

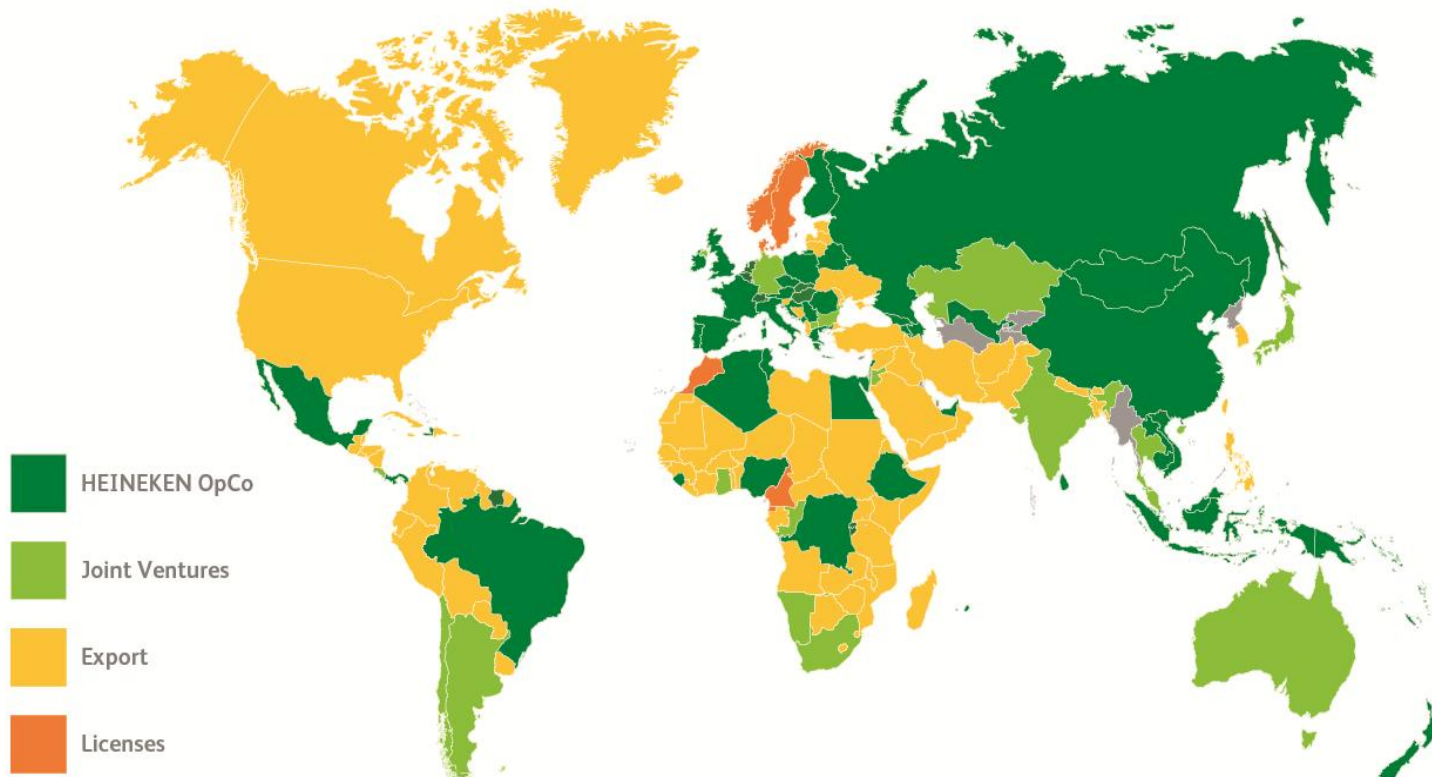


Brewing a Better Future | Measuring Our Impact

respACT-Working Group for Impact Measurement
Vienna, 28 August 2014

Heineken® | Skyfall TVC

HEINEKEN | Nr 1 Brewer in Europe



85,000 people working in 71 countries
170 breweries producing 178 mhl beer
€19,203m revenue | €2,941m operating profit

HEINEKEN in Figures | Financial Overview 2013

Mhl/€m	2013	2012	Total Change (%)	Organic Change (%)
Group revenue	21,255	20,984	1.3	0.1
Group revenue/hl (€)	92	90	2.3	2.7
Group operating profit	3,192	3,106	2.8	0.6
Group operating profit (beia) margin	15.0%	14.8%	+20bps	
Consolidated revenue	19,203	18,383	4.5	-0.9
Consolidated revenue profit (beia)	2,941	2,666	10	-0.7
Net profit (beia)	1,585	1,661	-4.6	-2.0
Net profit	1,364	2,914	-53	
Diluted EPS (beia) in €	2.75	2.89	-4.8	
Free operating cash flow	1,518	1,484	2.3	
Net Debt / EBITDA (beia) ratio*	2.6x	2.8x		
Dividend €	0.89	0.89	-	

HEINEKEN | Brewing Great Beers, Building Great Brands



Sustainability Clip | Bring to Life

HEINEKEN Strategic Priority | Brewing a Better Future



Protecting
water resources

25% less water
Stewardship in **23**
water scarce locations

Reducing
CO₂ emissions

in the
brewery **40%**
50% from fridges
Distribution by **20%**



Values



Behaviours



Sourcing
sustainably

Africa local
sourcing **60%**
100% Supplier Code
main raw materials **50%**
from sustainable sources

Responsible
consumption

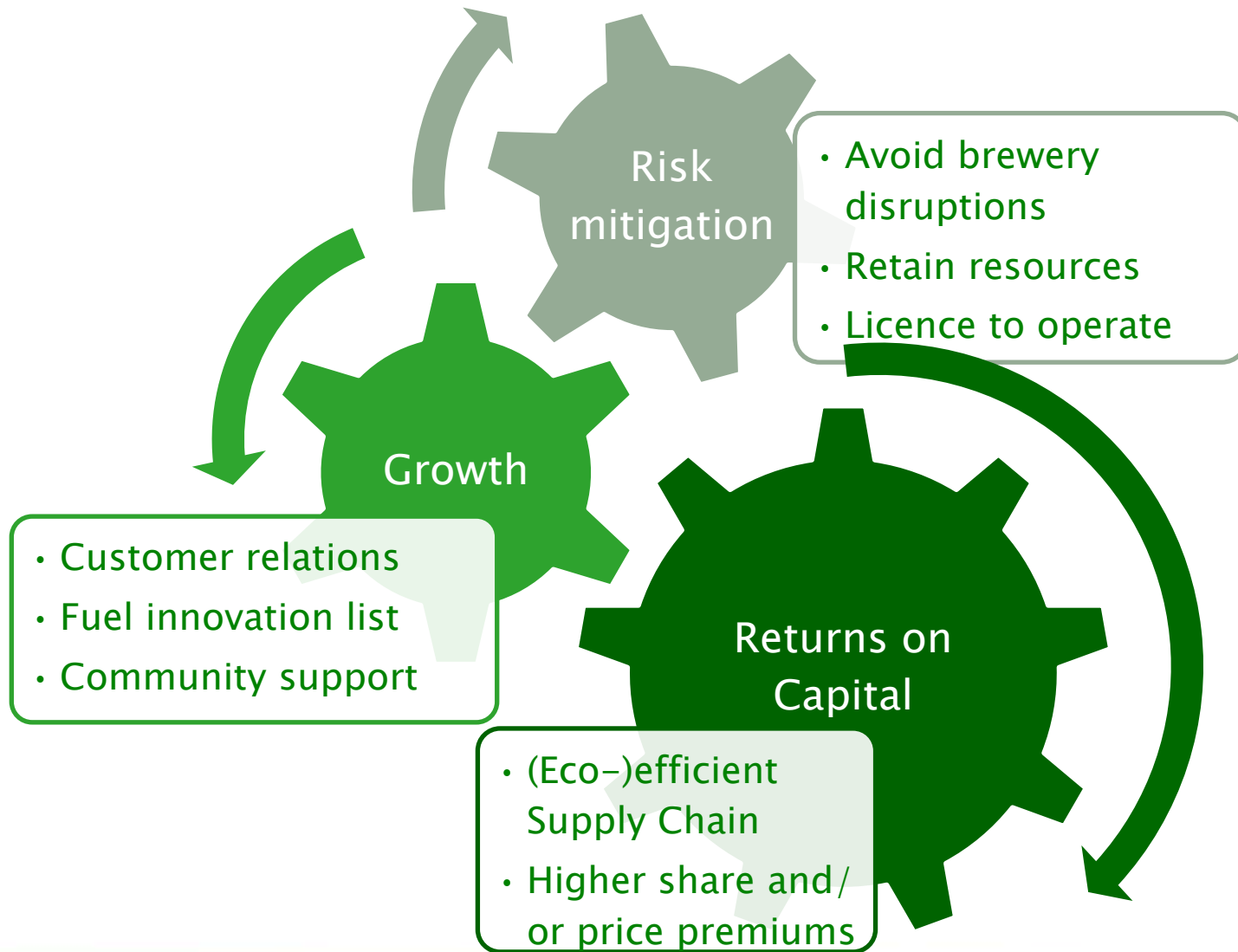
media spent
Heineken® **10%**
CEO commitments
Partnership **1**
per market



CSR Stakeholders | Broad Approach



HEINEKEN's CSR Objectives | Value Creation

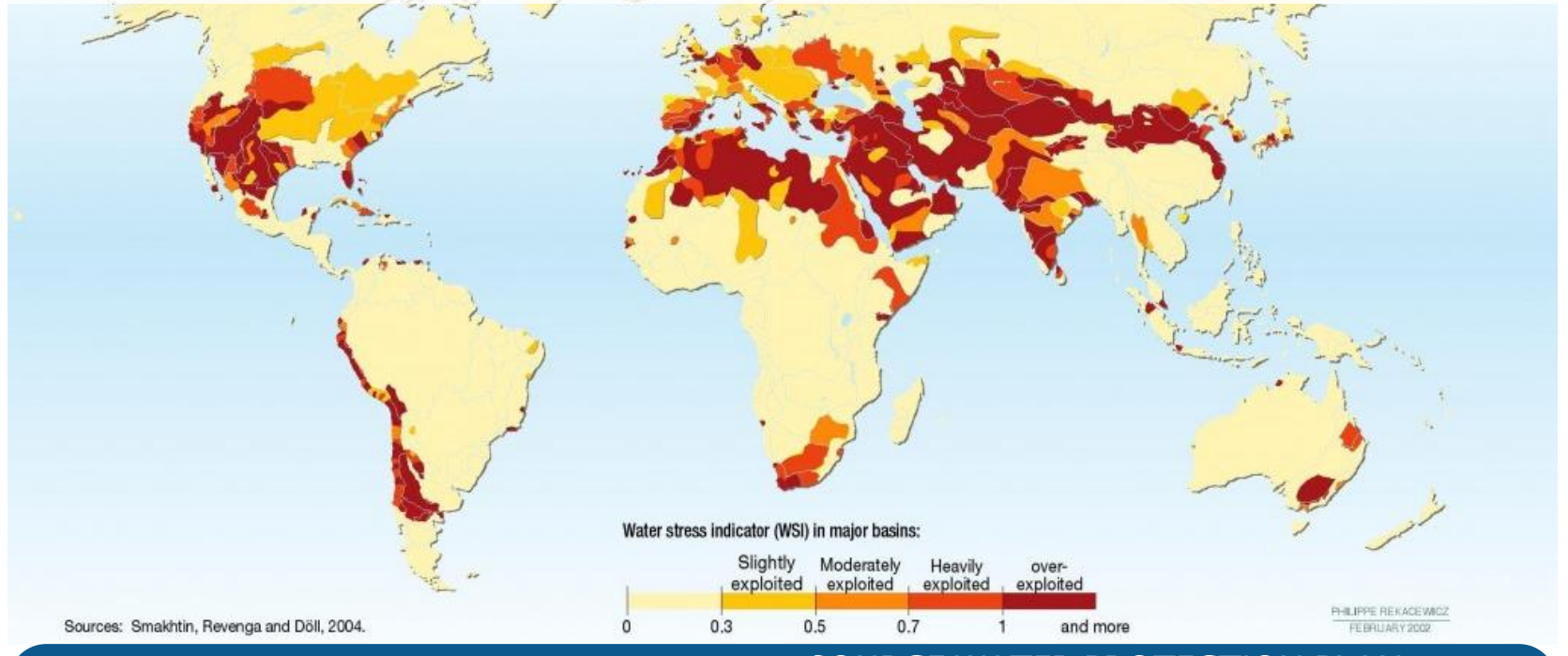


Energy | Almost €60 mln Saved through Eco-Efficiency

mln €*	Energy		Water	Total
	Thermal	Electricity		
2009	12.1	2.5	2.4	16.9
2010	2.3	3.5	2.2	8.1
2011	10.6	3.0	1.9	15.5
2012	3.2	1.5	1.0	5.7
2013	11.2	0.0	1.0	12.2
Σ actual	39.3	10.6	8.5	58.4

Saving compared to LY KPI with volume of the LY and 2013 tariffs

Water | Source Water Protection Plan for 23 Breweries



SOURCE WATER PROTECTION PLAN

Vulnerability Assessment

Training Water Teams

Risk Mitigation

Stakeholder Engagement

Water Balancing

Sourcing | Local sourcing Africa up to 46%

Procedures rolled out with key suppliers for barley, hops & apples

New PPP projects:
Ethiopia, Rwanda,
Sierra Leone

93% signed
Supplier Code

Responsible Consumption | "The Experiment"

Responsible Consumption | Aspirational for Consumers

Activation min. **10%** media spent
16 markets, Heineken® volume min. **50%**
30 additional markets with <10%

Experiment

Nightlife events with DJ Armin van Buuren in four markets plus Sochi '14

26 mln views → **212** mln reach across all media channels

HEINEKEN® AND ARMIN VAN BUUREN

THE EXPERIMENT

External Measurement | Benchmark












FTSE4Good



Trends | Shift from Company towards Brand



The Top 50 Brands	Introduction	Articles & Interviews	Methodology	Contacts & Contributors	Downloads
2014 Rank	Brand	Brand	Sector	Gap Score	
1		Ford	Automotive	+3.2	
2		Toyota	Automotive	+0.3	
3	HONDA	Honda	Automotive	+1.8	
4		Nissan	Automotive	+6.6	
5	Panasonic	Panasonic	Electronics	+13.9	
6	NOKIA	Nokia	Electronics	+19.0	
7	SONY	Sony	Electronics	+10.7	
8		adidas	SportingGoods	+6.1	
9		Danone	FMCG	-1.3	
10		Dell	Technology	+6.9	
11-47	
48		Colgate	FMCG	-7.0	
49		Disney	Media	-9.1	
50		Heineken	Alcohol	-1.5	

Climate-Neutral Production | Göss Brewery

