



LEGACY
2030

MARCH 2023



CREATING A LEGACY WE CAN BE PROUD OF

In Asahi, we think not only about today, but also about tomorrow. And set our standards high. It comes with the taste of our beverages, but also with how we act as a company.

We believe that our legacy is not only in the joy we create with our drinks. It is also about the people we work with. The consumers who drink our beers. The farmers. And even the planet itself. Only a positive impact on all of those combined can make a legacy we can be proud of.



LEGACY
2030

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





We are living in one of the most important decades to determine our future. If there ever was the time to act, it is now. Things will not start moving on their own. Being leaders in most of the markets where we operate, we believe we need to lead by example.

We've moved sustainability into the core of our strategy and plan to accelerate our efforts as we move on. Doing both big things and lots of smaller things.

Through our actions, we are focusing 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 understand also the need to engage with others to serve the greater good. Building on what beer has been doing for centuries – bringing people together.

We focus on the current decade and have set some ambitious goals for 2030. Our aim is to become carbon neutral within our breweries and 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 in 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 the leadership by 2030. With the goal to reach a 20% share of non-alcoholic products in our portfolio we want to provide more choice to our consumers.





PLANET

INGREDIENTS IN OUR BEERS COME FROM NATURE, WHETHER IT IS WATER, HOP, 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, all the packaging we use recyclable, ingredients coming from sustainable sources and we will continue to be the best in class in water consumption, while fostering partnerships across our supply chains, as well as in the communities where we operate.

Because we care and are fully aware of the impact we can have.



PLANET

CARBON NEUTRAL IN OUR BREWERIES BY 2030







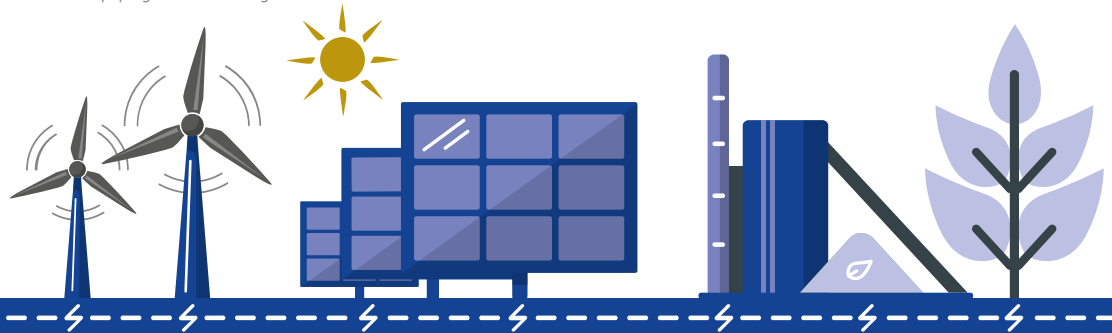
GREEN ELECTRICITY IN OUR BREWERIES BY 2025

Climate change is an indisputable phenomenon and is affecting the lives of all of us. As the carbon in the atmosphere is the main source of that, we feel the need to reduce our carbon emissions, to become fully carbon neutral. This is our top priority, 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 carbon emissions of our products across the whole supply chain by 30%** in the same period. Our ultimate goal is to become carbon neutral across the supply chain by 2050.

To achieve these goals, we focus on green sources of energy. **By 2025, all electrical energy that we use in our breweries will be coming from renewable sources.**

The overall impact of our products does not take place only in the breweries. In order to understand its scale, we set up carbon measurements and life-cycle assessments. Based on these, we will initiate partnerships and actively cooperate with our suppliers and customers to accelerate the reduction of emissions, especially in the area of packaging, transport and cooling of beer on sale.





100%

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

66%

decrease in our scope 1&2 carbon footprint between 2010-2022



PLANET

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



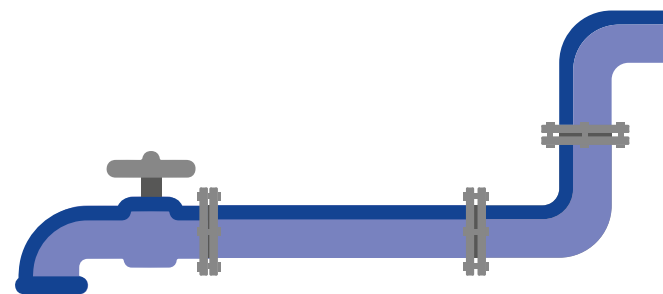


AVERAGE OF 2.75 LITRES OF WATER PER LITRE OF BEER BREWED BY 2030

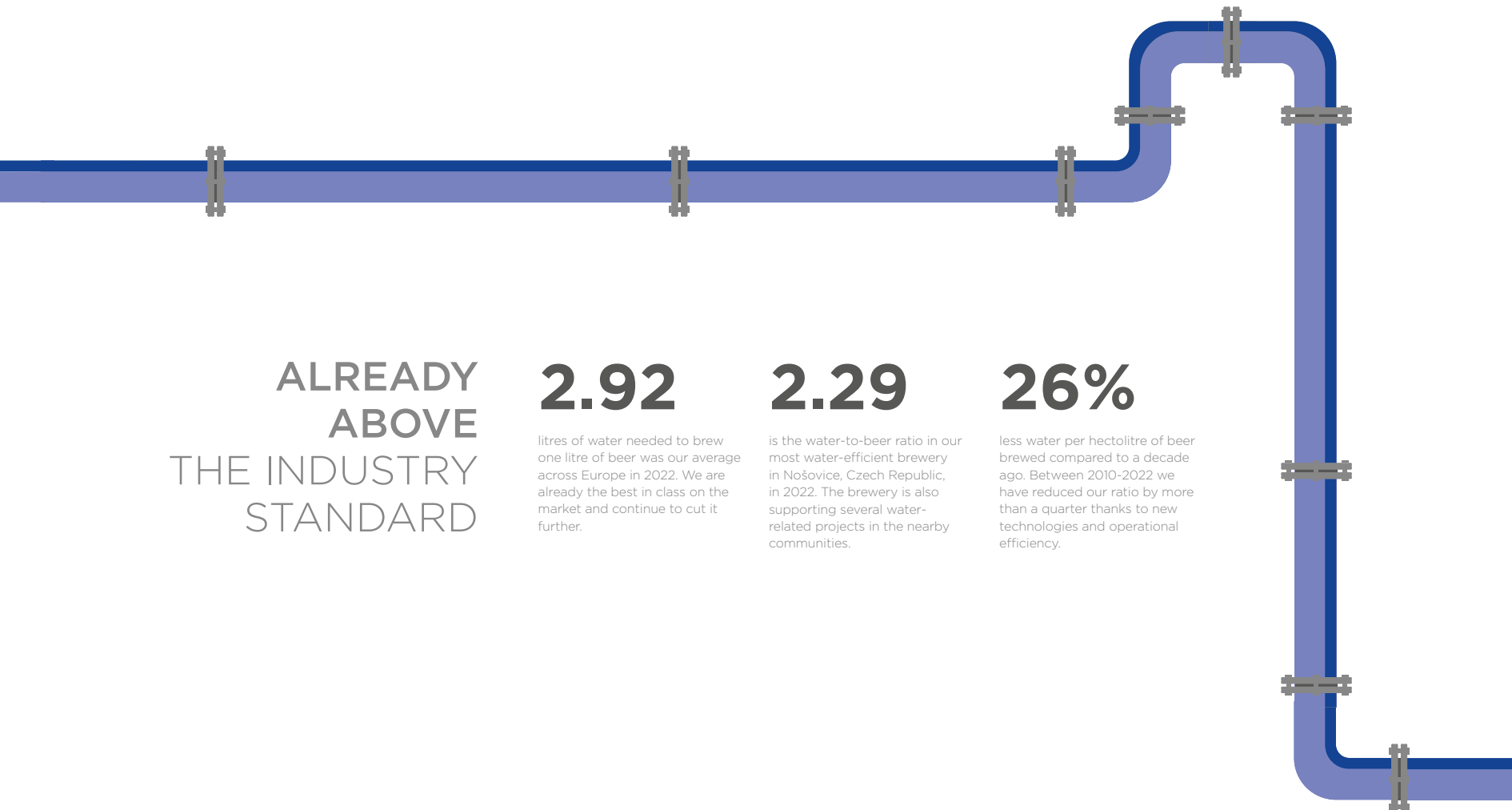
Water is an absolutely crucial ingredient in brewing beer. Due to climate change, water scarcity becomes an issue also in regions where this was unheard of before. Our aim is to make sure that we secure plentiful water of good quality, both for our breweries and the communities we operate in.

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 in Europe of 2.75 litres of water per litre of beer brewed.** At the same time, we commit to **spend 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 efficiency, as well as invest in new technologies that keep 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 needed to brew one litre of beer was our average across Europe in 2022. We are already the best in class on the market and continue to cut it further.

2.29

is the water-to-beer ratio in our most water-efficient brewery in Nošovice, Czech Republic, in 2022. The brewery is also supporting several water-related projects in the nearby communities.

26%

less water per hectolitre of beer brewed compared to a decade ago. Between 2010-2022 we have reduced our ratio by more than a quarter thanks to new technologies and operational efficiency.



PLANET

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







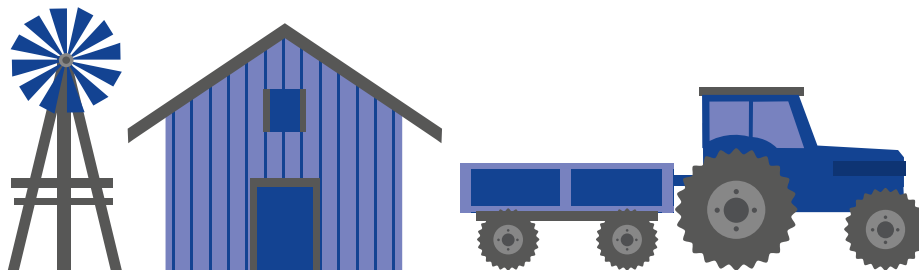
100% INGREDIENTS SOURCED IN A SUSTAINABLE WAY

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

To ensure long-term high-quality supply of 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.

We leverage existing best practice, local partnerships with farmers, co-operatives and academia in this transition in a way that allows them to stay viable. Toward this end, **in 2020 we developed 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.

Further refinement of priority areas will be done jointly with our suppliers. We want to ensure that safety, quality and long-term focus with respect



to the environment are values that our partnership is built on. We encourage and support our suppliers to embed sustainability in their operations, starting with protecting nature and biodiversity, reducing the use of water, and reducing carbon footprint whilst working to promote smart farming.

100%

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

130+

BARLEY GROWERS WE DIRECTLY SOURCE FROM IN CZECHIA AND SLOVAKIA.

1,500

FARMERS WE COLLABORATE WITH IN ITALY.





PLANET

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





100% PACKAGING REUSABLE, OR RECYCLABLE

Packaging is essential to secure the highest quality of beer for consumers. We want to create a future in which we will sell our products in fully circular packaging and are proud of the journey we have taken so far in this direction. In 2022 40% of the beer we brew is sold in reusable packaging, be it returnable bottles or on tap in pubs.

By 2030, we will use only containers, as well as secondary packaging that is reusable or fully recyclable, and made chiefly from recycled content.

We are looking for new solutions to reduce the amount of packaging used. We will continue to focus on increasing

the share of reusable 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 technology solutions.

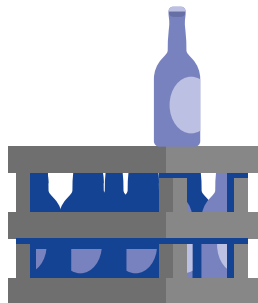
Active cooperation with all partners, including packaging producers, retailers, waste collection and recycling systems is crucial to achieve better collection and recycling efficiency. We also educate our consumers in order to achieving maximum recyclability within the life cycle.





40%

OF THE BEER WE BREW
IN 2022 IS SOLD IN
REUSABLE PACKAGING.



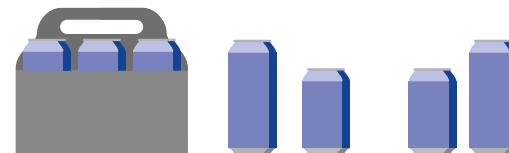
100%

PLASTIC FREE IS THE
PATENTED TOPCLIP
PACKAGING FOR CAN
MULTIPACKS MADE
FROM CARDBOARD
THAT WE HAVE
INTRODUCED IN THE
NETHERLANDS.



100%

SHRINKS IN CZECHIA,
SLOVAKIA AND THE
NETHERLANDS WERE
FULLY MADE FROM
RECYCLED MATERIAL
IN 2022.





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





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

We believe that difference accelerates innovation and enhances creativity. We are building a culture to embrace it.

To provide more choice for consumers, we will further innovate in the non-alcoholic segment, in order to achieve a 20% share of non-alcoholic products in our portfolio by 2030.



EQUAL SHARE OF FEMALE EXECUTIVES IN LEADERSHIP TEAMS BY 2030

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 are committed to nurturing a workplace where we celebrate and respect difference, and support everyone's freedom to be their true selves - at work, at home and in public. Being courageous in your individuality, knowing 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.



CREATING AN
INCLUSIVE CULTURE



IMPROVING
DIVERSITY



ACTIVELY
SUPPORTING
WOMEN



**ENHANCING
EQUITY**

As a company, we are committed to:

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

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



**PROVIDING MORE
FLEXIBLE WORK
PRACTICES AND
POLICIES**

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

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



**ENCOURAGING
LEADERS**

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

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



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 how we do business and why we choose to inspire our consumers to drink better. To support this vision, we will further innovate the non-alcoholic part of our portfolio to offer consumers more choice that suits 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%

WAS THE SHARE OF
NON-ALCOHOLIC
PRODUCTS IN OUR
PORTFOLIO IN 2022.

* As per Asahi Europe & International definitions





PROVIDING MORE CHOICE FOR CONSUMERS

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 committed through IARD to accelerate efforts in 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 activate stakeholders to tackle these issues and work with our partners locally.

We have set up a dedicated website, **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

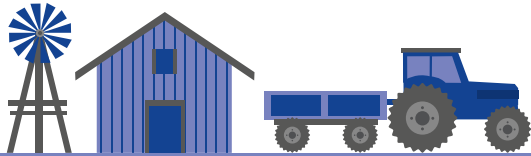


PREGNANT WOMEN
SHOULD NOT DRINK
ALCOHOL

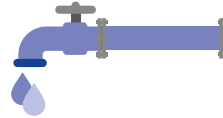


SUSTAINABLE SOURCING

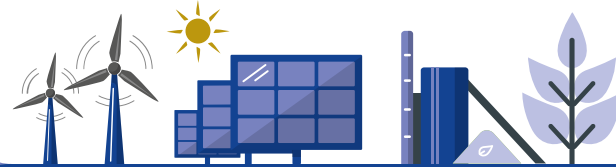
100% INGREDIENTS
SOURCED SUSTAINABLY
BY 2030



WATER
AVERAGE OF
2.75 LITRES
OF WATER
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BY 2030

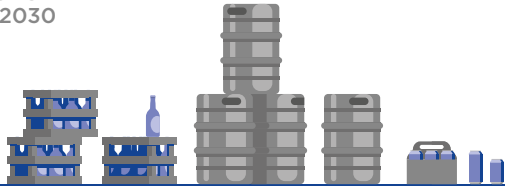


CARBON NEUTRALITY
CARBON NEUTRAL
IN OUR BREWERIES
BY 2030



CIRCULAR PACKAGING

100% PACKAGING
REUSABLE OR FULLY
RECYCLABLE
BY 2030



RESPONSIBLE CHOICES

20% SHARE
OF NON-ALCOHOLIC
PRODUCTS BY 2030



INCLUSION & WELLBEING

EQUAL SHARE OF WOMEN
IN LEADERSHIP
BY 2030



