

CARING FOR
**PEOPLE, PLANET
AND PROFIT**

SUSTAINABILITY STRENGTHENING OUR BUSINESS



By focusing on **‘people, planet & profit’**, we are creating a financially strong but socially responsible company, which is **making a real difference** at local, national and even global levels.

Our tight-knit team of people is at the heart of everything we do, so we do all we can to support them. When **people are engaged**, they also deliver the best results.

And, through our processes, partnerships and unique world view - particularly when it comes to emerging markets - we are striving to be a responsible **guardian for our planet**.

But only by remaining profitable – and encouraging success throughout the value chain – we can drive a sustainable **future for all our stakeholders**. Profitability is an integral part of being able to protect the planet and to take care of people.”

Koen Morshuis,
CEO United Dutch Breweries

A handwritten signature in black ink, consisting of a stylized 'K' followed by a series of loops and a long horizontal stroke.

“Sustainability is about the balance between the needs of people, planet and prosperity.”

CARING FOR PEOPLE

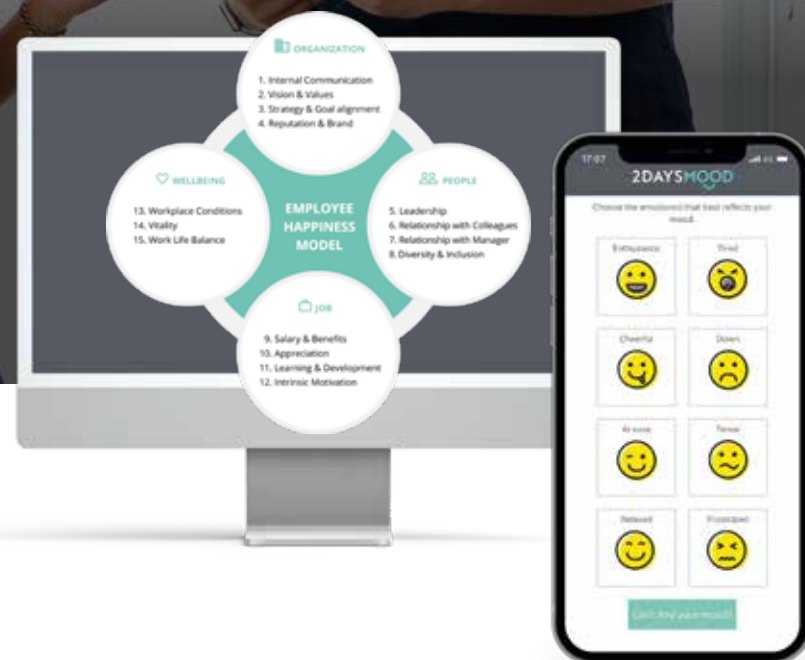
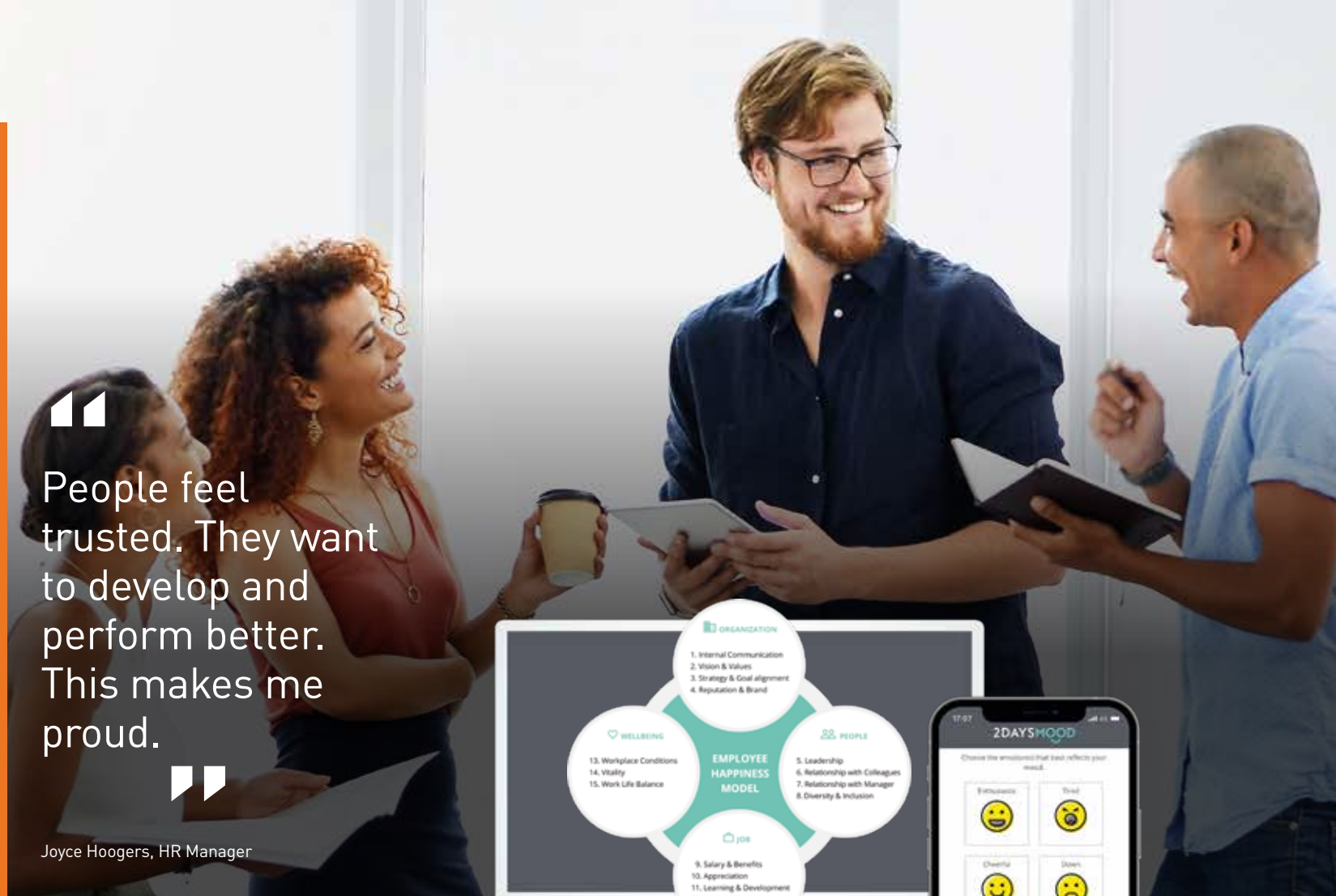
Success is powered by our people. So we strive to be an engaging, attentive employer committed to diversity in order to attract and retain the best.



People feel trusted. They want to develop and perform better. This makes me proud.



Joyce Hoogers, HR Manager



EMPLOYEE HAPPINESS

FINDING OUT HOW EMPLOYEES FEEL

2DAYSMOOD is an innovative employee happiness platform which measures staff engagement on a weekly basis. From this input we implement concrete initiatives to improve happiness levels further. During the Corona pandemic, when people were largely working remotely, the platform meant we could stay closely connected to and engaged with our employees throughout.

MAINTAINING PHYSICAL AND MENTAL FITNESS

With insights from 2DAYSMOOD, we set up initiatives to stimulate health and well-being such as walking challenges, healthy lunches and bicycle leasing. We organize massage sessions from a certified physiotherapist and we support the 'Vitaal Breda Healthy City' initiative. By addressing issues such as work-life balance, vitality and stress reduction we have very low absenteeism numbers.

MEASURING OUR OWN PERFORMANCE

Using Utrecht University's methodology, we benchmarked our performance in 2021 and became certified as a 'Sustainable Employer'. We then outperformed the benchmark, achieving the highest score for 'commitment' – demonstrating how our employees are willing to go the extra mile. The survey also highlighted that when working from home employees feel trusted by their managers.



“
United Dutch
Breweries
really
listened to
my ambitions
”



When Sarah van Gerwen in her job as Trade Marketeer decided to do a Master's degree, she felt really supported by United Dutch Breweries. We agreed she would spend half her time studying and half at work - but kept things flexible during her study. Regular catch-up meetings with her manager kept everyone in the loop and ensured she was able to successfully finish her thesis. Ultimately, it's a win-win scenario: Sarah got to realise her ambitions and got promoted to Sales Manager, while the company benefits from her new-found knowledge and expertise.

Sarah van Gerwen, Sales Manager

“
I like
working
here: they
understand
people
”



As Senior Fork Lift Driver, Artemio Cijntje does a lot more than just drive. Having worked his way up the ranks of the Logistics team over several years, his responsibilities now include warehouse safety, administration for loading/unloading and the support of other drivers who he helps when they have any problems. He puts this progression down to the assistance he has received, particularly from his immediate boss, who has encouraged him and, above all, been consistently positive about him and his potential. In short, as Artemio says, “he believes in me”.

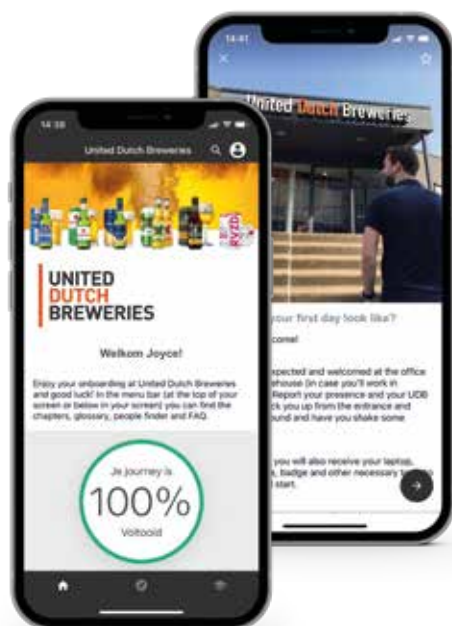
Artemio Cijntje, Senior Fork Lift Driver

“
United Dutch
Breweries
gives you
the freedom
to enjoy your
work
”



Rob van Kuijk didn't set out with a career plan, but over a nine year period has risen from an intern designing promo materials to a highly-regarded Business Analyst with wide-ranging responsibilities for strategic planning and pricing that affect the whole company. Always willing to try new things and even happy to spend four years learning his trade in Africa, he describes United Dutch Breweries as a company that gets the most from people because of its entrepreneurial culture: “If you have the will to improve, within UDB you will quickly develop,” he says.

Rob van Kuijk, Business Analyst



EMPLOYEE DEVELOPMENT

APPRAISALS THAT HELP TO MOTIVATE AND REWARD

In 2019 we launched a new Performance Management Cycle with a focus on self-development. Employees talk with their manager annually and, through these dialogues, they reflect and share feedback to improve their performance, boost motivation and set expectations. They are key in promoting often impressive degrees of career growth.

MAKING NEW HIRES FEEL PART OF THE TEAM

We believe it's important to make new people feel welcome from the moment they sign their contract. Our onboarding app achieves this by not only sharing our history, business information and company values, but by asking new employees for their ideas too. The result? From day one, they already feel part of the team.

OPEN AND DIVERSE CULTURE

EQUALITY IN GENDER, AGE AND NATIONALITY

As a company that does business all over the world with a multinational workforce, we embrace diversity and are sensitive to cultural differences. In partnership with our works council we also ensure an equal working environment for male and female staff members. In particular, remuneration is equal for men and women.

VALUES OF OPENNESS AND INPUT

Our company culture is one of openness and everyone is valued for their input within our organization. We follow values identified from a workshop involving representatives from the whole company who defined us as: Venturers, Experts and Team Players. These values support a culture where we freely give each other feedback on how we're doing.



EXCLUSIVE INCLUSIVE BEERS

LET'S CHEERS TO DIVERSITY

We believe everyone is equal, regardless of race, gender, sexuality, age, looks, religion, income and education. To spread the message of equality, we launched the 'Craft Nation' craft beer brand. It is a tribute to diversity designed to inspire consumers to make a better world, one beer at a time.

BRINGING THE BRAND TO LIFE

The Craft Nation mission is translated into a visual identity using a 'mouth logo' which symbolizes the conversations we should have about equality. Multiple colours, shapes and sizes demonstrate that everyone is invited to this party! We also created an augmented reality filter that brings our cans to life with inspirational quotes and conversation starters.



CARING FOR OUR PLANET

We want to make the smallest possible impact on the planet. So we strive to reduce our environmental footprint – and require suppliers to do likewise.



SUSTAINABLE PRODUCTION

SELECTION OF BUSINESS PARTNERS

We work with breweries and packaging suppliers who take sustainability seriously and who operate in an environmentally conscious way. All breweries we work with have energy-conservation and water-saving programs in place. And we ensure all our suppliers implement effective waste reduction and recycling measures.

GOUDALE: SUSTAINABLE BREWING PARTNER

The Goudale brewery is self-sufficient in CO₂ production - and it releases zero CO₂ into the environment. With their new facility they accomplished a significant reduction of water and energy consumption and, thanks to its own treatment plant, the water that is released to the environment is perfectly pure.

CANPACK: SUSTAINABLE PACKAGING PARTNER

Our can supplier, Canpack, is committed to three pillars: Care, Sustain & Recycle. In 2021 they were awarded a Gold rating for their sustainability performance by EcoVadis. They also deploy initiatives on waste water management and energy saving. In addition, through their membership of the 'Every Can Counts' campaign, they actively promote recycling.

LOCAL PARTNERSHIPS

LESS TRANSPORT = LESS CO₂

Thanks to our strategic initiatives on local production and local sourcing - which reduce our reliance on transportation - we are realizing significant reductions in CO₂ emissions. We are continuously investigating further opportunities like these worldwide. Implementing local production in a new country, for example Cameroon, will reduce transport CO₂ emissions by 90%.



Close partnerships and joint investments ensure environmental compliance throughout our supply chain

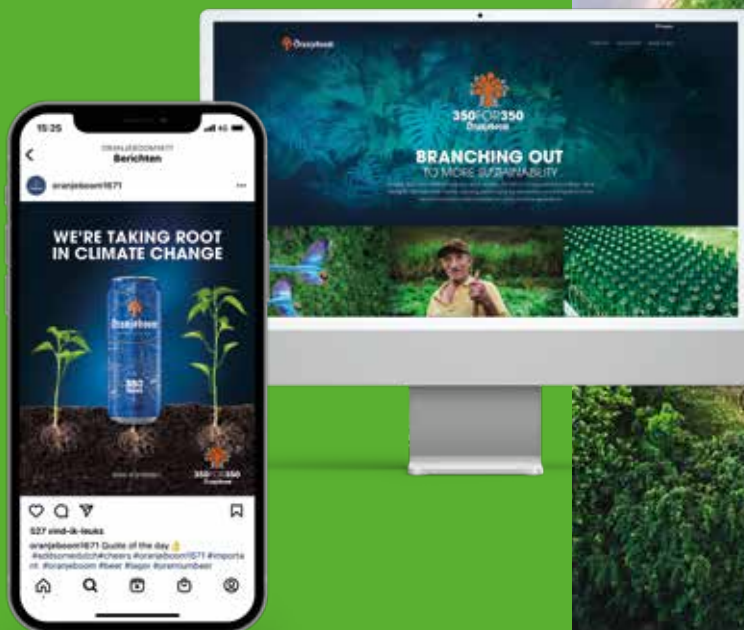


Niels Ansinger, COO

DIRECT LOADING

CUTTING TRANSPORT KILOMETRES

Over the last few years we have been actively implementing a strategy of 'direct loading'. That means transporting finished goods directly from the brewery to our customer without having to go via our warehouse in Teteringen. This saved more than one million transport kilometres in 2020 and similar savings are expected in the coming years.



Oranjeboom reforestation project

DID YOU KNOW?



We have a well-insulated, energy-efficient head office running on green energy and certified with an 'A' energy label.



We promote electric cars through our car lease policy and by providing charging facilities. Fully-electric cars currently account for 27% of our total fleet.



We adhere to the highest safety standards at our warehouse and in the breweries we work with.



With our brands we support local sustainability initiatives, for example the Mali Beach Clean Up that we assisted with 3 Horses.



By helping to create 350,000m² of ecosystems in Brazil through The Green Branch we are actively contributing to atmospheric carbon removal.



Support for local farmers planting 31,500 trees offsets the CO₂ produced from transporting 3,750,000 beer bottles to our key market of China.

CARING FOR PROFIT

Sustainable, profitable growth is a prerequisite for us to make a positive contribution to society. We believe in good governance and act upon it.



BUSINESS MODEL

PEOPLE FOCUSED, ASSET LIGHT

United Dutch Breweries is based on an asset light business model. With a low level of capital assets we can focus fully on the core capabilities of our people and processes. We will boost the company's long term value by building on and expanding our unique mix of resources.



Our asset-light and agile approach creates a lean and highly efficient operating model



Niels Willems, CFO

FINANCIAL MONITORING

LOOKING AT KEY VALUE DRIVERS

We use the 'Golden Triangle' report to measure and follow-up on our 15 most important value drivers for mid- and long term sustainable performance improvement to create value. The value drivers are mainly focused on new products, new markets and operational KPIs.

MEASURING THE EFFECT OF CAMPAIGNS

As well as monitoring 'sales out' data from our customers, we measure the return on investment of our local brand activations - especially targeted social media campaigns. The data, fully integrated in our PowerBI systems, enables us to make smart decisions for the future particularly with regard to more and better distribution, rotation and brand support.

SHORT AND COMPLETE NPD PROCESS

In our industry, a new product development pipeline normally takes up to two years. But at United Dutch Breweries we have shortened that to just 4-6 months. Global market & consumer insights drive cross-

functional projects including online concept testing and blind product tastings before launching in a targeted way per region.

CODE OF CONDUCT

HIGH STANDARDS FOR DOING BUSINESS

Our Code of Conduct is central to the good governance of United Dutch Breweries. It describes how we take responsibility of our business and what we expect from our partners and employees. Data protection, working conditions, the environment, product quality and safety are covered as well as actions to prevent conflicts of interest, corruption and fraud.



LET'S TALK BEER

Are you interested to build
sustainable beer business?
Don't hesitate to contact us and
see how we can work together.

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**UNITED
DUTCH
BREWRIES**

SERVING GREAT BEERS TO THE WORLD