

Asahi

Asahi Europe & International (AEI)

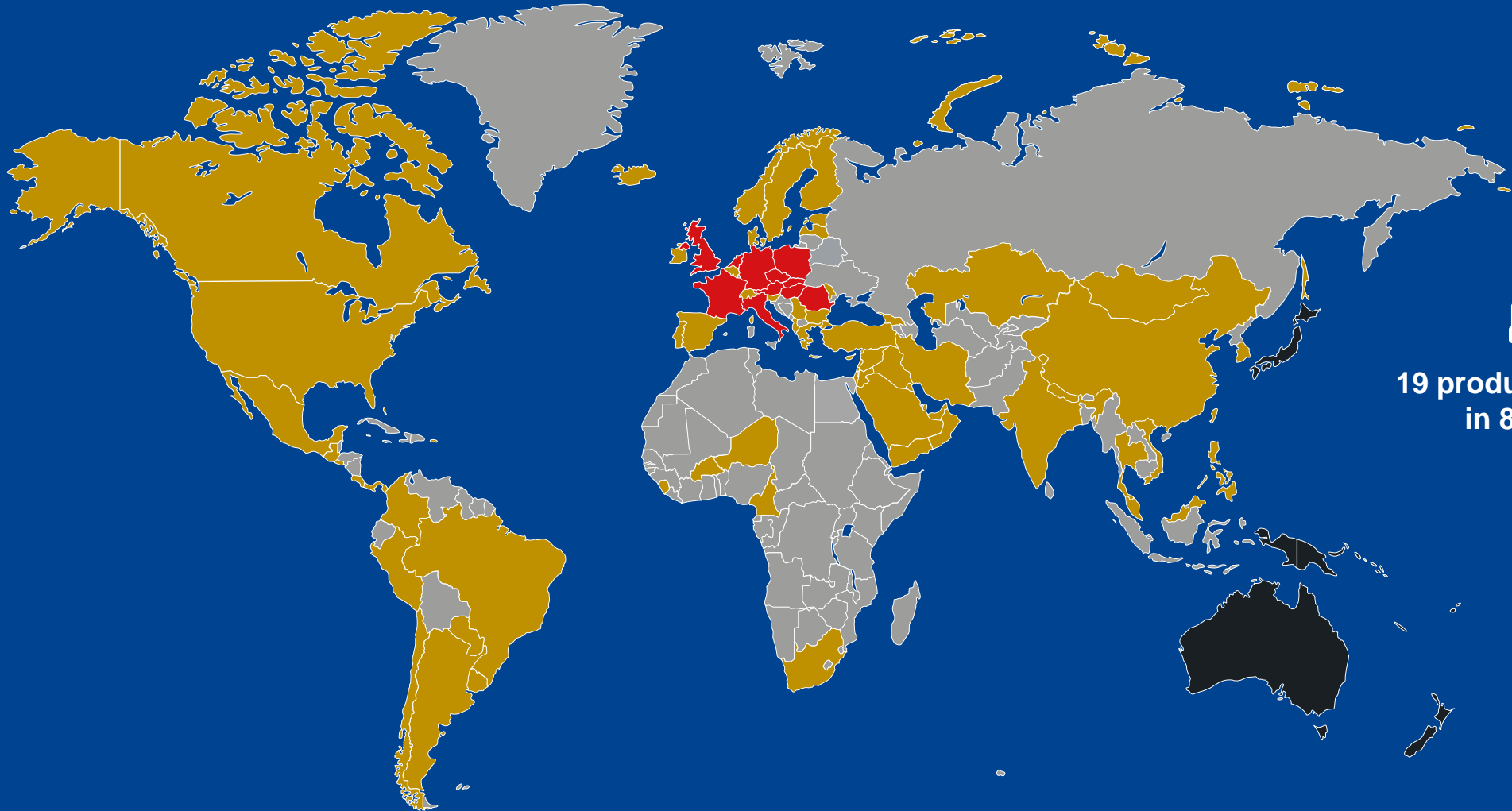
AEI is centered in Europe but manages the complexity of global expansion



90 markets
5 continents
61 reporting entities
21 jurisdictions
22 time zones



10 000
people



19 production facilities
in 8 countries

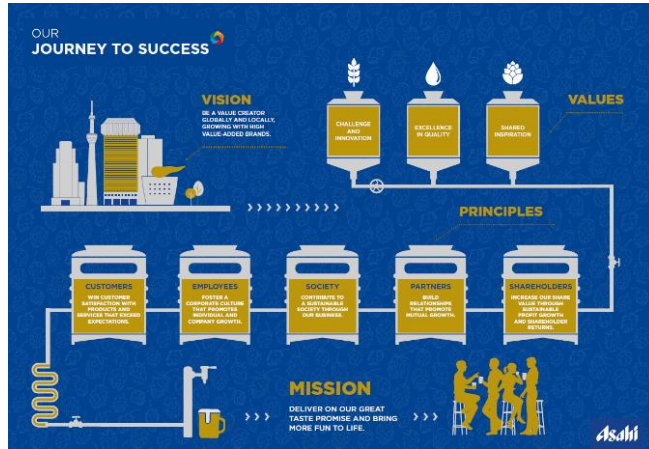


Our performance in 2021, despite continued Covid impact, was substantially better than 2020 with premiumisation evident in top line growth

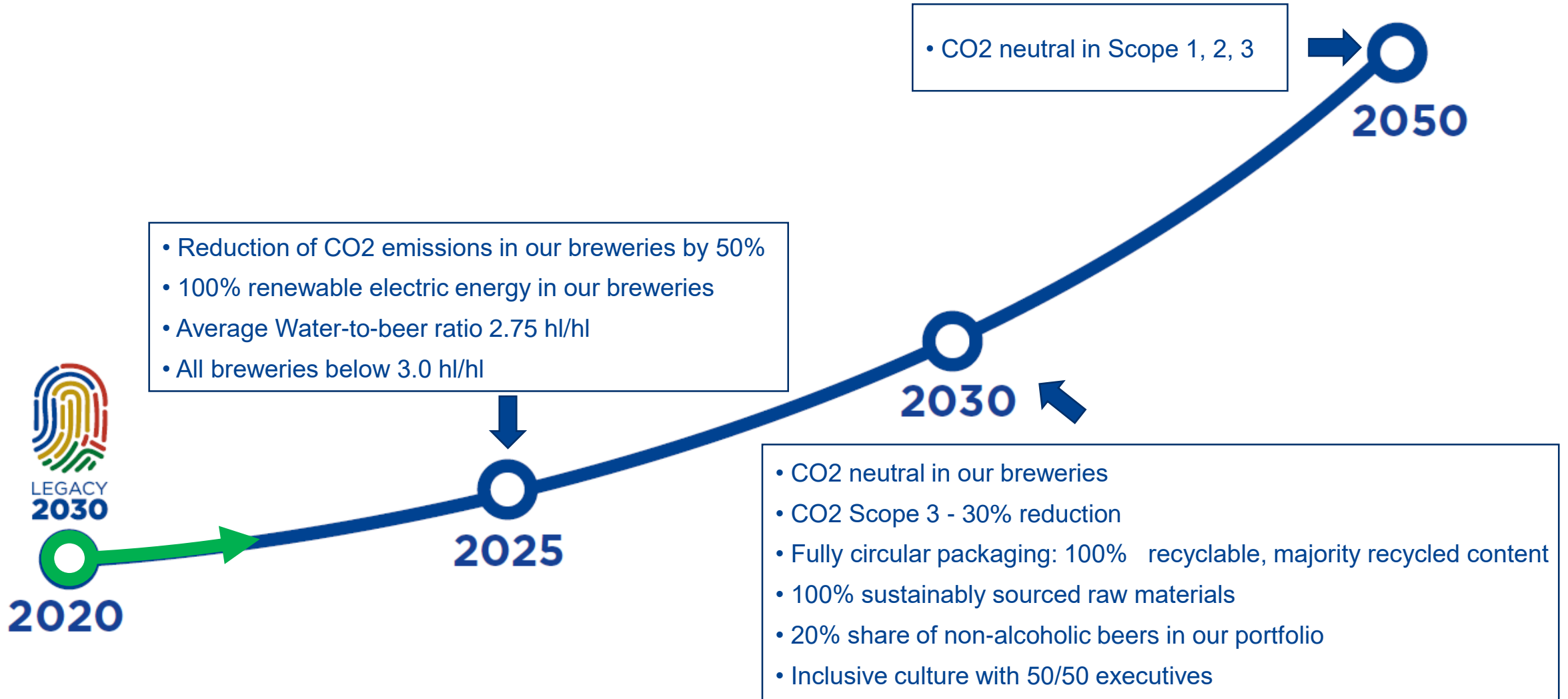
AEI	Q1			Q2			Q3			Q4			Full Year		
	C21	vs. C20	vs. C19	C21	vs. C20	vs. C19	C21	vs. C20	vs. C19	C21	vs. C20	vs. C19	C21	vs. C20	vs. C19
@C21 Bud rates															
NPR €m	473	(14%)	(17%)	858	23%	(3%)	931	5%	2%	668	21%	(1%)	2 930	9%	(4%)
COP €m	3	(95%)	(96%)	197	50%	(11%)	256	4%	(5%)	122	98%	12%	578	16%	(15%)

- Covid impact: Q1 was heavily impacted by lockdowns in most markets, these restrictions eased through Q2 and Q3 with markets reintroducing restrictions in Q4
 - Signs of recovery in On-Trade when markets opened in Q2 and Q3, with some months exceeding 2019 in Czech (Jun & Jul) and UK (Jun, Aug and Sep)
- August 2021 was impacted by adverse weather conditions which partially offset the easing of some Covid restrictions
- Strong YoY NPR growth in 2021, ahead of volume growth, driven by price and channel/brand mix

Our key strategic focus areas, integrate back into AGH and come to life through our culture







Active Participation & Thought Leadership through Partnerships



United Nations
Framework Convention on
Climate Change



The Brewers of Europe



European platform for corporate
renewable energy sourcing



SCIENCE
BASED
TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Progress



Carbon Neutrality

Green Electricity in our
breweries by 2025

- In the **Netherlands** and **Poland** 100% of electricity in our breweries now comes from renewable sources
- Our Grolsch brewery in the **Netherlands** uses 100% green heat
- Our Plzen brewery in **Czechia** is now using green heat



WATER

2.75 litres of water per litre
of beer brewed by 2025

- We use **40% less water now compared to a decade ago**
- Together with Microsoft, we are supporting hop growers in the **Czechia** to address climate related water issues



Circular packaging

100% of reusable or
recyclable packaging

- In the **Netherlands**, now using cardboard patented top-clip packaging for can multipacks
- In **Czechia and Slovakia** we have discontinued PET plastic bottles and PU plastic labels and aluminum foil replaced with 100% recyclable paper labels



SUSTAINABLE SOURCING

100% of ingredients
sourced in a sustainable
way

- 100% of the barley we use in **Czechia, Slovakia and Italy** is sourced locally, most of it directly from farmers

Priorities for 2022 & Towards 2025

- Continue working towards 100% renewable electricity in all breweries by 2025
- Develop & implement Renewable Heat & Waste roadmaps
- Implement Transportation, Cooling roadmaps for carbon neutrality of breweries by 2030

- Perform Water Assessment in each market in 2022-2023
- Develop & implement Water Reduction roadmaps

- Develop & implement packaging roadmap
- Continue to develop pilot projects on circular packaging and packaging reduction
- Monitor & implement Deposit Return Schemes (DRS) in our markets

- Develop & implement agriculture strategy & roadmap
- Identify scalable agriculture related projects





We are determined to create a business 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, in public – to be courageous in your individuality and know that you have the same opportunity for happiness, fun and success, whoever you are and whatever your circumstances.

You can belong without having to conform and have the freedom to just be you – **and shine AS YOU ARE.**



As a Company we are Committed to:



Creating an inclusive culture

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



Improving diversity

with an immediate focus on gender balance and achieving gender parity in management and the senior executive team by 2030.



Actively supporting women

and employees from diverse backgrounds in growth and development for career-mobility and advancement of high potential talent.



Enhancing equity

at every stage of the employee journey across the organization.



Providing more flexible work practices and policies

with role models in senior positions with families, to demonstrate that success does not mean comprising work life balance.



Encouraging leaders

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



Super Dry refreshment from Japan
Need to generate Awareness and Trial

Fame driving global partnerships and trial experiences

Rugby World Cup 2023

- >800mil TV audience
- 1.8mil tickets
- >1mil in fanzones
- 1.5bil reach social media

City Football Group

- Manchester City #1 ranked UEFA team
- Melbourne City in Australia
- Yokohama F. Marinos in Japan
- Sichuan Jiuniu in China
- 4.8bn TV audience
- 200 countries worldwide
- 1billion followers total

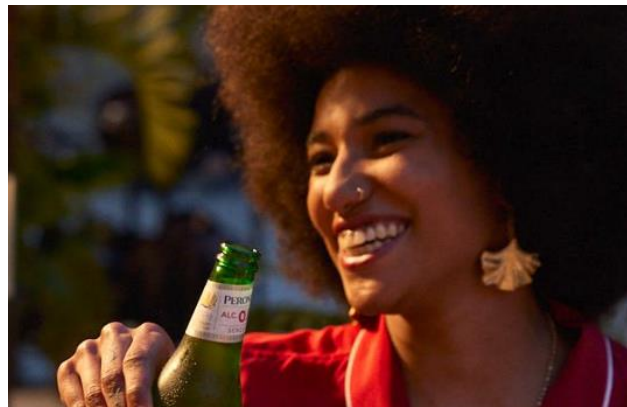


PNA 0.0%

- Completely new consumer blind taste winning recipe
- Impactful new design
- Launch in >20 markets

Aston Martin F1 team

- 1.6bn cumulative TV audience (+4% year).
- 0.5bn unique TV Views.
- Formula 1 fastest-growing follower growth 2021



Kozel – approachable Czech beer culture

- Premium scale brand
- Less bitter traditional styles of beer
- Lager, Dark and new White (KOR)
- Launch Italy 2021 and Romania 2022

