

# Systematically addressing social and human rights risks

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Respecting people's rights.  
Always. Everywhere.



# At a Glance <sup>1</sup>

#1

BREWER IN EUROPE

#2

BREWER GLOBALLY

>190

COUNTRIES  
IN WHICH OUR BRANDS  
ARE PRESENT

>160

BREWERIES

240.7 mhl

TOTAL BEER VOLUME

500+

INTERNATIONAL  
AND LOCAL BEER  
& CIDER BRANDS

>88,000

DIRECT EMPLOYEES

*"We delivered solid results with broad-based growth and profit expansion in 2024. We continued executing our EverGreen strategy, successfully returning the company to balanced growth. To be in a strong position to seize future opportunities, we invest in becoming the best digitally connected brewer, raise the bar on sustainability and responsibility and evolve our capabilities and culture. To fund our growth, and deliver on our EverGreen ambitions, we drive productivity and capital efficiency in the pursuit of sustainable, long-term value creation."*

Dolf van den Brink  
Chairman Executive Officer

<sup>1</sup>All info refers to FY2024 results.



# Our Purpose

Beer has been bringing people together for thousands of years. Since 1864, HEINEKEN has been doing its part to put a smile on consumers' faces while continuously renewing and adapting, brewing connections that ignite joy, create memories and fuel happiness.

We think in generations and deliver long-term, sustainable value creation. Our core reason for being, shaping our strategy and inspiring our people:

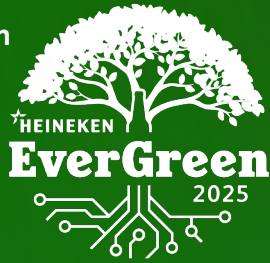
*We brew the joy of  
true togetherness to inspire  
a better world*





# Our EverGreen Strategy

EverGreen is our strategy to deliver superior and balanced growth for our HEINEKEN business. It has been built on our value creation model, which we call the Green Diamond. This value creation model puts growth, profit and capital on equal footing with sustainability and responsibility.



## Our Values

Our Values are what we stand for:

***Passion***

for consumers and customers

***Care***

for people and planet

***Courage***

to dream and pioneer

***Enjoyment***

of life

## Our Dream

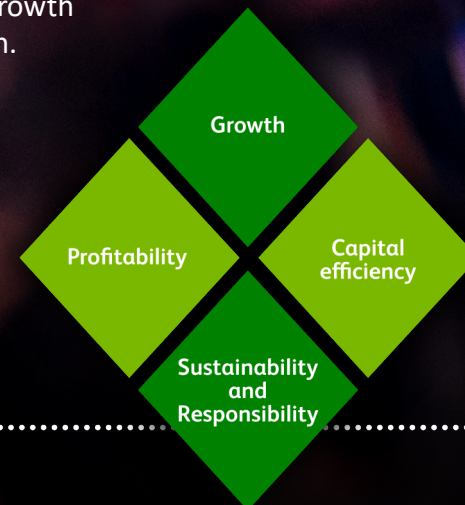
***Shaping the future of beer and beyond to win the hearts of consumers***

Our best days are ahead of us as we continue to deliver superior and balanced growth with beer and beyond.

## Our Green Diamond

Using the lens of the Green Diamond we want to be clear on 'what winning looks like'. We aim to get the balance right between short-term delivery and long-term sustainability and between top-line growth and overall stakeholder value creation.

The Green Diamond encapsulates our balanced ambition including drivers on Growth, Profitability, Capital efficiency and Sustainability and Responsibility. At its heart EverGreen is a shift from superior growth to superior and balanced growth.



**HEINEKEN**



# Building an adaptable future-proof business

EverGreen represents our multi-year strategy, allowing us to adapt to a fast-changing world and grow stronger. It is a journey of both continuity and change, building on what has made us great and what is needed next. True to our ambitions, it meets short-term challenges and will ensure the long-term sustainability of our business to create lasting value for our stakeholders.

We are future-proofing our business with the following business priorities:

Shape the future  
of beer and  
beyond

Fund the growth,  
fuel the profit

Raise the bar  
on sustainability  
and responsibility

Become the  
best-connected  
brewer

Unlock the full  
potential of our  
people





# Brew a Better World (BaBW) 2030 strategy

## Our three pillars

## Our nine ambitions

## Our goals

### Environmental

#### Reach net zero carbon

- Reach net zero across our value chain by 2040
- Reach net zero in scope 1 and 2 by 2030
- Reduce scope 3 FLAG (forest, land and agriculture) emissions by 30% and non-FLAG by 25% by 2030

#### Maximise circularity

- 43% of volumes sold in reusable format by 2030
- 50% recycled content in bottles & cans by 2030
- 99% of all packaging is recyclable by design by 2030

#### Towards healthy watersheds & nature

- Fully balance water used in our products in water-stressed areas by 2030
- Reduce average water usage to 2.6 hl/hl in water-stressed areas, and 2.9 hl/hl worldwide by 2030
- 100% sustainably sourced ingredients (hops, barley) by 2030

Foundation:  
our ways of working

#### Responsible business conduct

- An effective Speak Up framework
- Zero tolerance to bribery and corruption

### Social

#### Embrace diversity, equity & inclusion

- Gender balance across senior management: 30% women by 2025, 40% by 2030
- Continue assessments and actions towards achieving equal pay for equal work

#### A fair & safe workplace

- Continue to confirm 100% of our employees earn at least a fair wage
- Create fair living and working standards for third party employees and brand promoters
- Shape a leading safety culture to drive zero fatal accidents and continue reduction in injury rate

#### Positive impact in our communities

- A social impact initiative in 100% of our markets every year

#### Respecting human rights

- Ongoing due diligence
- Good governance

### Responsible

#### Always a choice

- A zero alcohol option for one strategic brand in the majority of our markets (accounting for 90% of our business) by 2025
- Clear and transparent consumer information on 100% of our products by 2024

#### Address harmful use

- A partnership to address alcohol-related harm in 100% of markets every year

#### Make moderation cool

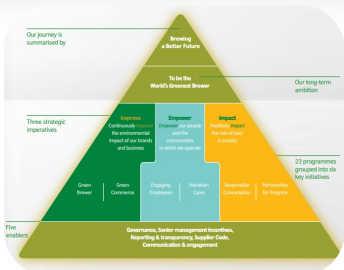
- 10% of Heineken® media spend invested every year in responsible consumption campaigns, reaching 1 Billion consumers





# Our social sustainability journey from 2010 until now

Establishing a foundation for the step-up required by legislation



Launch of Brewing a Better Future.

2010



Re-alignment to UN Guiding Principles on Business and Human Rights

2019

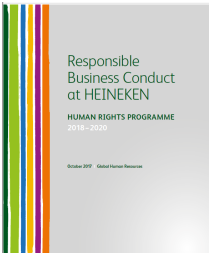


Galaxy Due Diligence Assessment

2024

2017

First Human Rights Programme



2020

Brew a Better World Ambitions and EverGreen Bold Move



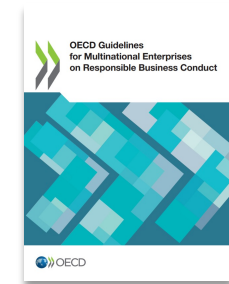
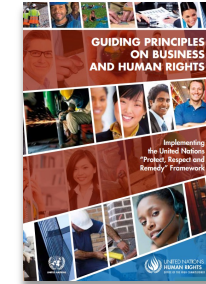


# Legislative changes directly impact our business

The gap between international standards and European and national legislation is narrowing.

From voluntary international standards on business and human rights and responsible business conduct...

...to four regulations that directly impact our business and global footprint, triggering a step up in HEINEKEN'S (risk) management systems.



Standardisation and enhancement of sustainability reporting across the European Union



CSRD (2024)



Import restrictions to avoid European contribution to deforestation and forest degradation



EUDR (2025)



Prohibition of the import and sale of products made with child and forced labour within the European Union



EU Forced Labor Ban (2027)



Human rights and environmental due diligence for (a large part of) a company's value chain

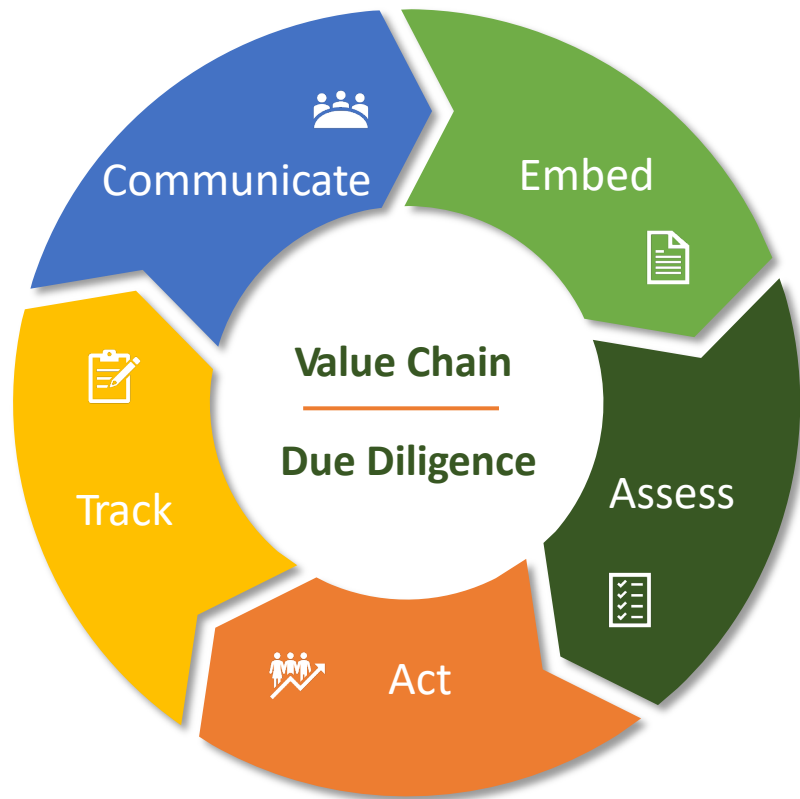


CSDDD (2028)



# Addressing social (and environmental) risks through the updated Due Diligence Process Framework

The existing framework provides a base to organise and strengthen due diligence elements and meet the international standards and upcoming legislation.



## Cross-cutting elements

-  Access to remedy
-  Stakeholder engagement
-  Effective governance
-  Fit for purpose (e.g. in high-risk contexts)

The Framework, aligned with UNGP and OECD standards, has been used for Human Rights since 2019.


It reflects a structure through which the different human rights and environmental (risk) management systems and programs across HEINEKEN come together.



# Thinking in systems

- Advancing management systems
- Combined effort across functions
- Inside-out to outside-in
- Collaborating with business partners
- Engaging stakeholders (incl. rightsholders)

Management systems thinking is the foundation of FSSC. With increasing (legal) expectations of companies to implement effective management systems, FSSC – and similar standards – have an important role to play in supporting companies to meet those expectations.



“The CSDDD [...] aims to ensure that **companies** operating in the EU single market contribute to attaining the European Union’s broader ambition to transition towards a sustainable and climate-neutral economy putting in place **adequate governance** and **management systems** and taking appropriate measures to identify and address adverse human rights and environmental **impacts**.”

- European Commission



Thank you and feel  
free to share your  
thoughts or ask  
questions!



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