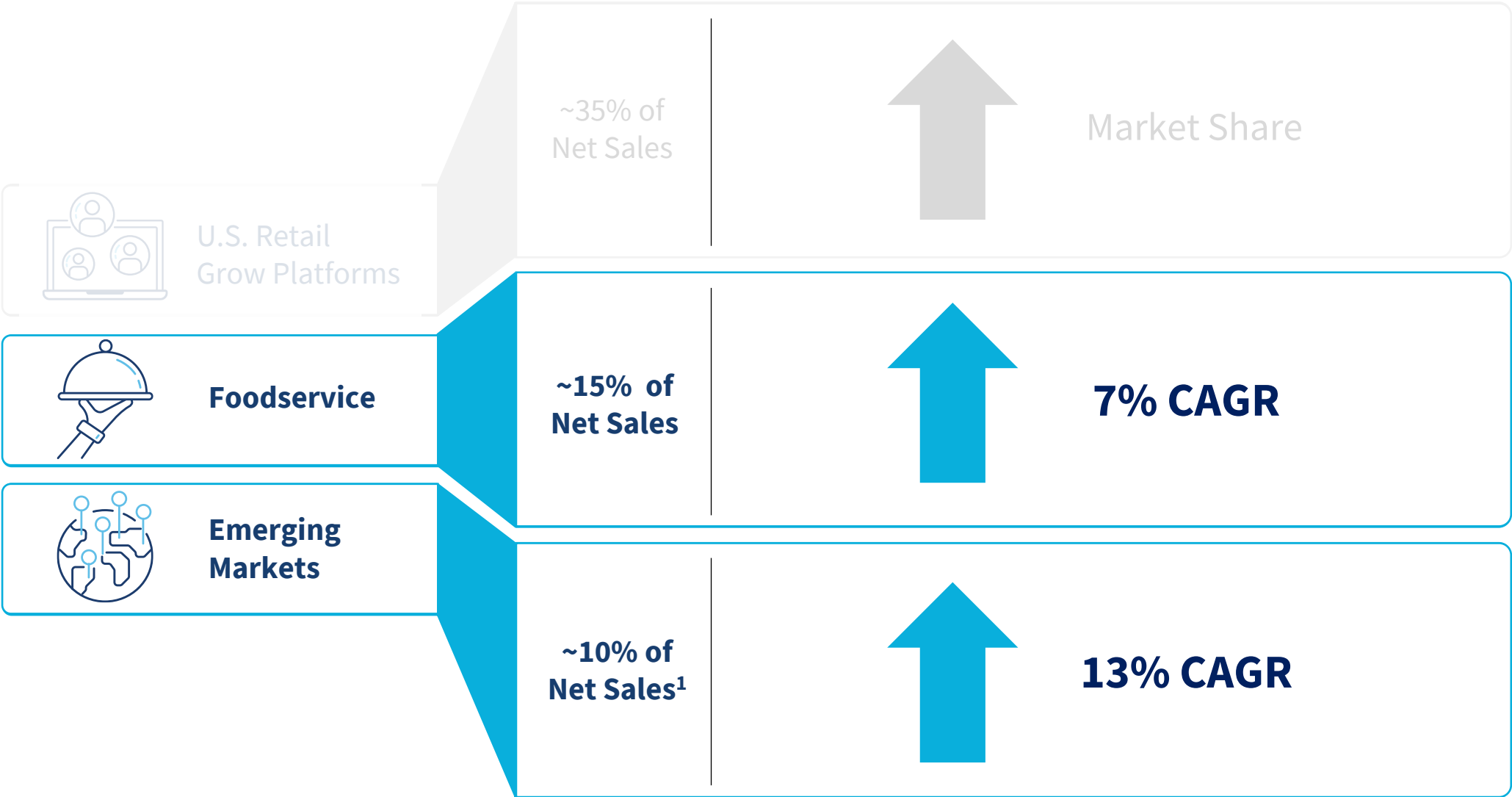


Launching in **10+** Markets



... others to follow

Smart Collaborations | Insight-Led Innovation | Delighting Consumers



<sup>1</sup> Includes approximately 2pp from Foodservice.



**Andre Maciel**  
EVP and Chief Financial Officer



Growth Pillars



U.S. Retail  
Grow Platforms



Foodservice



Emerging  
Markets

Enablers for Growth



Innovation  
Engine



Disruptive  
Marketing



Sales Excellence  
& Go-to-Market

Sources of Funding



Revenue  
Management



Supply Chain  
Efficiencies



Working Capital  
Efficiencies



**Dedicated Revenue Management organization driving Optimization across all levers.**

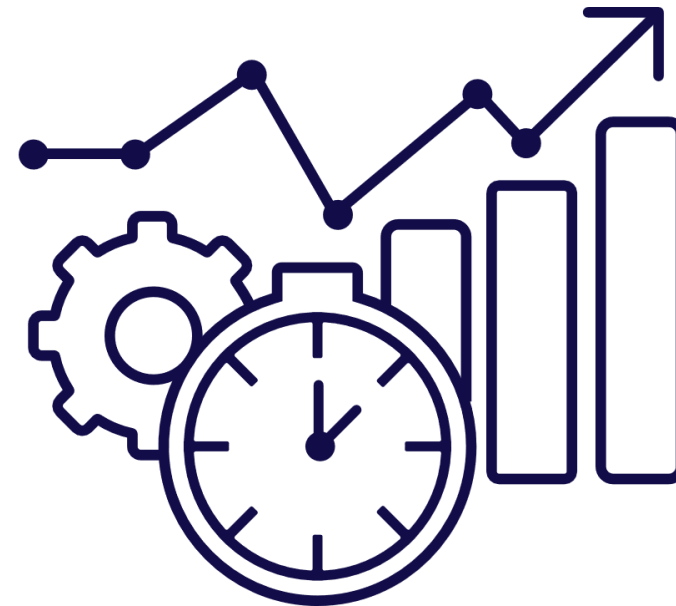
### Revenue Management

Dedicated Structure

Team with Right Skill Set

Proprietary Trade  
Management System

Digital Tools to Translate Data  
to Opportunity



## Leveraging Digital Tools to maximize return on trade investment.

### Trade Management System

Real-time access to data on 100K+ events

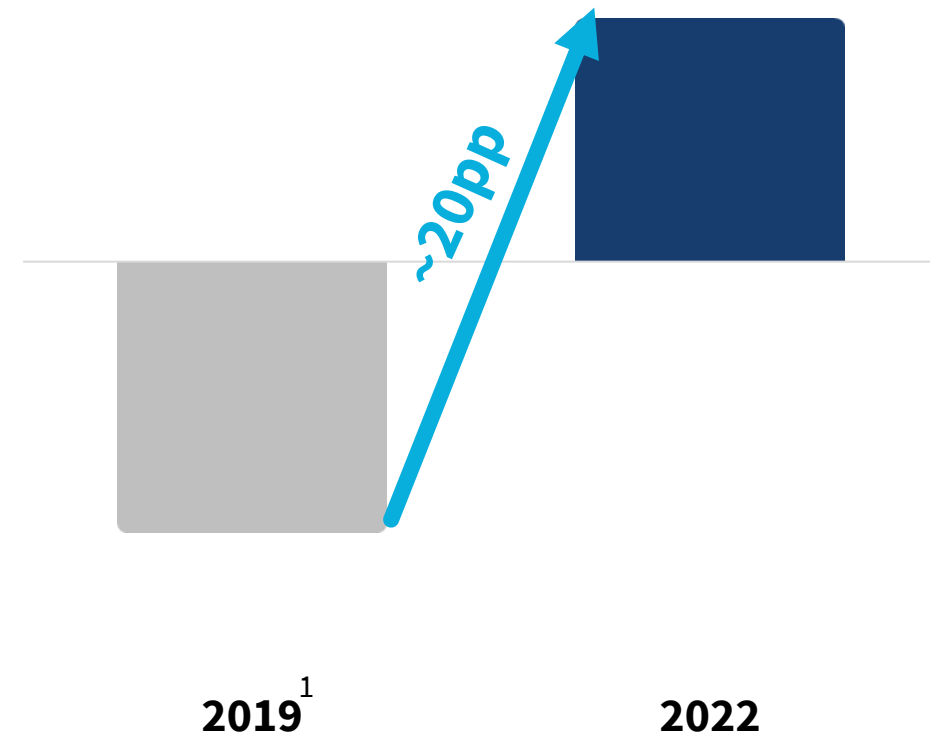
Sophisticated elasticity model

~20pp improvement in Net ROI since 2019

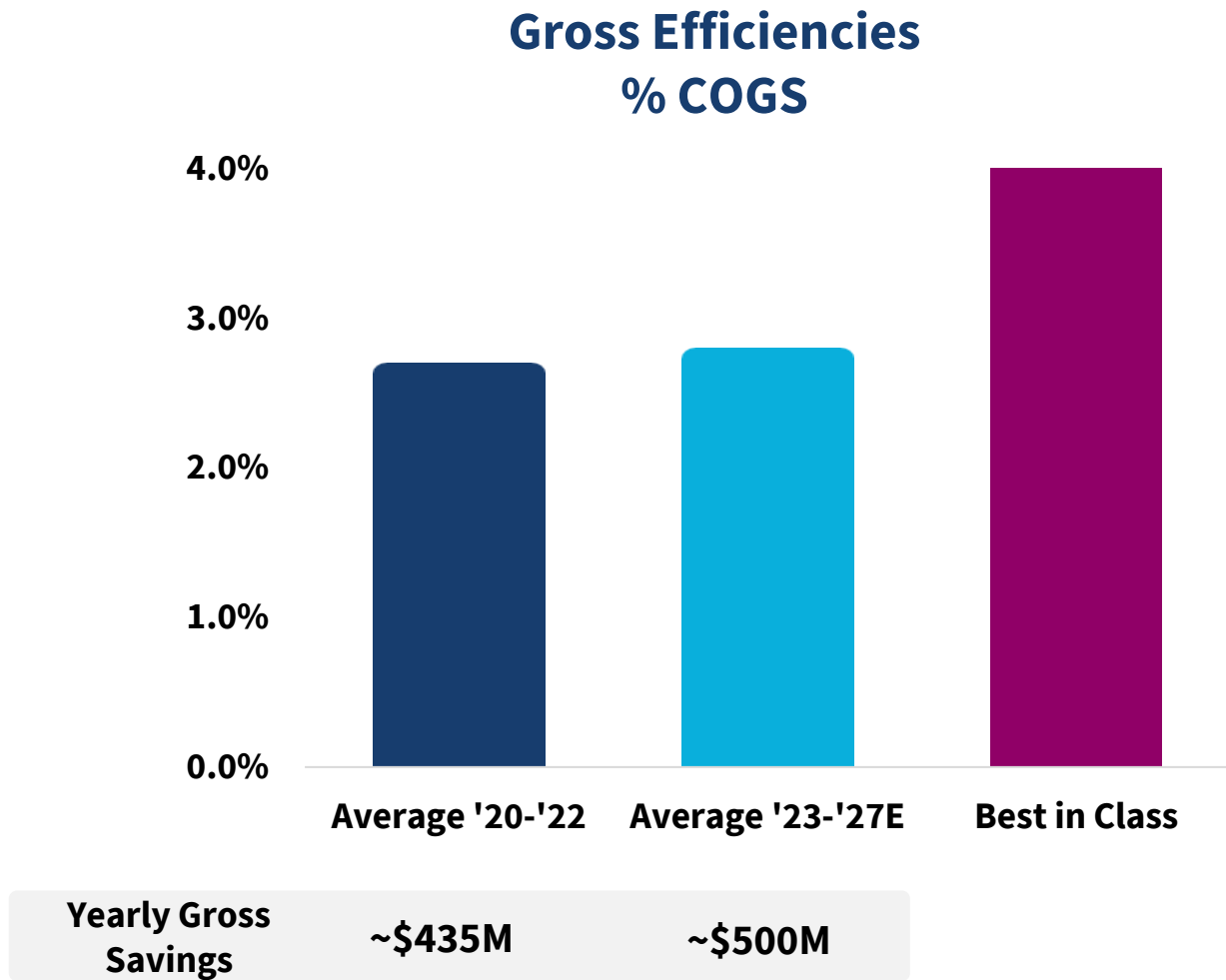
Significant opportunity to redeploy promotional dollars to drive growth

### Average ROI on Promotions

(North America - Net)



Accelerating Rate of Supply Chain Efficiencies End-to-End.



**Top Savings Drivers**

Network Optimization

Line Automation

OEE Optimization

Transport Utilization

Global Sourcing

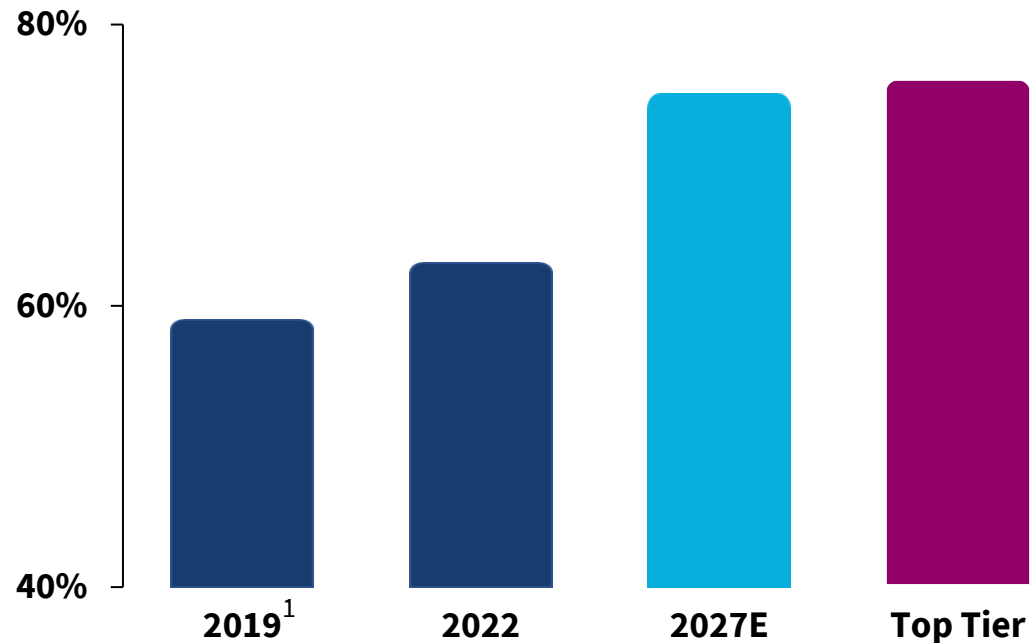
Supplier-Led Productivity

SKU Decomplexity



## Optimizing OEE to Maximize Value of current assets.

### Overall Equipment Effectiveness - OEE



- **Sensors across the factory that smartly detect potential supply chain disruptions**
- **Using real-time data, triggers predictive alerts to make corrections when necessary**
- **Test pilot very successful and ~65% of volume will be covered by the end of 2024**

### Driving Inventory Improvement to achieve better Working Capital.

#### Key Drivers

SKU Decomplexity

Network Optimization

Automated Supply Planning (with OMP)

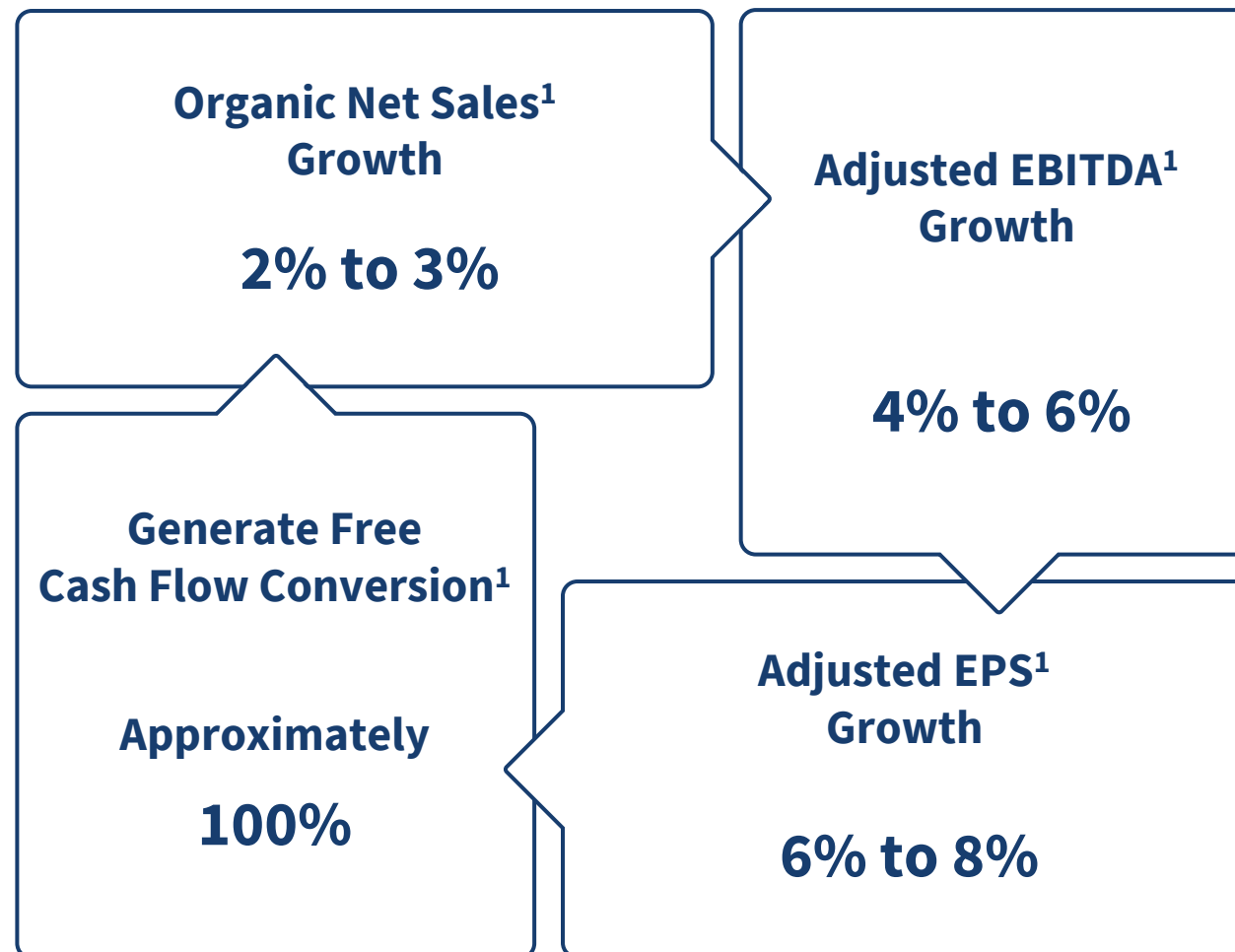
A.I.-Generated Demand Forecasting (with o9)



**A.I.-generated demand planning tool leveraging customer data and macroeconomic inputs**

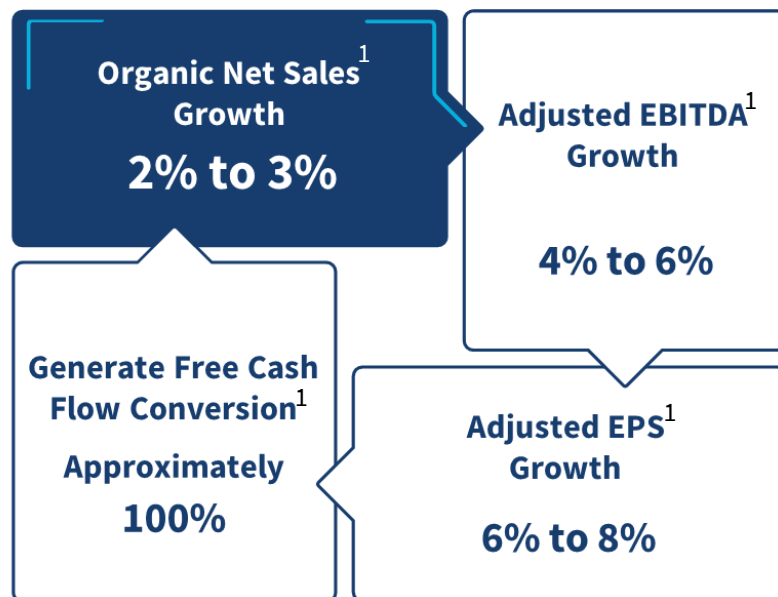
**Kraft** *Heinz*

## Pillars of Growth and Enablers will drive On-Algorithm Results.



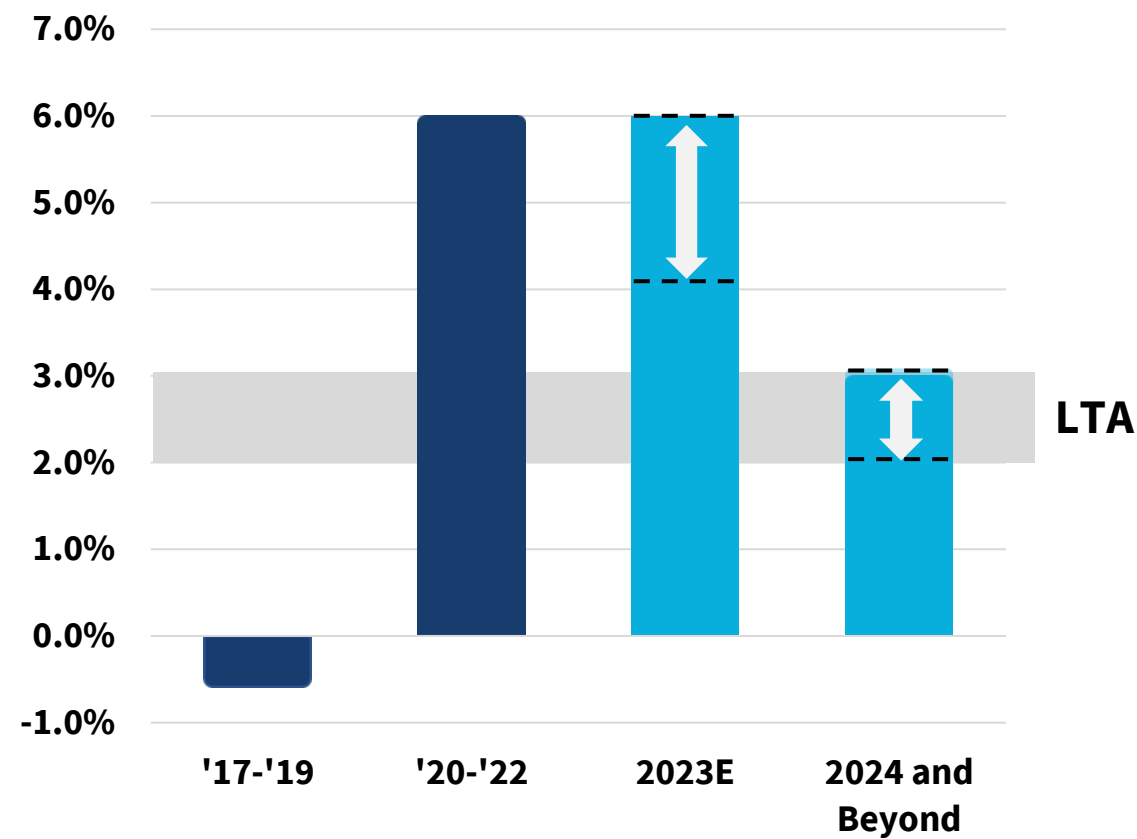


## Accelerating profitable Organic Net Sales<sup>1</sup> growth.

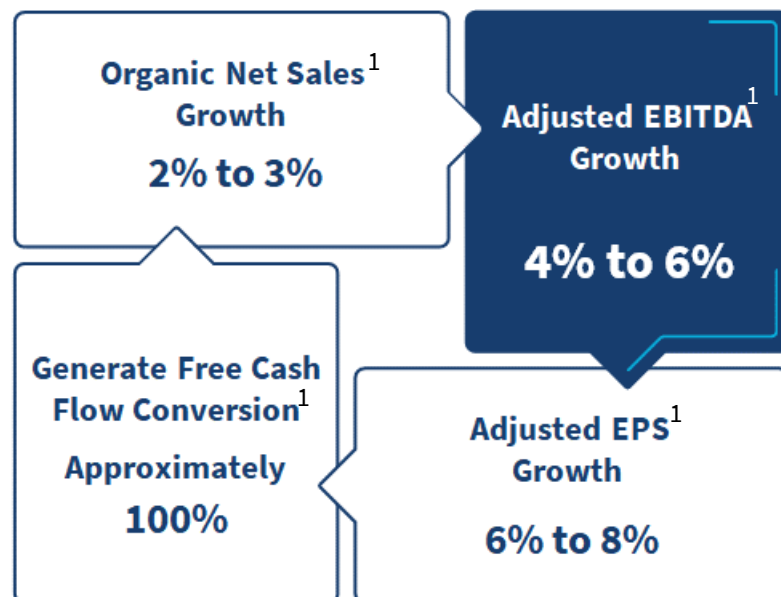


- Growth coming from three strategic pillars:
  - ~1/3 from Grow Platforms in U.S. Retail
  - ~1/3 from Global Foodservice
  - ~1/3 from Emerging Markets
- Balanced contribution from price and volume

### Organic Net Sales<sup>1</sup> Growth vs PY

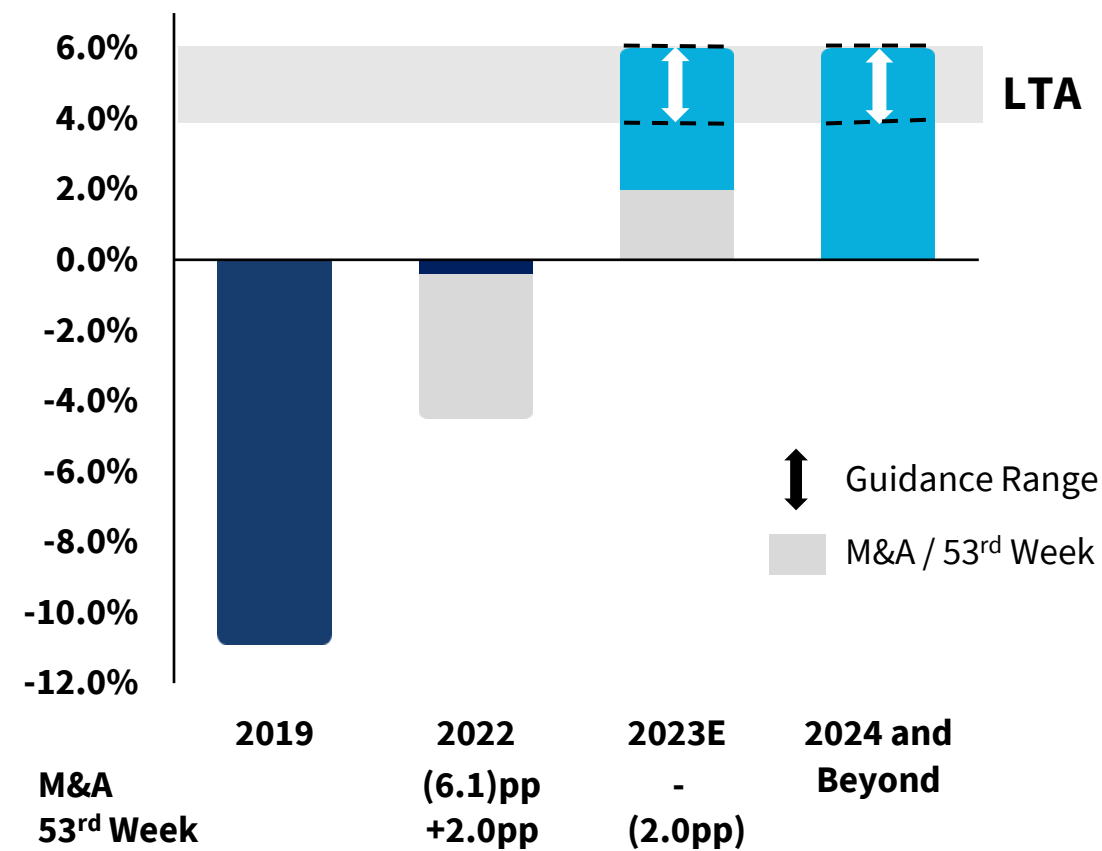


## Preserving top tier Adjusted EBITDA<sup>1</sup> Margin while investing for GROWTH.

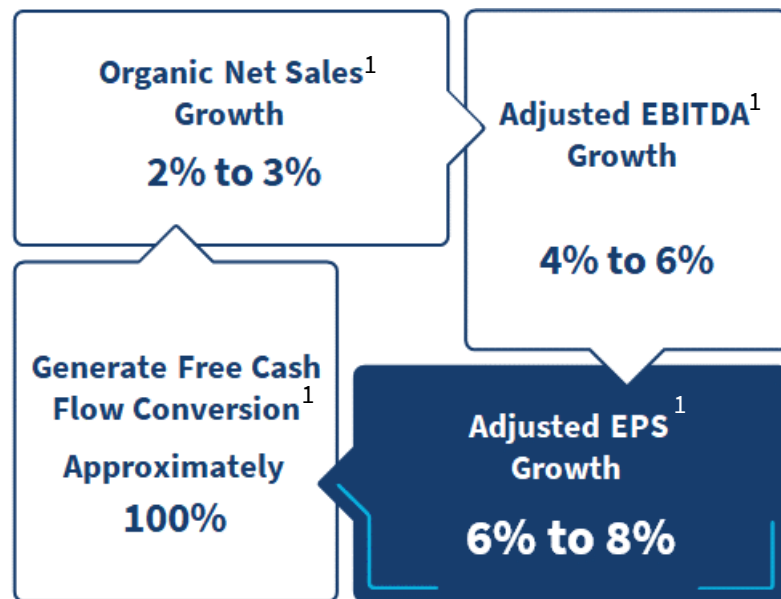


- Expanding Adjusted Gross Profit Margin (from 2019 base)
  - Price/Revenue Management offsetting Inflation
  - Gross Savings more than offsetting Mix
- Increased investments for growth fully funded by Adjusted Gross Profit Margin growth:
  - Marketing (~5.0% Sales), R&D and Technology

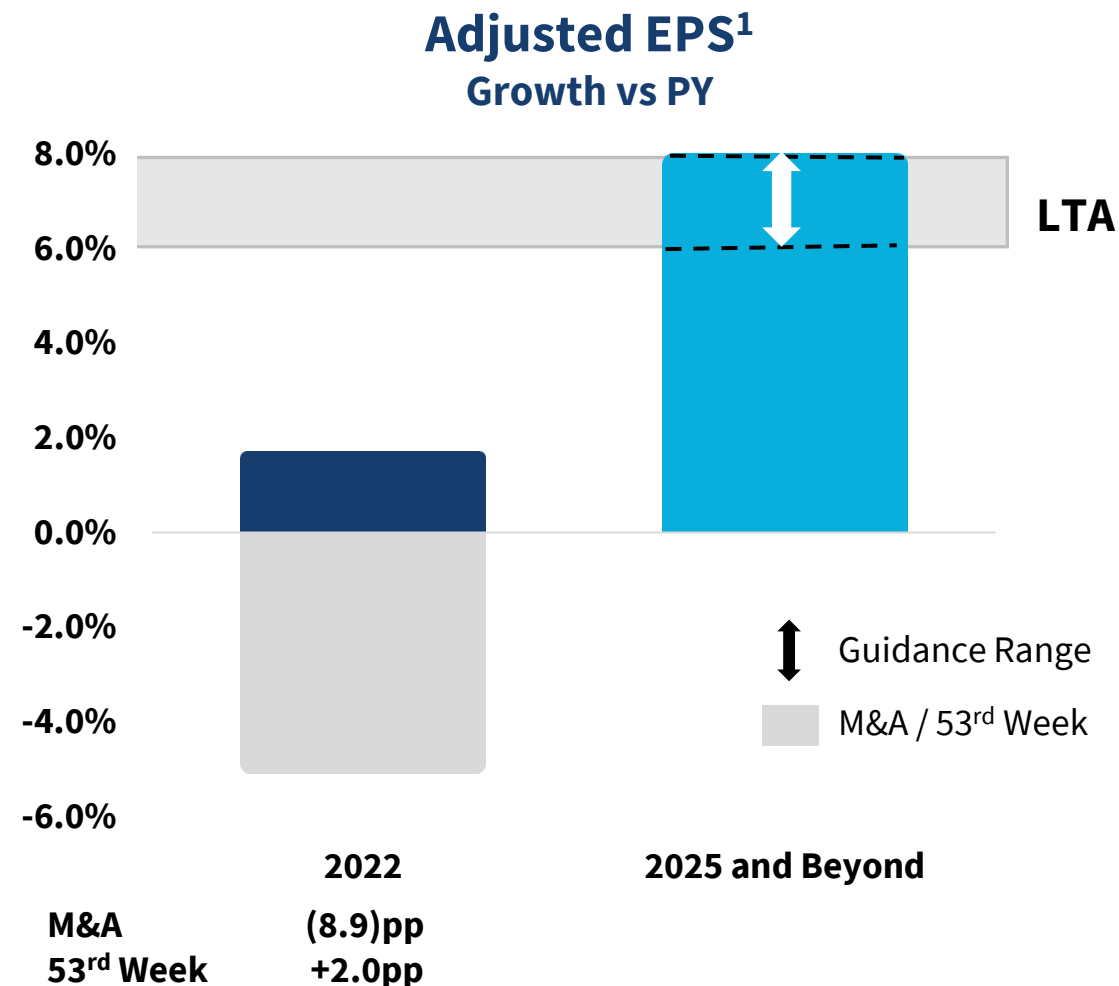
## Constant Currency Adjusted EBITDA<sup>1</sup> Growth vs PY



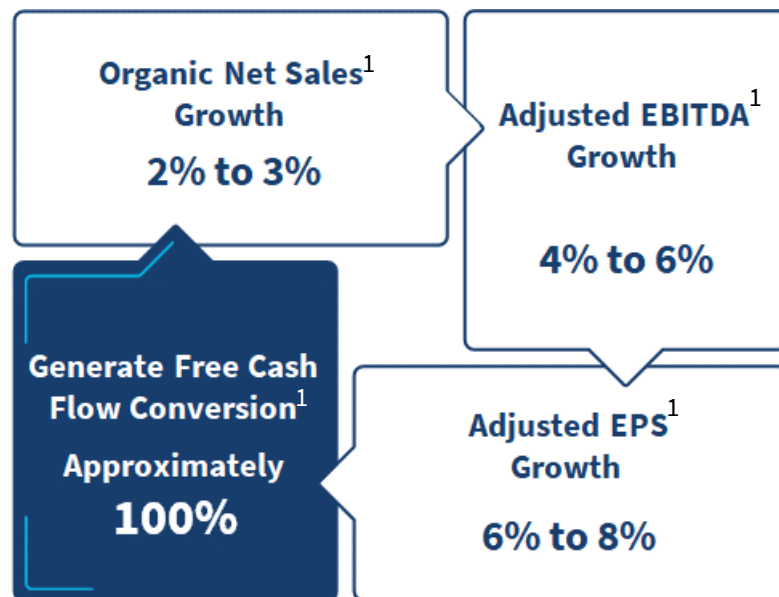
**Accelerating Adjusted EPS<sup>1</sup> Growth through Adjusted EBITDA<sup>1</sup> growth and lower interest expense.**



- 4 to 6% Adjusted EBITDA<sup>1</sup> growth
- Reduced Interest Expense
- CAPEX ~4% Net Sales, decreasing to 3.5% with improved ROIs
  - Slightly higher depreciation as consequence of CAPEX

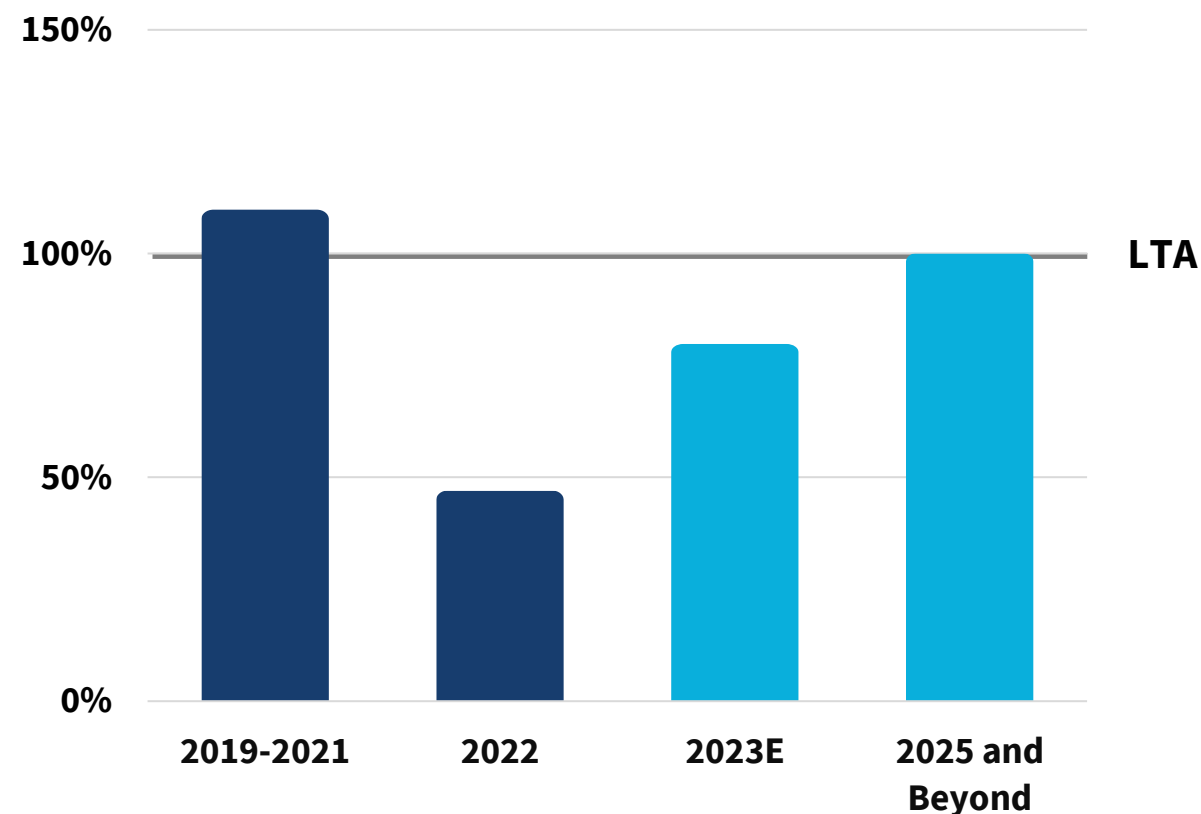


**Increasing Free Cash Flow<sup>1</sup> generation while Investing in organic business needs.**



- ~100% Free Cash Flow Conversion<sup>1</sup>
  - Better working capital
  - Lower interest rates (target ~3x Net Leverage)
  - Higher capex (~4% winding down to 3.5% over time)

**Free Cash Flow Conversion<sup>1</sup>**





**Committed to Maintaining our Dividend, while Investing in the Business, Maintaining Investment Grade and Managing the Portfolio.**



## Maintain Strong Capital Return

Ongoing commitment to current dividend

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Return more when excess cash consistently available



## Invest for Growth

Invest in the organic business to support brands and profitable growth

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Capture sustainable efficiencies without sacrificing growth



## Reduce Net Leverage

Pay down debt opportunistically to achieve net leverage ratio of ~3.0x

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Maintain investment grade (recently upgraded to BBB)



## Agile Portfolio Management

Focus on Grow platforms, accelerate topline growth with path to solid gross margin profile

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Maintain price discipline



# Miguel Patricio

Chief Executive Officer  
and Chair of the Board

