

Value creation model

Input



Financial and production

- Total assets of € 1,027 million.
- 11 breweries, 2 malt houses.
- € 172 million invested in facilities.



Environment and nature

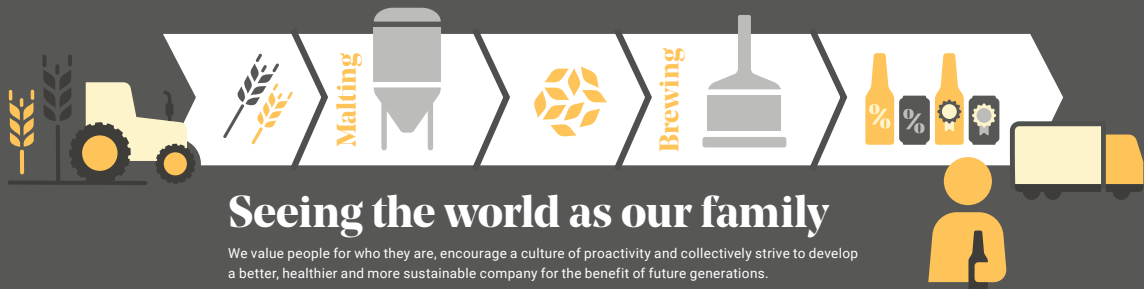
- 4.1 million m³ liters of water.
- 1.5 billion MJ of energy.
- Raw materials including barley, malt, hops, glass, and more.



People and associations

- 2,003 employees (headcount).
- >300 years of knowledge and experience.
- Active in industry associations, networks and local sponsorship.
- Stakeholder knowledge and inspiration.

Business model



Output



Sustainable growth

- Healthy financial growth with a net result of € 28 million and € 339 million paid in taxes and excise duties.
- 400,768 tonnes of malt, 6.8 million hL of beer and 0.6 million hL of soft drinks.



Circular operations

- Circularity score of 64%.
- 30% renewable energy.
- 800 thousand m³ of water returned to the soil.
- 58 thousand tonnes of CO₂-emissions (scope 1 + 2).
- 168,545 tonnes of co-products.



Safety and well-being

- We provide jobs in a safe and pleasant working environment.
- Increase in accident frequency to 1.18.
- Absenteeism rate 2.4%.
- Promoting a healthy lifestyle for employees.
- Employment opportunities for people who find it hard to enter the labor market.



Responsible alcohol consumption

- All products and campaigns comply with the responsible Marketing & Communication code and local law and guidelines.
- 11.3% of alcohol-free or low-alcohol beers.



Local involvement

- Local community projects rolled out at each location.

Impact



Sustainable growth

- Added value for shareholders.
- Contribution to local economy through taxes paid.
- Guaranteed business continuity for stakeholders.



Circular operations

- Reducing negative impacts on water, climate and raw materials.
- Less use of increasingly scarce water.
- Contribution to climate change.
- Decrease in biodiversity.
- Depletion of raw materials.



Safety and well-being

- Maintaining the prosperity and well-being of stakeholders.
- Maintaining employees' health.
- Sense of appreciation for people unable to easily enter the labor market.
- Work-related injuries and/or absenteeism.



Responsible alcohol consumption

- Consumers enjoying alcohol responsibly.
- Consumers not using alcohol in a responsible way.



Local involvement

- Community-based development of areas around our locations.

Sustainable Development Goals (SDGs)

