

Innovation at Kraft Heinz

Over the last few years, we have stepped up our investments in R&D, leveraged tech-enabled Agile@Scale to increase speed to market, and above all – **we have put our consumers at the heart of everything we do.**

Our approach to innovation is creating a foundation for growth, as we are on target to deliver \$2 billion of incremental net sales from innovation by 2027. And we have significantly increased innovation as a percentage of our sales, from 1.6% in 2022 to 2.9% in 2024.

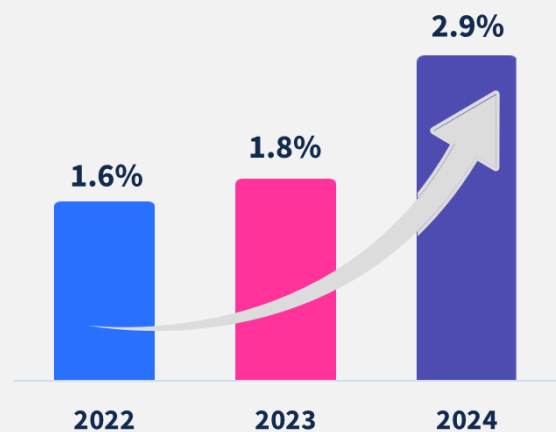
We are on target to deliver

\$2B¹

of incremental Net Sales from

Innovation

Innovation as a % of Organic Net Sales^{2,3}



1

Exploring *Flavors, Satisfying Desires*

2

Expanding *Accessibility & Relevance*

3

Expanding *Unique Benefits*

1) \$2B incremental net innovation and renovation from 2023-2027, accounting for cannibalization, on a 3-year rolling basis.

2) Non-GAAP financial measure. See the accompanying Non-GAAP Information and Reconciliations at ir.kraftheinzcompany.com/news-events/events.

3) Does not include renovation.

Exploring *Flavors*, Satisfying *Desires*

Heinz Flavor Tour Sauces



Embark on a culinary journey with *Heinz Flavor Tour Sauces*, three sauces inspired by global cuisines. These innovative sauces blend the unmistakable quality of *Heinz* with the bold flavors of the world, all while using natural ingredients and no artificial flavors.

As part of *Heinz's* strategy to expand its offerings beyond ketchup, the Flavor Tour sauces are the perfect way to elevate your protein game with globally-inspired flavors. By offering authentic, versatile sauces at an affordable price, we're allowing fans to easily add flavor to any dish – the dipping, drizzling, and dressing opportunities are endless.

Kraft Mac & Cheese Flavors



Younger fans, in particular, are craving bold, adventurous flavors, but they want to experience them within the comfort of familiar, trusted brands. *Kraft Mac & Cheese* is answering the call with new innovative consumer-inspired flavors.

The flavored mac & cheese category has seen remarkable growth, outpacing the total Mac & Cheese category by 7x over the past five years. We're rapidly developing and testing over 60 new flavors, leveraging market trends, social media insights, and fan suggestions.

And while Jalapeño and Ranch flavors will be permanent fixtures on the shelf, we are also launching limited-edition offerings to spark excitement and buzz.

Taco Bell Partnership



For years, Taco Bell fans have tried to recreate menu items at home, but something was missing - the secret ingredients that make Taco Bell's flavors unique. To bridge this gap, Kraft Heinz and Taco Bell partnered, driven by a shared passion for consumers. The result was the Taco Bell at Home line, empowering fans to create authentic experiences in their own kitchens.

As consumers bring more meals home, we introduced seven innovative Taco Bell products in 2024, replicating the restaurant experience. This move paid off, with an impressive 24% increase in dollar sales. The \$8.4 billion Mexican food category is growing at 4.5% – and with Taco Bell at Home, we're poised to capture a significant share of this expanding market.

Pure J.L. Kraft Dressings & Marinades



Pure J.L. KRAFT, a new line of shelf-stable, premium dressings and marinades is made with no artificial preservatives, flavors, or colors. Proudly prepared in Canada, the new line-up mixes simple ingredients in differentiating combinations to deliver delicious and exotic flavors.

Consumers are increasingly turning to homemade salad dressings and marinades but making them at home can be time-consuming. With *Pure J.L. KRAFT*, we have created products that use simple ingredients and taste like they are homemade but offer people the bold, globally inspired flavors they are craving and convenience they are looking for in the grocery aisle.

Expanding *Accessibility & Relevance*

Capri Sun Multi-Serve Bottles



After years of enthusiastic requests from loyal fans, Capri Sun is finally answering the call for a larger serving size. In 2024, Capri Sun launched its first innovation in nearly a decade and its first product out of the pouch, Capri Sun Multi-Serve. But don't you worry, the pouch is here to stay!

This new format brings the beloved taste of Capri Sun to the kitchen table, perfect for sharing with family and friends. Available in both retail and club channels, Capri Sun Multi-Serve offers great value at a lower cost per ounce. Made with no artificial dyes, flavors, or preservatives, our multi serve bottles are the perfect splash of fun for gathering, parties, or family meals.

Capri Sun Single-Serve Bottles



We are thrilled to announce that Capri Sun is now available in a convenient, resealable bottle, allowing fans of all ages to enjoy the same iconic taste on-the-go!

Joining the iconic pouch, which sells an impressive six million units daily, the bottles offer 12 oz of juice - equivalent to two pouches. Made with all-natural ingredients, no artificial dyes, and no artificial sweetener, these bottles cater to parents seeking more juice and beverage options for their kids.

Now available nationwide at convenience stores and retail, marking our expansion into new channels and aisles, including the front of store. This strategic move allows us to meet shoppers at multiple touchpoints, paving the way for further expansion across more products and brands.

Heinz Culinary Tomato Line



Our *Heinz* Culinary Tomato line features eleven premium cooking sauces using only the finest tomatoes. With research that found that seven out of the UK's top ten favorite dishes were tomato based, *Heinz* decided to open the tomato category to other cuisines beyond traditional Italian. The new range helps cooks elevate their dishes, providing something for everyone, regardless of their cooking skills.

The launch of the Culinary Tomatoes range is part of our larger transformation to bring insight-driven innovation to consumers faster and grow our Taste Elevation platform around the world. By applying our tomato expertise to bring premium quality across various host foods, we are making our most loved ingredient accessible to all. When it comes to tomatoes, *'It has to be Heinz'*.

Heinz Pasta Sauce



At *Heinz*, we have been growing tomatoes on the finest farmland for over a century. After 150 years, we finally combined our unrivaled tomato expertise with natural ingredients creating probably the best pasta sauce you've ever tasted.

Our pasta sauce is as good as the tomatoes that go into it. We work with experienced farmers to create the most delicious pasta sauces, mixed with perfectly matched ingredients and no artificial additives or added sugar.

This commitment to quality and taste has paid off, as evidenced by our success. In 2024, *Heinz* Pasta Sauce was the #1 category growth driver, with a year-over-year increase of 26% in dollar sales.

Expanding *Unique Benefits*

Heinz TK Zero



Heinz Tomato Ketchup has been a beloved staple at mealtimes, thanks to its unmistakable taste and passion for quality. But we know that sometimes, consumers want to enjoy that same great taste without the added sugar and salt. That's why we created *Heinz* Tomato Ketchup with 50% Less Sugar & Salt, with the same irresistible *Heinz* taste you know and love.

Made with natural ingredients and no artificial colors, flavors, or preservatives, our Tomato Ketchup Zero ("TK Zero") is the perfect way to add flavor to your favorite meals – from a burger and chips or even with some grilled halloumi, the host foods are endless. As a result of its success, we are now expanding TK Zero to eight markets!

Mio Unwind



Introducing *mio* Unwind, our latest innovation in the health and wellness space. This convenient, on-the-go liquid water enhancer is designed to help consumers discover their Zen. With zero sugar, zero artificial dyes, and zero calories and a good source of magnesium and B vitamins, *mio* Unwind makes it easy to squeeze a little more wellness into your daily routine.

As we tap into the growing demand for wellness solutions, *mio* Unwind positions us for success in the \$6 billion global magnesium market, which is expected to grow at a compound annual rate of 5%. By providing a product that not only quenches thirst but also nourishes the body, we're empowering consumers to prioritize their well-being.

Delimex 360CRISP™ Quesadillas



Our *Delimex* 360CRISP™ quesadillas leverage proprietary technology to deliver fast restaurant-quality, pan-fried crispiness straight from the microwave.

Quesadillas are one of the most beloved menu items in American restaurants today, and many people want to enjoy them at home without the hassle of cooking from scratch. As the Mexican frozen food market in the U.S. continues to grow, *Delimex* saw an opportunity to deliver crave-worthy offerings that solve consumers' pain points.

Delimex Crispy Quesadillas mark the 2nd innovation utilizing Kraft Heinz's 360CRISP™ technology, playing a key part in our strategy to create convenient and delicious products that meet the demand for quick, satisfying meals at home.

Crystal Light Refreshers



As the demand for lower-calorie cocktails continues to grow, we are launching ready-to-drink *Crystal Light* Vodka Refreshers, the lowest-calorie option on the market.

With tens of millions of social media videos showcasing creative ways to mix *Crystal Light* into cocktails, it was a natural step for us to bring fans a ready-to-drink version of their favorite flavors in a new format.

With nearly 40% of hard seltzer drinkers preferring lower-alcohol options, our new product hits the sweet spot with an ABV of 3.8% and zero sugar. As the first powdered beverage brand to enter the hard seltzer aisle, *Crystal Light* Vodka Refreshers are poised to shake up the category.