

TOGETHER TOWARDS ZERO AND BEYOND

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Sustainability & ESG

Disclaimer

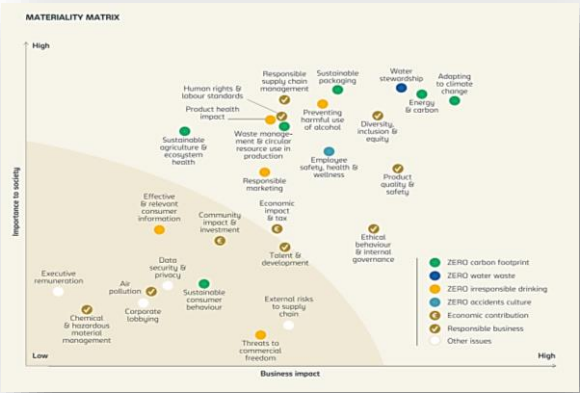
FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements, including statements about the Group's sales, revenues, earnings, spending, margins, cash flow, inventory, products, actions, plans, strategies, objectives and guidance with respect to the Group's future operating results. Forward-looking statements include, without limitation, any statement that may predict, forecast, indicate or imply future results, performance or achievements, and may contain the words "believe", "anticipate", "expect", "estimate", "intend", "plan", "project", "will be", "will continue", "will result", "could", "may", "might", or any variations of such words or other words with similar meanings. Any such statements are subject to risks and uncertainties that could cause the Group's actual results to differ materially from the results discussed in such forward-looking statements. Prospective information is based on management's then current expectations or forecasts. Such information is subject to the risk that such expectations or forecasts, or the assumptions underlying such expectations or forecasts, may change. The Group assumes no obligation to update any such forward-looking statements to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking statements.

Some important risk factors that could cause the Group's actual results to differ materially from those expressed in its forward-looking statements include, but are not limited to: economic and political uncertainty (including interest rates and exchange rates), financial and regulatory developments, demand for the Group's products, increasing industry consolidation, competition from other breweries, the availability and pricing of raw materials and packaging materials, cost of energy, production and distribution related issues, information technology failures, breach or unexpected termination of contracts, price reductions resulting from market driven price reductions, market acceptance of new products, changes in consumer preferences, launches of rival products, stipulation of fair value in the opening balance sheet of acquired entities, litigation, environmental issues and other unforeseen factors. New risk factors can arise, and it may not be possible for management to predict all such risk factors, nor to assess the impact of all such risk factors on the Group's business or the extent to which any individual risk factor, or combination of factors, may cause results to differ materially from those contained in any forward-looking statement. Accordingly, forward-looking statements should not be relied on as a prediction of actual results.

Our new ESG programme, Together Towards ZERO and Beyond (TTZAB), addresses our most material ESG topics

BASED ON OUR MATERIALITY ASSESSMENT



TTZAB is designed to address our most material ESG topics; materiality is defined by impact on our business and on our stakeholders

SUPPORTING OUR OVERALL BUSINESS STRATEGY



TTZAB is embedded in SAIL'27; we recognise that our ESG performance can strengthen our overall business performance and company culture

SUPPORTING THE SUSTAINABLE DEVELOPMENT GOALS



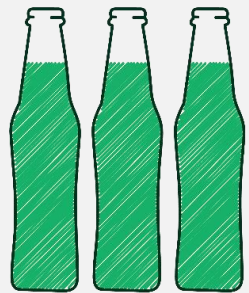
TTZAB supports the UN SDGs that are relevant to our business; through TTZAB we contribute to progress on global goals

TTZAB builds on our previous Together Towards ZERO programme and the progress made since 2015



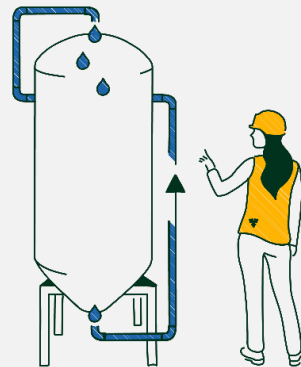
TOGETHER TOWARDS ZERO

Our progress 2015-2021



-40%

Relative carbon emissions



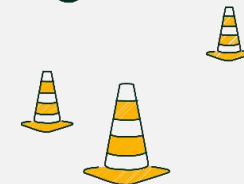
-21%

Relative water use



+114%

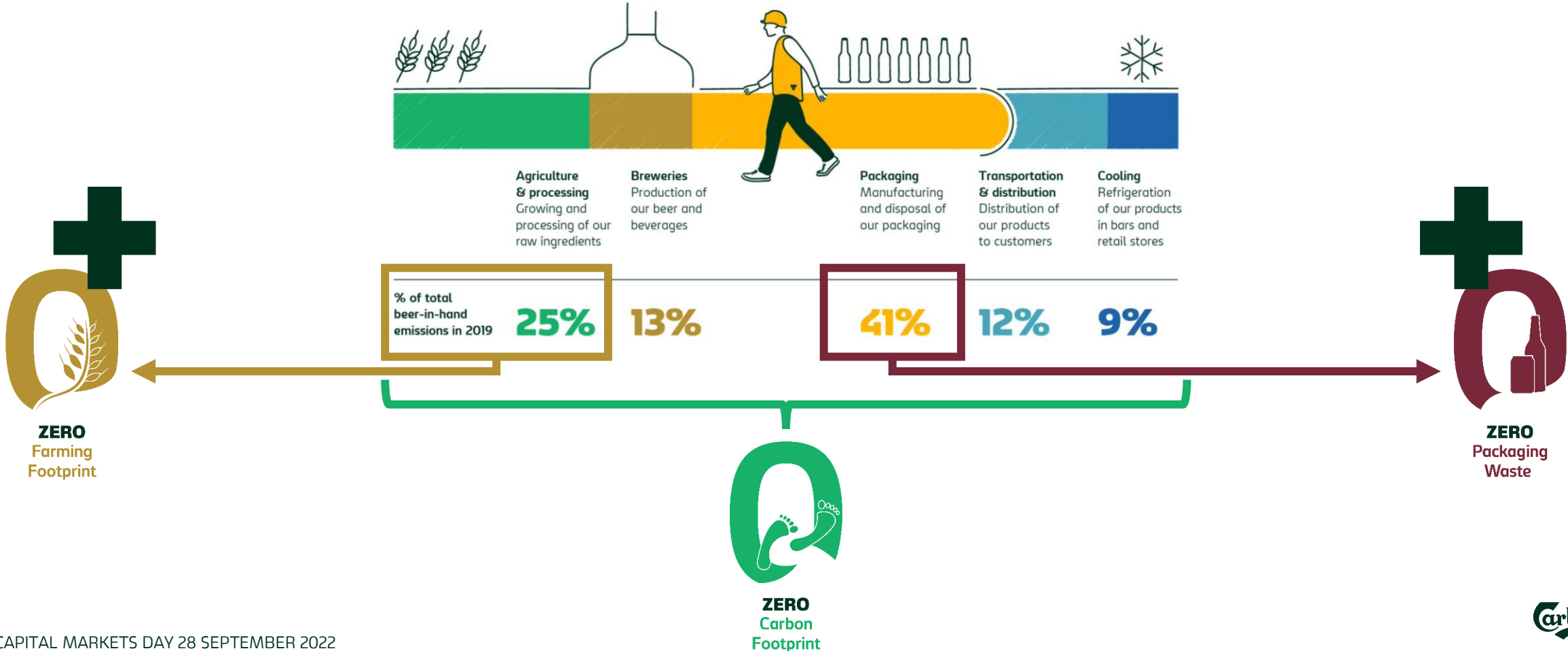
Volume growth in alcohol-free brews



-35%

Lost-time accidents

We have introduced agriculture and packaging as new focus areas given their impact on our value chain footprint; new targets within these will accelerate performance towards a net zero value chain



TOGETHER TOWARDS ZERO & BEYOND



ZERO
Carbon
Footprint



ZERO
Farming
Footprint



ZERO
Packaging
Waste



ZERO
Water
Waste



ZERO
Irresponsible
Drinking



ZERO
Accidents
Culture

Responsible
Sourcing

Diversity, Equity
& Inclusion

Human
Rights

Living By
Our Compass

Community
Engagement



ZERO Carbon Footprint

By 2030:

- › **ZERO** carbon emissions at our breweries
- › **30%** reduction in value chain carbon emissions
- › **All** renewable electricity must come from new assets (e.g. via Power Purchase Agreements)

By 2040:

- › **Net ZERO** value chain

ZERO Carbon Footprint

Finland Carbon-neutral brewery



Switzerland 26 heavy-duty electric trucks





ZERO
Farming
Footprint

By 2030:

- › **30%** of our raw materials are from regenerative agricultural practices and are sustainably sourced

By 2040:

- › **100%** of our raw materials are from regenerative agricultural practices and are sustainably sourced

ZERO Farming Footprint

France

1664 roadmap to use 100% regenerative barley by 2027



Finland

Christmas brew made with regenerative barley





ZERO Packaging Waste

By 2030:

- › **100%** recyclable, reusable or renewable packaging
- › **90%** collection and recycling rate for bottles and cans
- › **50%** reduction of virgin fossil-based plastic
- › **50%** recycled content in bottles and cans

ZERO Packaging Waste

Western Europe

8,000 fibre bottles tested with consumers in 8 markets



United Kingdom

Glass bottle trial with 90% lower CO₂ emissions





ZERO
Water
Waste

By 2030:

- › Water usage efficiency of **2.0 hl/hl** globally and **1.7 hl/hl** at breweries in high-risk areas
- › **100%** replenishment of water consumption at breweries in high-risk areas

ZERO Water Waste

Vietnam

Projects giving 27,000 people access to clean water



Denmark

World-class efficiency of 1.4 hl/hl





ZERO
Irresponsible
Drinking

By 2030:

- › **100%** responsible drinking messaging through packaging and brand activations
- › **100%** of our markets run partnerships to support responsible consumption
- › **100%** availability of alcohol-free brews
- › **35%** of our brews globally are low-alcohol or alcohol-free

ZERO Irresponsible Drinking

Sweden

Campaign to encourage responsible behaviour when sailing



Malaysia

Annual Drive Safe campaign with ONT activations, partnerships and 81,000+ consumer reach (plus 4.5M online reach)





ZERO
Accidents
Culture

By 2030:

› **ZERO** lost-time
accidents

ZERO Accidents Culture

China

3,300 employees trained in safe behaviour



Global

371,000 safety observations &
134,000 safety walks



TOGETHER TOWARDS ZERO & BEYOND



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TOGETHER



United Nations
Global Compact



- + Colleagues
- + Suppliers
- + Customers
- + Partners