



 **HEINEKEN**

**Harold van den Broek | Chief Financial Officer**

Eumedion Symposium | November 2022

# Our Heritage: values and entrepreneurship



Gerard Adriaan Heineken



Henry Pierre Heineken

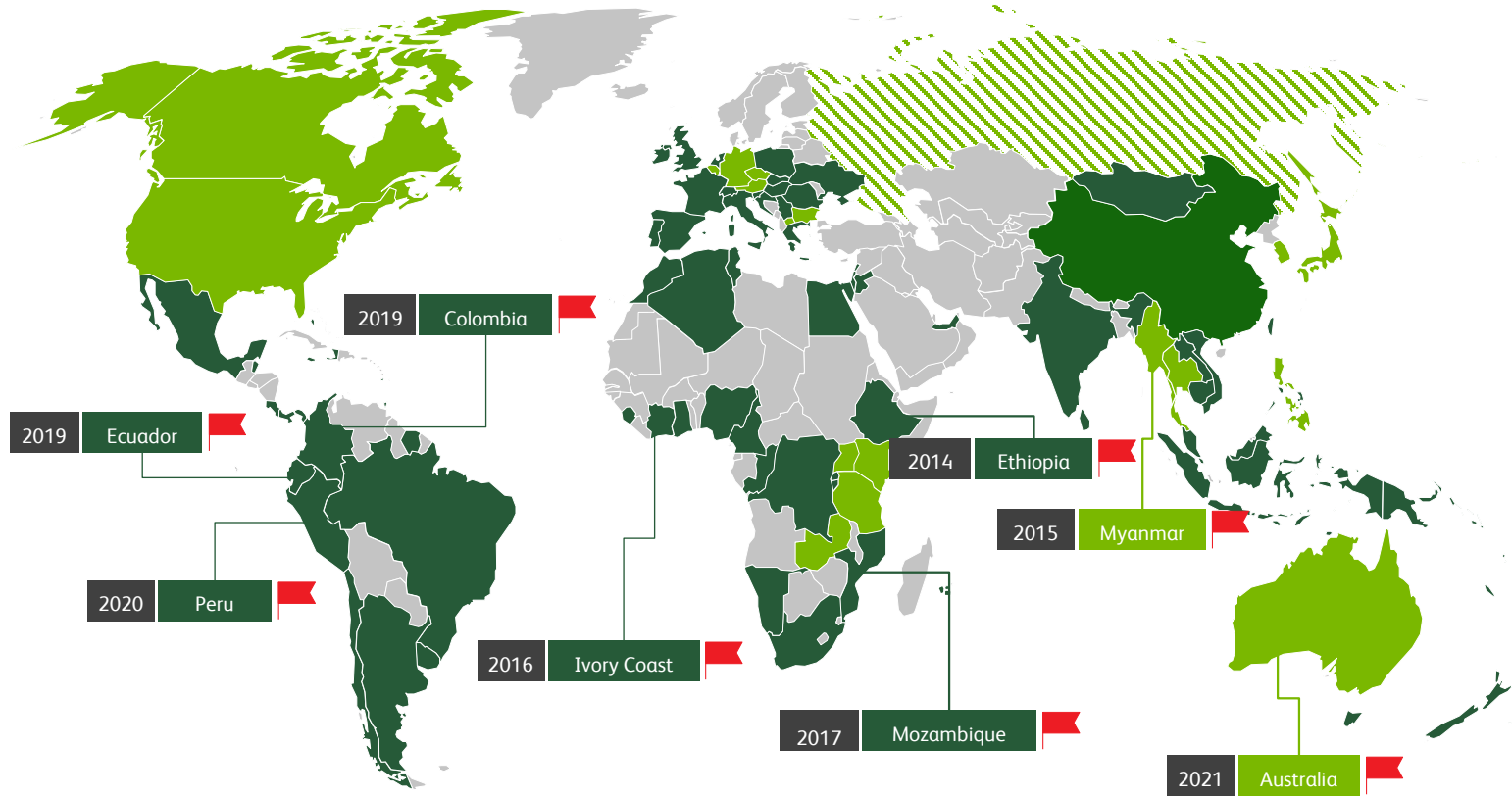


Alfred Henry Heineken



Charlene de Carvalho-Heineken

# We are the world's most international brewer, in a competitive industry



## Global market position



## Global market share



75  
Kanzibar für 55

1885  
 Aug 24.  $\left\langle \begin{array}{l} 121/20 \\ 50 \text{ Kisten 48, Flecker} \end{array} \right\rangle$  L 1.5.2 L 62.18.4  
 für die Beschaffung d. Zypen  $\frac{20.19.11}{L 82.18.3}$

1886  
 Jan 27

Vorstandsamt Leistung von  
 verbleibt  
 50 Kisten zu Rs 22 1/2 j. Rest Rs 1125 -  
 auf hiesige Landungskonten Rs 12.0  
 Kammer für 7 1/2 % — = 86.0 97 -

Rs 1020 -  
 of 12 Rs = L 1 = also Rs 1020 = L 79.1.6  
 of dem Abh. Rs betriebsverm.  $\frac{20.19.11}{L 50.1.7}$   
 =/12 = fl 696.95

Mittel pro Monat p. Rest / 12.90

p. 1. Nov 1886 betragen

# Investing locally, for the long-term



# Operating through periods of volatility

## Volatile Contexts (examples)

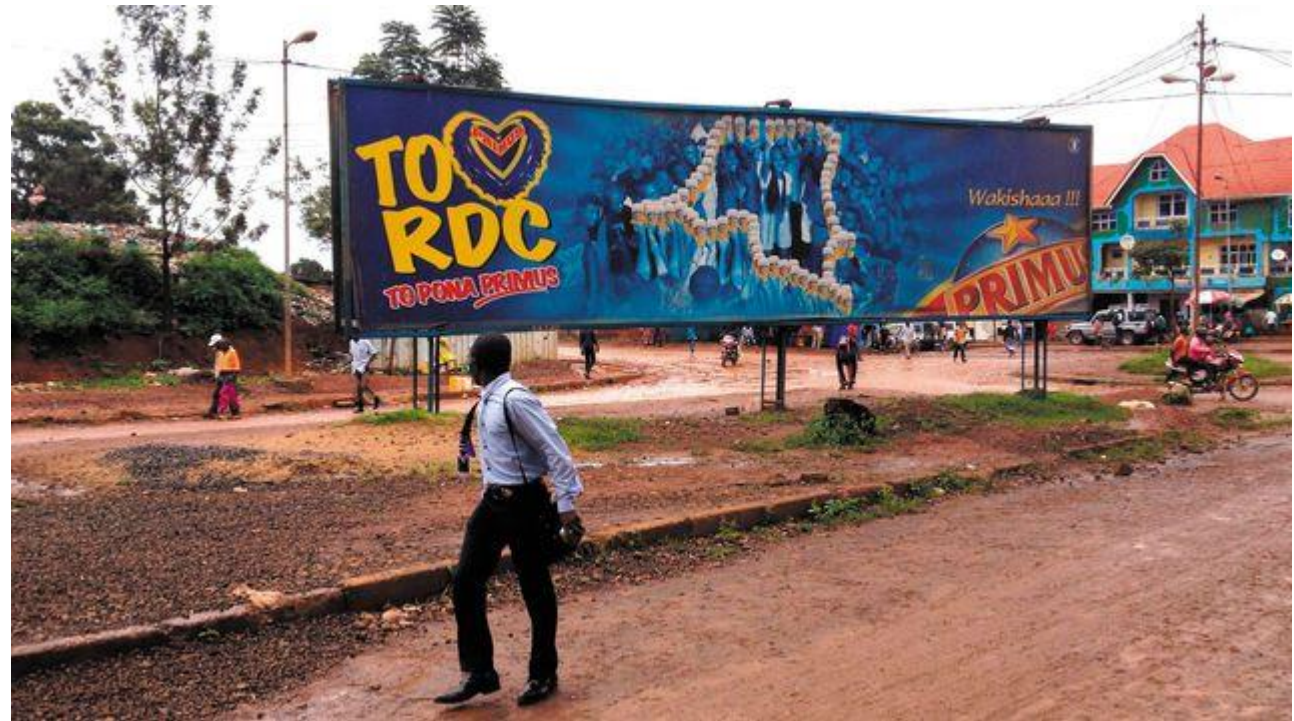
Armed conflict

Weak / Illegitimate governments

Ethnic tension

Civil and political unrest

Humanitarian crisis



# Brewing as a catalyst for positive change, particularly in developing countries



HEINEKEN Mexico

**BEER'S  
GLOBAL  
ECONOMIC  
FOOTPRINT**

**JANUARY 2022**

**1** in every 110 jobs

The global beer sector was in some way responsible for 1 in every 110 jobs in the global economy in 2019.



**1.6%** of GDP

In low-income and lower middle-income countries, 1.6% of national GDP was supported by the beer sector in 2019.

# Our 2030 Brew a Better World strategy

Path to  
zero impact

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Path to an inclusive,  
fair and equitable world

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Path to moderation and  
no harmful use

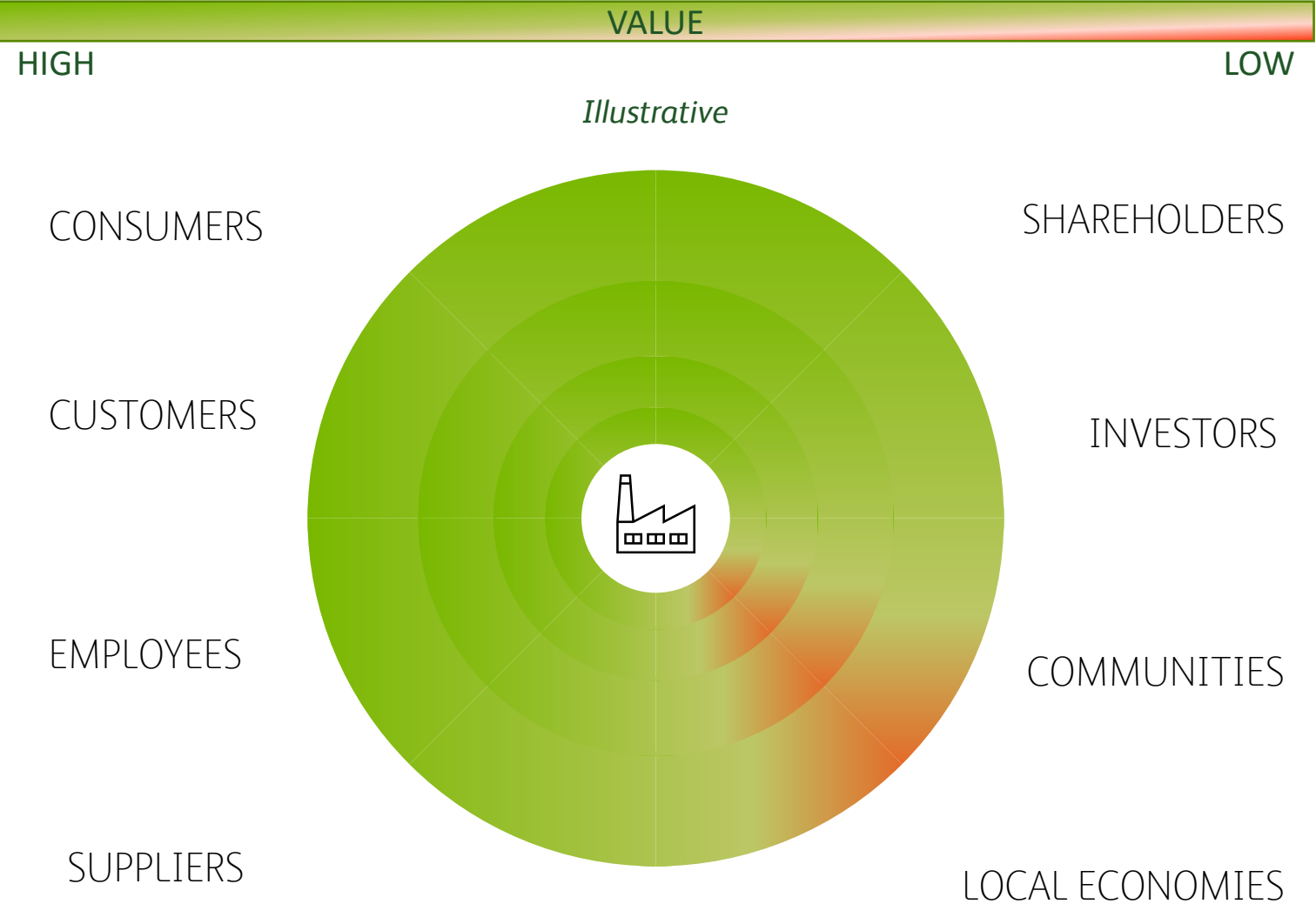
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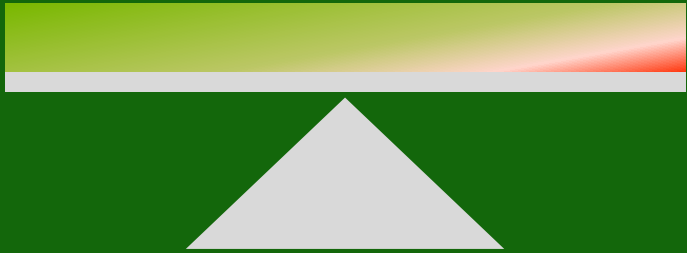
With ET  
updates based  
on this  
meeting



# Generating long term value for all stakeholders



Is there a line where a company's operations no longer have a net benefit for stakeholders?





Guiding principles - how  
to stay

# Principles that guide our operations in complex markets

Follow local laws with no exceptions & higher standards when these fall below our values



Understand the local context and proactively engage with local stakeholders



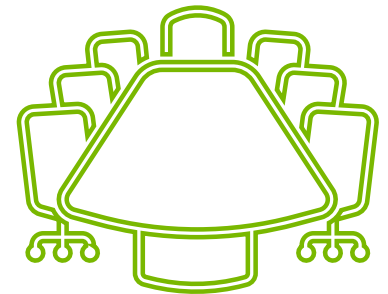
Adhere to strict Code of Conduct compliance and fair employment principles.



Ensure safety of our people & consider human rights risks of people connected to us



Do not make it a practice to enter joint ownership with government parties





Questions & considerations -  
staying OR leaving

# Questions and considerations: Staying or leaving

South Africa (1990's)



Nigeria



Myanmar



Burundi



Ethiopia



Russia



Haiti



Myanmar (1990's)



What is the regulatory environment?



Are we causing, or directly contributing to Human Rights violations?



Do we have a platform to express a dissenting voice?



What is the impact on people?



What is the position of our stakeholders?



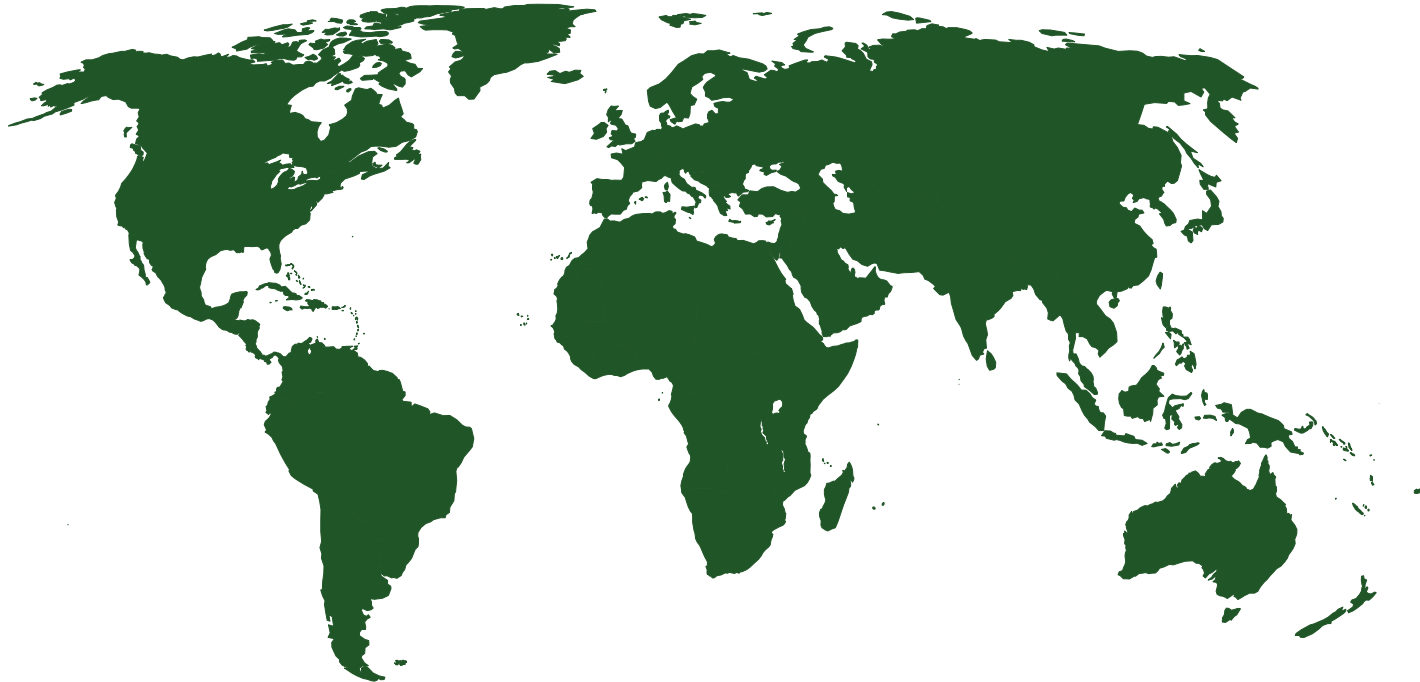
What is the impact on our business?



What is the impact on our reputation?



# Continue to learn & share



Learn - Share - Re-apply



