



**Kraft***Heinz*

3Q 2019 UPDATE

OCTOBER 31, 2019

## SAFE HARBOR STATEMENT

This webcast presentation contains a number of forward-looking statements. Words such as “build,” “gain,” “drive,” “invest,” “grow,” “progress,” “expand,” “become,” “execute,” “enable,” “continue,” “expect,” “opportunity,” “deliver,” “build,” “reinvent,” “leverage,” “will,” and variations of such words and similar expressions are intended to identify forward-looking statements. Examples of forward-looking statements include, but are not limited to, statements regarding Kraft Heinz’s plans, integration, savings, investments, execution, growth, leverage, innovation, credit rating, brands and efficiencies. These forward-looking statements are not guarantees of future performance and are subject to a number of risks and uncertainties, many of which are difficult to predict and beyond Kraft Heinz’s control. Important factors that affect Kraft Heinz’s business and operations and that may cause actual results to differ materially from those in the forward-looking statements include, but are not limited to, increased competition; Kraft Heinz’s ability to maintain, extend and expand its reputation and brand image; Kraft Heinz’s ability to differentiate its products from other brands; the consolidation of retail customers; Kraft Heinz’s ability to predict, identify and interpret changes in consumer preferences and demand; Kraft Heinz’s ability to drive revenue growth in its key product categories, increase its market share, or add products; an impairment of the carrying value of goodwill or other indefinite-lived intangible assets; volatility in commodity, energy and other input costs; changes in Kraft Heinz’s management team or other key personnel; Kraft Heinz’s inability to realize the anticipated benefits from its cost savings initiatives; changes in relationships with significant customers and suppliers; execution of Kraft Heinz’s international expansion strategy; changes in laws and regulations; product recalls or product liability claims; unanticipated business disruptions; failure to successfully integrate the business and operations of Kraft Heinz in the expected time frame; Kraft Heinz’s ability to complete or realize the benefits from potential and completed acquisitions, alliances, divestitures or joint ventures; economic and political conditions in the nations in which Kraft Heinz operates; the volatility of capital markets; increased pension, labor and people-related expenses; volatility in the market value of all or a portion of the derivatives Kraft Heinz uses; exchange rate fluctuations; risks associated with information technology and systems, including service interruptions, misappropriation of data or breaches of security; Kraft Heinz’s inability to protect intellectual property rights; impacts of natural events in the locations in which Kraft Heinz or its customers, suppliers or regulators operate; Kraft Heinz’s indebtedness and ability to pay such indebtedness; compliance with laws, regulations, and related interpretations and related legal claims or other regulatory enforcement actions, including additional risks and uncertainties related to Kraft Heinz’s restatement and any potential actions resulting from the SEC’s ongoing investigation, as well as potential additional subpoenas, litigation, and regulatory proceedings; an inability to remediate the material weaknesses in Kraft Heinz’s internal control over financial reporting or additional material weaknesses or other deficiencies in the future or the failure to maintain an effective system of internal controls; Kraft Heinz’s failure to prepare and timely file its periodic reports; the restatement of certain of Kraft Heinz’s previously issued consolidated financial statements, which resulted in unanticipated costs and may affect investor confidence and raise reputational issues; tax law changes or interpretations; and other factors. For additional information on these and other factors that could affect Kraft Heinz’s forward-looking statements, see Kraft Heinz’s risk factors, as they may be amended from time to time, set forth in its filings with the Securities and Exchange Commission, including our most recently filed Annual Report on Form 10-K. Kraft Heinz disclaims and does not undertake any obligation to update or revise any forward-looking statement in this presentation, except as required by applicable law or regulation.

### Non-GAAP Measures

This webcast presentation also includes non-GAAP financial measures, including Organic Net Sales, Adjusted EBITDA and Adjusted EPS. These non-GAAP financial measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures. A reconciliation of these non-GAAP financial measures to the most directly comparable GAAP financial measures can be found in the Appendix to this presentation.



## KRAFT HEINZ TURNAROUND PROGRAM

1

### 2019 Stabilization

- Execute 2019 plans and programs in place, deliver improving results
- Evolve leadership team
- Review business and brands
- Organization structure

2

### Near-Term Transformation

- Diagnose key focus areas
- Make critical fixes
- Capture efficiencies
- Build into 2020 plan

3

### Enterprise Strategy

- Establish long-term vision and ambition, financial goals
- Develop better understanding of future consumers, Food & Beverage value chain, and cross-category disruptions
- Define where to play and how to play
- Connect to 2020 plan

PEOPLE & CULTURE

FINANCIAL PLAN & CAPITAL STRUCTURE

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PEOPLE & CULTURE

FINANCIAL PLAN & CAPITAL STRUCTURE

## Leadership Enhancements



**Nina Barton**  
Chief Growth Officer



**Paulo Basilio**  
Global CFO



**Andre Maciel**  
US CFO



## CEO Employee Engagement

- 9 Town Halls
- 20 Internal Videos
- 6 Global Office Visits

## Social Engagement

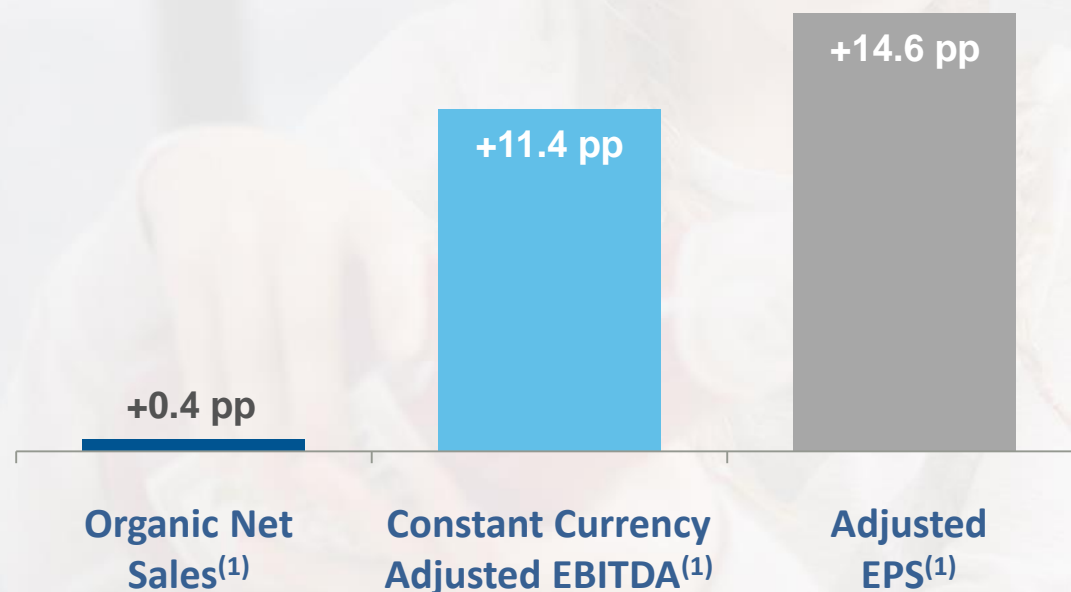
- 15 Cities
- 9 Countries
- 1.2 Million Meals Packaged





## Sequential Improvement

*3Q vs. First Half Growth Rates*



## Driven by ...

Price Turning Positive

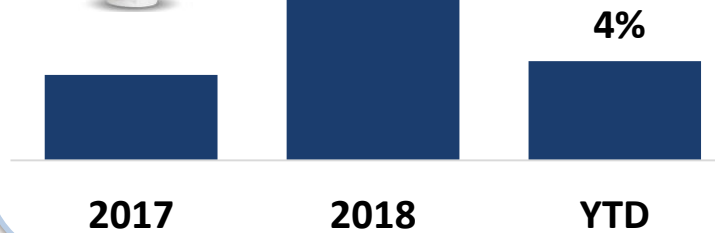
Supply Chain Costs Starting to Stabilize

Lapping Higher Investment Levels

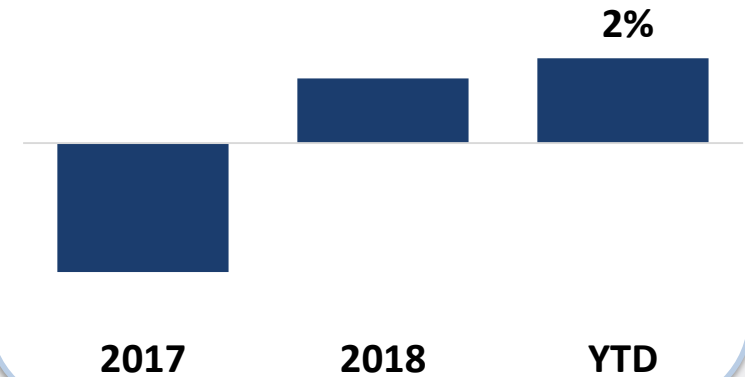
Mix of Positive Momentum, Areas to Fix

- Mid-single-digit retail takeaway in U.S. condiments and sauces, cream cheese, snacks, desserts and seasonals franchises
- Double-digit growth in Brazil retail and foodservice channels
- Solid growth in China sauces

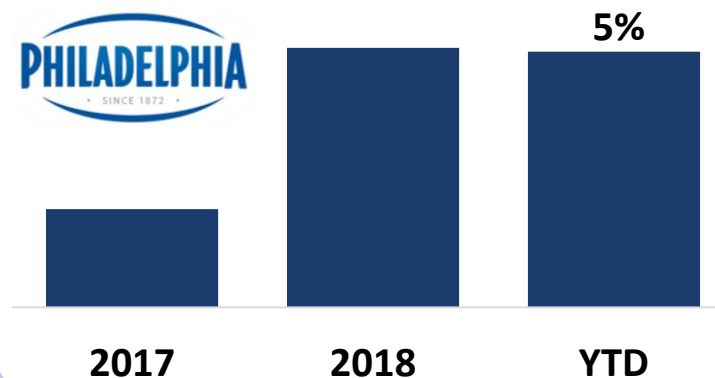
## U.S. Ketchup Retail Takeaway



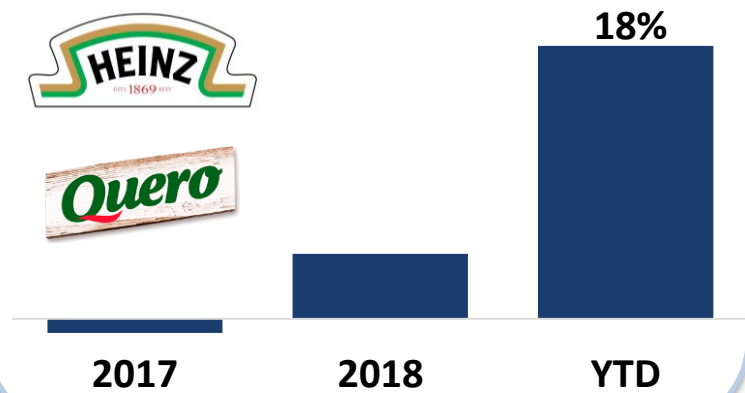
## U.S. Total Sauces Retail Takeaway



## U.S. Cream Cheese Retail Takeaway

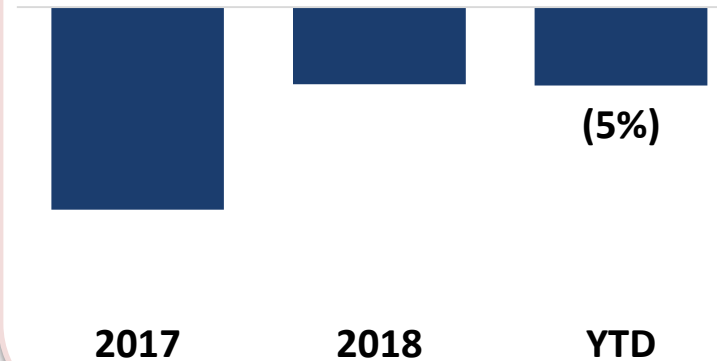


## Brazil Sales Performance

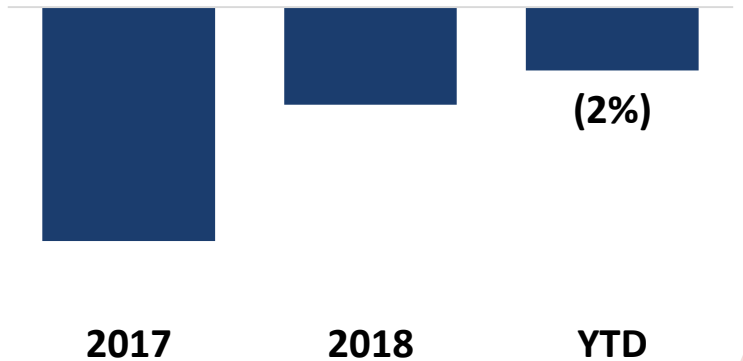


- U.S. natural cheese, cold cuts and coffee share and distribution losses
- Canada promotional effectiveness
- EMEA and China infant nutrition declines
- ROW supply chain losses

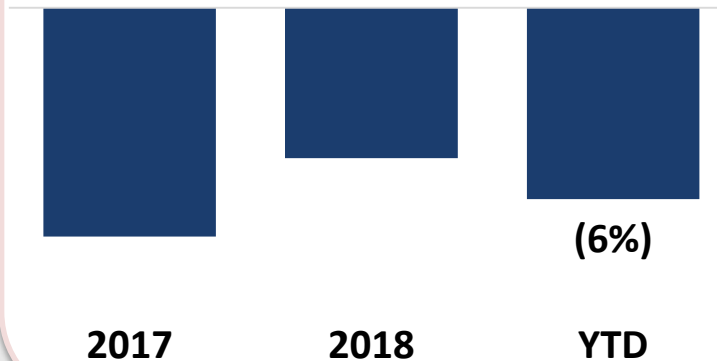
## U.S. Natural Cheese Retail Takeaway



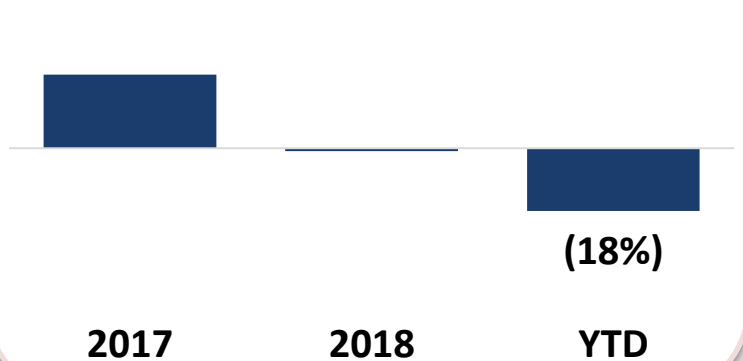
## U.S. Cold Cuts Retail Takeaway



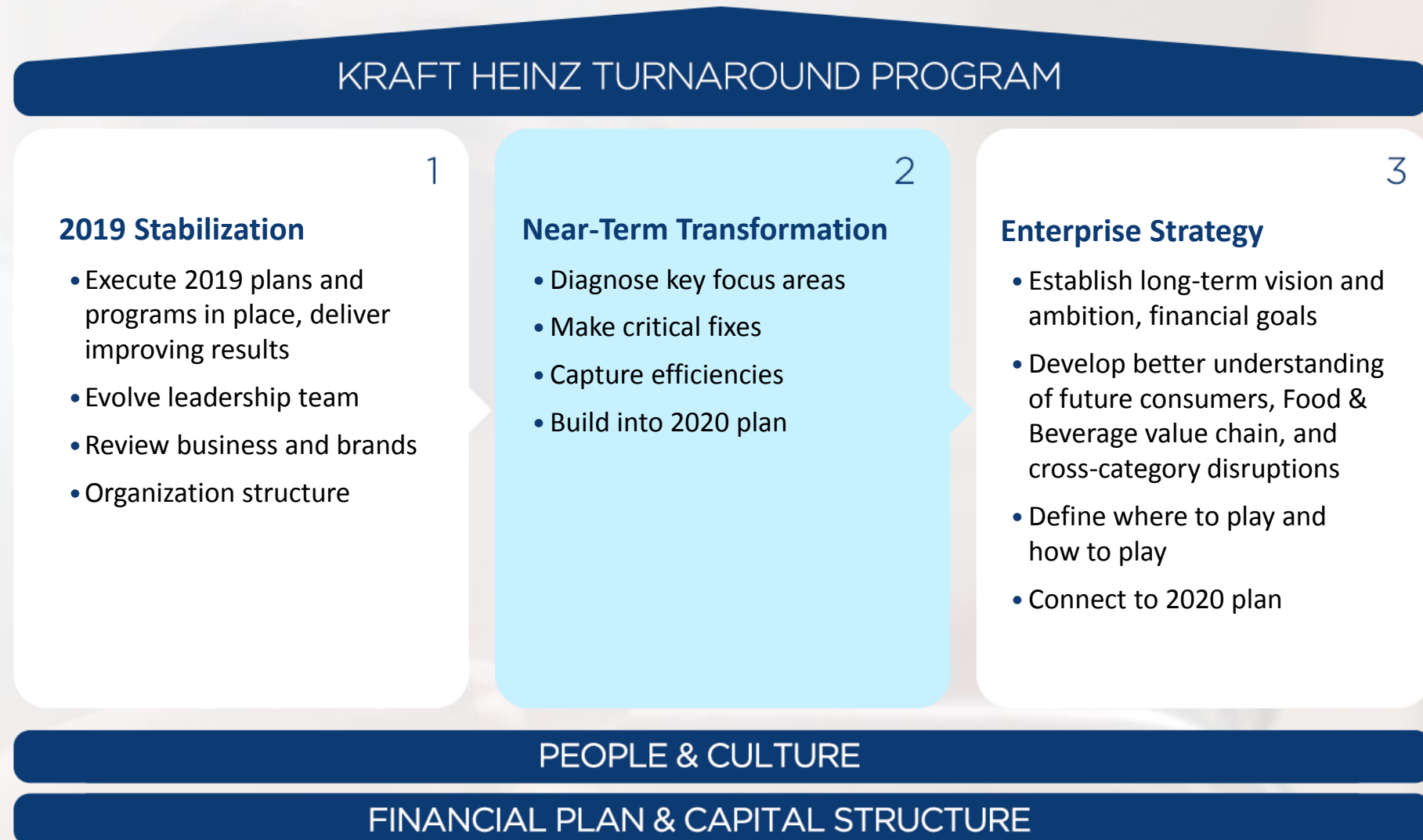
## Italy Infant Retail Takeaway



## China Infant Retail Takeaway







## Project Scope

### Topline Projects

Marketing Investments

Define optimal marketing spend, including brand & working/non-working allocation

Innovation

Shift innovation support to most incremental launches; develop roadmap consistent with Enterprise Strategy

Distribution Channels

Develop outlook for whitespace distribution growth opportunities

Sales Execution

Build capabilities, implement planning process changes and improve connectivity between Sales and business units

Revenue Management

Develop roadmap for price, mix, promotion and trade improvements

### Operational Efficiencies Projects

Zero Based Budgeting

Identify new efficiency opportunities to support investments

Operations

Identify productivity opportunities to offset inflation & generate savings

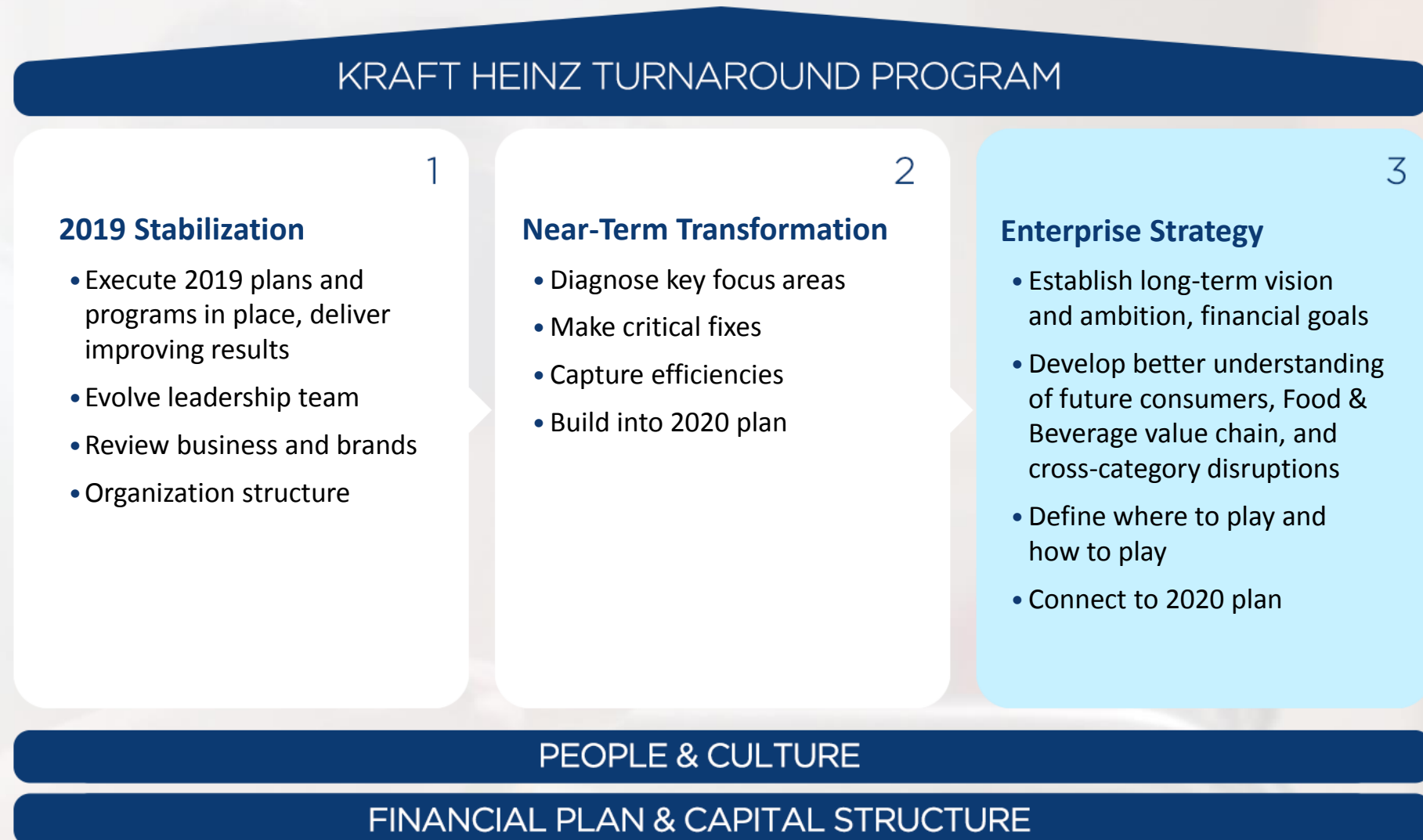
### Organization Effectiveness Projects

People

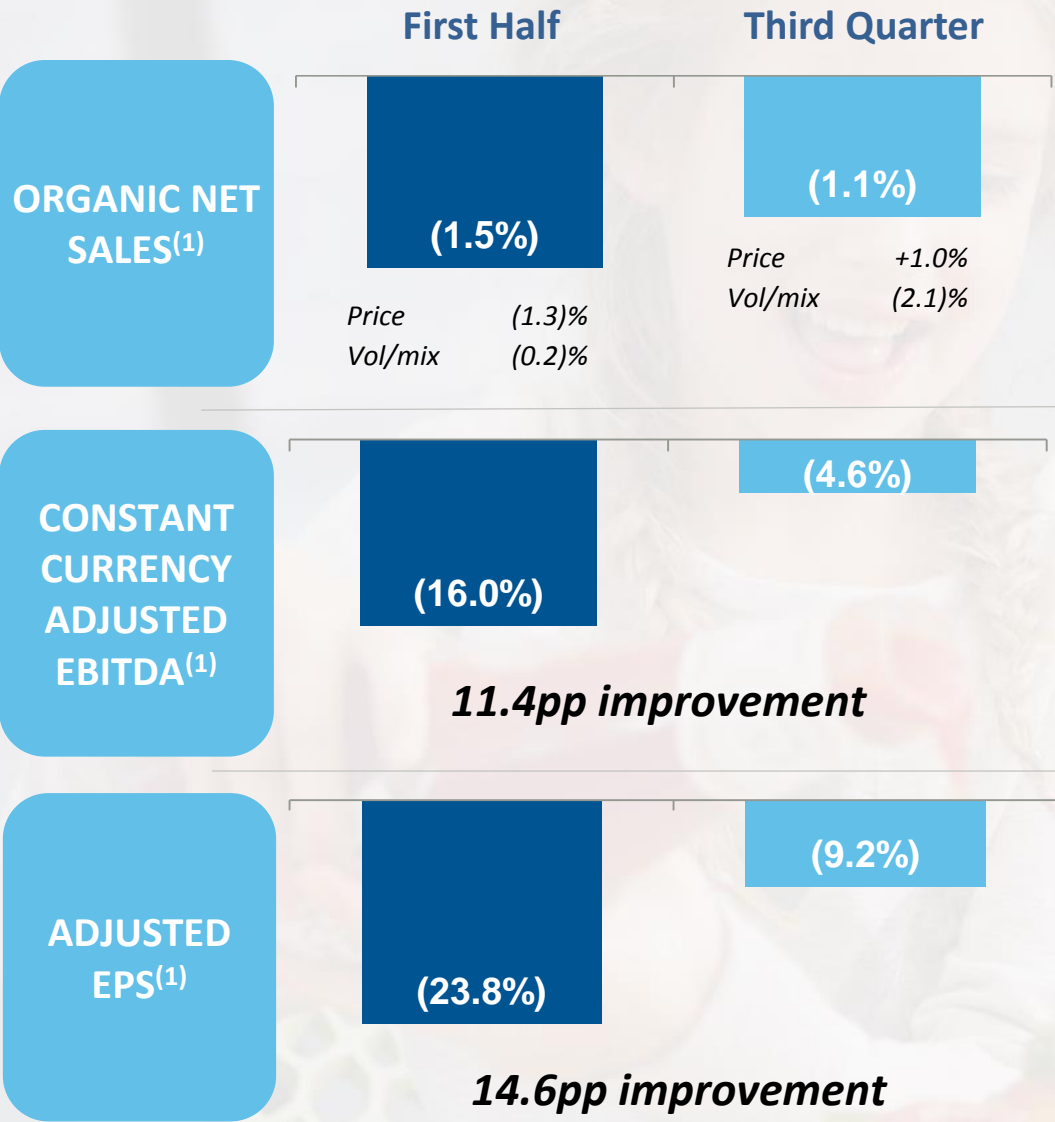
Assess and improve processes, ways of working, training and engagement

Financial Reporting & Forecasting

Improve processes, cadence, driver analysis, common inputs/outputs for near-term and long-range planning







- Organic Net Sales performance improves sequentially from first half of 2019
  - Pricing turned positive driven by U.S., Rest of World and EMEA, partially offset by lower pricing in Canada
  - Vol/mix continues to be impacted by unfavorable changes in U.S. retail inventory levels
- Significant improvement in year-over-year EBITDA performance versus first half of 2019
- 3Q decline in Constant Currency Adjusted EBITDA included (1.5)pp impact from divestitures
- 3Q Adjusted EPS decline versus prior year reflected impact of lower Adjusted EBITDA and higher effective tax rate
  - Partially offset by lower interest expense versus the prior year period

1| Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to Non-GAAP reconciliations.

- Focused on driving profitable growth
  - Revisiting promotional effectiveness, profitability at SKU level, product mix
  - Commodity inflation, price volatility in cheese and meats likely to remain near-term challenges
  - Divestitures and unfavorable currency to temper reported results
- Continue to improve year-on-year Constant Currency Adjusted EBITDA performance
  - Supply chain, net inflation visibility improving
  - Significant need for investment in media, brand support
  - Identifying significant inefficiencies to offset inflation, with goal of funding long-term strategy
- Better-than-expected below-the-line costs, but still unfavorable to near-term EPS
  - Now expect full-year 2019 effective tax rate between 19% and 20%

- Positive credit momentum on which to build
  - Diligent gross debt reduction of \$2.4Bn since merger<sup>(1)</sup>
  - Additional \$2.3Bn of cash-funded debt take-out as announced in Q3 2019<sup>(2)</sup>
  - Overfunded Pension, pre-funded Post Retirement Benefits with minimal future contributions
- Successful leverage-neutral \$3B refinancing further strengthened liquidity
  - Significant flexibility through 2025
  - No commercial paper outstanding, \$4B undrawn revolver
- Well-positioned for continued deleveraging and strengthening of investment grade rating

1 | Includes the refinancing of Berkshire Hathaway Preferred Stock

2 | Includes debt repayment of \$350M in Aug., debt redemption of \$800M and CA\$300M, and debt tender of Feb. 2020 note (\$495M tendered; remainder \$405M to be repaid in cash upon maturity), as announced Sept. 3, 2019





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3Q 2019 UPDATE

APPENDIX



**Non-GAAP Financial Measures**

The non-GAAP financial measures provided should be viewed in addition to, and not as an alternative for, results prepared in accordance with accounting principles generally accepted in the United States of America ("GAAP") that are presented in this press release.

To supplement the financial information, the Company has presented Organic Net Sales, Adjusted EBITDA, Constant Currency Adjusted EBITDA, and Adjusted EPS, which are considered non-GAAP financial measures. The non-GAAP financial measures presented may differ from similarly titled non-GAAP financial measures presented by other companies, and other companies may not define these non-GAAP financial measures in the same way. These measures are not substitutes for their comparable GAAP financial measures, such as net sales, net income/(loss), diluted earnings per share, or other measures prescribed by GAAP, and there are limitations to using non-GAAP financial measures.

Management uses these non-GAAP financial measures to assist 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. Management believes that presenting the Company's non-GAAP financial measures (i.e., Organic Net Sales, Adjusted EBITDA, Constant Currency Adjusted EBITDA, and Adjusted EPS) is useful to investors because it (i) provides investors with meaningful supplemental information regarding financial performance by excluding certain items, (ii) permits investors to view performance using the same tools that management uses to budget, make operating and strategic decisions, and evaluate historical performance, and (iii) otherwise provides supplemental information that may be useful to investors in evaluating the Company's results. The Company believes that the presentation of these non-GAAP financial measures, when considered together with the corresponding GAAP financial measures and the reconciliations to those measures, provides investors with additional understanding of the factors and trends affecting the Company's business than could be obtained absent these disclosures.

Organic Net Sales is defined as net sales excluding, when they occur, the impact of currency, acquisitions and divestitures, and a 53rd week of shipments. The Company calculates the impact of currency on net sales by holding exchange rates constant at the previous year's exchange rate, with the exception of highly inflationary subsidiaries, for which the Company calculates the previous year's results using the current year's exchange rate. Organic Net Sales is a tool that can assist management and investors in comparing the Company's performance on a consistent basis by removing the impact of certain items that management believes do not directly reflect the Company's underlying operations. Adjusted EBITDA is defined as net income/(loss) from continuing operations before interest expense, other expense/(income), provision for/(benefit from) income taxes, and depreciation and amortization (excluding integration and restructuring expenses); in addition to these adjustments, the Company excludes, when they occur, the impacts of integration and restructuring expenses, deal costs, unrealized losses/(gains) on commodity hedges, impairment losses, and equity award compensation expense (excluding integration and restructuring expenses).

The Company also presents Adjusted EBITDA on a constant currency basis. The Company calculates the impact of currency on Adjusted EBITDA by holding exchange rates constant at the previous year's exchange rate, with the exception of highly inflationary subsidiaries, for which it calculates the previous year's results using the current year's exchange rate. Adjusted EBITDA and Constant Currency Adjusted EBITDA are tools that can assist management and investors in comparing the Company's performance on a consistent basis by removing the impact of certain items that management believes do not directly reflect the Company's underlying operations.

Adjusted EPS is defined as diluted earnings per share excluding, when they occur, the impacts of integration and restructuring expenses, deal costs, unrealized losses/(gains) on commodity hedges, impairment losses, losses/(gains) on the sale of a business, other losses/(gains) related to acquisitions and divestitures (e.g., tax and hedging impacts), nonmonetary currency devaluation (e.g., remeasurement gains and losses), debt prepayment and extinguishment costs, and U.S. Tax Reform discrete income tax expense/(benefit), and including when they occur, adjustments to reflect preferred stock dividend payments on an accrual basis. The Company believes Adjusted EPS provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

See the attached schedules for supplemental financial data, which includes the financial information, the non-GAAP financial measures and corresponding reconciliations to the comparable GAAP financial measures for the relevant periods.

The Kraft Heinz Company  
Condensed Consolidated Statements of Income  
(in millions, except per share data)  
(Unaudited)

## Schedule 1

|  | For the Three Months Ended |                       | For the Nine Months Ended |                       |
|--|----------------------------|-----------------------|---------------------------|-----------------------|
|  | September 28,<br>2019      | September 29,<br>2018 | September 28,<br>2019     | September 29,<br>2018 |
| Net sales  | \$ 6,076                   | \$ 6,383              | \$ 18,441                 | \$ 19,377             |
| Cost of products sold  | 4,129                      | 4,289                 | 12,401                    | 12,672                |
| Gross profit   | 1,947                      | 2,094                 | 6,040                     | 6,705                 |
| Selling, general and administrative expenses,<br>excluding impairment losses | 762                        | 803                   | 2,341                     | 2,323                 |
| Goodwill impairment losses   | —                          | —                     | 744                       | 133                   |
| Intangible asset impairment losses   | 5                          | 217                   | 479                       | 318                   |
| Selling, general and administrative expenses                                 | 767                        | 1,020                 | 3,564                     | 2,774                 |
| Operating income/(loss)  | 1,180                      | 1,074                 | 2,476                     | 3,931                 |
| Interest expense   | 398                        | 326                   | 1,035                     | 959                   |
| Other expense/(income)   | (380)                      | (71)                  | (893)                     | (181)                 |
| Income/(loss) before income taxes  | 1,162                      | 819                   | 2,334                     | 3,153                 |
| Provision for/(benefit from) income taxes                                    | 264                        | 201                   | 584                       | 779                   |
| Net income/(loss)  | 898                        | 618                   | 1,750                     | 2,374                 |
| Net income/(loss) attributable to noncontrolling<br>interest                 | (1)                        | (1)                   | (3)                       | (2)                   |
| Net income/(loss) attributable to common<br>shareholders                     | \$ 899                     | \$ 619                | \$ 1,753                  | \$ 2,376              |
| Basic shares outstanding   | 1,221                      | 1,219                 | 1,220                     | 1,219                 |
| Diluted shares outstanding   | 1,223                      | 1,226                 | 1,223                     | 1,227                 |
| Per share data applicable to common shareholders:                            |                            |                       |                           |                       |
| Basic earnings/(loss) per share  | \$ 0.74                    | \$ 0.51               | \$ 1.44                   | \$ 1.95               |
| Diluted earnings/(loss) per share  | 0.74                       | 0.50                  | 1.43                      | 1.94                  |



The Kraft Heinz Company  
Reconciliation of Net Sales to Organic Net Sales  
For the Three Months Ended  
(dollars in millions)  
(Unaudited)

## Schedule 2

|                                    | Net Sales       | Currency       | Acquisitions<br>and<br>Divestitures | Organic Net<br>Sales | Price    | Volume/Mix |
|------------------------------------|-----------------|----------------|-------------------------------------|----------------------|----------|------------|
| <b>September 28, 2019</b>          |                 |                |                                     |                      |          |            |
| United States                      | \$ 4,361        | \$ —           | \$ —                                | \$ 4,361             |          |            |
| Canada                             | 415             | (4)            | 1                                   | 418                  |          |            |
| EMEA                               | 612             | (24)           | —                                   | 636                  |          |            |
| Rest of World                      | 688             | (13)           | —                                   | 701                  |          |            |
|                                    | <u>\$ 6,076</u> | <u>\$ (41)</u> | <u>\$ 1</u>                         | <u>\$ 6,116</u>      |          |            |
| <b>September 29, 2018</b>          |                 |                |                                     |                      |          |            |
| United States                      | \$ 4,431        | \$ —           | \$ —                                | \$ 4,431             |          |            |
| Canada                             | 525             | —              | 104                                 | 421                  |          |            |
| EMEA                               | 634             | —              | —                                   | 634                  |          |            |
| Rest of World                      | 793             | 71             | 23                                  | 699                  |          |            |
|                                    | <u>\$ 6,383</u> | <u>\$ 71</u>   | <u>\$ 127</u>                       | <u>\$ 6,185</u>      |          |            |
| <b>Year-over-year growth rates</b> |                 |                |                                     |                      |          |            |
| United States                      | (1.6)%          | 0.0 pp         | 0.0 pp                              | (1.6)%               | 1.5 pp   | (3.1) pp   |
| Canada                             | (21.1)%         | (0.8) pp       | (19.8) pp                           | (0.5)%               | (2.6) pp | 2.1 pp     |
| EMEA                               | (3.5)%          | (3.9) pp       | 0.0 pp                              | 0.4%                 | 0.2 pp   | 0.2 pp     |
| Rest of World                      | (13.3)%         | (10.2) pp      | (3.3) pp                            | 0.2%                 | 0.9 pp   | (0.7) pp   |
| Kraft Heinz                        | (4.8)%          | (1.7) pp       | (2.0) pp                            | (1.1)%               | 1.0 pp   | (2.1) pp   |

The Kraft Heinz Company  
Reconciliation of Net Sales to Organic Net Sales  
For the Nine Months Ended  
(dollars in millions)  
(Unaudited)

## Schedule 3

|                                    | Net Sales        | Currency        | Acquisitions<br>and<br>Divestitures | Organic Net<br>Sales | Price    | Volume/Mix |
|------------------------------------|------------------|-----------------|-------------------------------------|----------------------|----------|------------|
| <b>September 28, 2019</b>          |                  |                 |                                     |                      |          |            |
| United States                      | \$ 13,074        | \$ —            | \$ —                                | \$ 13,074            |          |            |
| Canada                             | 1,425            | (46)            | 227                                 | 1,244                |          |            |
| EMEA                               | 1,862            | (109)           | —                                   | 1,971                |          |            |
| Rest of World                      | 2,080            | (91)            | 51                                  | 2,120                |          |            |
|                                    | <u>\$ 18,441</u> | <u>\$ (246)</u> | <u>\$ 278</u>                       | <u>\$ 18,409</u>     |          |            |
| <b>September 29, 2018</b>          |                  |                 |                                     |                      |          |            |
| United States                      | \$ 13,312        | \$ —            | \$ —                                | \$ 13,312            |          |            |
| Canada                             | 1,573            | —               | 308                                 | 1,265                |          |            |
| EMEA                               | 2,026            | —               | 21                                  | 2,005                |          |            |
| Rest of World                      | 2,466            | 211             | 144                                 | 2,111                |          |            |
|                                    | <u>\$ 19,377</u> | <u>\$ 211</u>   | <u>\$ 473</u>                       | <u>\$ 18,693</u>     |          |            |
| <b>Year-over-year growth rates</b> |                  |                 |                                     |                      |          |            |
| United States                      | (1.8)%           | 0.0 pp          | 0.0 pp                              | (1.8)%               | (0.7) pp | (1.1) pp   |
| Canada                             | (9.5)%           | (3.0) pp        | (4.8) pp                            | (1.7)%               | (2.8) pp | 1.1 pp     |
| EMEA                               | (8.1)%           | (5.4) pp        | (1.0) pp                            | (1.7)%               | 0.0 pp   | (1.7) pp   |
| Rest of World                      | (15.7)%          | (11.9) pp       | (4.2) pp                            | 0.4%                 | 1.3 pp   | (0.9) pp   |
| Kraft Heinz                        | (4.8)%           | (2.3) pp        | (1.0) pp                            | (1.5)%               | (0.5) pp | (1.0) pp   |

The Kraft Heinz Company  
Reconciliation of Net Income/(Loss) to Adjusted EBITDA  
(dollars in millions)  
(Unaudited)

## Schedule 4

|  | For the Three Months Ended |                       | For the Nine Months Ended |                       |
|--|----------------------------|-----------------------|---------------------------|-----------------------|
|  | September 28,<br>2019      | September 29,<br>2018 | September 28,<br>2019     | September 29,<br>2018 |
| Net income/(loss)  | \$ 898                     | \$ 618                | \$ 1,750                  | \$ 2,374              |
| Interest expense   | 398                        | 326                   | 1,035                     | 959                   |
| Other expense/(income)   | (380)                      | (71)                  | (893)                     | (181)                 |
| Provision for/(benefit from) income taxes  | 264                        | 201                   | 584                       | 779                   |
| Operating income/(loss)  | 1,180                      | 1,074                 | 2,476                     | 3,931                 |
| Depreciation and amortization (excluding integration and restructuring expenses)     | 243                        | 245                   | 730                       | 679                   |
| Integration and restructuring expenses   | 15                         | 32                    | 56                        | 215                   |
| Deal costs   | 6                          | 3                     | 19                        | 19                    |
| Unrealized losses/(gains) on commodity hedges  | 9                          | 6                     | (30)                      | 11                    |
| Impairment losses  | 5                          | 217                   | 1,223                     | 451                   |
| Equity award compensation expense (excluding integration and restructuring expenses) | 11                         | 17                    | 26                        | 44                    |
| Adjusted EBITDA  | \$ 1,469                   | \$ 1,594              | \$ 4,500                  | \$ 5,350              |
| Segment Adjusted EBITDA:   |                            |                       |                           |                       |
| United States  | \$ 1,155                   | \$ 1,176              | \$ 3,539                  | \$ 3,969              |
| Canada   | 107                        | 144                   | 371                       | 451                   |
| EMEA   | 165                        | 165                   | 479                       | 553                   |
| Rest of World  | 100                        | 148                   | 303                       | 505                   |
| General corporate expenses   | (58)                       | (39)                  | (192)                     | (128)                 |
| Adjusted EBITDA  | \$ 1,469                   | \$ 1,594              | \$ 4,500                  | \$ 5,350              |



The Kraft Heinz Company  
Reconciliation of Adjusted EBITDA to Constant Currency Adjusted EBITDA  
For the Three Months Ended  
(dollars in millions)  
(Unaudited)

Schedule 5

|   | Adjusted EBITDA | Currency      | Constant Currency<br>Adjusted EBITDA |
|---|-----------------|---------------|--------------------------------------|
| <b>September 28, 2019</b>                 |                 |               |                                      |
| United States                             | \$ 1,155        | \$ —          | \$ 1,155                             |
| Canada                                    | 107             | (1)           | 108                                  |
| EMEA                                      | 165             | (7)           | 172                                  |
| Rest of World                             | 100             | (1)           | 101                                  |
| General corporate expenses                | (58)            | 1             | (59)                                 |
|   | <u>\$ 1,469</u> | <u>\$ (8)</u> | <u>\$ 1,477</u>                      |
| <b>September 29, 2018</b>                 |                 |               |                                      |
| United States                             | \$ 1,176        | \$ —          | \$ 1,176                             |
| Canada                                    | 144             | —             | 144                                  |
| EMEA                                      | 165             | —             | 165                                  |
| Rest of World                             | 148             | 46            | 102                                  |
| General corporate expenses                | (39)            | —             | (39)                                 |
|   | <u>\$ 1,594</u> | <u>\$ 46</u>  | <u>\$ 1,548</u>                      |
| <b><u>Year-over-year growth rates</u></b> |                 |               |                                      |
| United States                             | (1.8)%          | 0.0 pp        | (1.8)%                               |
| Canada                                    | (25.7)%         | (0.8) pp      | (24.9)%                              |
| EMEA                                      | 0.3%            | (4.4) pp      | 4.7%                                 |
| Rest of World                             | (32.7)%         | (31.1) pp     | (1.6)%                               |
| General corporate expenses                | 49.8%           | (2.8) pp      | 52.6%                                |
| Kraft Heinz                               | (7.8)%          | (3.2) pp      | (4.6)%                               |

The Kraft Heinz Company  
Reconciliation of Adjusted EBITDA to Constant Currency Adjusted EBITDA  
For the Nine Months Ended  
(dollars in millions)  
(Unaudited)

Schedule 6

|   | Adjusted EBITDA | Currency       | Constant Currency<br>Adjusted EBITDA |
|---|-----------------|----------------|--------------------------------------|
| <b>September 28, 2019</b>                 |                 |                |                                      |
| United States                             | \$ 3,539        | \$ —           | \$ 3,539                             |
| Canada                                    | 371             | (12)           | 383                                  |
| EMEA                                      | 479             | (28)           | 507                                  |
| Rest of World                             | 303             | (11)           | 314                                  |
| General corporate expenses                | (192)           | 4              | (196)                                |
|   | <u>\$ 4,500</u> | <u>\$ (47)</u> | <u>\$ 4,547</u>                      |
| <b>September 29, 2018</b>                 |                 |                |                                      |
| United States                             | \$ 3,969        | \$ —           | \$ 3,969                             |
| Canada                                    | 451             | —              | 451                                  |
| EMEA                                      | 553             | —              | 553                                  |
| Rest of World                             | 505             | 147            | 358                                  |
| General corporate expenses                | (128)           | —              | (128)                                |
|   | <u>\$ 5,350</u> | <u>\$ 147</u>  | <u>\$ 5,203</u>                      |
| <b><u>Year-over-year growth rates</u></b> |                 |                |                                      |
| United States                             | (10.8)%         | 0.0 pp         | (10.8)%                              |
| Canada                                    | (17.8)%         | (2.7) pp       | (15.1)%                              |
| EMEA                                      | (13.3)%         | (5.0) pp       | (8.3)%                               |
| Rest of World                             | (40.0)%         | (27.5) pp      | (12.5)%                              |
| General corporate expenses                | 50.0%           | (2.6) pp       | 52.6%                                |
| Kraft Heinz                               | (15.9)%         | (3.3) pp       | (12.6)%                              |

The Kraft Heinz Company  
Reconciliation of Diluted EPS to Adjusted EPS  
(Unaudited)

## Schedule 7

|  | For the Three Months Ended |                       | For the Nine Months Ended |                       |
|--|----------------------------|-----------------------|---------------------------|-----------------------|
|  | September 28,<br>2019      | September 29,<br>2018 | September 28,<br>2019     | September 29,<br>2018 |
| Diluted EPS  | \$ 0.74                    | \$ 0.50               | \$ 1.43                   | \$ 1.94               |
| Integration and restructuring expenses <sup>(a)</sup>                | 0.01                       | 0.03                  | 0.04                      | 0.19                  |
| Deal costs <sup>(b)</sup>  | 0.01                       | —                     | 0.01                      | 0.01                  |
| Unrealized losses/(gains) on commodity hedges <sup>(c)</sup>         | 0.01                       | —                     | (0.02)                    | 0.01                  |
| Impairment losses <sup>(d)</sup>                                     | —                          | 0.13                  | 0.90                      | 0.30                  |
| Losses/(gains) on sale of business <sup>(e)</sup>                    | (0.13)                     | —                     | (0.29)                    | 0.01                  |
| Nonmonetary currency devaluation <sup>(f)</sup>                      | —                          | 0.05                  | 0.01                      | 0.11                  |
| Debt prepayment and extinguishment costs <sup>(g)</sup>              | 0.05                       | —                     | 0.05                      | —                     |
| U.S. Tax Reform discrete income tax expense/(benefit) <sup>(h)</sup> | —                          | 0.05                  | —                         | 0.09                  |
| Adjusted EPS   | \$ 0.69                    | \$ 0.76               | \$ 2.13                   | \$ 2.66               |

(a) Gross expenses included in integration and restructuring expenses were \$15 million (\$15 million after-tax) for the three months and \$56 million (\$44 million after-tax) for the nine months ended September 28, 2019 and \$31 million (\$31 million after-tax) for the three months and \$278 million (\$238 million after-tax) for the nine months ended September 29, 2018 and were recorded in the following income statement line items:

Cost of products sold included \$12 million for the three months and \$27 million for the nine months ended September 28, 2019 and \$18 million for the three months and \$175 million for the nine months ended September 29, 2018;

SG&A included \$3 million for the three months and \$29 million for the nine months ended September 28, 2019 and \$14 million for the three months and \$40 million for the nine months ended September 29, 2018; and

Other expense/(income) included income of \$1 million for the three months and expenses of \$63 million for the nine months ended September 29, 2018.

(b) Gross expenses included in deal costs were \$6 million (\$7 million after-tax) for the three months and \$19 million (\$18 million after-tax) for the nine months ended September 28, 2019 and \$3 million (\$2 million after-tax) for the three months and \$19 million (\$15 million after-tax) for the nine months ended September 29, 2018 and were recorded in the following income statement line items:

Cost of products sold included \$4 million for the nine months ended September 29, 2018; and

SG&A included \$6 million for the three months and \$19 million for the nine months ended September 28, 2019 and \$3 million for the three months and \$15 million for the nine months ended September 29, 2018.

(c) Gross expenses/(income) included in unrealized losses/(gains) on commodity hedges were expenses of \$9 million (\$7 million after-tax) for the three months and income of \$30 million (\$22 million after-tax) for the nine months ended September 28, 2019 and expenses of \$6 million (\$5 million after-tax) for the three months and \$11 million (\$9 million after-tax) for the nine months ended September 29, 2018 and were recorded in cost of products sold.

(d) Gross impairment losses, which were recorded in SG&A, included the following:

Goodwill impairment losses of \$744 million (\$717 million after-tax) for the nine months ended September 28, 2019 and \$133 million (\$133 million after-tax) for the nine months ended September 29, 2018; and

Intangible asset impairment losses of \$5 million (\$7 million after-tax) for the three months and \$479 million (\$381 million after-tax) for the nine months ended September 28, 2019 and \$217 million (\$153 million after-tax) for the three months and \$318 million (\$233 million after-tax) for the nine months ended September 29, 2018.

(e) Gross expenses/(income) included in losses/(gains) on sale of business were income of \$244 million (\$158 million after-tax) for the three months and \$490 million (\$348 million after-tax) for the nine months ended September 28, 2019 and expenses of \$15 million (\$15 million after-tax) for the nine months ended September 29, 2018 and were recorded in other expense/(income).

(f) Gross expenses included in nonmonetary currency devaluation were \$4 million (\$4 million after-tax) for the three months and \$10 million (\$10 million after-tax) for the nine months ended September 28, 2019 and \$64 million (\$64 million after-tax) for the three months and \$131 million (\$131 million after-tax) for the nine months ended September 29, 2018 and were recorded in other expense/(income).

(g) Gross expenses included in debt prepayment and extinguishment costs were \$88 million (\$62 million after-tax) for the three months and nine months ended September 28, 2019 and were recorded in other expense/(income).

(h) U.S. Tax Reform discrete income tax expense/(benefit) included expenses of \$62 million for the three months and \$106 million for the nine months ended September 29, 2018.



The Kraft Heinz Company  
Consolidated Balance Sheets  
(in millions, except per share data)  
(Unaudited)

## Schedule 8

|   | September 28, 2019 | December 29, 2018 |
|---|--------------------|-------------------|
| <b>ASSETS</b>                                   |                    |                   |
| Cash and cash equivalents                       | \$ 2,315           | \$ 1,130          |
| Trade receivables, net                          | 1,959              | 2,129             |
| Income taxes receivable                         | 119                | 152               |
| Inventories                                     | 3,158              | 2,667             |
| Prepaid expenses                                | 415                | 400               |
| Other current assets                            | 1,124              | 1,221             |
| Assets held for sale                            | 35                 | 1,376             |
| Total current assets                            | 9,125              | 9,075             |
| Property, plant and equipment, net              | 6,926              | 7,078             |
| Goodwill  | 35,826             | 36,503            |
| Intangible assets, net                          | 48,714             | 49,468            |
| Other non-current assets                        | 2,231              | 1,337             |
| <b>TOTAL ASSETS</b>                             | <b>\$ 102,822</b>  | <b>\$ 103,461</b> |
| <b>LIABILITIES AND EQUITY</b>                   |                    |                   |
| Commercial paper and other short-term debt      | \$ 15              | \$ 21             |
| Current portion of long-term debt               | 2,545              | 377               |
| Trade payables                                  | 4,156              | 4,153             |
| Accrued marketing                               | 458                | 722               |
| Interest payable                                | 278                | 408               |
| Other current liabilities                       | 1,658              | 1,767             |
| Liabilities held for sale                       | 2                  | 55                |
| Total current liabilities                       | 9,112              | 7,503             |
| Long-term debt                                  | 28,112             | 30,770            |
| Deferred income taxes                           | 12,010             | 12,202            |
| Accrued postemployment costs                    | 315                | 306               |
| Other non-current liabilities                   | 1,467              | 902               |
| <b>TOTAL LIABILITIES</b>                        | <b>51,016</b>      | <b>51,683</b>     |
| Redeemable noncontrolling interest              | 2                  | 3                 |
| Equity:   |                    |                   |
| Common stock, \$0.01 par value                  | 12                 | 12                |
| Additional paid-in capital                      | 57,293             | 58,723            |
| Retained earnings/(deficit)                     | (3,241)            | (4,853)           |
| Accumulated other comprehensive income/(losses) | (2,126)            | (1,943)           |
| Treasury stock, at cost                         | (265)              | (282)             |
| Total shareholders' equity                      | 51,673             | 51,657            |
| Noncontrolling interest                         | 131                | 118               |
| <b>TOTAL EQUITY</b>                             | <b>51,804</b>      | <b>51,775</b>     |
| <b>TOTAL LIABILITIES AND EQUITY</b>             | <b>\$ 102,822</b>  | <b>\$ 103,461</b> |