



LEGACY  
**2030**

**FEBRUARY 2024**

## CREATING A LEGACY WE CAN BE PROUD OF

At Asahi, we don't just think about today, but also about tomorrow - and we set our standards high. This is not only reflected in the taste of our beverages, but also in how we act as a company.

We believe that our legacy is not only in the joy we create with our drinks, it's also about the people we work with, the consumers who drink our beer, the farmers who help to make it - and even the planet itself. Only a positive impact on all of those combined will create a legacy we can be proud of.



LEGACY  
2030

**THE GIFTS OF NATURE ARE ESSENTIAL TO BREWING GREAT-TASTING BEER, SO WE ARE COMMITTED TO RUNNING OUR BUSINESS IN HARMONY WITH NATURE - NOT ONLY FOR US, BUT ALSO FOR THE GENERATIONS THAT FOLLOW**



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We are living in a hugely important decade that will be instrumental in shaping our future. If there ever was a time to act, it is now. Things will not start moving on their own. Being leaders in most of the markets in which we operate, we believe we need to lead by example.

We've moved sustainability into the core of our strategy, and as we move forwards we plan to accelerate our efforts by making both big and small changes.

Through our actions, we are focussing on the areas where we can make an impact, utilizing our scale, supply chain or partnerships.

What we are facing is bigger than us. We can do our part, but we also understand the need to engage with others to serve the greater good by building on what beer has already been doing for centuries - bringing people together.

We are focussed on the current decade and have set some ambitious goals for 2030. Our aim is to become carbon neutral within our breweries and to work with partners to cut our carbon footprint across the whole supply chain by 30%. We plan to maintain and improve best-in-class water consumption at our breweries, use only packaging that is fully circular and source ingredients in a sustainable way.

Our focus is also on the openness and diversity of our teams, to achieve an equal share of women in leadership roles by 2030. With the goal of reaching a 20% share of non-alcoholic products in our portfolio, we want to provide more choice to our consumers.



PLANET

**THE INGREDIENTS IN OUR BEERS COME FROM NATURE, WHETHER WATER, HOPS, BARLEY OR ANY OTHER CROP. THAT'S WHY WE CARE ABOUT THE PLANET.**



By the year 2030, our ambition is that all of our breweries will be carbon neutral and all the packaging we use recyclable. Our ingredients will come from sustainable sources and we will continue to be the best in class in water consumption, while simultaneously fostering partnerships across our supply chains and in the communities where we operate. That's because we care and are fully aware of the impact we can have.



PLANET

# CARBON NEUTRAL IN OUR BREWERIES BY 2030



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## RENEWABLE ELECTRICITY IN OUR BREWERIES BY 2025

Climate change is an indisputable phenomenon that is affecting all of our lives. As the carbon in our atmosphere is the main source of that, our top priority is to reduce our carbon emissions and become fully carbon neutral in order to create a positive legacy for future generations.

We plan to **become carbon neutral within our breweries by 2030** and engage suppliers and partners to

**reduce the carbon emissions of our products across the whole supply chain by 30%** in the same period.

To achieve these goals, we are focussing on renewable sources of energy. **By 2025, all the electrical energy we use in our breweries will come from renewable sources.**

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## RENEWABLE HEAT IN OUR BREWERIES BY 2030

As we target carbon neutrality for all our breweries, we are committed to 100% renewable heat across Europe by 2030. In a major step towards carbon neutrality, in 2022 our Netherlands Grolsch brewery signed a 100% renewable heat supply contract with sustainable energy supplier Twence, reducing natural

gas CO<sub>2</sub> emissions by 72% - or 4,800 tonnes of CO<sub>2</sub>e per year. Meanwhile, our Plzeňský Prazdroj brewery now sources renewable heating from Plzeňská Teplárenská (Pilsen Heating Plant), a partnership that supports the brewery's ongoing journey towards carbon neutrality in 2030.

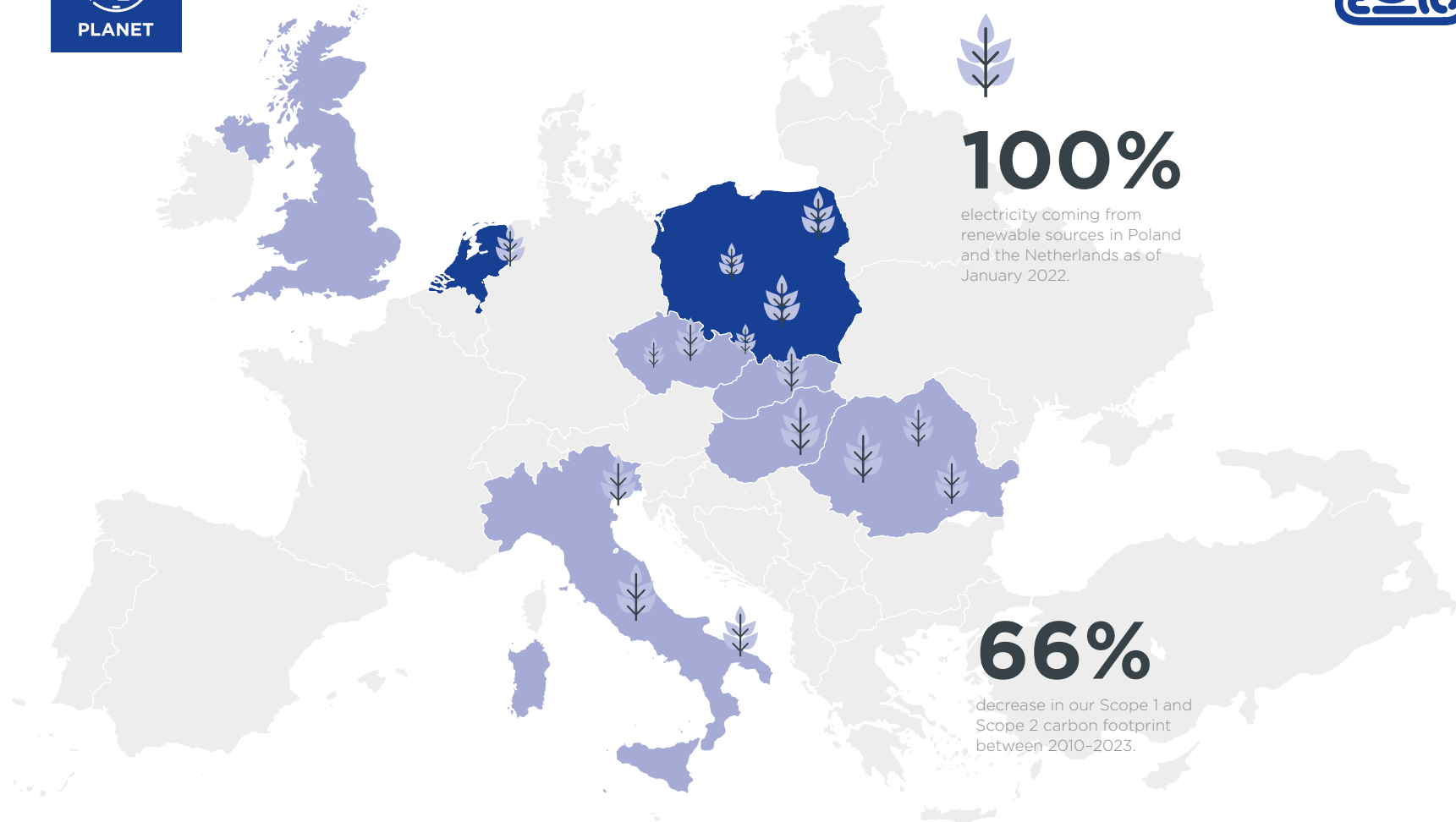


## ZERO WASTE TO LANDFILL BY 2030

We are committed to reducing landfill waste in our breweries to zero by minimizing waste and increasing the amount we recycle, reuse and compost. We are working with suppliers and partners to reduce waste across our production journey.







**100%**

electricity coming from renewable sources in Poland and the Netherlands as of January 2022.

**66%**

decrease in our Scope 1 and Scope 2 carbon footprint between 2010-2023.





PLANET

**WE COMMIT TO SPENDING LESS  
THAN 3 LITRES OF WATER PER  
LITRE OF BEER BREWED IN  
EVERY SINGLE BREWERY**

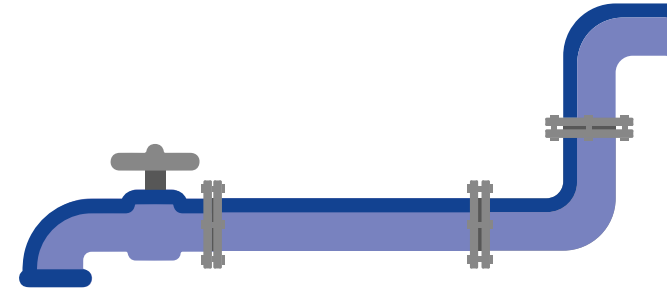


## AVERAGE OF 2.75 LITRES OF WATER PER LITRE OF BEER BREWED BY 2030

Water is an absolutely crucial ingredient in beer brewing. Due to climate change, water scarcity has become an issue in regions where this was previously unheard of. Our aim is to ensure that we secure plentiful water of good quality, both for our breweries and the communities we operate in.

We've already done a lot in this area. Over the past decade, we've cut our water consumption to a level which is the best in class not only in Europe, but also worldwide. And we want to go even further.

By 2030, we aim to **reach an average consumption of 2.75 litres of water per litre of beer brewed in Europe.** At the same time, we commit to **spending less than 3 litres of water to brew a litre of beer in every single brewery we operate in Europe.**



We will focus on operational efficiencies and invest in new technologies to keep our water consumption to the minimum, while maintaining the quality and top-notch hygienic standards of our products. We will also continue to be involved in local water initiatives in our communities and supply chain.



## ALREADY ABOVE THE INDUSTRY STANDARD

**2.92**

litres of water per litre of beer brewed was our average across Europe in 2023. We are already the best in class on the market and continue to reduce our water consumption further.

**2.29**

was the water-to-beer ratio in our most water-efficient brewery in Nošovice, Czech Republic in 2023. The brewery is also supporting several water-related projects in nearby communities.

**26%**

less water per hectolitre of beer brewed compared to a decade ago. Between 2010–2023, we reduced our average water usage by more than a quarter thanks to new technologies and improved operational efficiency.



PLANET

**TO BREW PREMIUM BEERS,  
WE ONLY USE HIGH-QUALITY  
INGREDIENTS**





# 100% INGREDIENTS SOURCED IN A SUSTAINABLE WAY

To brew our premium beers, we use only high-quality ingredients. These days, climate change is putting a strain on growers, meaning sustainability across the whole supply chain is becoming increasingly important.

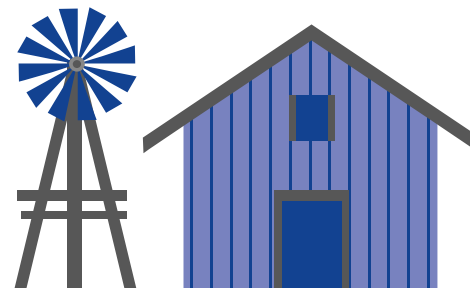
To ensure the long-term supply of high-quality ingredients, we strive to source raw materials sustainably across Europe, and work closely with growers and all impacted partners to encourage the development and implementation of sustainable agricultural practices.

In this transition, we leverage existing best practice and local partnerships with farmers, cooperatives and academia in a way that allows our growers to stay viable. To this end, in 2020 we developed our Sustainable Procurement Principles that go beyond our responsible sourcing

policies to address key challenges for the agriculture sector in the supply of sustainable raw materials.

In addition to procuring exclusively sustainable raw materials by 2030, we are committed to introducing regenerative growing techniques and reducing emissions resulting from our agriculture production.

Further refinement of the priority areas will be conducted alongside our suppliers. We want to ensure that safety, quality and a long-term focus with respect to the environment are values that these partnerships are built on.





We encourage and support our suppliers to embed sustainability in their operations, starting with protecting nature and biodiversity, reducing water usage and cutting their carbon footprints whilst also working to promote smart farming.

# 100%

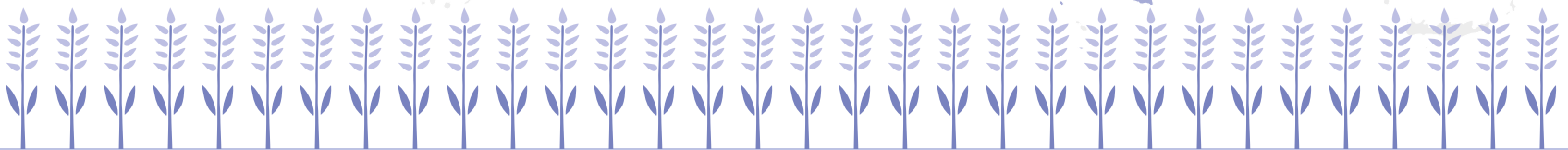
OF THE BARLEY WE USE IN CZECHIA, SLOVAKIA AND ITALY IS SOURCED LOCALLY, MOST OF IT DIRECTLY FROM FARMERS.

# 160+

GROWERS IN CZECHIA AND SLOVAKIA SUPPLY BARLEY DIRECTLY TO US.

# 1,500+

FARMERS COLLABORATE WITH US IN ITALY.

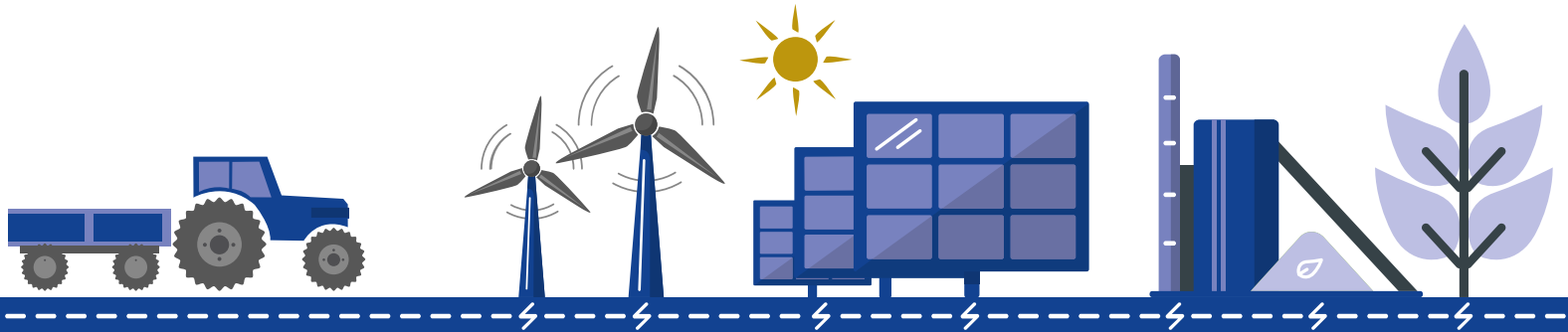




# 30% REDUCTION IN SCOPE 3 CARBON EMISSIONS BY 2030

The overall impact of our products is created not only in our breweries, but also across our entire supply chain. We have initiated partnerships and are actively cooperating with our suppliers and customers to accelerate the reduction of our Scope 3 emissions, especially in the areas of packaging, transport and cooling of beer.

To achieve a 30% reduction in our Scope 3 emissions by 2030, we are working with our suppliers to reduce our transportation and cooling carbon footprint. We are exploring logistical efficiencies through various optimization and innovation initiatives. For cooling, we have already started multiple initiatives, including a switch to more energy-efficient fridges.







PLANET

**ALMOST HALF OF THE BEER  
WE BREW IS ALREADY SOLD  
IN REUSABLE PACKAGING**



# 100% PACKAGING REUSABLE OR RECYCLABLE

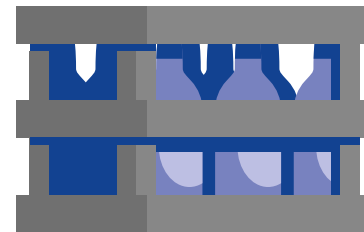
Packaging is essential when it comes to securing the highest quality of beer for consumers. We want to create a future in which we sell our products in fully circular packaging, and we are proud of the journey we have taken so far in this direction. In 2023, 40% of the beer we brewed was sold in reusable packaging, whether in returnable bottles or on tap in pubs.

**By 2030, we will only use containers and secondary packaging that are either reusable or fully recyclable and made primarily from recycled materials.**

We are looking for new solutions to reduce the amount of packaging we use and will continue to focus

on increasing the share of reusable materials in our packaging. And last but not least, our goal is to achieve 100% recyclability of our one-way packs by choosing the right materials, increasing the use of recycled materials and supporting research to find innovative technological solutions.

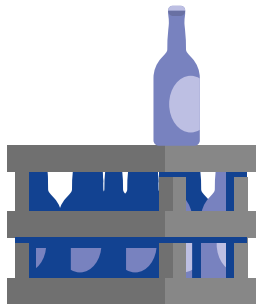
Active cooperation with all partners, including packaging producers, retailers and waste collection and recycling systems, is crucial to achieving better collection and recycling efficiency. We also need to continue educating our consumers in order to maximize recycling of our packaging.





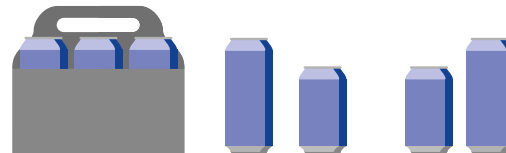
# 40%

OF THE BEER WE BREWED IN 2023 WAS SOLD IN REUSABLE PACKAGING.



# 100%

PLASTIC FREE: OUR PATENTED TOPCLIP PACKAGING FOR CAN MULTIPACKS, WHICH WE HAVE INTRODUCED IN THE NETHERLANDS, IS MADE FROM CARDBOARD.



# 100%

OF OUR SHRINKS IN CZECHIA, SLOVAKIA AND THE NETHERLANDS WERE MADE FROM RECYCLED MATERIAL IN 2023.



**OUR CULTURE WILL BE OPEN,  
INCLUSIVE AND EMBRACING  
OF DIFFERENCE**



We are determined to create a business that is as diverse as the world around us, reflecting the communities we reach and the people we serve. We believe that difference accelerates innovation and enhances creativity, and we are building a culture to embrace it.

We are committed to nurturing a workplace where we celebrate and respect our differences, and support everyone's freedom to be their true selves - at work, at home and in public. Our message to employees is: be courageous in your individuality, knowing that whoever you are and whatever your circumstances, you can belong without having to conform, so have the freedom to just be you - and shine AS YOU ARE.

The wellbeing of our employees, and of the people enjoying our products, is something we pay great attention to because without them, we will never be able to thrive.



CREATING AN INCLUSIVE CULTURE



ENHANCING EQUITY



IMPROVING DIVERSITY



PROVIDING MORE FLEXIBLE WORK PRACTICES AND POLICIES



ACTIVELY SUPPORTING WOMEN



ENCOURAGING LEADERS



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# EQUAL SHARE OF FEMALE EXECUTIVES IN LEADERSHIP TEAMS BY 2030

## **As a company, we are committed to:**

Creating an inclusive culture where everyone can belong, encouraging leaders to create diverse and inclusive high-performing teams.

Improving diversity, with an immediate focus on gender balance and our aim of achieving gender parity at management and senior executive levels by 2030.

Actively supporting women and employees from diverse backgrounds in their growth and development for career mobility and progression of high-potential talents.

Enhancing organization-wide equity at every stage of the employee journey.

Providing more flexible working practices and policies, with role models in senior positions who have families, demonstrating that success does not mean compromising on work-life balance.

Encouraging leaders to prioritize health and wellbeing, with a focus on mental, physical and social wellbeing, to ensure an inviting, safe and thriving modern workplace.



PORTFOLIO

**TO PROVIDE MORE CHOICE  
FOR CONSUMERS, WE WILL  
FURTHER INNOVATE IN THE  
NON-ALCOHOLIC SEGMENT**



## RESPONSIBLE CHOICES

Meaningful consumer information to enable responsible choices continues to be a priority. We are proud that **100% of our labels and brand communication bear responsibility messages** to address underage drinking, drinking while driving or drinking during pregnancy, **in addition to listing calories and ingredients.** We have committed through IARD to strengthen our dedication to tackling underage drinking.

We have come a long way, but it is clear that alone we cannot change social and cultural norms that are tolerant of irresponsible drinking. We need accelerated efforts from all parties involved, which is why we will continue to work with our partners locally and activate stakeholders to tackle these issues.

To underline our commitment we have set up a dedicated website, **[www.aboutalcohol.com](http://www.aboutalcohol.com)**. Since 2016, we have provided ingredients and a nutritional declaration for all our brands either on labels or through this website.



FOR PEOPLE OVER  
THE AGE OF 18 ONLY



DON'T DRINK  
AND DRIVE



PREGNANT WOMEN  
SHOULD NOT DRINK  
ALCOHOL





PROVIDING MORE CHOICE  
FOR CONSUMERS

# 20% SHARE OF NON-ALCOHOLIC PRODUCTS IN OUR PORTFOLIO BY 2030

We want our products to be an enjoyable part of our consumers' lives. This is fundamental to the way we do business and our choice to inspire consumers to drink more responsibly. To support this vision, we will further innovate the non-alcoholic part of our portfolio to offer consumers more choice and cater to different consumption patterns.

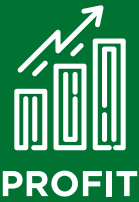
We aim to **achieve a 20% share of non-alcoholic products\* in our portfolio by 2030**. In addition, we will continue to strongly advocate for a responsible approach to the promotion and consumption of our products, building on the remarkable progress we have achieved in our markets.

# 6.9%

WAS THE SHARE OF  
NON-ALCOHOLIC  
PRODUCTS IN OUR  
PORTFOLIO IN 2023.



\* As per Asahi Europe and International definitions



# ACCELERATING SUSTAINABLE IMPLEMENTATION



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## CARBON PRICING AND SUSTAINABLE-EBITA

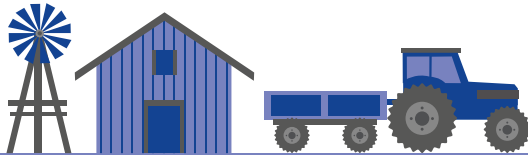
# ACCELERATING SUSTAINABLE IMPLEMENTATION THROUGH CARBON PRICING AND SUSTAINABLE-EBITA

At Asahi Europe and International, we have integrated sustainability across our key pillars of planet, people, portfolio and profit. In order to accelerate our sustainability implementation and incentivize sustainable value creation, in 2022 we started adopting internal carbon pricing and allocating costs to our carbon emissions. We are proud to have set out on this journey of seeing our profits (EBITA) as Sustainable-EBITA by deducting costs associated with emissions from our EBITA. We are looking at Sustainable-EBITA as a strategic planning tool to help us manage our climate-related business risks and be at the forefront of the transition to a low-carbon economy.



### SUSTAINABLE SOURCING

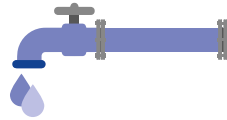
100% INGREDIENTS SOURCED SUSTAINABLY BY 2030



### WATER



AVERAGE OF 2.75 LITRES OF WATER PER LITRE OF BEER BY 2030



### WASTE



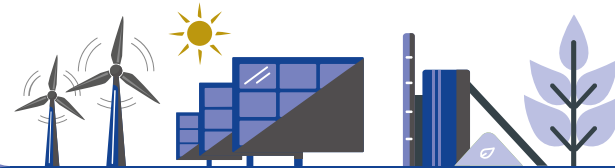
REDUCE WASTE TO LANDFILL TO ZERO ACROSS ALL OUR BREWERIES BY 2030



### CARBON NEUTRALITY

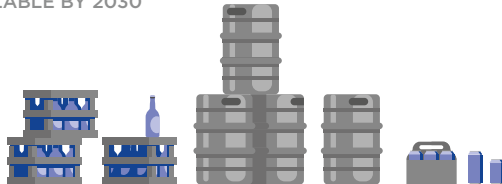


NET ZERO ACROSS OUR VALUE CHAIN BY 2040; CARBON NEUTRAL IN OUR BREWERIES BY 2030; REDUCE CARBON EMISSIONS BY 30% ACROSS OUR SUPPLY CHAIN BY 2030



### CIRCULAR PACKAGING

100% PACKAGING REUSABLE OR FULLY RECYCLABLE BY 2030



### RESPONSIBLE CHOICES



20% SHARE OF NON-ALCOHOLIC PRODUCTS BY 2030



### INCLUSION AND WELLBEING

EQUAL SHARE OF WOMEN IN LEADERSHIP BY 2030



