

OUR STRATEGY



HEINEKEN Group's sustainability journey is marked by global strategies that are aimed at: The balanced growth of the business – called EverGreen – which has **Sustainability & Responsibility as one of its pillars**, and to Brew a Better World – Raise the Bar 2030 (BABw), which is propped on three pillars: Social, Environmental, and Responsibility.

Both have targets, positions, and initiatives that are currently being worked on.



EVERGREEN



BIG
EVERGREEN
BATTLES
(BEBs)



BREW A BETTER WORLD
RAISE THE BAR 2030

EVERGREEN: OUR GLOBAL BALANCED GROWTH STRATEGY

The EverGreen strategy adapts to changes in the beverage industry and the world based on a set of goals designed to keep the company growing as it renews. Based on four pillars, called the Green Diamond, our goal is to strike a balance between short-term delivery and long-term sustainability, and between growth and value creation for the audiences that we have relationships with.



EverGreen strategy priorities

- Drive superior growth
- Fund the growth
- Raise the bar of sustainability and responsibility
- To be the most connected brewery
- Unlock the full potential of our team

While EverGreen is our global strategy for balanced growth, the Big EverGreen Battles (BEBs) are the main initiatives being developed for Brazil in this regard. These are priority actions, that is, matters that deserve dedication and effort for us to get where we want as a business. In the Sustainability topic, the focus is on three pillars:

CARBON

Challenge: Accelerate Scope 3 decarbonization.

GREEN ENERGY

Challenge: Expand green energy coverage and accelerate conversion.

CIRCULARITY

Our goal is to have 100 percent packaging circularity on the market, in the On Trade channel (Bars and Restaurants), by 2025.

BREW A BETTER WORLD – RAISE THE BAR 2030: COMMITMENT TO BREW A BETTER WORLD

Brazil's strategy consists of three pillars (Environmental, Social, and Responsibility), each of which has objectives to be met.

SOCIAL

- 50% women in leadership by 2026
- 40% black people in leadership by 2030
- Annual investment of 10% of the budget for Amstel branded media and LGBTQIA+ campaigns
- Zero fatal accidents and serious accidents at work
- Impact 10,000 professional street vendors and waste pickers by 2025

ENVIRONMENTAL

- 30% CO₂ reduction in the value chain by 2030 and net zero by 2040
- 100% renewable energy by 2023
- 100% packaging circularity in the Bars and Restaurants channel, and 100% plastic circularity by 2025
- 2.6 hl/hl in breweries in water stress regions by 2030, and 2.9 hl/hl in other breweries by 2025
- 1.5x water balance in breweries in water stress regions by 2030

RESPONSIBILITY

- 10% of Heineken® brand's annual media budget invested in the responsible consumption platform
- 100% aware drivers by 2030
- 100% coverage of Heineken® 0.0 in bars and restaurants by 2025

Our ambitions and goals are in line with the principles of the United Nations Global Compact, and we are determined to contribute toward achieving the UN Sustainable Development Goals (SDGs), of protecting the planet, ensuring prosperity, and eradicating poverty.



● ● ● These are our commitments by 2030.

