



KraftHeinz

2022 ESG Report

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



A GLOBAL FOODS POWERHOUSE



One of the largest food and beverage companies in the world



40+
countries with dedicated Kraft Heinz employees (2021)



\$26B
in net sales (2021)



Unparalleled portfolio of iconic and new brands in retail and foodservice channels



~440M
meals donated to combat food insecurity globally with partners (2021)

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, VISION, & VALUES

LET'S MAKE
LIFE
Delicious
KraftHeinz

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.

**To sustainably
grow by delighting more
consumers globally.**

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.

**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.**

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.



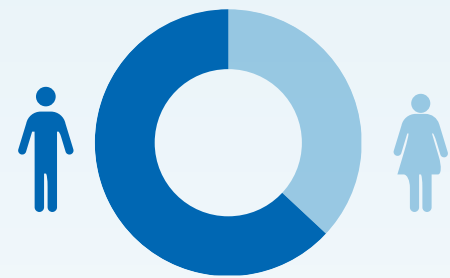
~36,000* EMPLOYEES WORLDWIDE

Our Vision and Values invite every employee to play an active role in our Company's journey. We embrace diversity, inclusion, and belonging, and we strive to be the best in everything we do, including corporate citizenship. We strive to make positive impacts in our communities and the environment, improving our collective world and being transparent about our challenges and progress.



Global Employees by Type

Full Time.....	98%
Part Time.....	2%

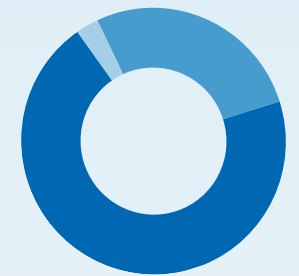
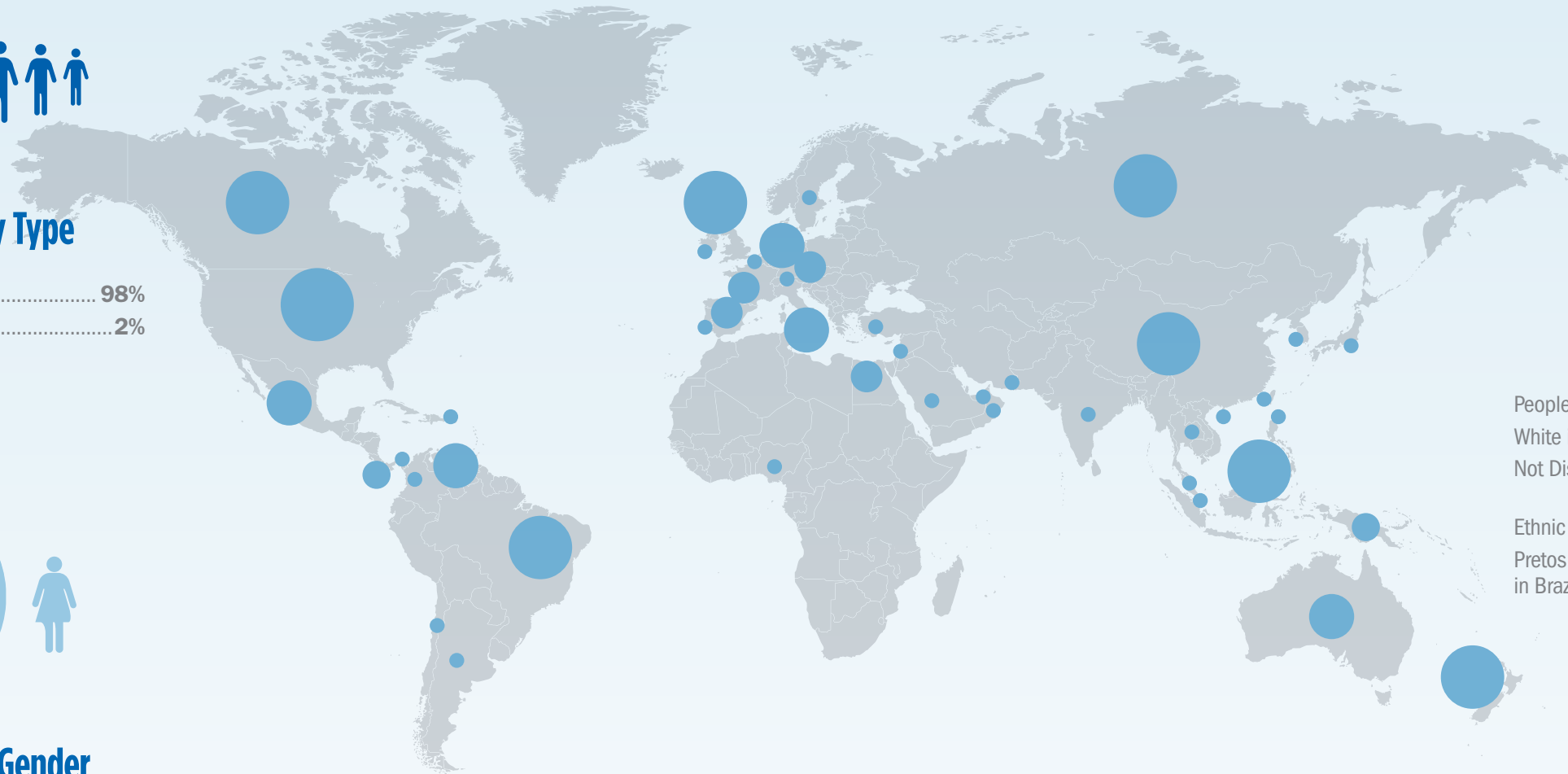


Global Employees by Gender

Women.....	37%
Men.....	63%
Nonbinary.....	< 1%
Not Disclosed.....	< 1%

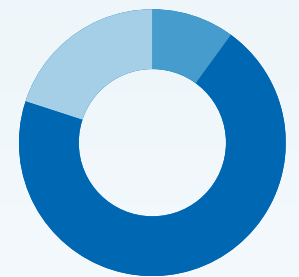
Global Women in Management Roles

Total.....	39%
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Employees by Race/Ethnicity (White Collar)**

People of Color in the U.S.	26%
White in the U.S.	70%
Not Disclosed in the U.S.	3%
Ethnic Minorities in the U.K.	11%
Pretos e Pardos (Black & Two or More Races) in Brazil	30%



Executive Leadership Team

African American or Black	10%
Hispanic or Latino	70%
White	20%
Women	30%
Men	70%

* 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.

ESG Governance

The Kraft Heinz Company is committed to responsible corporate governance. We have designed our governance structure to enable us to live our Vision and Values.

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

PROVIDES OVERSIGHT

Oversees 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

PROVIDES EXECUTIVE SUPPORT

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

To inform and continuously improve upon our ESG strategy, we engage a wide variety of stakeholders for input. Participating in an ongoing, two-way dialogue with our stakeholders strengthens our understanding of important environmental, social and governance issues, which helps us set associated priorities to make respective impacts.

Our global stakeholder network includes both the internal and external people and parties whose support is important to the long-term success of our business, or who are materially impacted by our business operations. The table below lists these groups and summarizes our engagement activities with them.

STAKEHOLDERS								
Investors	Customers	Employees	NGOs	Industry Associations	Government/Regulatory	Consumers	Suppliers	Philanthropic Partners
TYPE OF ENGAGEMENT								
<ul style="list-style-type: none"> Annual Meeting of Stockholders Quarterly earnings presentations Regular meetings, both in-person and via phone 	<ul style="list-style-type: none"> Customer surveys Regular meetings with customer teams 	<ul style="list-style-type: none"> Global employee engagement survey Global employee ESG survey Senior leadership ESG survey Intranet/KetchApp (internal social communication platform) Business Resource Groups 	<ul style="list-style-type: none"> Ongoing proactive and reactive engagement In-person meetings on select issues 	<ul style="list-style-type: none"> Industry engagement via meetings and conference calls on key issues Board participation 	<ul style="list-style-type: none"> Direct engagement with government officials on public policy issues Indirect advocacy through coalitions and trade groups Support of candidates for public office through The Kraft Heinz Political Action Committee 	<ul style="list-style-type: none"> Consumer call center Corporate and brand social media Consumer insights 	<ul style="list-style-type: none"> Supplier Guiding Principles Supplier surveys Supplier audits Meeting with select suppliers 	<ul style="list-style-type: none"> Donations Partner collaboration Participation on partner Boards
SUBJECT AREAS DISCUSSED								
<ul style="list-style-type: none"> Governance Climate Change Sustainable sourcing Health and wellness Human Rights Operational impact on environment Transparency/external reporting Innovation 	<ul style="list-style-type: none"> Animal welfare Sustainable sourcing Operational impact on environment Community impact/food security Nutrition and health 	<ul style="list-style-type: none"> Climate change Sustainable sourcing Operational impact on environment Community impact/food security Nutrition and well-being Workplace health and safety Transparency 	<ul style="list-style-type: none"> Climate change Sustainable sourcing Water stewardship Operational impact on environment Animal welfare Packaging sustainability Human rights Nutrition and well-being Transparency 	<ul style="list-style-type: none"> Nutrition and well-being Animal welfare Food safety Sustainable and regenerative agriculture 	<ul style="list-style-type: none"> Tax Trade Nutrition and well-being Labeling Regulatory issues related to ESG 	<ul style="list-style-type: none"> Animal welfare Packaging sustainability Sustainable sourcing Operational impact on environment Nutrition and well-being Community impact/food security Transparency 	<ul style="list-style-type: none"> Climate Sustainable sourcing Animal welfare Packaging sustainability Human rights Food safety Food waste Innovation 	<ul style="list-style-type: none"> Global hunger alleviation Community impact/food security Bottom pyramid empowerment Sustainable agriculture Food waste

* 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.

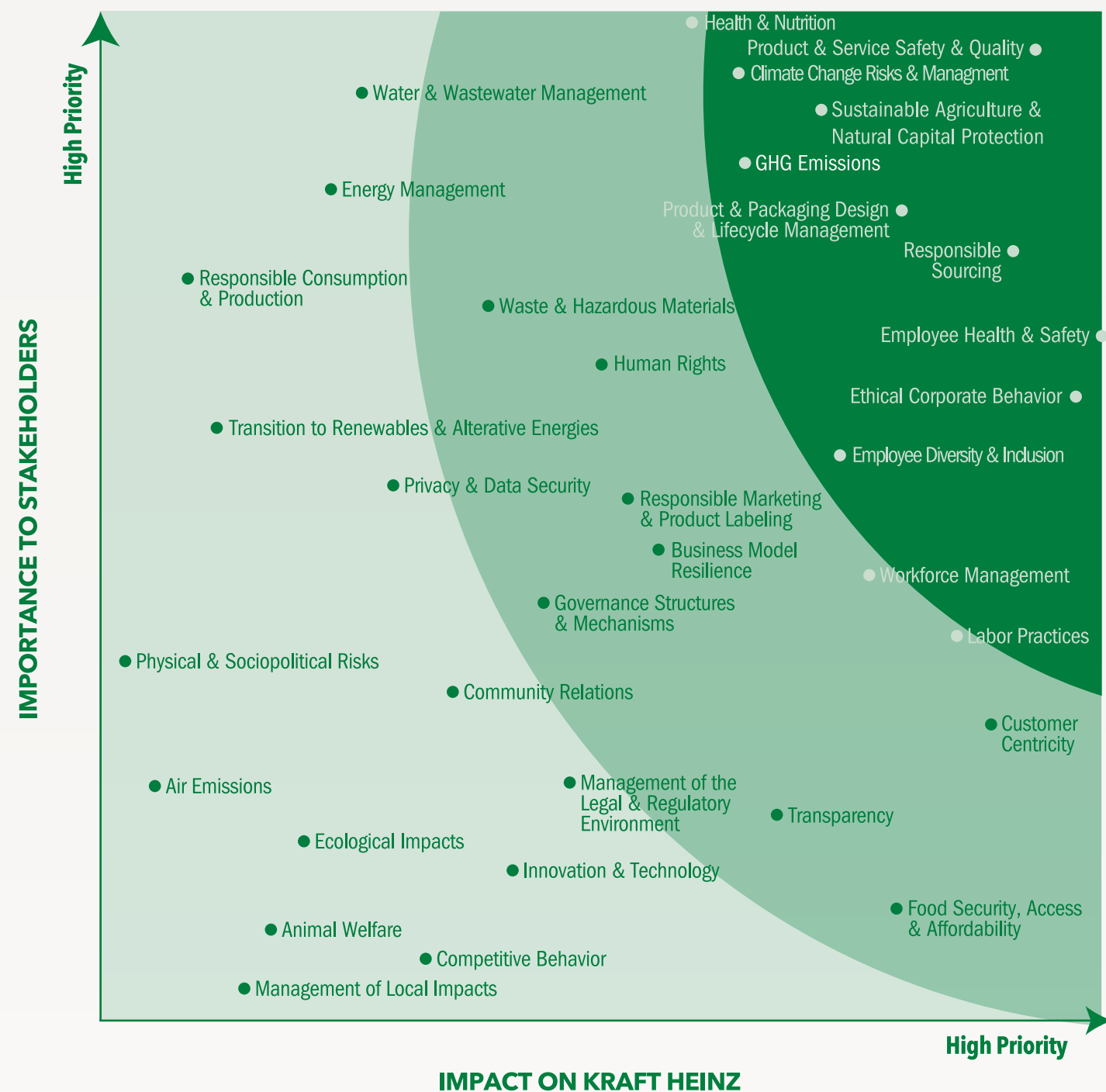
ESG Materiality Assessment

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. All employees, officers and directors are required to abide by 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. Further, employees are required to annually certify that 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 around the world. Employees are required to annually certify that they have read and will follow the Code of Conduct and complete compulsory trainings on issues such as conflict of interest, 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 for reporting an ethics or compliance concern. The Helpline has multilingual staff available 24 hours a day. It is accessible globally by a toll-free phone call or online at [KraftHeinzEthics.com](#). We do

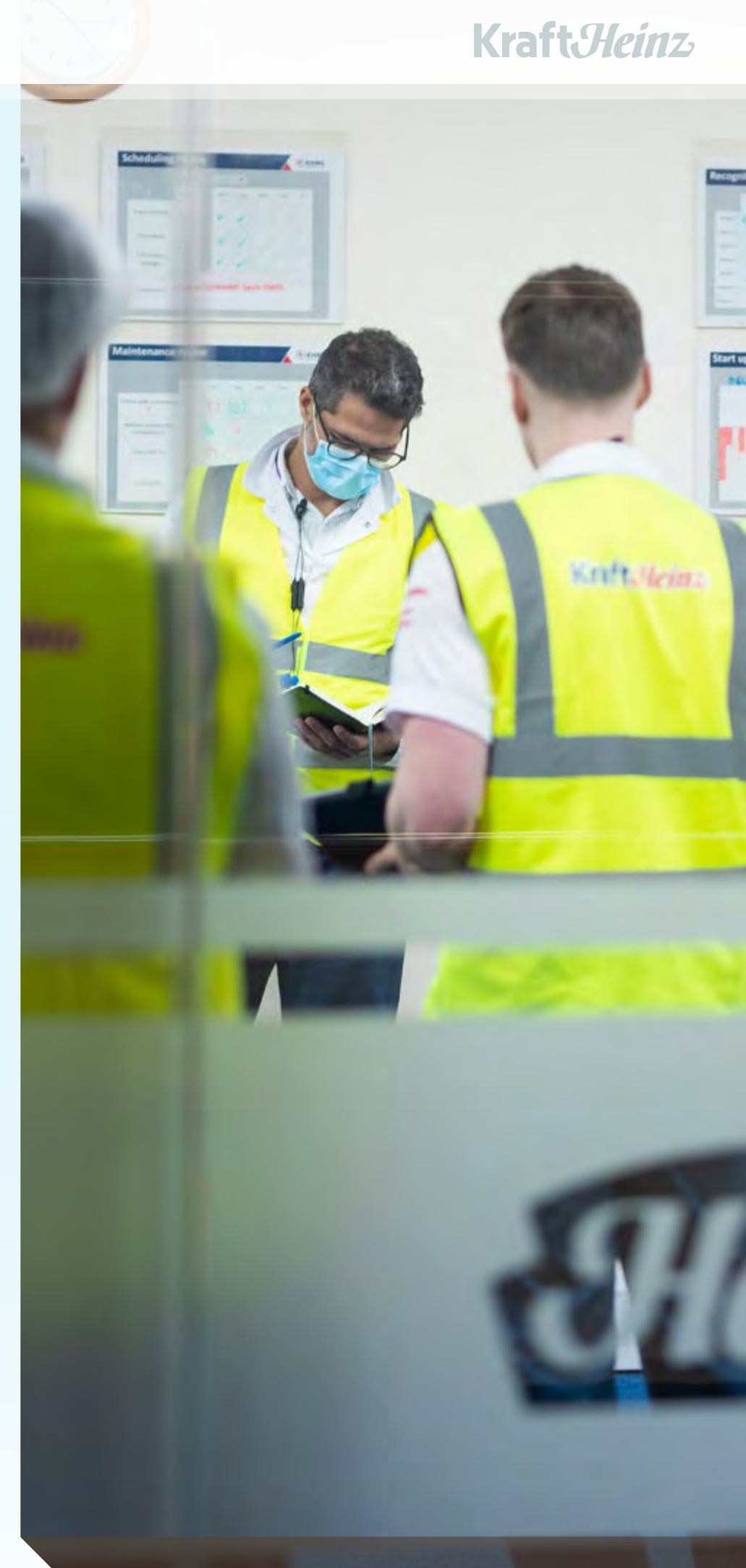
not tolerate retaliation against an employee who reports potential misconduct in good faith.

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 around the world. Our goal is to ensure issues that impact our value chain, including employees, suppliers, customers, consumers and shareholders are fairly represented at all levels of government. 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 work. Our goal is to ensure public officials representing our people, products and manufacturing facilities understand the issues that impact our business. We adhere to the local laws and regulations governing interactions with government officials, and participate in the political process through issue advocacy and political contributions. Kraft Heinz has put 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 and transparent relationships with government officials.





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](#).

ESG Strategy

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.**



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.



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.



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 **EARLY STAGE**

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 **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.

COMPLETE **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**

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 continue to publish annual, third-party verified ESG reports, aligned to industry best reporting frameworks. 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

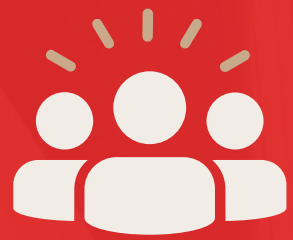
We will continue to provide a healthy, safe and secure workplace. We improved safety Key Performance Indicators (KPIs) over last year, representing some of the best results among our food and beverage industry peers.

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.



Healthy Living & Community Support

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

At Kraft Heinz we choose to welcome everyone at our table. We choose to be inclusive because diverse backgrounds and perspectives make us stronger, more thoughtful, and more innovative. We believe that our Diversity, Inclusion, and Belonging (DI&B) work helps us to walk in our Company Purpose: *Let's Make Life Delicious*, and this will make a lasting impact for our employees and the marketplace for generations to come. That is why *We demand diversity* and commit to not only listening but to truly working to hear different points of view.

We aggregate these different points of view along with various data points in this space. Hence, data-driven plans continue to be established for our leaders to drive diversity, inclusion, and belonging in their teams. We have established strategies to ensure diverse hiring, retention, development, and advancement. We will continue to build upon our foundation of awareness by delivering programming that advances communication skills and inclusive daily habits.

We provide learning and training opportunities to increase understanding and dialogue, including the module in our global program: The Heart of Kraft Heinz, focused on our *We demand diversity* value. We've provided training for managers on interrupting bias in our Organizational People Review (OPR) process and specific learning experiences for hiring managers. We've continued inclusive leadership sessions for our leadership teams globally.

Since 2015, we have established a solid foundation of awareness across the organization and celebrated numerous impactful achievements in the diversity, inclusion, and belonging space. We have been steadfast in educating and training our leaders to be inclusive, creating a nurturing community. We've spotlighted exemplary leaders from all backgrounds and expanded a team of practitioners across our global footprint. We have made significant progress, and we are energized for the long journey ahead of us.

Leading the way is our Global Inclusion Council, chaired by our CEO, Miguel Patricio. The Council comprises executive leadership from across the Company and members of our Board of Directors. The Council creates strategic accountability for results, and provides governance, oversight, and reporting on diversity efforts and initiatives. The Council is also a critical driver in fostering real organizational change, establishing priorities, managing integrated and cross-functional initiatives, and thoughtfully considering how to fully live our Company Values.

We strengthened our commitment to a diverse workforce by targeting employee representation that reflects the diversity of the communities in which we operate.



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%

2021 AWARDS & RECOGNITION

USA

100% on the Corporate Equality Index (CEI) for the 3rd year in a row. CEI rates corporate policies and practices for LGBTQI+ inclusion. Also received the designation: Best Place to Work for LGBTQ Equality

Canada

2021 Forbes Canada's Best Employers

2020-2021 Fortune Great Place to Work Certified

International Zone

Fortune Great Place to Work Certified – Russia, Brazil, Italy, Netherlands, Spain

LinkedIn Top Companies List 2021 – Brazil, China

Excellence in Women's Leadership Development – China

100 Employer Excellence of China

Third Sector Business Charity Awards: Charity Partnership - Consumer Goods/Food & Beverage Winner for Heinz Magic Breakfast

Work with Pride Gold 2021 – Japan

Excellence in Women's Leadership Development Award 2021 by 51job – China

Recognized by Lidl & Korn Ferry for our gender-balanced remuneration policy – Poland



Diversity, Inclusion, & Belonging (cont.)

2025 Aspirations

50%

of our global management positions will be filled by women

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

30%

of our salaried U.S. employee population will identify as people of color

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

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'.

New Aspirations Set in 2021

17%

of our salaried UK employee population will identify as ethnic minorities

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.)

40%

of our salaried Brazil employee population will identify as Pretos e Pardos

30% at the end of 2021

(This is on our journey towards our ultimate aspiration of 56%, which is the national average. Pretos e Pardos translates to Black & two or more races respectively.)

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.

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.

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.

Diversity, Inclusion, & Belonging (cont.)

Creating and Executing a Global Strategy

Following a year of transformational growth in 2020, aligned with our value, *We demand diversity*, in 2021 we created our multi-year DI&B strategy which identified four key areas: Representation, Communication & Learning, Culture, and Communities.

Annual Day of Service

June 18, 2021, marked our second annual Kraft Heinz Day of Service – now a part of our annual calendar. The Day of Service commemorated and honored the importance of the Juneteenth holiday, providing opportunities for employees to participate in virtual and in-person service and educational events. In Canada, we hosted an Indigenous Day of Learning to honor the first National Day for Truth and Reconciliation. Our International Zone hosted multiple Days of Service to contribute locally across our global reach.

Employee Development

To continue to support the development of our Black employees in the United States, the Black BRG Mentoring Program continued in 2021. We also continued our WeLead Accelerator Program. WeLead was designed to drive accelerated career growth for our employees of color and those who identify as two or more races at the individual contributor level. During this five-month immersive program, 34 participants in the second cohort learned critical business and communication skills, built connections, and activated our Values through our leadership principles.



Launched in 2020, The WE Network, a global leadership

accelerator for women at the Associate Director level, graduated its second cohort of 31 participants in October 2021.

Additionally, 50 globally nominated women participated in Linkage's Women in Leadership Conference. This four-day conference equipped leaders with strategies to overcome the hurdles women often face in the workplace. During this immersive leadership development experience, participants learned from expert facilitators, engaged in skilled building sessions and workshops, and completed an assessment to identify their areas of opportunity. These insights provided participants with actions they can immediately apply to accelerate their careers at Kraft Heinz.

Community Support

In our EAST Region (Poland, Russia, the Middle East, and our Distributors and Exporters across Eastern Europe), employees participated in a Step Challenge raising \$100,000 for the protection, gender, and inclusion initiatives of The International Federation of Red Cross and Red Crescent Societies.

In partnership with transgender author Nick North Canada's Kraft Peanut Butter released a limited-edition children's book on pronoun use for Transgender Awareness Week. Along with the book, Kraft Peanut Butter made a \$15,000 donation to Rainbow Railroad, a charity that helps persecuted LGBTQ+ people get to safety.



Diversity, Inclusion, & Belonging: Creating and Executing a Global Strategy (cont.)

In the US, our Business Resource Groups (BRGs) partnered with some of our biggest brands, *Kraft Mac & Cheese*, *Heinz*, and *Oscar Mayer*, raising over \$100,000 to donate to the community organization of their choice. Specifically, we celebrated Pride by raising \$34,000 for the Brave Space Alliance, a Black- and Trans-led non-profit on the south side of Chicago dedicated to helping and serving the LGBTQ+ community. The Sabor BRG supported *Delimex* in raising \$8,000 on a fundraising campaign to benefit Heifer International, which allows women and youth farmers in Mexico to have access to education focused on entrepreneurial skills related to selling cage-free eggs, coffee, and honey. In addition, the Black BRG ran a United Negro College Fund (UNCF) campaign raising over \$58,000.

Recruiting

We remain committed to strengthening our partnerships with organizations that support diversity recruitment. The Kraft Heinz Talent Attraction Team reviewed its partnerships in 2021 to ensure that each alliance was focused to support our goal of hiring talent from diverse backgrounds. Some examples include:

Lime Connect: The largest network of high-potential university students and professionals – including veterans – who have disabilities in the world. Lime Connect also provided Kraft Heinz people managers with training about creating inclusive team environments for employees with disabilities.

National Urban League: An organization committed to finding meaningful employment for underserved Americans.

Lutheran Social Services: Supporting refugee resettlement by connecting newcomers to employment opportunities at Kraft Heinz plants close to refugee centers.

Wounded Warriors Project: Hosted a hiring event for veterans at our Jacksonville plant.

Finger Lakes Youth Apprenticeship Program: Through a partnership with our Avon plant, Kraft Heinz is now an employer of choice for this apprenticeship supporting youth in skilled trades.

Fairshake National Partnership: Demonstrating our commitment to consumer rights, Kraft Heinz is a sponsor and advertises in Fairshake publications nationwide.

WISE (Women in Sales Everywhere): We are the first CPG company to become a networking partner with this organization, developing the next generation of female sales leaders. Our partnership was established in late 2021.

Fostering Inclusion

We celebrated cultural diversity through educational opportunities. Various events were held throughout the year, including global celebrations for International Women's Day and Global Pride. For the first time, we observed International Day for Persons with Disabilities, championing our support for the disabled community. Annually, our BRGs engage in a range of events honoring key dates, including Black History Month, Asian Heritage Month, Latin American/Hispanic Heritage Month, and more.

In Europe, we recommitted to the LEAD Network by signing the CEO pledge for another three years. This renewed commitment works toward attracting, retaining, and advancing women in the consumer goods industry. Since first signing the pledge in 2019, we have made positive progress and increased women in leadership positions in Europe by 10 percentage points. Additionally, we became members of Workplace Pride, a not-for-profit foundation dedicated to improving the lives of LGBTQ+ people in workplaces worldwide.

Business Resource Groups (BRGs)

Our BRGs are a cornerstone of our Diversity, Inclusion, and Belonging efforts. Entirely employee driven, these groups provide invaluable education, insight, and community at Kraft Heinz. As a highlight this year, our International Zone piloted a new BRG Leadership journey, where we aim to further support our employee networks with personal and professional development opportunities. The pilot cohort consisted of leaders from our UK and Netherlands BRGs.

Our BRGs in the US Zone include:

- Asian Pacific American (APA) BRG
- Black BRG
- Pride BRG
- Sabor BRG (for Latino/a/x & Hispanic employees)
- Veterans BRG
- Women's BRG

Our BRGs in the Canada Zone include:

- The DI&B Committee, which has four sub-committees supporting Gender Diversity, Race/Ethnicity, Pride, and Inclusion

Our BRGs in the International Zone include:

- Gender Equality Network (GEN)
- The 57 (general cultural awareness and employee connection)
- Proudz (supporting LGBTQ+ employees)
- Reconciliation Reconciliation Working Group - an Australian BRG dedicated to building and delivering a RAP (Reconciliation Action Plan), with the aim to strengthen relationships between Aboriginal and Torres Strait Islanders and non-Indigenous Australians.

Our Value, *We demand diversity*, continues to guide our efforts across our global footprint and our employees are excited for the opportunity to bring this value to life in new ways. The increase in BRG participation is one of many powerful indicators that our employees are engaged in our diversity, inclusion, and belonging efforts. As a global organization, we are looking forward to continuing to create a diverse environment where all employees feel included, recognized, and supported, with a sense of belonging at Kraft Heinz.

Learning

Our Ownerversity learning experiences include opportunities for employees to learn more about diversity, inclusion and belonging. We also deliver several offerings designed to empower employees, develop inclusive leaders, interrupt bias, and foster inclusion and belonging. We offer unique programs, such as The WE Network, a leadership accelerator for women at the associate director level, to ensure we are developing a diverse leadership pipeline. We also collaborate with our Business Resource Groups across the globe to deliver compelling programming that connects employees, increases allyship, and elevates diversity, inclusion, and belonging across Kraft Heinz.

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!

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.



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.

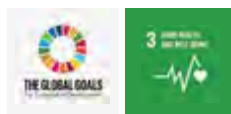


Artist Jiaqi Wang brought a taste of #KeepItOscar pop art to Los Angeles with a custom mural billboard.

Employee Health & Wellness

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

Ownerversity is the Company's trusted source for learning for all employees, whether they are attending a live or virtual learning experience or accessing digital resources.

Through Ownerversity, employees have access to custom Kraft Heinz training, learning and development materials as well as external resources, like LinkedIn Learning and Harvard Business Review. Our learning and development offerings enable employees to live our Value, *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.

Learning programs from the Global Functional Academies include learning experiences for audiences across all zones and levels including, partnerships with universities, functional and capability focused learning, custom eLearning development, and Ownerversity Academy home curation.



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

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.



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'





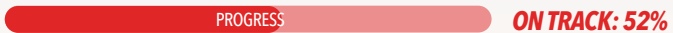
Working to Alleviate Global Hunger

The Kraft Heinz Company Foundation (Kraft Heinz Foundation) pursues its mission through strategic partnerships with organizations that have programs aligned with hunger relief, nutrition support and self-sustaining food sources.

Kraft Heinz employees from all corners of the world have passionately joined the Foundation through volunteer efforts towards our goals, highlighting the critical nature and immediacy of our work in helping to alleviate world hunger. We are proud that we achieved our original goal to provide 1 billion nutritious meals to those in need by 2021. At the end of 2021, through a combination of financial support and product donations, we have provided nearly 1.2 billion meals to those in need since 2016. In 2021 alone, we provided approximately 440 million meals to people in need – From 2019 through 2021, we’re now more than halfway to our 2025 goal of providing 1.5 billion meals to those in need.



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



We have aligned our current key partners towards this goal:



The Kraft Heinz Micronutrient Campaign

The Kraft Heinz Micronutrient Campaign, established by the H. J. Heinz Company in 2001, aims to use the skills and compassion of our employees to provide a nutritional supplement to promote healthy growth and development of those in hunger in developing regions around the world.

Understanding that nutrition and food are pivotal in the growth and success of a child, and especially significant for malnourished children across the globe, Kraft Heinz developed this micronutrient sachet with essential vitamins and minerals, to be mixed in with more readily available food without all these benefits.



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.



Photo Credit: Rise Against Hunger Partner, Convoy of Hope

Photo Credit: Rise Against Hunger

Project Spotlights

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.



Recipients of the LAUNCH Project



Photo Credit: Keenan Hairston

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.





Heifer International

The Kraft Heinz Foundation partnered with Heifer International in 2020 and 2021 to increase access to healthy food. Working to end hunger and poverty in a sustainable way across 21 countries, Heifer International partners with farmers and their communities, providing agricultural inputs and training, while also investing in farmer-focused infrastructure and market system development.

Since launching in 1944, Heifer International has assisted more than 39 million families. Its Passing on the Gift® model means that for each family supported, many more benefit, turning project participants into donors and building stronger food secure communities.

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

* Meal equivalency varies during COVID-19 relief.

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

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

In conjunction with World Food Day, Kraft Heinz Canada held its second annual Kraft Heinz Pantry Day. Canadians joined the fight against food insecurity by purchasing a participating Kraft Heinz product in-store or online, which was then matched with a donation to Food Banks Canada. Participating products included any variety of Kraft Peanut Butter, Philadelphia Cream Cheese, Kraft Salad Dressing, Kraft Dinner, Classico Pasta Sauce, Heinz by Nature, Maxwell House Coffee or Heinz Ketchup.



The initiative, which is part of a larger 5-year, \$20-million product donation to Food Banks Canada is helping connect the 4.4 million Canadians affected by food insecurity across the country with the meals they need. Since 2020, the company has contributed 3,281,900 pounds in high-quality food donations to food banks across the country in response to the COVID-19 pandemic.

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



Magic Breakfast

2021 marked the third year of our partnership with Magic Breakfast, a charity that provides healthy school breakfasts to hungry and malnourished children in disadvantaged areas of the U.K. We increased the number of schools we supported with our No Added Sugar Heinz Banz from 150 to 300 and pledged over 16 million meals for children at risk of hunger in the U.K. 2021 also saw the continuation of Kraft Heinz employees mentoring the Magic Breakfast team, including the pilot of a new work experience programme at Leeds City Academy, and virtual mentoring programmes with school children. In February 2021, Magic Breakfast, Kraft Heinz, and think tank Pro Bono Economics collaborated to release new research illustrating the cost effectiveness of a government funded school breakfast provision in the U.K., where every £1 invested by the government would generate £50 for the local economy across a child's lifetime. Building on this profile-raising work, Magic Breakfast and Kraft Heinz later collaborated to release a limited-edition Heinz Banz can in Tesco to highlight the importance of Magic Breakfast's great work in ensuring no child is too hungry to learn.



Product Health

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.

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.

We recognize the magnitude of effort required and remain committed to achieving 85 percent compliance with our GNTs by 2025.

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.



Improve **product health & nutrition** by achieving **85% compliance** with Kraft Heinz Global Nutrition Targets by 2025.



Reduce total **sugar** in our products by more than **60 million pounds** across our global portfolio by 2025.



Reduce **sodium** by an additional **5%** in our BBQ Sauce and Kraft Salad Dressings in North America by 2025.



Improve use and transparency of **simpler ingredients** 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**.

PROGRESS

ON TRACK

Innovation Partnerships

At Kraft Heinz, we see challenges as opportunities for innovation and a way to provide better products for consumers. We aim to create innovations that satisfy consumer demand for new and health-conscious brands that they can feel good about. We do that by constantly researching, developing and launching products that reflect modern tastes, leading trends, and consumer preferences. Our focus is on incremental volumes and mix improvement coming from new products.

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... (cont.)

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.

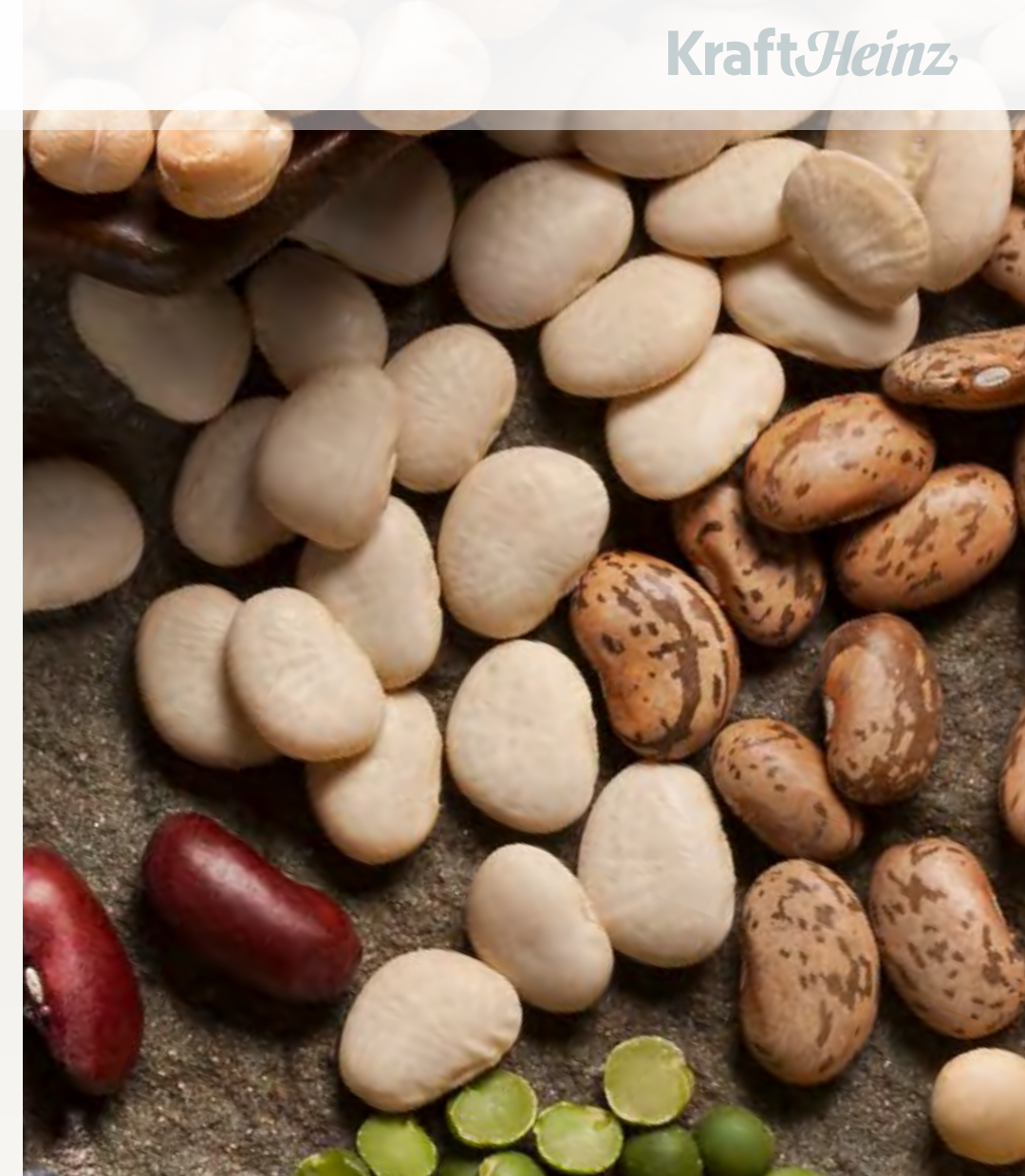


Goals of PPIC include:

- 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/>



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.



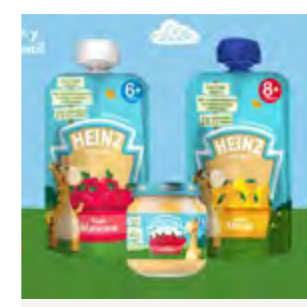
Innovating New Health and Consumer Conscious Products... (cont.)

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.



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.



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.



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 Beans 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.



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.

Other Key Global Product Launches and Improvements

Kraft Heinz has a long-standing commitment to improve the nutrition of its beloved brands and products, and we aim to consistently deliver the quality ingredients and products that consumers are asking for. Our current priorities across our product categories include removing artificial colors, flavors and preservatives; reducing sodium and sugar, and offering more gluten-free and organic choices.

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

Other Key Global Product Launches and Improvements (cont.)

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

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.



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.



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* has a range of baby feeding guides covering topics from starting solids, to fussy eating, to support parents on their feeding journey. The *Wattie's for Baby* careline nutritionists are also available to help with feeding and nutrition information for babies.



Heinz for Baby Pulses

Our *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.





Food Safety & Quality

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.



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.

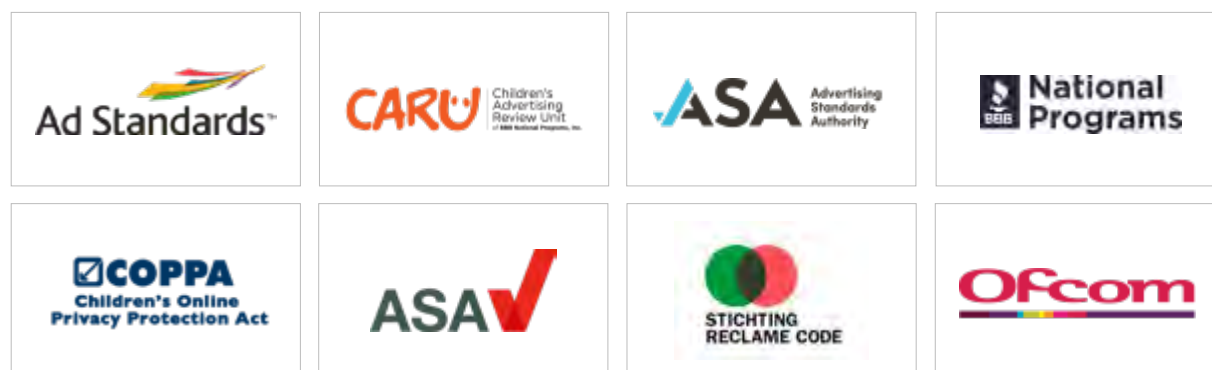
In the United States, Kraft Heinz abides by a comprehensive set of marketing to children standards: [Children's Food & Beverage Advertising Initiative \(CFBAI\)](#), [Children's Online Privacy Protection Act \(COPPA\)](#) and [Children's Advertising Review Unit \(CARU\)](#).

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.

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](#).



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



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.

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](http://www.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.





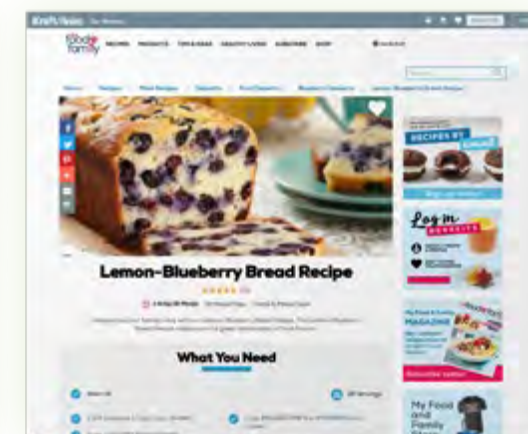
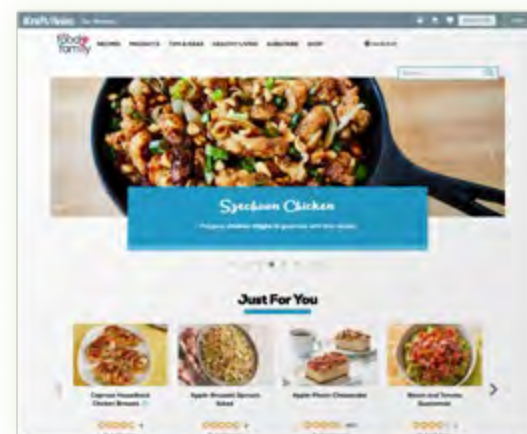
Healthy Living Recipes

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.



A Track Record of Safety

Safety in the Workplace

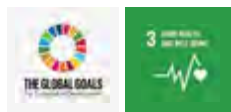
Kraft Heinz is committed to providing a healthy, safe and secure workplace for employees, contractors and all people who visit our facilities. Safety Management is built into our fully integrated Kraft Heinz Management System (KHMS), combining best-practice safety principles with other operational functions in a continuous improvement framework. KHMS states clear expectations and practical steps to manage risk and avoid injuries, and requirements are expected to be followed in every Kraft Heinz Facility. We track and measure implementation through internal audits, with results reflected in Management-by-Objectives KPIs and Factory Championship rankings. Due to robust site-level implementation, Kraft Heinz improved its safety KPIs over the last year, representing some of the best results among our food and beverage industry peers.

In response to the emergence of COVID-19 in early 2020, we provided enhanced benefits and implemented additional workplace safety programs and processes in all our manufacturing facilities, many of which have continued through 2021. In 2021, we also began a limited return to office for our global office populations with heightened in-office health and safety protocols that followed local regulations. As the circumstances and impacts of COVID-19 continue to evolve, we regularly evaluate our response to adapt and protect the health and safety of our employees, while supporting consumers and our communities.

Total Recordable Incident Rate

Our compiled worldwide Total Recordable Incident Rate (TRIR) is a medical incident rate based on the U.S. Occupational Safety and Health Administration (OSHA) record-keeping criteria (injuries per 200,000 hours). 2021 saw continued progress in our Worldwide Safety Performance, resulting in a 0.62 TRIR, improving approximately 16 percent as compared to 2020. Kraft Heinz is proud of its safety track record, having delivered year-over-year incident reductions since its inception.

2021 TRIR
0.62





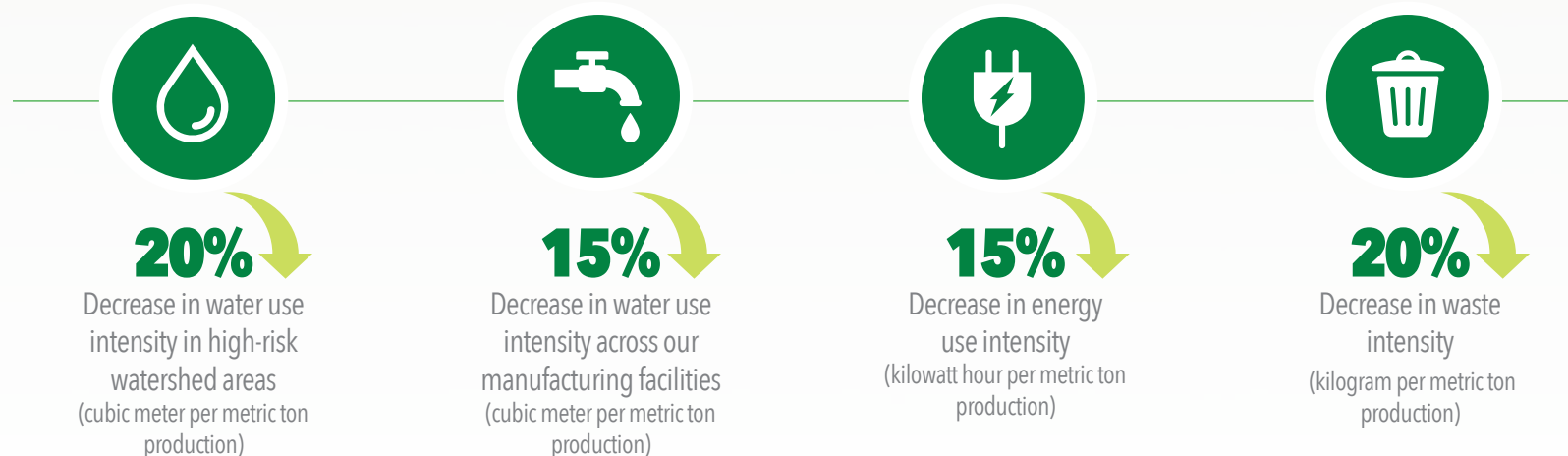
Environmental Stewardship

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

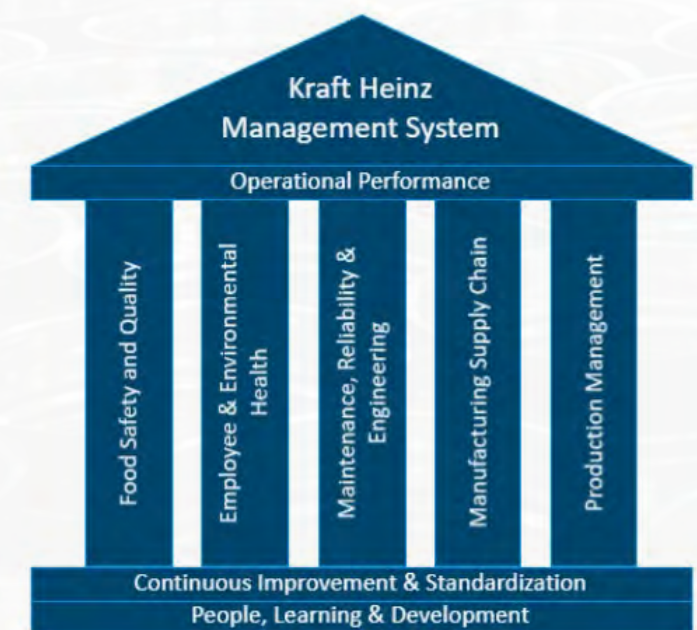
Kraft Heinz is committed to reducing its operational environmental footprint. We have prioritized projects across our global manufacturing network in the areas of water conservation, energy use and greenhouse gas emissions (GHGs), waste reduction and packaging.

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



In 2021, we made positive progress towards all of these goals compared to our 2019 baseline. **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.** We are confident we have set up the proper management systems (read more about our Kraft Heinz Management system to the right) and governance structure, while leveraging appropriate resources to keep us on course toward full achievement of our manufacturing goals by 2025.

We continue to recognize the significant environmental impacts an ever-growing world can have, and we remain steadfast to balance production processes that can meet global food demand with efficient operation. Through thorough assessment and strong management processes and routines, we see opportunities for improvement at various stages of our operations, and we will learn from external perspectives, as well as ourselves by continuously fostering efficiency improvements in an environment of collaboration, ownership, and innovation. The Kraft Heinz Management System (KHMS) is a set of standard practices and routines, tailored to advance our operational excellence journey. KHMS is one of the key drivers of our sustainable manufacturing strategy as it guides the implementation of practices to reduce water use, energy use, GHG emissions and waste output. These practices help guide our manufacturing teams to continuously challenge themselves toward our strategic goals and learn better ways of working to improve and sustain their results.



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).

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%

Water is fundamental to all life and business either directly or indirectly. Making high-quality products requires that we begin with high-quality ingredients of which fresh quality water is a key input. Kraft Heinz is committed to water stewardship in each aspect of our business, from our quality controls to the relationships we have with our growers and suppliers. As a food and beverage company, having access to sufficient amounts of quality fresh water, both now and in the future, is critical to our business. Water is used in many areas of our value chain. It is a vital input for growing various agricultural ingredients we use in our products. We also use water as a direct ingredient in many of our products and as a key utility in our manufacturing, cleaning and sanitation processes. Access to high quality water is pivotal for us to achieve our high standards of food safety and quality. High-quality water will continue to be a vital component throughout our value chain.



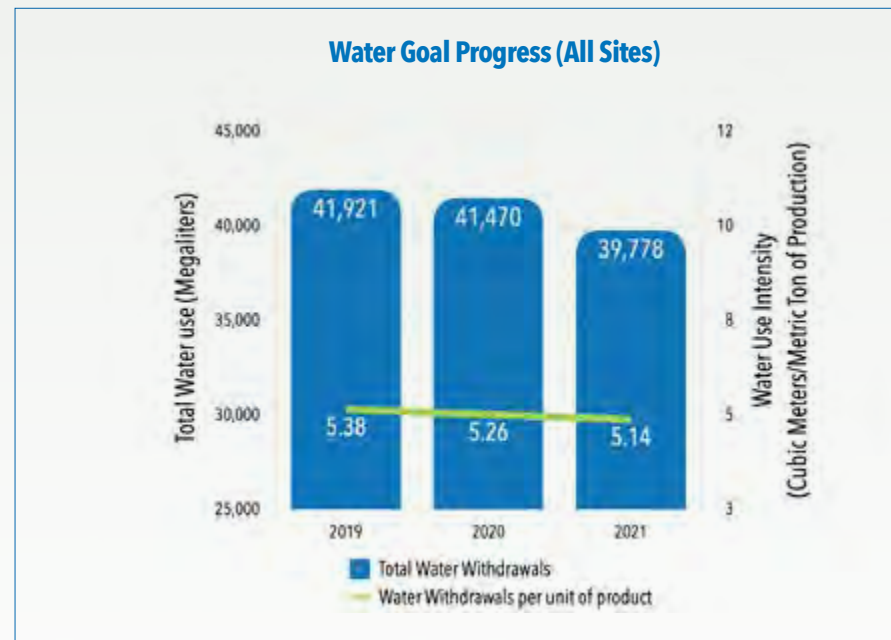
Conserving Water Through Innovation

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 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.



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.





Water Use & Conservation (cont.)

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.

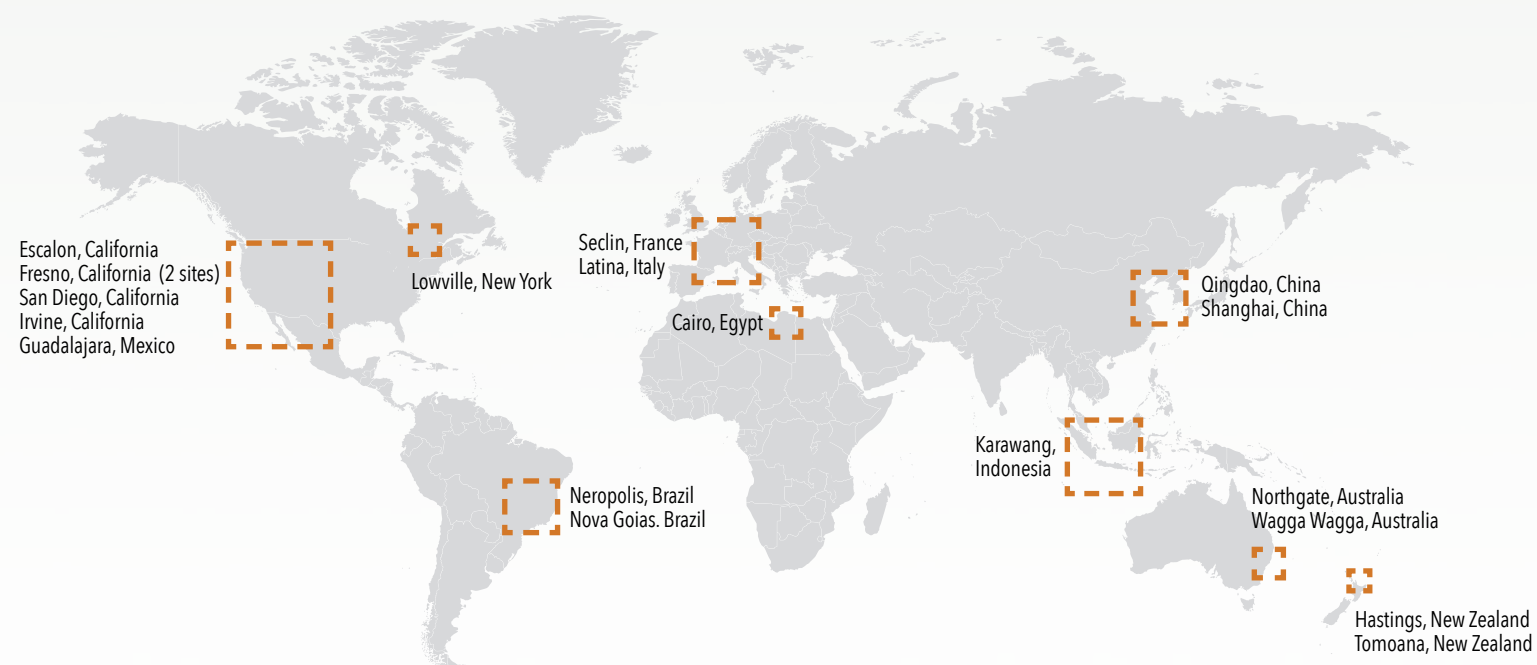


Water Risk Assessment

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.

2021 Kraft Heinz Water Stressed Sites



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

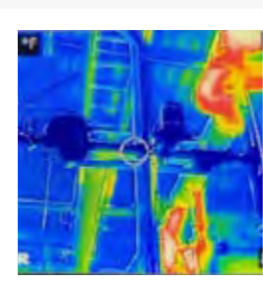


Reduce **energy use intensity** by **15%** across our manufacturing facilities by 2025 (per metric ton of product made).

PROGRESS **ON TRACK: - 5.1%**

Manufacturing our products to finished packaged goods and maintaining our highest standards around safety, quality, and sanitation, all while providing a comfortable and secure environment for our employees to work, can consume significant amounts of energy. In this type of interdependent environment, we know many opportunities exist to reduce energy consumption through operational optimization. We are on a journey of continuous improvement to identify our opportunities in this area and capitalize on them.

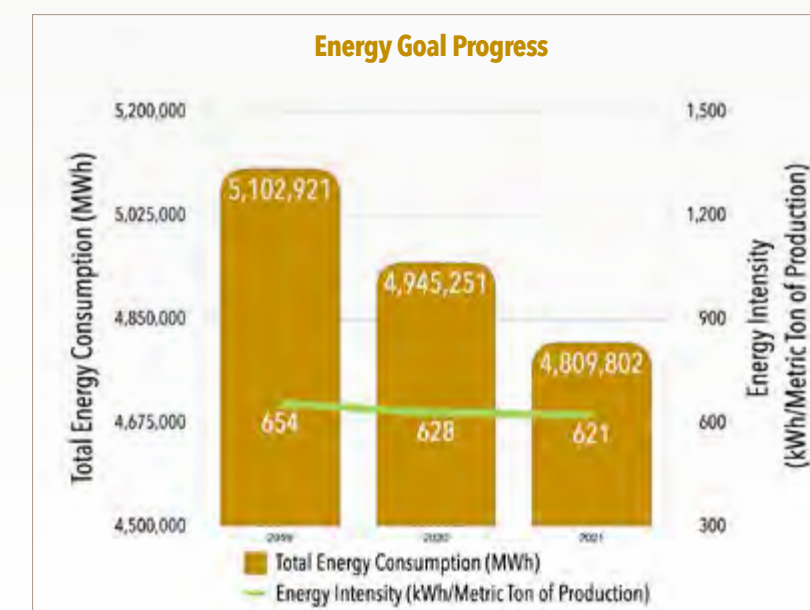
As a leading global food and beverage company, our scale provides a unique ability to test concepts at various sites, learn from ourselves, prove outcomes, and then implement successful energy savings initiatives across our business.



Our Kraft Heinz manufacturing facilities across the globe have been undergoing a significant digital transformation to improve the tracking and efficiency of our energy and other utility usage onsite. For example, in 2021 our Kirksville facility in the U.S. conducted a steam trap digital monitoring pilot to improve energy efficiency by better detecting any steam trap failures, which are commonplace at the site. The new digital, infra-red system solution helped technicians spot steam failures early and better utilize their time on other critical plant needs instead of manually troubleshooting any failures. The pilot successfully improved energy efficacy and the Company is looking to expand this pilot to other high-use steam facilities.



Another key example of our energy saving initiatives is at our Cairo facility. Approximately 24 percent of the facility's electricity consumption comes from its compressed air usage. Teams on the ground worked to implement an air compressor scorecard to monitor energy consumption and also built better monitoring devices. Over the course of 2021, the facility was able to save approximately 15 percent of overall electricity consumption.



We aim to decrease energy use intensity by 15 percent by 2025. In 2021, we reduced energy use intensity by 5.1 percent as compared to our 2019 baseline.



Renewable Energy



Procure majority of electricity from **renewable sources** by 2025.

PROGRESS

ON TRACK: 7%

Kraft Heinz is committed to operating responsibly and doing its part in the critical global efforts to reduce the harmful impacts of climate change. A big component of that commitment is both reducing how much energy we consume, and thereby reducing the associated emissions where applicable, as well as rethinking our energy sources.

Decarbonizing our Operations at Kitt Green U.K.

In 2021, we signed a Memorandum of Understanding with HyNet, a leading decarbonization project in the U.K., that will supply low carbon hydrogen to fuel our Kitt Green facility. Kitt Green is one of Europe's largest food processing facilities, producing more than 1 billion cans of food per year.

Switching to low carbon hydrogen is a critical piece of the Net Zero puzzle and will enable a switch away from fossil fuels starting in 2025. From 2025, HyNet and North Wales will produce, store and distribute low carbon hydrogen, as well as capture and safely store carbon dioxide (CO₂).

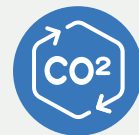
Long-Term Renewable Energy Sale and Purchase Agreement

Kraft Heinz entered into a multiyear virtual power purchase agreement (VPPA) with Repsol. The VPPA, entered into in 2021, is linked to one of the Delta II wind farms, Repsol's largest renewable project to date, which is already under development and, once completed, will have a total capacity of 860 MW distributed among 26 wind farms located in Aragon, Spain. This wind farm is expected to start operations in early 2025. Once completed, Kraft Heinz is expected to source the equivalent of approximately 90 percent of its European manufacturing sites electricity needs through this renewable energy agreement. The VPPA is expected to generate enough renewable electricity to power approximately 25,000 average EU households per year at its peak.





Net Zero and Science Based Targets



Achieve **Net Zero carbon emissions** by 2050, halving same by 2030.



In 2021 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.

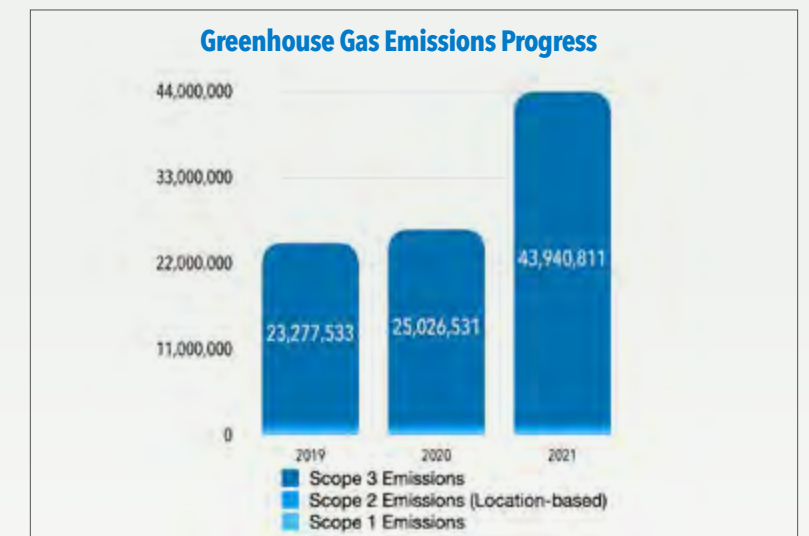
A considerable portion of our total carbon footprint is produced from our Scope 3 emissions, and more specifically originate in our supply chain (see graphs to the right for emissions breakdown). Agriculture related emissions are particularly significant and provide the greatest opportunity for reduction through increased collaboration.

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

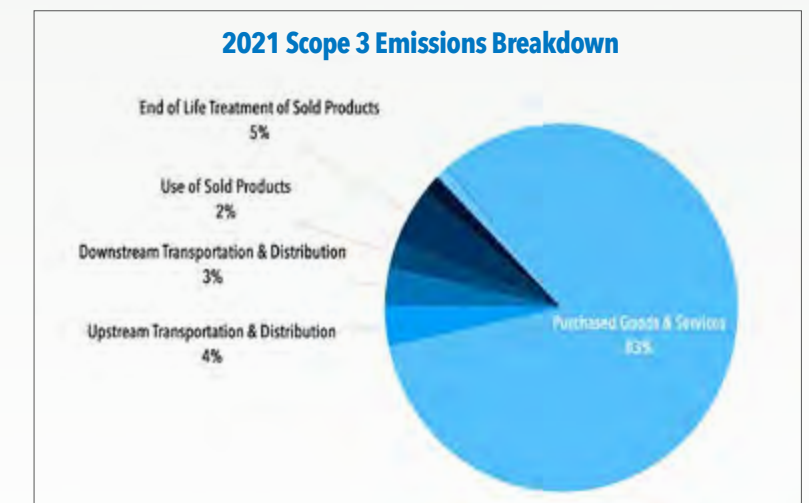
- Ingredients
- Packaging

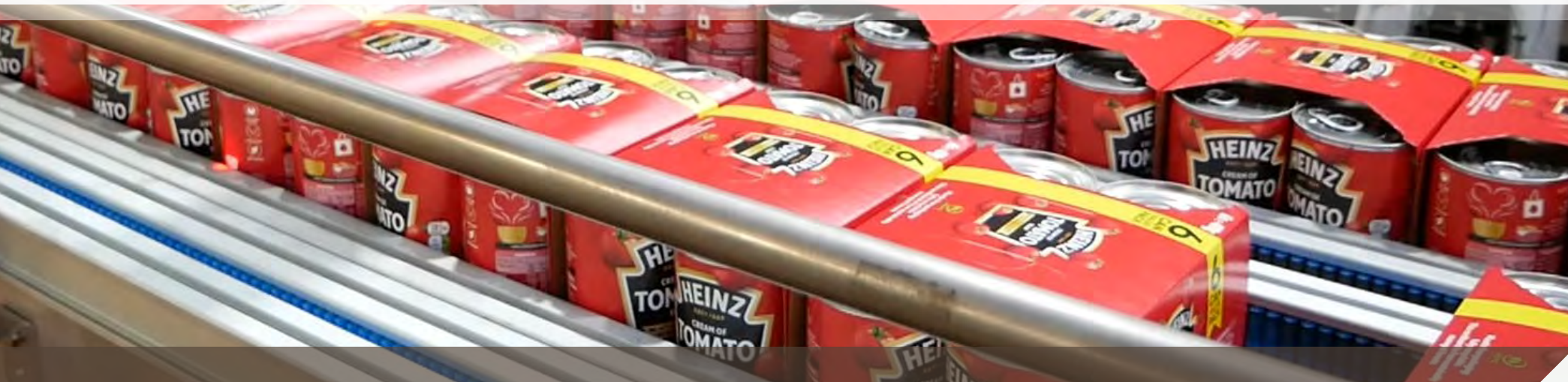
- Upstream and downstream transportation
- Use of sold products
- End-of-life

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.



Please refer to page 74 for detailed Scope 1, 2, and 3 data.





Waste Reduction



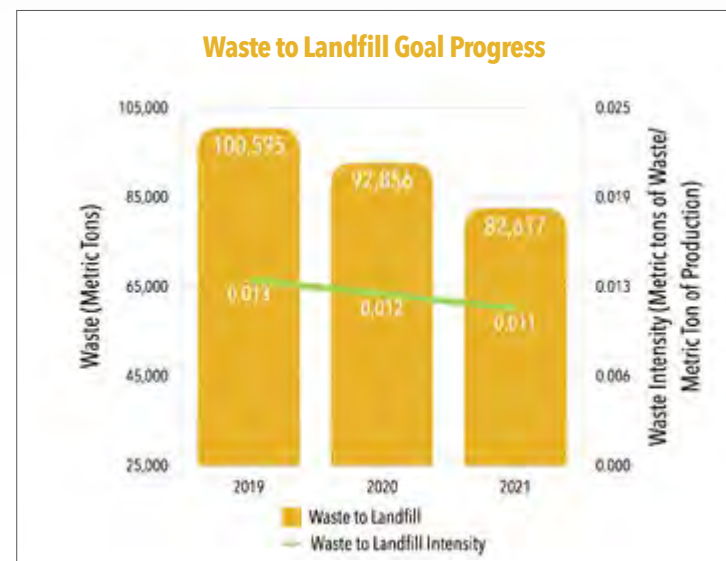
Reduce **waste to landfill intensity** by **20%** across our manufacturing facilities by 2025 (per metric ton of product made).

PROGRESS

ON TRACK: -14.7%

At Kraft Heinz, we think about waste holistically. To source, produce and package food and beverage products requires several inputs and outputs related to ingredients and byproducts, material flows and end-of-life packaging considerations. When we think about materials and food-related flows, detailed waste evaluations help us identify where we can ‘prevent, reduce, repurpose and recycle.’ In fact, our global owned manufacturing sites divert more than 90 percent of our solid waste to recycling or byproducts usage.

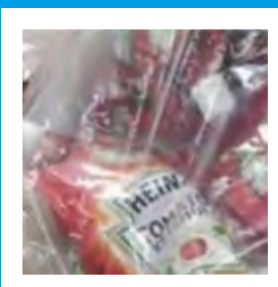
In 2021, five new Kraft Heinz manufacturing facilities achieved zero waste-to-landfill status, bringing our total to 16 facilities across the world. These new sites include Shanghai (China), Kaiping (China), Pudliszki (Poland), Yangjiang (China), Pasuruan (Indonesia) and Wagga Wagga (Australia).



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.

Diverting Waste at Guadalajara

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 consumed¹.

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.



¹ UNEP Food Waste Index Report 2021 <https://www.unep.org/resources/report/unep-food-waste-index-report-2021>

Sustainable Packaging

Packaging waste can have a significant detrimental impact on the environment and is an industrywide challenge that we must all do our part to address. That's why Kraft Heinz is committed to taking steps to reduce our operational packaging impacts, as well as to support the move toward a more circular economy and the use of more sustainable materials.



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 ✓

Our Approach to Sustainable Packaging

Our comprehensive approach to packaging seeks to meet extensive packaging regulations, aims to cut waste, conserve natural resources, ensure food safety and quality, and satisfy our consumers. Our team of experts collaborates with suppliers and external packaging specialists to design better packaging that incorporates more recycled and recyclable materials. We furthermore partner with a variety of leading organizations and coalitions to explore technical, end-of-life and infrastructure solutions.

In 2018, Kraft Heinz announced a goal to aim to make 100 percent of our packaging globally recyclable, reusable or compostable by 2025. We've partnered with environmental consultancy group

Lorax EPI to better understand how much of our packaging is recyclable, reusable and compostable. The majority of our packaging is paper-based, glass or metal materials that are recyclable. The other portion of our packaging is mostly made up of flexible plastic films or rigid plastic containers. Through 2021, 84 percent* of our global packaging portfolio was recyclable, reusable or compostable. We continue to pursue technical alternatives and more sustainable packaging across key areas of our portfolio.

*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.



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.

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.

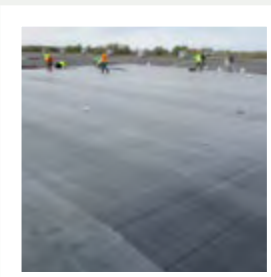
Once achieved, we anticipate our fiber-based *Kraft* Mac & Cheese cups will save 60 million kWh of energy per year, the equivalent amount of energy it would take to microwave nearly 1 billion Mac & Cheese meals, while saving the equivalent emissions of driving a typical passenger vehicle 120 times around 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.

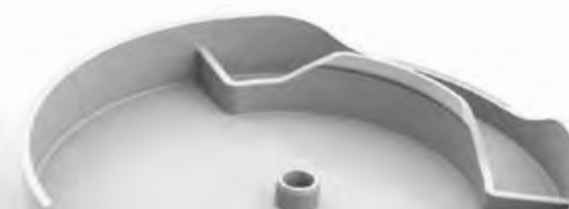
Kraft Heinz also became a member and supporting partner of the Composting Consortium. Managed by the Center for the Circular Economy at Closed Loop Partners, the Composting Consortium is a multi-year collaboration across the entire compostable packaging value chain to pilot industry-wide solutions and 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 squeezy 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 squeezy 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.



Global Packaging Industry Partnerships and Collaborations

At Kraft Heinz, we believe that collaboration is the backbone of driving ESG progress. Many of our internal subject matter experts within the organization take on leadership roles in global, industry-wide coalitions to drive circularity across the packaging value chain.



Association of Plastic Recyclers (APR) | United States, Canada, Mexico

Member of the following sub-groups:

- APR Film Reclamation Committee
- APR PETech Committee
- APR Residential Film Demand Champion Program



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.



Closed Loop Partners

Member and Supporting Partner of the Composting Consortium; Active Participant in the Consortium's three Working Groups



PAC Global | North America

Founding Member (1950) and Member of Board of Directors



Sustainable Packaging Coalition | United States and Canada

Participating member in:

- Compostable Packaging Collaborative
- Flexible Packaging Recovery Collaborative
- Member of: How2Recycle | North American & Canada



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.



Material Recovery for the Future | North America

Partner for the first scaled flexible film recycling pilot



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.



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



Circular for Flexible Packaging (CEFLEX) | European Union

Kraft Heinz is an active stakeholder in the CEFLEX initiative.



U.S. Department of Energy lab (NREL)

Participant in the BOTTLE consortium that develops chemical upcycling strategies and redesign plastics for recyclability.



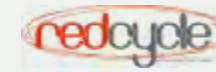
Holy Grail 2.0 | Europe

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



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



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.



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Responsible Sourcing

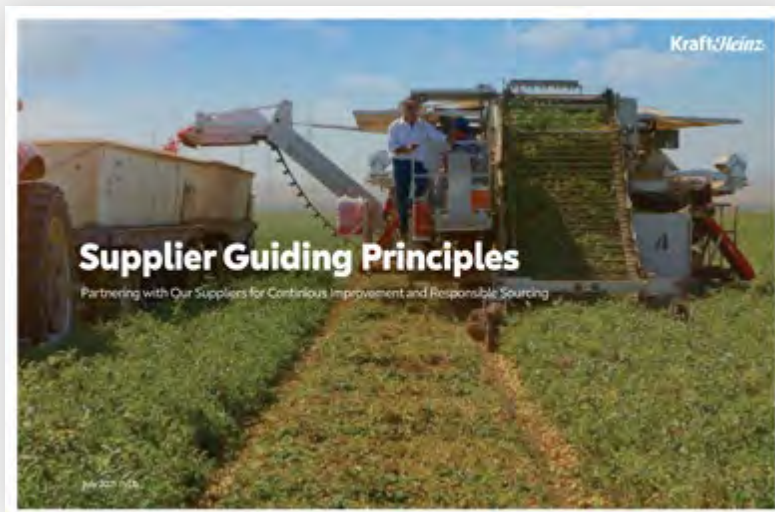
One of our six Values at Kraft Heinz is *We Do the Right Thing* – and we take responsibility for contributing to improvements which protect our planet, drive responsible business practices, and support communities where we live and work. Please visit our [supplier hub](#) for the latest policies on our 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 Owniversity 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

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

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).

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.



Palm Oil



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

COMPLETE

COMPLETE: 100% ✓

Kraft Heinz recognizes that unsustainable palm oil production is one of the largest drivers of deforestation globally. We have taken active steps to address these issues in our supply chain. We (including through legacy Heinz prior to 2015) have been a proud member of the Roundtable on Sustainable Palm Oil (RSPO) since 2007, a multi-stakeholder nonprofit aimed at uniting all aspects of the palm industry to minimize the negative impacts of palm oil cultivation.

The baseline risk assessment of our direct global palm oil supply chain conducted in 2017 allowed us to identify potential deforestation risks, as well as peatland/biodiversity hotspot encroachment concerns. Direct suppliers were additionally asked to provide information on the country of origin of their palm raw materials, as well as their sustainable/ responsible sourcing policies. Details on their sustainable palm oil objectives and progress were also shared. Suppliers were also asked to provide traceability data for all palm oil mills in their supply chain. The mills' geographical location in conjunction with a global satellite mapping tool incorporated potential deforestation and other environmentally related risks in the mill sourcing regions. The information obtained from this exercise informed our [Global Sustainable Palm Oil Policy](#), and allowed us to engage our suppliers to discuss any identified risks and develop action plans to manage them.



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

COMPLETE

COMPLETE: 100% ✓

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.



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FEATURE STORY

Plasmon, Growing Through Local Sourcing and Traceability

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 its 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.



Plasmon



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.

 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 by 2020.

PROGRESS COMPLETE: 100% ✓

 Improve **broiler chicken welfare** in the U.S. by 2024 and **European chicken commitment** by 2026.

PROGRESS ON TRACK

 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.



A Culture of Animal Welfare (cont.)

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.



Animal Health & Management

Laying Hens

The ability to engage in normal behaviors such as walking, nesting, and dust-bathing is important to laying hen welfare. Therefore, by 2025 we are globally committed to purchasing only cage-free eggs or better. 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. Hens in both cage-free and free-range housing are provided with litter, perches and nest boxes. In 2021, 64 percent of the eggs and egg products* we purchased globally were cage-free or better. Whereas in previous years our reporting was limited to internal manufacturing only, for the first time for 2021, we are reporting on progress at both internal and external manufacturing plants that make egg-containing products for us. In Europe, we achieved our goal to exclusively purchase free-range eggs at internal plants by the end of 2020. In the U.S., 100 percent of our cage-free egg supply was certified by American Humane Certified or Certified Humane.

Pigs

In accordance with our three elements of animal welfare, we believe that pregnant sows should be safely housed in social groups with enough space to perform normal behaviors. The industry faces challenges to meet the demand, especially for pork that complies with strict regional legislation. Kraft Heinz is working with our pork suppliers to transition pregnant sows from gestation stall housing to group, pen housing. In 2021, 25 percent of our global and 98 percent of our European pork supply came from sows housed in pen gestation systems.

Broiler Chickens

We have committed to improving broiler welfare by 2024. We continue to incorporate leading science into our assessment of broiler welfare, while we engage with the industry at-large as it redefines its guidelines for enhanced broiler welfare. We will incorporate a combination of outcome-based and practice-based metrics that are shown to demonstrably increase animal welfare. Targets include stocking density, litter quality, enrichment provision, and controlled atmosphere stunning and will incorporate supplier verification, such as auditing. We continue to engage with our United States supply partners in meeting enhanced broiler chicken welfare standards.



European Chicken Commitment

In late 2019, Kraft Heinz expanded its animal welfare commitments to improving chicken welfare by 2026 as part of the [European Chicken Commitment](#). Kraft Heinz continues to assess and work to transition its European supply chain accordingly. Though this commitment faces some challenges related to supply, we remain steadfast in our commitment to require 100 percent of the fresh, frozen and processed chicken in our European supply chain to meet this standard. We look forward to continued engagement with our suppliers toward this objective.



Dairy Cattle

We require our U.S. suppliers to follow the [National Milk Producers Federation’s Farmers Assuring Responsible Management \(FARM\) Animal Care guidelines](#). This program establishes best on-farm animal management practices and includes second-party evaluations and third-party verification. 66 percent of our dairy supply comes from U.S. farms. Our Canadian suppliers follow the National Farm Animal Care Council’s Code of Practice for the Care and Handling of Dairy Cattle. Third-party audits are required to ensure that the U.S. and Canadian programs’ guidelines are followed.

Humane Endings

We believe animals should be provided a respectful and humane death. Compromised animals must be euthanized in a timely manner that aligns with the [American Veterinary Medical Association \(AVMA\)](#) or [World Organisation for Animal Health’s \(WOAH\)](#) guidelines. Similarly, slaughter should also align with these guidelines. Efficient stunning prior to slaughter is important for animal welfare. 100 percent of our U.S. Oscar Mayer product suppliers report that they comply with our product specifications which require an annual third-party humane slaughter audit and regular internal animal welfare audits.

Antimicrobials

Disease prevention strategies such as husbandry, hygiene, and vaccinations must be the primary defenses against animal disease. However, even with excellent care, farm animals sometimes become ill. When this occurs, antimicrobial treatment (including antibiotics) can be an important component of humane animal care. Therapeutic

antimicrobials should only be used after careful review by a veterinarian and treatment limited to ill and at-risk animals, treating the fewest animals possible. Alongside good farm management, responsible antimicrobial use can help protect food quality and enhance safety.

In the United States, where the majority of Kraft Heinz meat ingredients are purchased, we require our suppliers to meet or exceed the [AVMA](#) or [WOAH](#) guidelines for the judicious use of antimicrobial agents. Our meat and dairy products meet or exceed government regulations related to the use and administration of antimicrobials, including compliance with bans on antibiotics for growth promotion.

Hormones

While studies conclude hormone supplements in cattle are safe for animals and for humans, we support ongoing research efforts to further demonstrate the safety and usefulness of supplemental hormones. For example, recombinant bovine somatotropin (rbST) is a hormone that can increase milk production in dairy cattle. Globally its usage varies widely in accordance with government regulations. In the United States, for example, hormones (including rbST) are not allowed to be used for growth promotion in pigs or poultry. In some countries, growth hormones are approved for use in beef and dairy cattle. We do not restrict their use in those instances. However, we support wider, industry initiatives to eliminate rbST from the supply.

Testing of Food Ingredients

Kraft Heinz does not support or condone the use of animals for research that is not essential to food safety, and we do not maintain any testing facilities. When required by governmental agencies, ingredient safety testing is completed by accredited third-party facilities following appropriate animal welfare guidelines. We do not support unnecessary testing and are advocates for replacing animal testing with other validated research methods.

* Kraft Heinz does not directly purchase any shell eggs.

Animal Welfare Risk Assessments

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.

2021 Animal Welfare Global Risk Assessment Key Findings*

POULTRY		PORK		CATTLE	
Turkeys (88% response rate)	Broiler Chickens (76% response rate)	Laying Hens (76% response rate)	Pigs (61% response rate)	Dairy Cattle (46% response rate)	Beef Cattle (54% response rate)
KEY WELFARE ISSUES AND STATUS					
<ul style="list-style-type: none"> · 99% of our respondents exhibited accepted species-specific mobility parameters · The average mortality rate was 0.5% · Average transport time** among our respondents was 1.6 hours · Maximum transport time** was 12 hours · 100% of our respondents pre-slaughter stunned · 61% 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 	<ul style="list-style-type: none"> · 96% of our respondents exhibited acceptable species-specific mobility parameters · The average mortality rate was 0.5% · Average transport time** was 2.6 hours · Maximum transport time** was 12 hours · 99.9% of our respondents pre-slaughter stunned · 94% of our respondents had a 3rd party animal welfare audit at the processing plant 	<ul style="list-style-type: none"> · 83% of our respondents exhibited acceptable species-specific mobility parameters · The average mortality rate was 0.5% · Average transport time** was 3.2 hours · Maximum transport time** was 11.5 hours 	<ul style="list-style-type: none"> · 80% of our respondents exhibited acceptable species-specific mobility parameters · The average mortality rate was 0.8% · Average transport time** was 3.1 hours · Maximum transport time** was 28 hours · 93% of our respondents had a 3rd party animal welfare audit at the processing plant 	<ul style="list-style-type: none"> · 88% of our respondents exhibited acceptable species-specific mobility parameters · The average mortality rate was 0.4% · Average transport time** was 7.0 hours · Maximum transport time** was 28 hours · 82% of our respondents do not tail dock · 92% of our respondents do not have hock injuries · 88% of our dairy respondents are free from moderate or severe lameness. 	<ul style="list-style-type: none"> · 99.5% of our respondents exhibited acceptable species-specific mobility parameters · The average mortality rate was 1.5% · Average transport time** was 4.1 hours · Maximum transport time** was 36 hours · 96% of our respondents 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.



Purchase **100% sustainably-sourced Heinz ketchup tomatoes** by 2025.

PROGRESS

ON TRACK

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

Sustainable farming practices do more than save important natural resources. They also have the potential to considerably increase crop yields and provide growers and their families with greater economic opportunity. Kraft Heinz has taken significant steps to strengthen our Sustainable Agriculture Practices Manual (SAP) and is working in partnership with growers to implement those practices.

In 2021, we launched our [Sustainable Agricultural Practices Manual](#) with suppliers and growers in both Spain and California, key growing regions for Heinz tomatoes. In the coming years, we plan to roll out audit programs to ensure supplier compliance with these standards and will be expanding the scope of our sustainable agricultural program to navy beans.



Building the Regenerative Capacity of Agriculture Through a Global, Farmer-Centered, Industry-led Initiative.

The long-term resilience of agriculture now depends on how quickly we can develop regenerative practices that benefit soil health, biodiversity, water supply, climate resilience and livelihoods.

In late 2021, Kraft Heinz, along with approximately 30 companies from across the agricultural value chain, became a founding member of SAI Platform's new Regenerative Agriculture Programme. The purpose of the program is to build industry alignment, reduce duplication and amplify impact through the creation of a universal framework with locally implementable indicators, to ensure accessibility and applicability of regenerative agriculture principles, practices and outcomes on farm. The program will work to scientifically validate regenerative principles, engage with farmers and develop a mechanism for corporations to verify and communicate regenerative targets to external stakeholders.

"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

Our *Pudliszki*, Poland facility revived its annual Grower Open Day in 2021, having pivoted to an online format at the start of the COVID-19 pandemic. This event brought together 500 growers and their families from across the region, along with other industry stakeholders. The event showcased the results of large-scale variety trials of both *Heinz* and non-*Heinz* seeds, to share industry best-practices through demonstrations and field trials. Grower Open Day also included a presentation of best-in-class agricultural practices through its celebration of the tomato, with community competitions for best tomato fruits and tomato-based meals, firmly placing *Pudliszki* at the center of the local community.



Kraft Heinz Grower Open Day presentations in Poland.

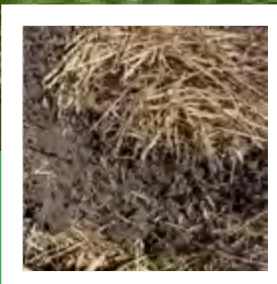
The *Pudliszki* facility was also separately recognised as the Best Processor in 2021 by BASF's Nunhems® brand and the Polish Tomato Producer's Association's Agro Academy Awards. We received this award for our strong focus on innovation, large-scale tomato trials in Poland, close relationships with growers and for implementing better soil preparation practices to increase resilience during drought conditions. In addition, Elwira and Leszek Chudziak, tomato producers for our *Pudliszki* facility, won the award for most innovative grower based on their improvements to the nursery and farm operations. Elwira and Leszek's farm was first started with the support of Kraft Heinz's lead agronomist for *Pudliszki*, Sławomir Paszkier.



Leszek Chudziak, Elwira Chudziak and Sławomir Paszkier (L-R) accepting the award for Most Innovative Grower in 2021.

Sustainable Dairy Partnership

Kraft Heinz is a proud, engaged member of SAI Platform's Sustainable Dairy Partnership (SDP). Developed through a multi-stakeholder process that included dairy processors, industry associations, and dairy buyers, SDP was created with the goal of driving continuous improvement in dairy sustainability. To achieve this goal, the SDP allows processors to leverage work already being done as part of industry sustainability initiatives, national programs, voluntary certifications and regulatory compliance. This drives greater efficiency and avoids duplication of effort. As a member of this organization, we are committed to engaging and learning more, in order to continue to drive sustainability within our dairy supply chain.



Example of a mixed cereal crop (wheat, barley and oats) which is knocked down while still green and incorporated into the soil. The cover crop then breaks down, providing organic matter and structure to the soil.

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.

SUPPLIER SPOTLIGHT

Bowles Farming Company

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



Bowles receives organic waste from their local communities that is then converted into certified organic compost. They use most of this compost on their farm, which improves soil quality and water retention, and reduces the amount of nitrogen fertilizer needed in its operations.

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.

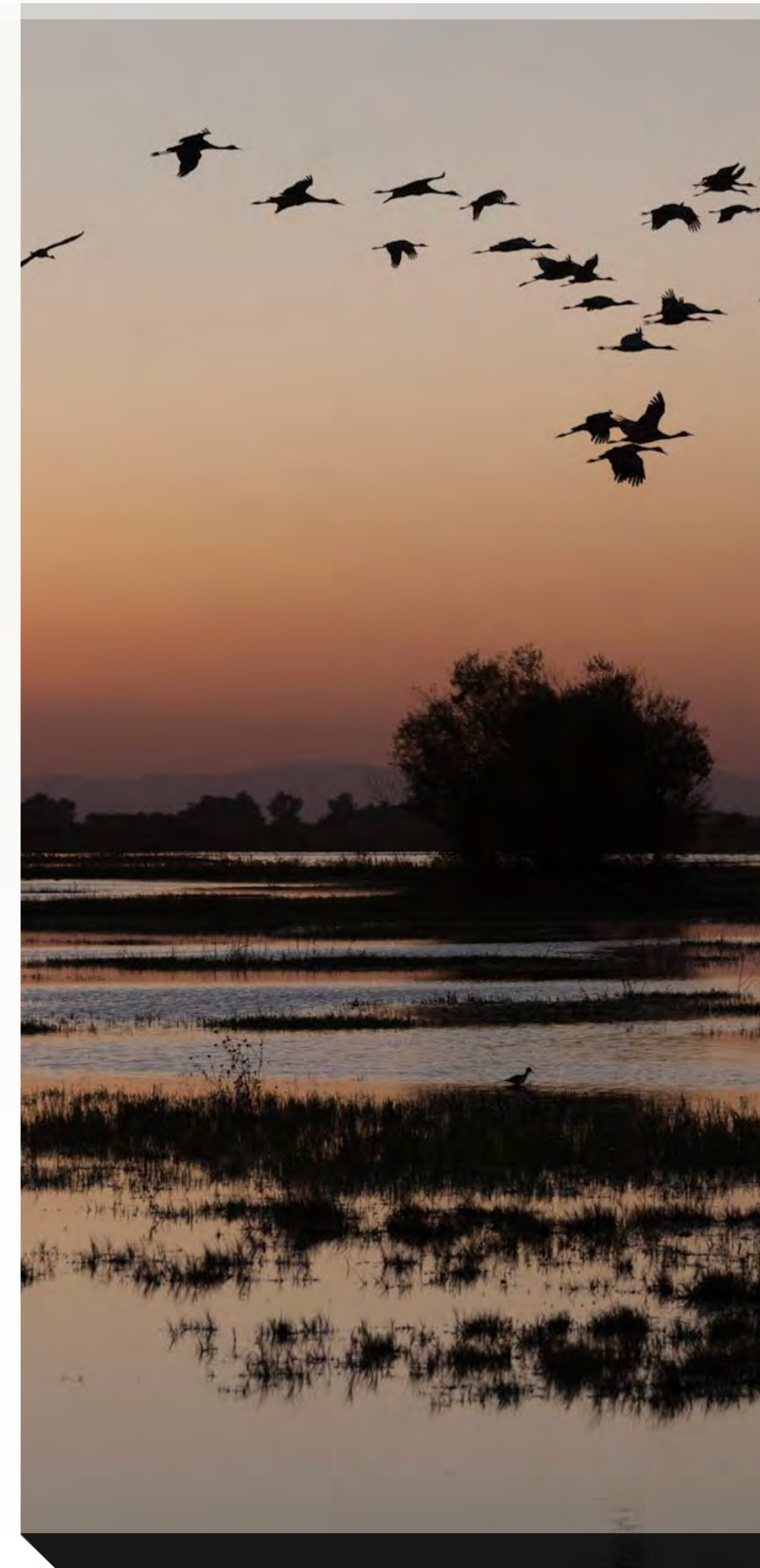
As a proud customer, we applaud Bowles Farm's leadership in advancing sustainable agriculture. We are excited to continue bringing them and other like-minded suppliers 'Together at the Table' to drive ESG progress.

"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



Bowles on-site solar farm produces over 1.5 megawatts of energy which significantly offsets their on-site energy demand.





Appendix: ESG Metrics

ESG Metrics

As of 2021 Calendar Year End

Metric	Unit	2019	2020	2021	GRI	SASB	TCFD	Notes
Environmental Stewardship								
Energy								
Goal metric: Reduction of energy use intensity using 2019 baseline	Percentage	Goal made in 2020	-2.2%	-5.1%	302-4			Metrics and Targets (a)
Goal metric: Percentage of electricity from renewable sources	Percentage	Goal made in 2020	Not reported	7.0%	302-1			Metrics and Targets (a)
Total energy use *	MWh	5,102,921	4,945,251	4,809,802	302-1	FB-PF-130a.1		Metrics and Targets (a)
Energy use intensity *	kWh per Metric Ton of Product	654	628	621	302-3			Metrics and Targets (a)
Total purchased electricity	MWh	1,565,580	1,546,046	1,497,450	302-1	FB-PF-130a.1		Metrics and Targets (a)
Total purchased electricity generated onsite	MWh	Not reported	Not reported	3,085	302-1	FB-PF-130a.1		Metrics and Targets (a)
Total consumption of fuel (excluding feedstock)	MWh	3,262,568	3,285,281	3,189,915	302-1	FB-MP-110a.1		Metrics and Targets (b)
Greenhouse Gas Emissions								
Gross scope 1 emissions*	Metric Tons CO2e	634,916	605,606	586,455	305-1	FB-MP-110a.1		Metrics and Targets (b)
Gross scope 2 emissions (location-based)*	Metric Tons CO2e	712,674	694,907	645,247	305-2	FB-MP-110a.1		Metrics and Targets (b)
Gross scope 2 emissions (market-based)*	Metric Tons CO2e	Not reported	704,689	616,650	305-2	FB-MP-110a.1		Metrics and Targets (b)
Outside of scopes (biogenic emissions)	Metric Tons CO2e	77,186	92,955	79,898	305-3	FB-MP-110a.1		Metrics and Targets (b) Emissions associated with biomass use at select facilities
Scope 1 & 2 intensity	Metric Tons CO2e per Metric ton of product	0.17	0.16	0.16	305-4	FB-MP-110a.1		Metrics and Targets (b)
Total scope 3 emissions*	Metric Tons CO2e	23,277,493	25,026,531	43,940,811	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 1: Purchased goods and services*	Metric Tons CO2e	18,282,750	18,537,494	36,341,444	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 2: Capital goods*	Metric Tons CO2e	397,604	351,878	447,491	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 3: Fuel and energy-related activities*	Metric Tons CO2e	717,229	711,945	680,325	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 4: Upstream transportation and distribution*	Metric Tons CO2e	1,366,415	1,748,423	1,587,200	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 5: Waste generated in operations*	Metric Tons CO2e	52,066	55,658	35,961	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 6: Business travel*	Metric Tons CO2e	18,988	4,383	3,324	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 7: Employee commuting*	Metric Tons CO2e	105,897	93,618	82,101	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 9: Downstream transportation and distribution*	Metric Tons CO2e	1,307,392	1,339,067	1,459,452	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 11: Use of sold products*	Metric Tons CO2e	Not Reported	1,102,744	1,090,765	305-3			Metrics and Targets (b) 2019 data was not externally verified
Category 12: End of life treatment of sold products*	Metric Tons CO2e	1,029,152	1,081,321	2,212,748	305-3			Metrics and Targets (b) 2019 data was not externally verified

Select 2021 Scope 3 data have been amended. Please refer to our latest ESG report for the most accurate figures

*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.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.

ESG Metrics (cont.)

Metric	Unit	2019	2020	2021	GRI	SASB	TCFD	Notes
Water								
Goal metric: Reduction of water intensity (all facilities) using 2019 baseline	Percentage	Goal made in 2020	-2.8%	-4.4%	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Goal metric: Reduction of water intensity (high-risk watershed areas) using 2019 baseline	Percentage	Goal made in 2020	-5.2%	-12.2%	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Total water withdrawals (all facilities)*	Thousand Cubic Meters	41,921	41,470	39,778	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Total water withdrawals (high-risk watershed areas)*	Thousand Cubic Meters	13,033	12,391	11,532	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Water use intensity (all facilities)*	Cubic Meters Per Metric Tons of Product	5.38	5.26	5.14	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Water use intensity (high-risk watershed areas)*	Cubic Meters Per Metric Tons of Product	7.73	7.34	6.79	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Waste								
Goal metric: Reduction of waste to landfill Intensity using 2019 baseline	Percentage	Goal made in 2020	-6.0%	-14.7%	306-4			
Total waste to landfill*	Metric Tons	100,595	92,856	82,617	306-3			
Waste to landfill intensity *	Metric Tons Waste per Metric Tons of Product	0.013	0.012	0.011	306-5			
Responsible Sourcing								
Material								
Goal metric: Percentage that is recyclable, reusable, and/or compostable (as a percent-age of total weight of all packaging)	Percentage	70%	83%	84%		FB-PF-410a.1		Includes materials that are recyclable, widely recyclable - check locally and other - store drop off or TerraCycle. 2021 calculation covers global packaging and select external manufacturing data. Data from Primal Kitchen is not included at this time. 2019 value based on estimate.
Total weight of all packaging	Metric Tons	Not reported	1,143,000	1,145,000		FB-PF-410a.1		
Percentage made from recycled and/or renewable materials (as a percent-age of total weight of all packaging)	Percentage	Not reported	22%	22%		FB-PF-410a.1		Based on industry average of recycled content
Total weight of all plastic packaging	Metric Tons	Not reported	271,000	231,392				
Non-renewable materials used to produce or package primary products	Metric Tons	Not reported	679,000	719,000	301-1			
Renewable materials used to produce or package primary products	Metric Tons	Not reported	465,000	422,000	301-1			

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ESG Metrics (cont.)

Metric	Unit	2019	2020	2021	GRI	SASB	TCFD	Notes
Palm Oil								
Goal metric: Percentage of direct suppliers (tier 1) suppliers with RSPO certification	Percentage	100%	100%	100%		FB-PF-440a.2		
Goal metric: Percentage of direct supply chain traceable to the mill	Percentage	99.30%	98.50%	100%		FB-PF-440a.2		
Percentage of direct suppliers with sustainable palm oil sourcing policies in place	Percentage	100%	100%	100%		FB-PF-440a.2		A sustainable sourcing policy is defined as either a publicly available Sustainable Palm Oil Policy or RSPO Certification
Percentage of external manufacturers' suppliers with RSPO certification	Percentage	84%	91%	100%		FB-PF-440a.2		
Percentage of external manufacturers' suppliers with sustainable sourcing policies in place	Percentage	40%	91%	100%		FB-PF-440a.2		A sustainable sourcing policy is defined as either a publicly available sustainable palm oil policy or RSPO certification
Tomatoes								
Goal metric: Percentage of sustainability sourced Heinz ketchup tomatoes	Percentage	Goal made in 2020		On Track		FB-PF-440a.2		
Animal Welfare								
Turkeys								
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	Not reported	99%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	Not reported	0.5%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average transportation time	Hours	Not reported	Not reported	1.6				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	Not reported	12				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that pre-slaughter stunned	Percentage	Not reported	Not reported	100%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that had a 3rd party animal welfare audit at the processing plant	Percentage	Not reported	Not reported	87%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that do not have snoods removed	Percentage	95%	100%	61%		FB-MP-410a.3		2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.

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ESG Metrics (cont.)

Metric	Unit	2019	2020	2021	GRI	SASB	TCFD	Notes
Percentage of supplier respondents that do not have toes clipped	Percentage	98%	100%	65%		FB-MP-410a.3		2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.
Percentage of supplier respondents that have annual animal welfare audits at the plant	Percentage	100%	100%	87%		FB-MP-410a.3		2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.
Broiler Chickens								
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	Not reported	96%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	Not reported	0.5%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average transportation time	Hours	Not reported	Not reported	2.6				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	Not reported	12				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that pre-slaughter stunned	Percentage	Not reported	Not reported	99.9%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents had a 3rd party animal welfare audit at the processing plant	Percentage	Not reported	Not reported	94%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Laying Hens								
Goal metric: Percentage of global eggs that are cage-free or better	Percentage	70%	66%	64%		FB-MP-410a.3		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. Hens in both cage-free and free-range housing are provided with litter, perches and nest boxes. Data does not include <i>Primal Kitchen</i> at this time. In 2021, we expanded our boundary to include external manufacturing sites."
Goal metric: Percentage of European eggs from free-range farms	Percentage	30%	51%	99.9%		FB-MP-410a.7		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 <i>Primal Kitchen</i> at this time. In 2021, we expanded our boundary to include external manufacturing sites.

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ESG Metrics (cont.)

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

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ESG Metrics (cont.)

Metric	Unit	2019	2020	2021	GRI	SASB	TCFD	Notes
Maximum transportation time	Hours	Not reported	Not reported	28				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents with annual animal welfare audits at the plant	Percentage	100%	100%	93%		FB-MP-410a.1		2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.
Dairy Cattle								
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	Not reported	88%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	Not reported	0.4%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average transportation time	Hours	Not reported	Not reported	7				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	Not reported	28				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of suppliers that do not tail dock	Percentage	95%	100%	82%		FB-MP-410a.3		2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.
Percentage of dairy supplier respondents that do not have hock injuries	Percentage	98%	100%	92%		FB-MP-410a.4		2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.
Percentage of suppliers respondents that are free from moderate or severe lameness	Percentage	98%	100%	88%		FB-MP-410a.5		2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.
Beef Cattle								
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	Not reported	99.5%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	Not reported	1.5%				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.

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ESG Metrics (cont.)

Metric	Unit	2019	2020	2021	GRI	SASB	TCFD	Notes
Average transportation time	Hours	Not reported	Not reported	4.1				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	Not reported	36				2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that have annual animal welfare audits at the plant	Percentage	100%	100%	96%		FB-MP-410a.3		2021 values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Data prior to 2021 only included U.S. suppliers.
Healthy Living & Community Support								
Goal metric: Percentage compliance with Kraft Heinz Global Nutrition Targets	Percentage	76.00%	74.70%	67.7%		FB-PF-260a.2		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.
Goal metric: Amount of sugar reduced in products	Pounds	Goal made in 2020	253,774	9,540,000		FB-PF-260a.2		
Goal metric: Amount of sodium reduced in BBQ sauce and Kraft salad dressings in North America	Percentage	Goal made in 2020	Not reported	0		FB-PF-260a.2		In 2021, we did not make progress on our North America sodium goals but are planning actions to ensure achievement by 2025.
Goal metric: Meals provided to people in need	Number of meals	139,000,000	206,162,788	439,987,354				
Workplace Metrics								
Global Employees								
Goal metric: Women in management roles	Percentage of employees in management roles	34%	37%	39%	405-1			
Goal metric: People of color (U.S. employees only)	Percentage of total employees	Not Reported	24%	26%	405-1			Data for 2021 may differ slightly from Kraft Heinz 10-K filings due to selected reporting period and rounding.
Goal Metric: Ethnic Minorities in the U.K.	Percentage of total employees in the U.K.	Goal made in 2021	Goal made in 2021	11%	405-1			The aspiration is based on a weighted average of the split between our populations in London office and our factories.
Goal Metric: Pretos e Pardos (Black & Two or More Races) in Brazil	Percentage of salaried employees in Brazil	Goal made in 2021	Goal made in 2021	30%	405-1			

*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.

ESG Metrics (cont.)

Metric	Unit	2019	2020	2021	GRI	SASB	TCFD	Notes
Total employees	Number of employees	38,757	38,744	37,821	405-1			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.
Full-time employees	Percentage of total employees	98.60%	98.60%	98.42%	405-1			
Part-time employees	Percentage of total employees	1.40%	1.40%	1.58%	405-1			
Women	Percentage of total employees	37%	36%	37%	405-1			
Men	Percentage of total employees	63%	63%	63%	405-1			
Nonbinary	Percentage of total employees	Not reported	< 1%	< 1%	405-1			
Gender not disclosed	Percentage of total employees	Not reported	< 1%	< 1%	405-1			
White (U.S. employees only)	Percentage of total employees	Not Reported	73%	70%	405-1			
Ethnicity not available (U.S. employees only)	Percentage of total employees	Not Reported	3%	3%	405-1			
Executive Leadership Team								
African American or Black	Percentage of executive leadership team	18%	18%	10%	405-1			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.
Hispanic or Latino	Percentage of executive leadership team	64%	64%	70%	405-1			
White	Percentage of executive leadership team	18%	18%	20%	405-1			
Women	Percentage of executive leadership team	27%	27%	30%	405-1			
Men	Percentage of executive leadership team	73%	73%	70%	405-1			
Safety Metrics								
Total Recordable Incident Rate (TRIR)	Rate	0.84	0.74	0.62		FB-MP-320a.1		
Learning & Development Metrics								
Average learning hours per employee	Hours	36	14	14.4				

*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.

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.



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