# GROWTH

**Bram Westenbrink – Chief Commercial Officer**


HEINEKEN | HEINEKEN EverGreen 2030

# Welcome to Seville

## Bram Westenbrink – Chief Commercial Officer

| | |
|---|---|
| 2003 — 2004 | Commerce Management Trainee, Netherlands |
| 2004 — 2005 | Commerce, Singapore |
| 2004 — 2007 | Commerce, Netherlands |
| 2008 — 2010 | Wholesale & On Trade Director, Netherlands |
| 2010 — 2013 | VP Marketing, Hungary |
| 2013 — 2017 | VP Marketing, Netherlands |
| 2017 — 2020 | SVP Marketing, Brazil |
| 2020 — 2023 | SVP Heineken® brand, Global |
| 2023 — Present | Chief Commercial Officer |


1
GROWTH
HEINEKEN
EverGreen
2030
2
PRODUCTIVITY
3
FUTURE-FIT


# Growth

is our

# #1 Priority

# The World's Pioneering Beer Company™

## Our Purpose

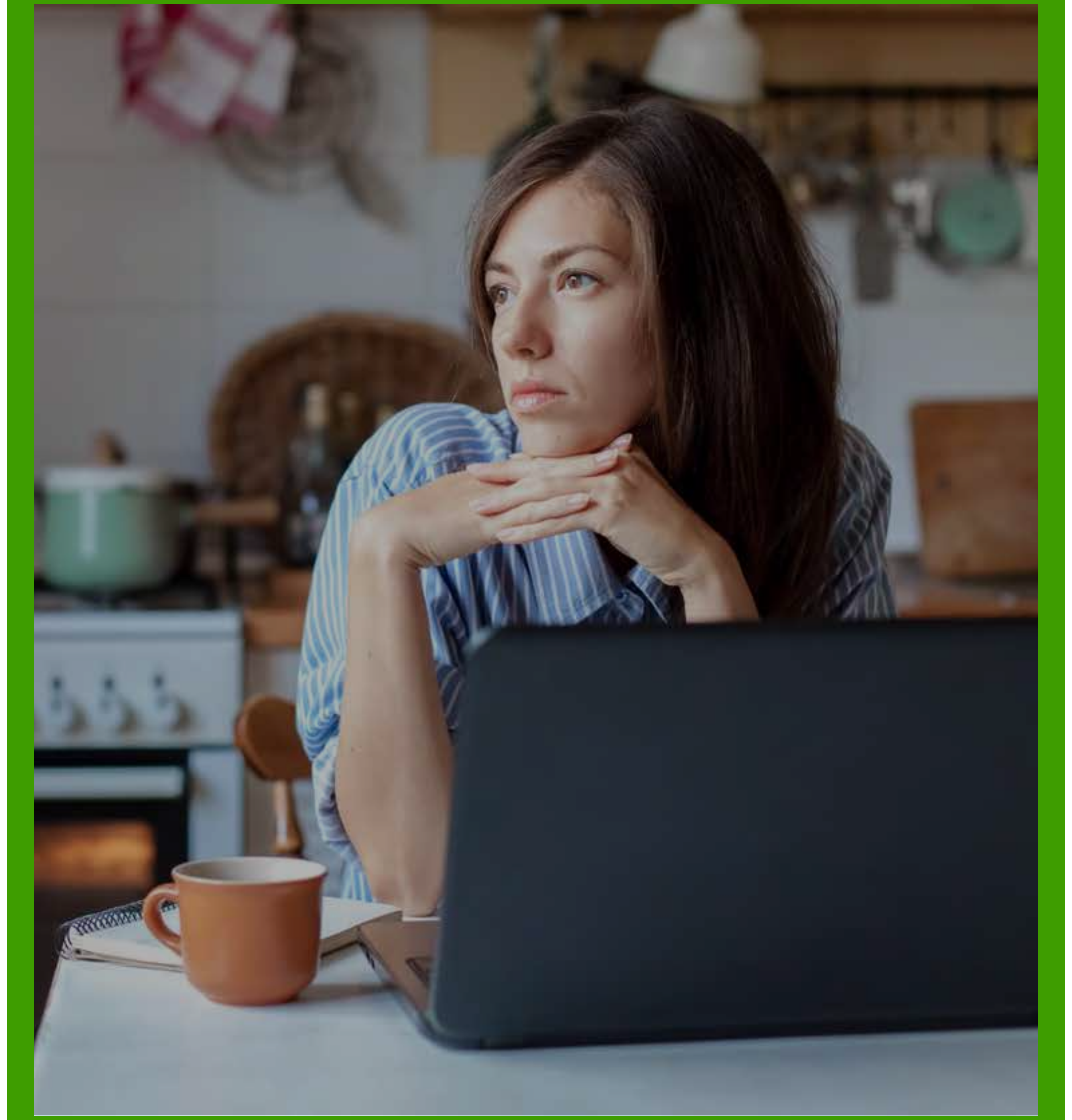
We brew the
Joy of True Togetherness
to inspire a better world

## Our Winning Aspiration

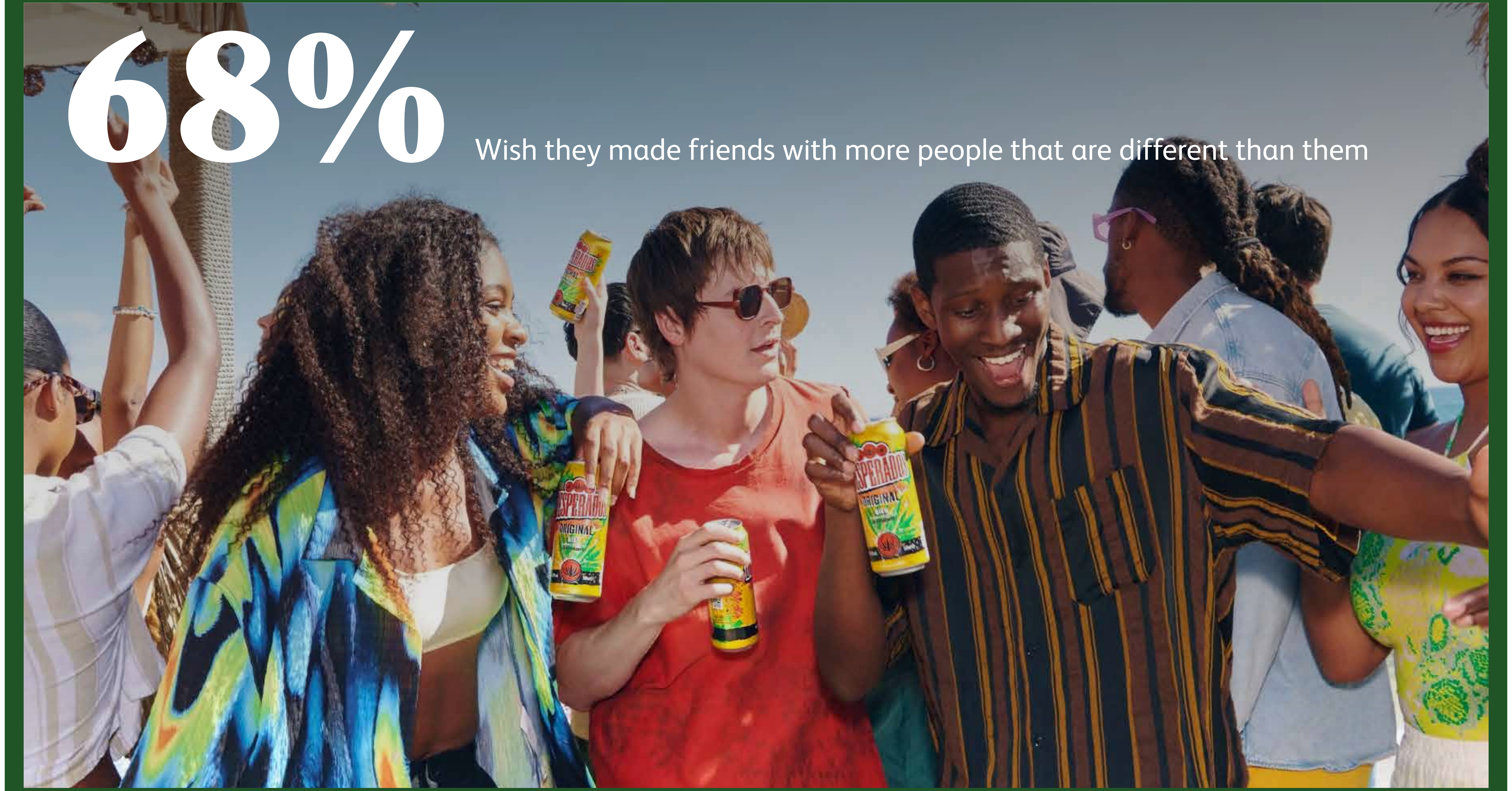
We craft legendary drinks, brands & experiences, to delight more consumers globally, the right way

# Togetherness is more important than ever

## Socialising rates declining, leading to isolation and loneliness



## …but young adult appetite to socialise is undeniable



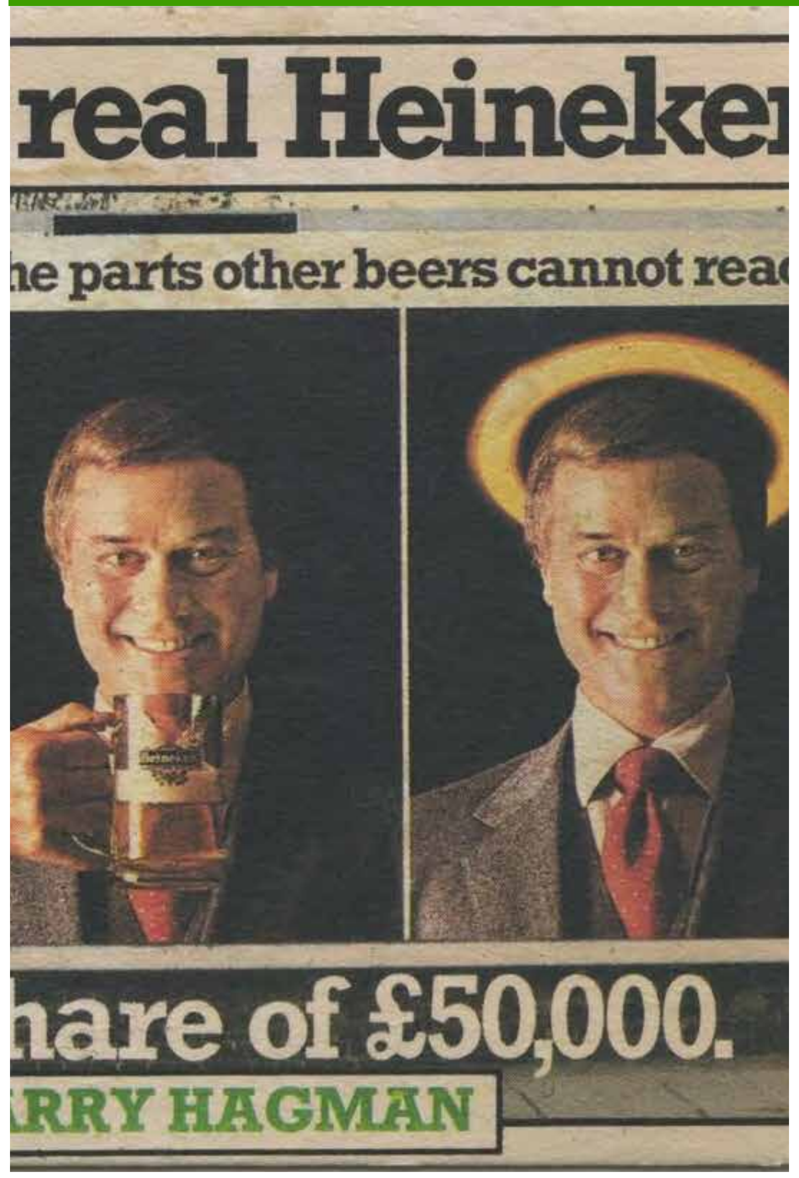
# Socialising on Seoul Rooftops


옥상의
재발견
Rooftop
Revival
Heineken®

# 160-year-old ‘recipe’ to delight more consumers globally

## 1
### Superior Insights

## 2
### Legendary Creativity





## 3
### Excellent Execution

# Building on what's worked and learning from what didn't

Honest reflections on what is needed to accelerate

| What we achieved | What we learnt | What we are doing | | |
|---|---|---|---|---|
| Strengthened advantaged footprint with strategic acquisitions and divestments | ▪ One-size-fits-all not effective – growth demands differentiation and focus across 75+ OpCos | 1 | Advantaged & Differentiated Footprint | Differentiate strategy to shape category by archetypes and focus on 17 growth markets |
| Outperformed and undisputed leaders in Premium and 0.0 | ▪ Healthy Mainstream brands key to drive volume<br>▪ Beyond Beer strategy too fragmented and unfocused | 2 | Shape the Category | Continue to pioneer in Premium and LoNo, strengthen Mainstream, and stretch intentionally Beyond Beer |
| Superior Heineken® brand growth through proven model | ▪ Should replicate the Heineken® model on other global brands<br>▪ Haven't maximised other power brands<br>▪ Have spread investments too thin | 3 | Fewer, Better, Bigger Brands | Focus on 5 global brands, 25 local power brands, and repeatable solutions |
| Boosted commercial capabilities, harmonised Ways of Working, and proved AI use cases | ▪ Step up needed in RMG to optimise Brand-Value Equation<br>▪ Need to scale AI end-to-end | 4 | Scale Excellent Execution with AI | Reduce reliance on pricing with RMG and achieve +20% efficiency and effectiveness through people + AI |

# What you will hear: **Superior & Balanced Growth**

1 **Advantaged & Differentiated Footprint**

2 **Shape the Category**

Local Relevance
**Best of Both**
Global Scale

3 **Fewer, Better, Bigger Brands**

4 **Scale Excellent Execution with AI**

GROWTH

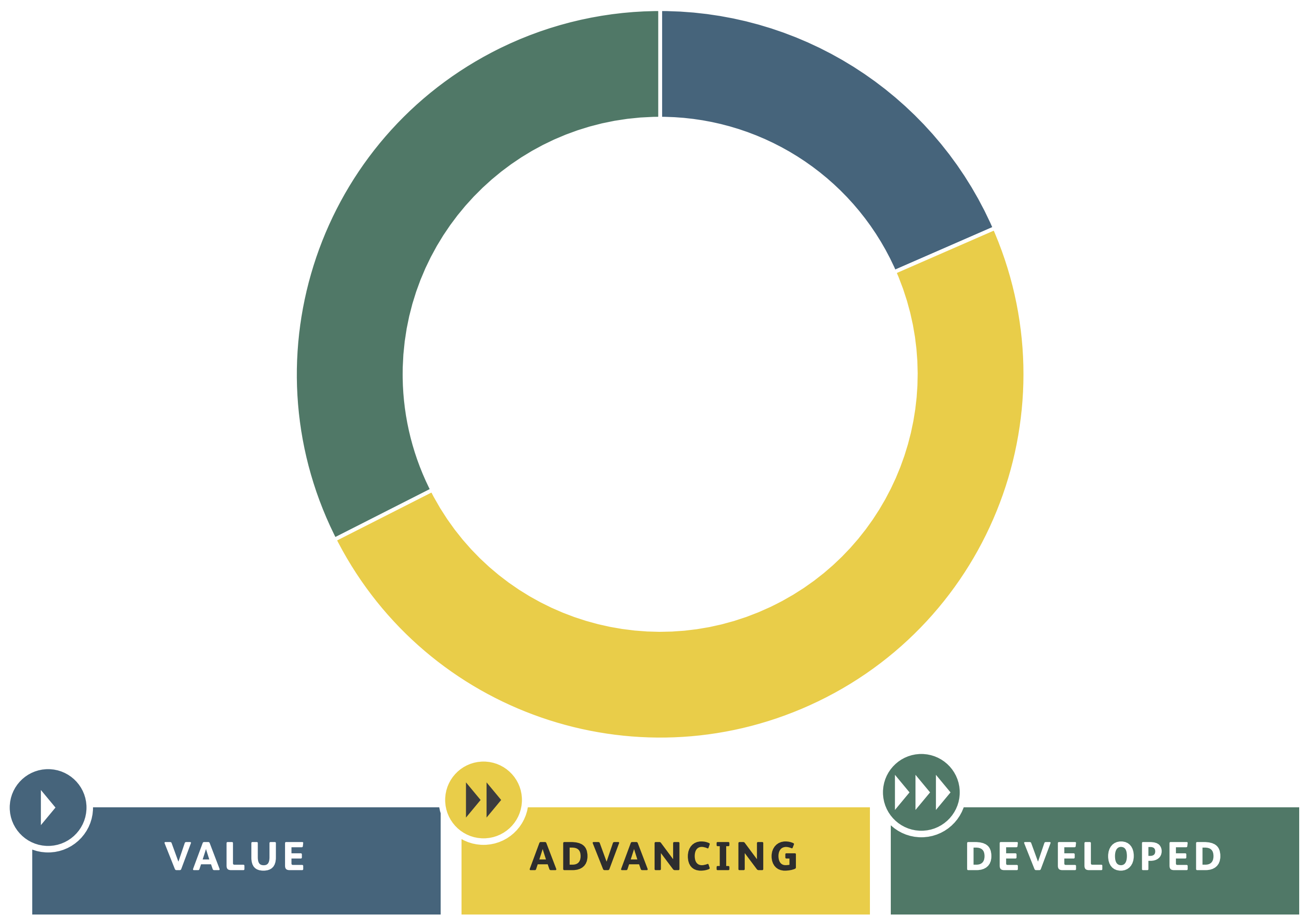
# 1

# ADVANTAGED & DIFFERENTIATED FOOTPRINT

Sharper differentiation & focus across our advantaged footprint

# Sharper differentiation & focus across our advantaged footprint

## Advantaged Footprint




Balanced, diversified footprint expected to grow ahead of global market

## 17 Focus Markets

Investing in markets driving ~90% of growth

## Archetype Differentiation

**VALUE**
Build the category

**ADVANCING**
Challenge & play asymmetrically

**DEVELOPED**
Revitalise the category

Strategies fit to consumer & economic dynamics

# 2

# SHAPE THE CATEGORY

Leading & pioneering for growth across segments & archetypes

# ‘Shape the Category’ starts with consumer obsession

Both deep & dynamic human understanding

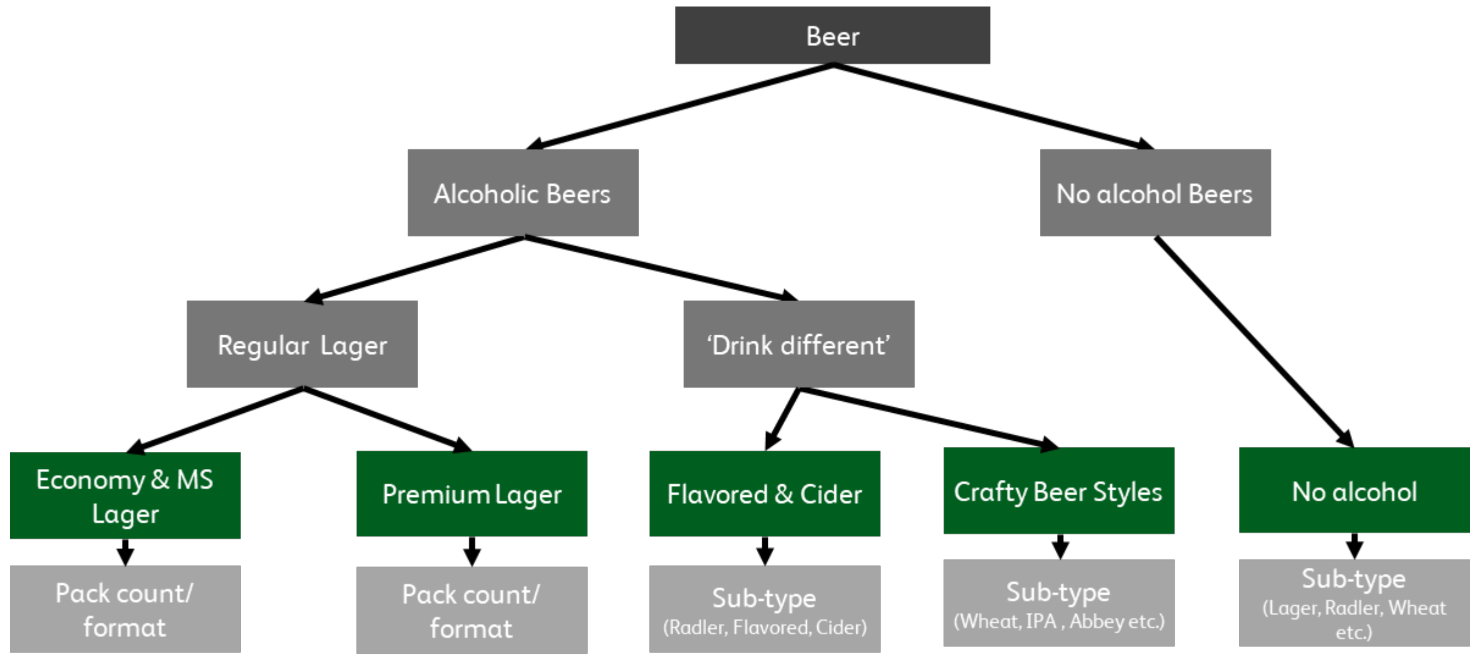
## Needs

### Growth spaces


Why & when?

## Behaviour

### Shopper Repertoires




Who, what, where?

## Trends

### TrendStar


What’s next?

# Archetypes require different strategies to Shape the Category

| | VALUE | ADVANCING | DEVELOPED |
|---|---|---|---|
| |  |  |  |
| **Consumer** | Younger, **low PCC**, single type of beer<br>**150** minutes of work to buy a beer | Younger, **mid-high PCC**, variety in beers<br>40 minutes of work to buy a beer | Older, **high PCC**, variety in drinks<br>15 minutes of work to buy a beer |
| **Customer** | **Fragmented trade**<br>Mostly **indirect** distribution | **Modern trade** on the rise<br>**Indirect & direct** distribution | 50-60% **modern off-trade**<br>**Indirect & direct** distribution |
| **Category** | Beer is aspirational, **growing Share of Throat**<br>**High growth**, high volatility | Beer is aspirational, **Share of Throat stable**<br>**Steady growth**, moderate volatility | **Share of Throat battle** with Spirits & Wine<br>**Value-led growth** (premiumisation) |

# Ambition by archetype

VALUE

Build the category

ADVANCING

Challenge & play asymmetrically

DEVELOPED

Revitalise the category

**Premium**

**Mainstream**

**LoNo**

**Beyond Beer**

# Clear ambitions by segment

1

**Premium**

Shape as undisputed leader

2

**Mainstream**

Strengthen by challenging the status quo

3

**LoNo**

Pioneer to be the clear #1

4

**Beyond Beer**

Stretch selectively to maximise consumer penetration


# Premium Ambition: Shape as undisputed leader

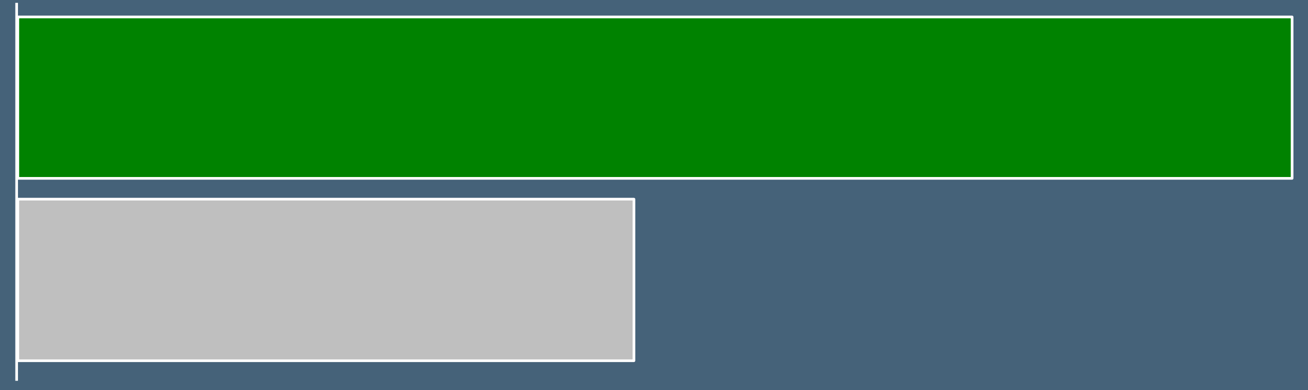
## We outgrow the market by up to 3x[1]…

☐ HNV ☐ Market

## …and lead across archetypes[2]…

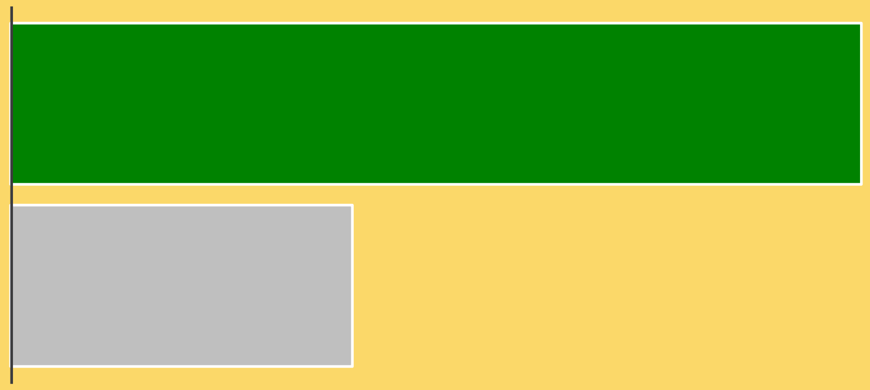
## …by meeting needs in key Premium growth spaces

### VALUE



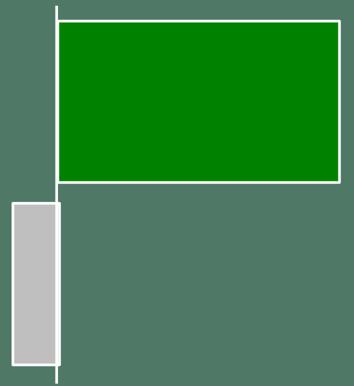
#1

### ADVANCING



#1

### DEVELOPED

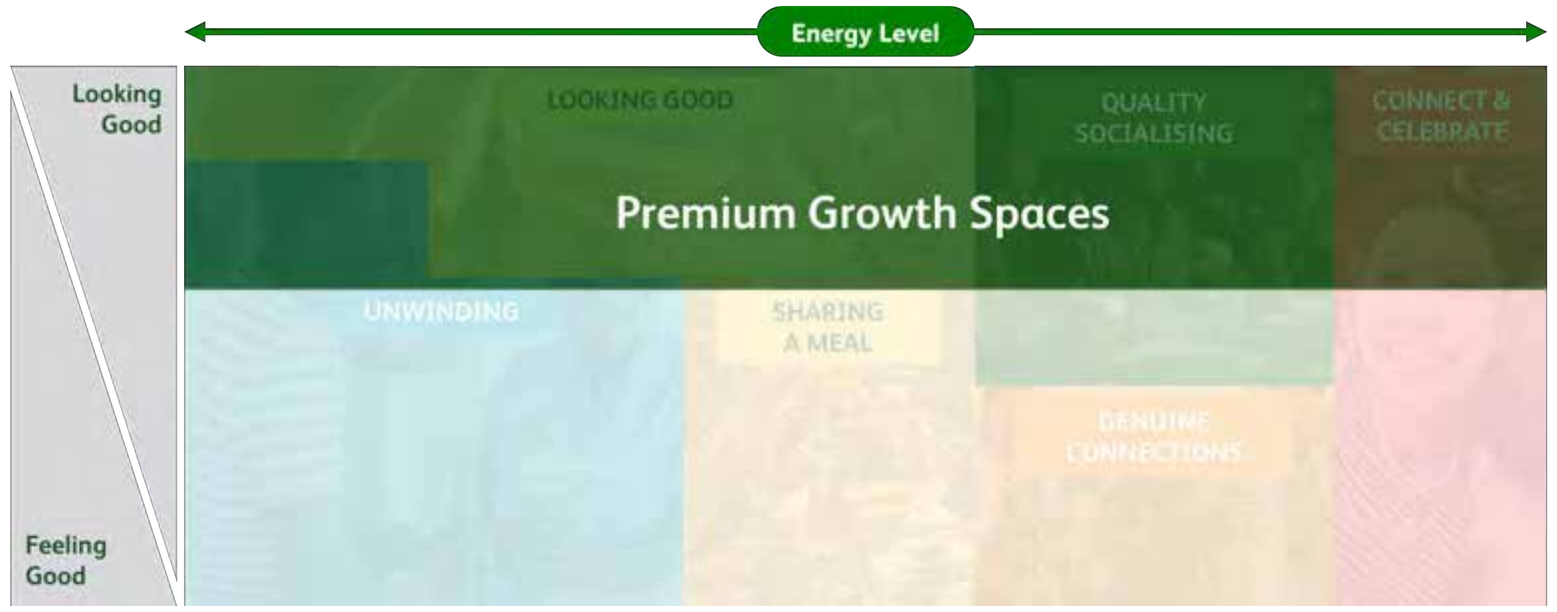


#1 excl. US

LOOKING GOOD

HIGH QUALITY

DISCOVERY






Source: Tellusant; GlobalData;
Note: 1. Global Premium beer volume growth (%, CAGR 2020-24); Note 2. Market position (2024, m hl); Excludes Russia; Advancing includes China;

# Leading with Heineken® and building complementary brands

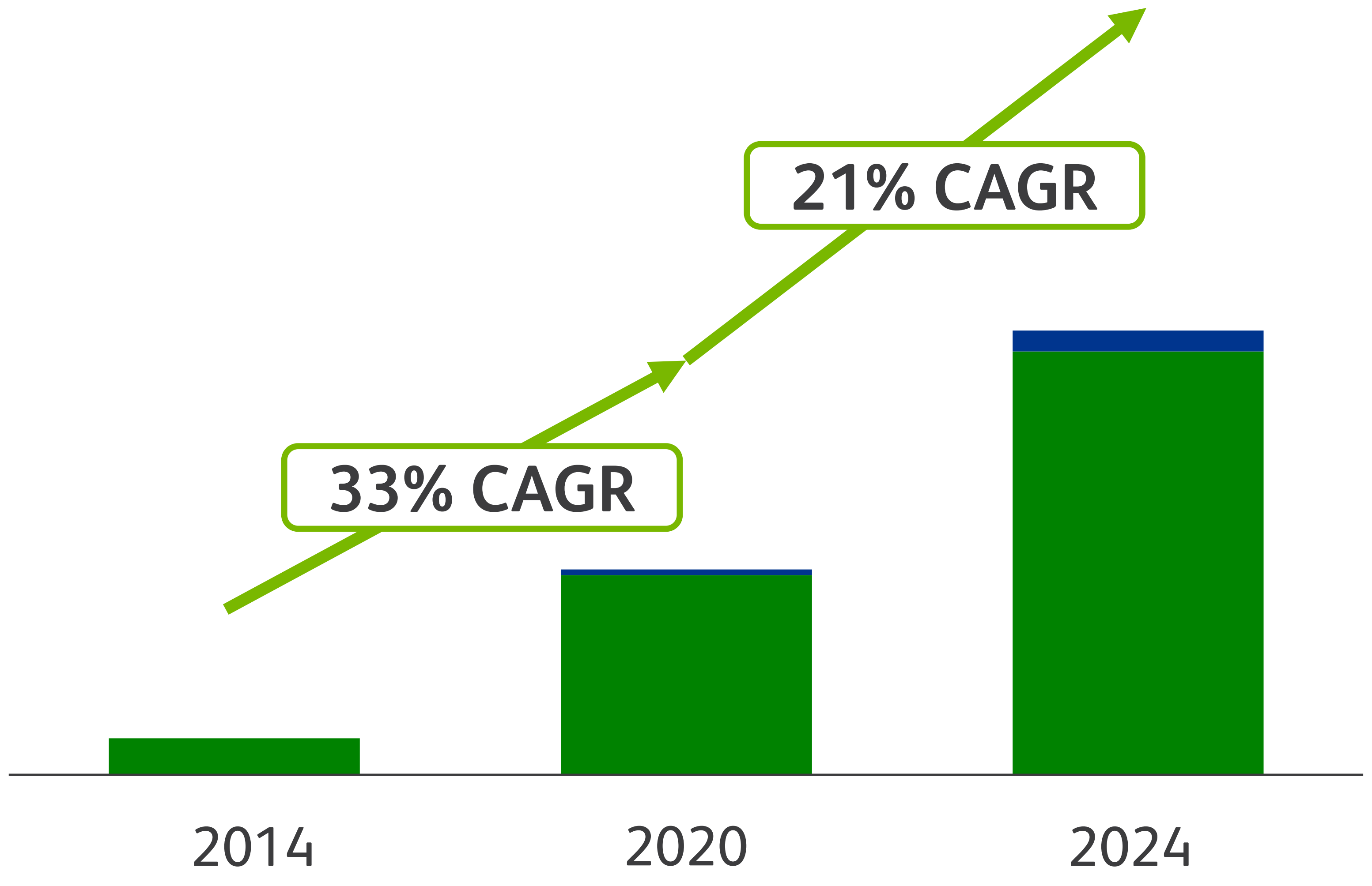
## Leveraging ‘Best of Both’ in developed archetypes


Source: HEINEKEN consumer needs research, 2021 - 2024

# Heineken® is the #1 repeatable model in Premium Beer

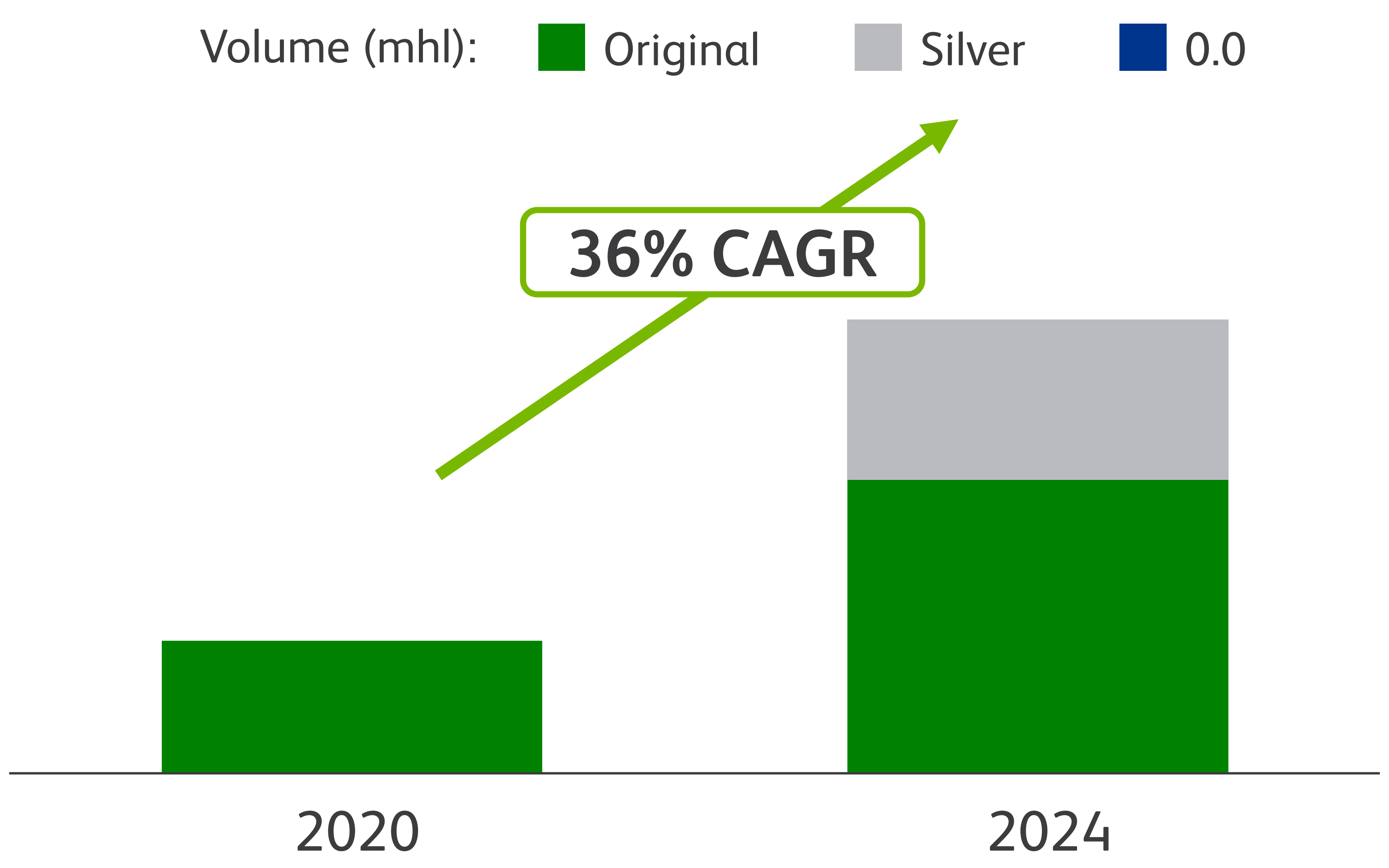
Fastest growth period in our history over the last 4 years

## Brazil as the reference model...



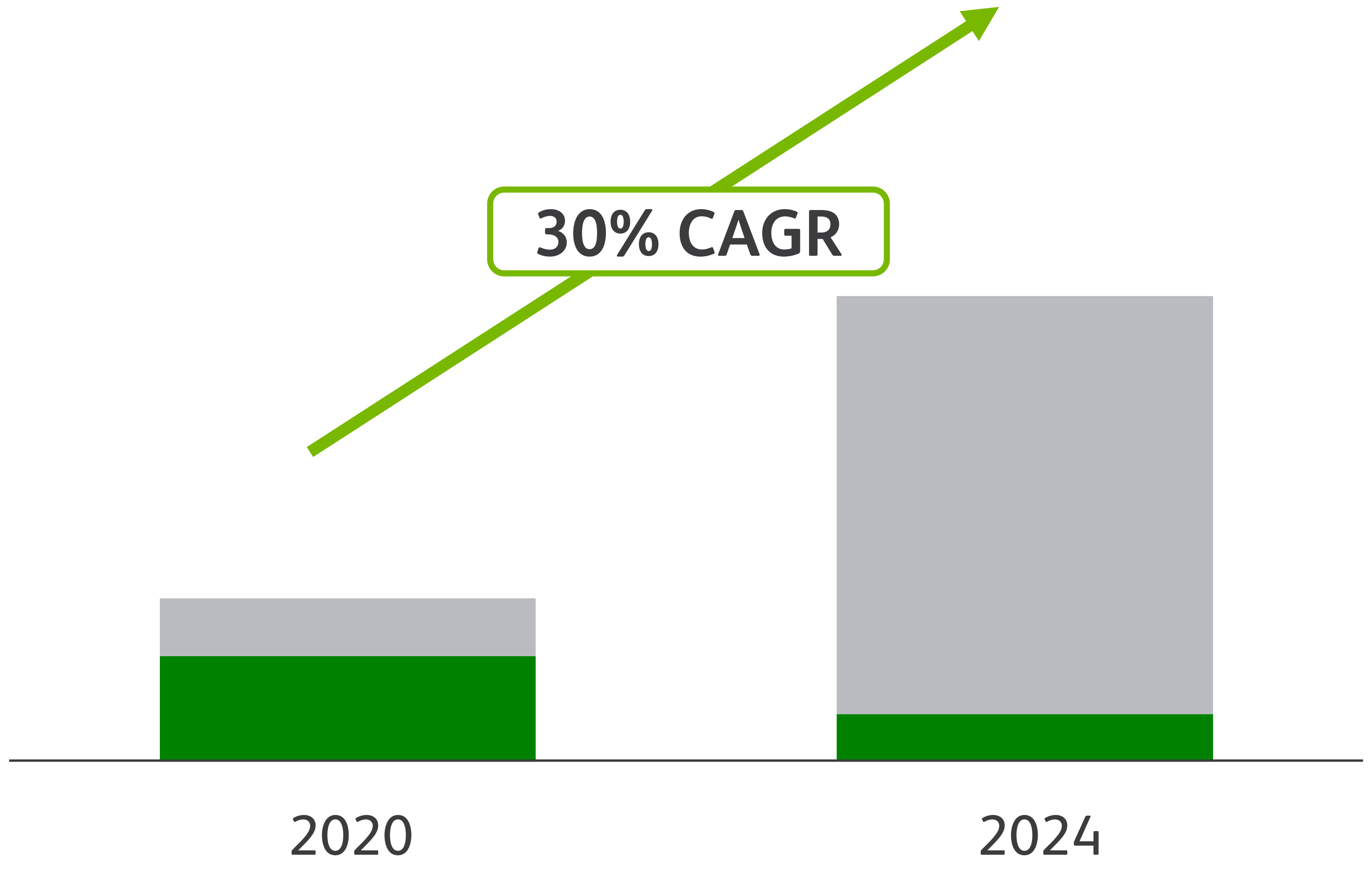

#1 in value share[1]

## ...replicated in China...




#1 in share growth[2]

## ... and successfully adapted in Vietnam




#1 in share growth[3]

Note 1. Nielsen modern off-trade, 2024; Note 2. Heineken® brand franchise volume and value share, GlobalData 2024; Note 3. Heineken® brand franchise volume share, Nielsen total trade 2024

# In Developed, Premium portfolios address broader needs

## Quality Socialising
Growth Space

**#1 Brand Power**

## Sharing a Meal
Growth Space

**#1 Lager**

## Looking Good
Growth Space


**#1 Craft Brand**

Sources: (Total Beer, MAT Q2'25), (Value Share, Total Trade YTD'25), (Value Share, Total Trade YTD'25)

# ‘Easy Discovery’ local brands win in ‘Looking good’ space

Repeatable solution borrowing craft cues, making ‘Discovery’ more accessible

## Common consumer need: Easy Discovery

LOOKING GOOD

REFRESHING

DISCOVERY


## Unfiltered repeatable solution



# Mainstream Ambition: Strengthen by challenging status quo

## Strong growth in Value & Advancing but lagging in Developed……

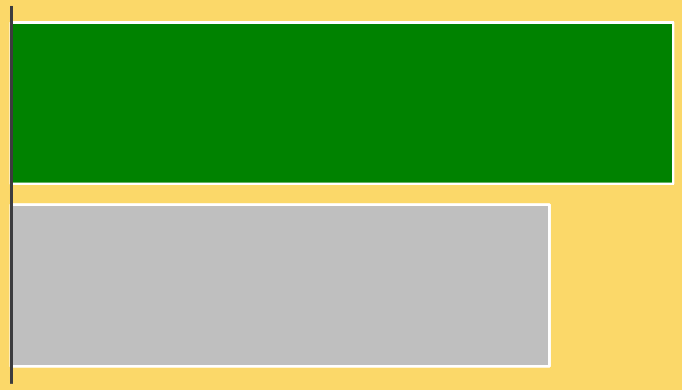
☐ HNV ■ Market

## …with strong positions in all archetypes[2]…

### VALUE

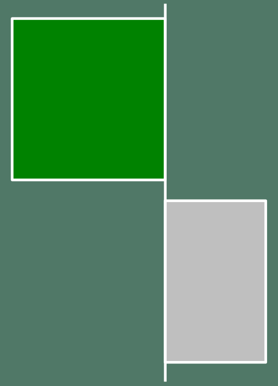
#1

### ADVANCING



#2

### DEVELOPED



#1 excl. US

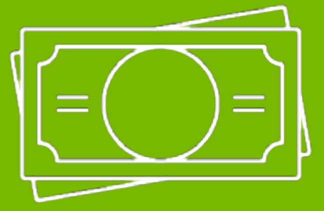
#3 overall

## …by meeting needs in key Mainstream growth spaces

FEELING GOOD

CONNECTING

AFFORDABILITY




Source: Tellusant; GlobalData; Note 1. Global Mainstream beer volume growth (%, CAGR 2020-24); Note 2 Market position (2024, m hl); Excludes Russia; Advancing includes China.

# Win with differentiated Mainstream approaches

Delivering on needs for connecting and feeling good in unique ways

## VALUE
Category defining powerbrands

Volume (mhl)

17%



## ADVANCING
Asymmetric Plays

Volume (mhl)

33%


## DEVELOPED
Refocus & revitalize

Volume (mhl)

x4


# Keep Mainstream healthy through scalable innovation

Repeatable solutions that can travel at scale based on common needs

| Sessionable | Local Rituals | Dark Lager | Local Flavours |
|---|---|---|---|








# LoNo Ambition: Pioneer as clear #1

In 0.0 we lead growth everywhere…[1]

☐ HNV ■ Market

…and are #1 across archetypes[2]…

…by meeting needs in key LoNo growth spaces

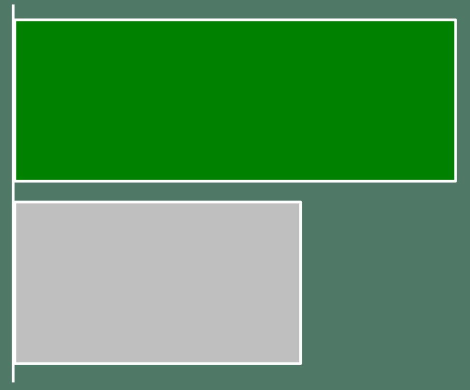
## VALUE

#1

## ADVANCING

#1

## DEVELOPED



#1

CONTROL

RIGHT TASTE

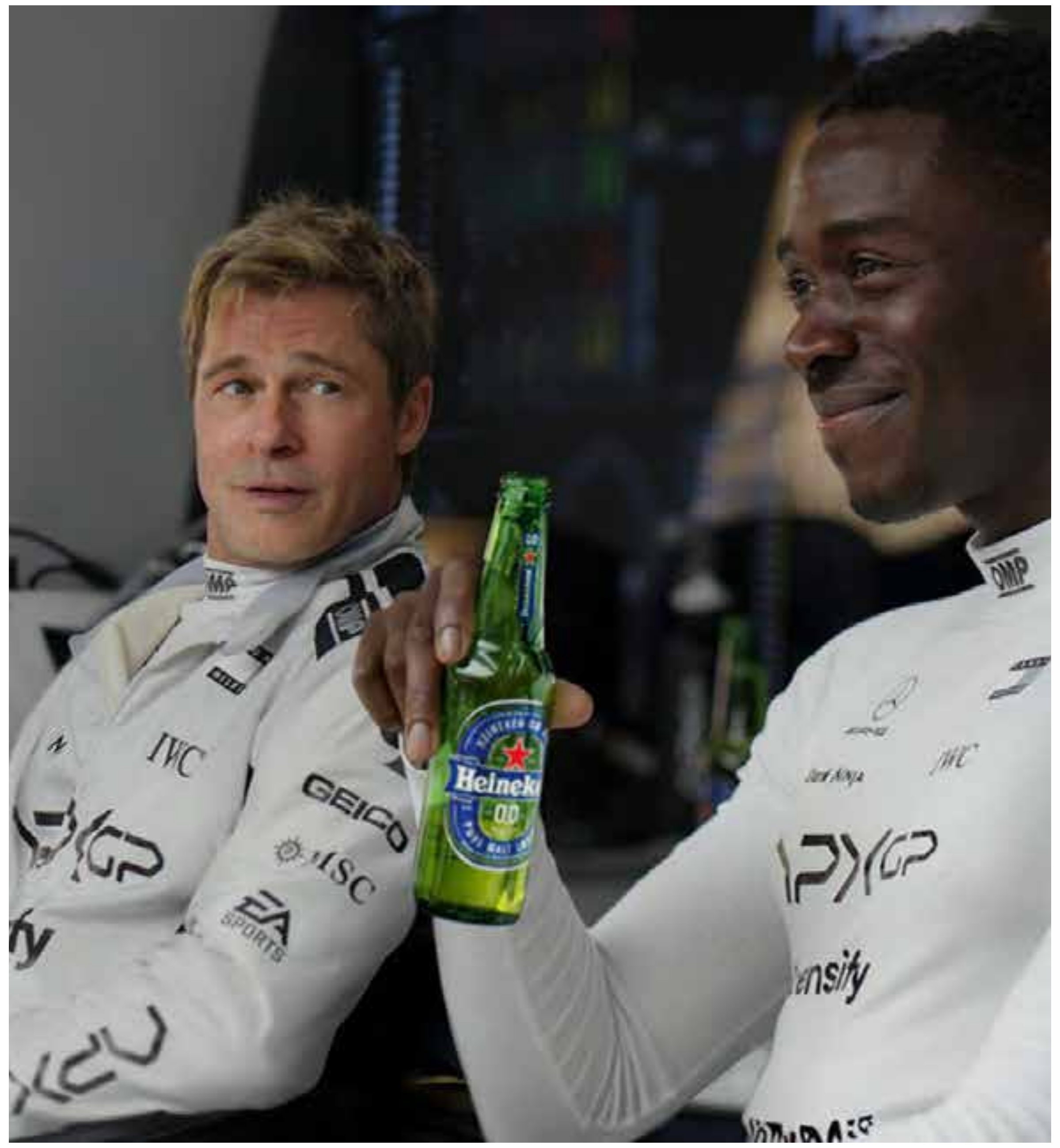
LOOKING GOOD


Source: Tellusant; GlobalData
Note 1. Global 0.0 beer volume growth (%, CAGR 2020-24); Note 2. Market position (2024, mhl); Excludes Russia; Advancing includes China;

# Pioneering the non-alc beer category

#1 Global Leader in 0.0

| Technology Breakthrough | Driving Aspiration | Normalising Category | Spearheading Availability |
|---|---|---|---|



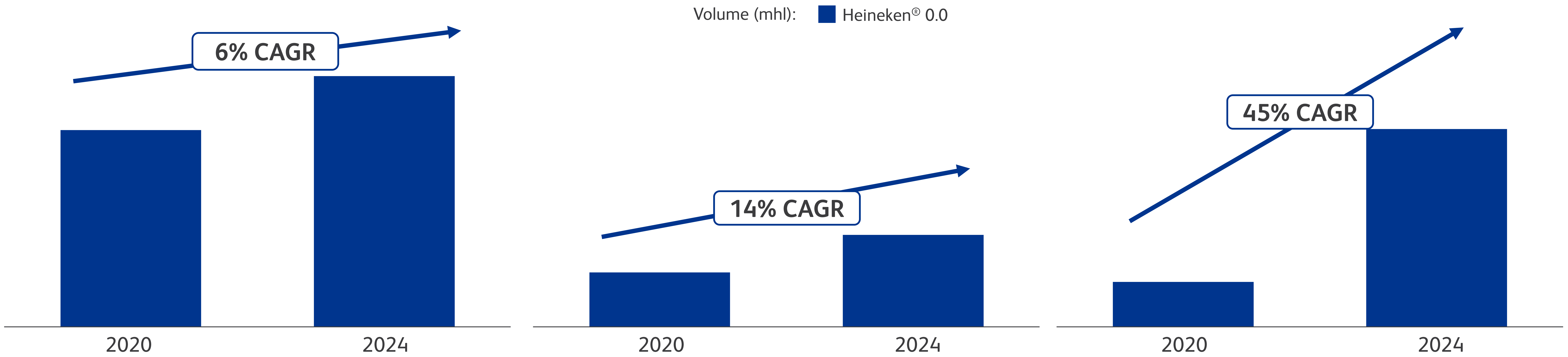

0.0% alcohol, with great taste

25% of Heineken® marketing & selling expenses

Draught in 10,000 outlets in Europe

# Heineken® leading 0.0 growth across regions & archetypes

| Europe | USA | Brazil |
|---|---|---|



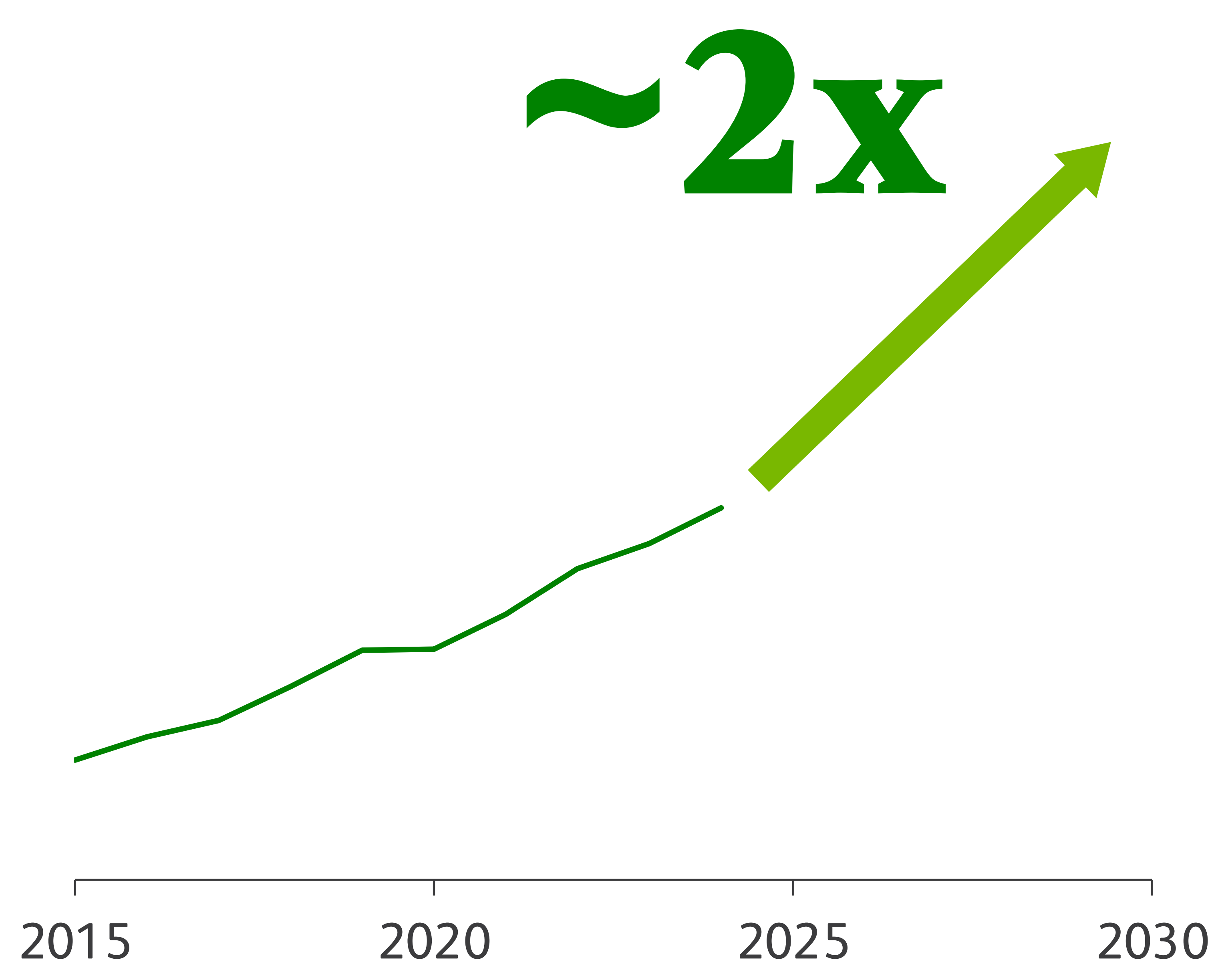

| 10,000 draught outlets | 24 quarters of consecutive growth[1] | #1 Heineken® 0.0 market by Volume |
|---|---|---|



Note 1. Based on sell-out data

# Accelerating trends support further strong 0.0 growth

## We believe 0.0 can double in size over the next 5 years[1]

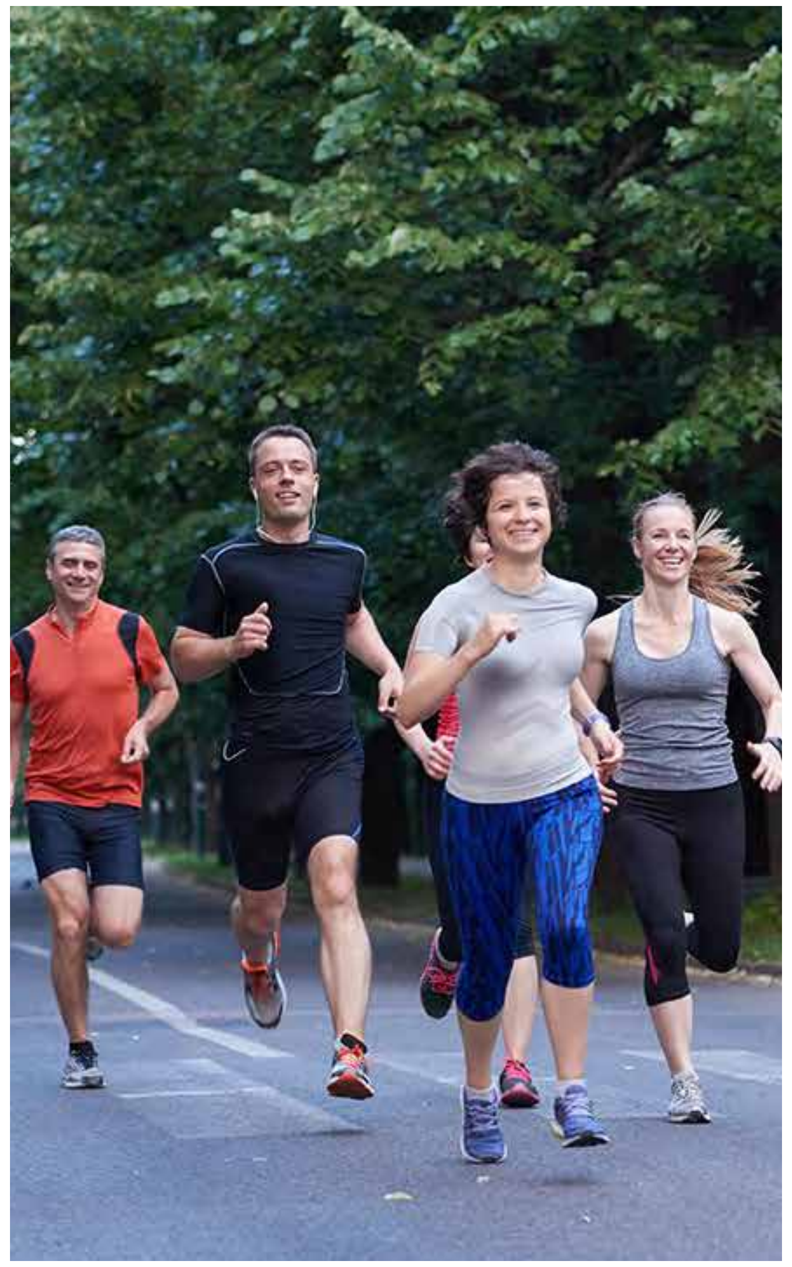



## Supported by multiple consumer trends

**Controlled Enjoyment**

**Holistic Wellbeing**

**Sober Curious**

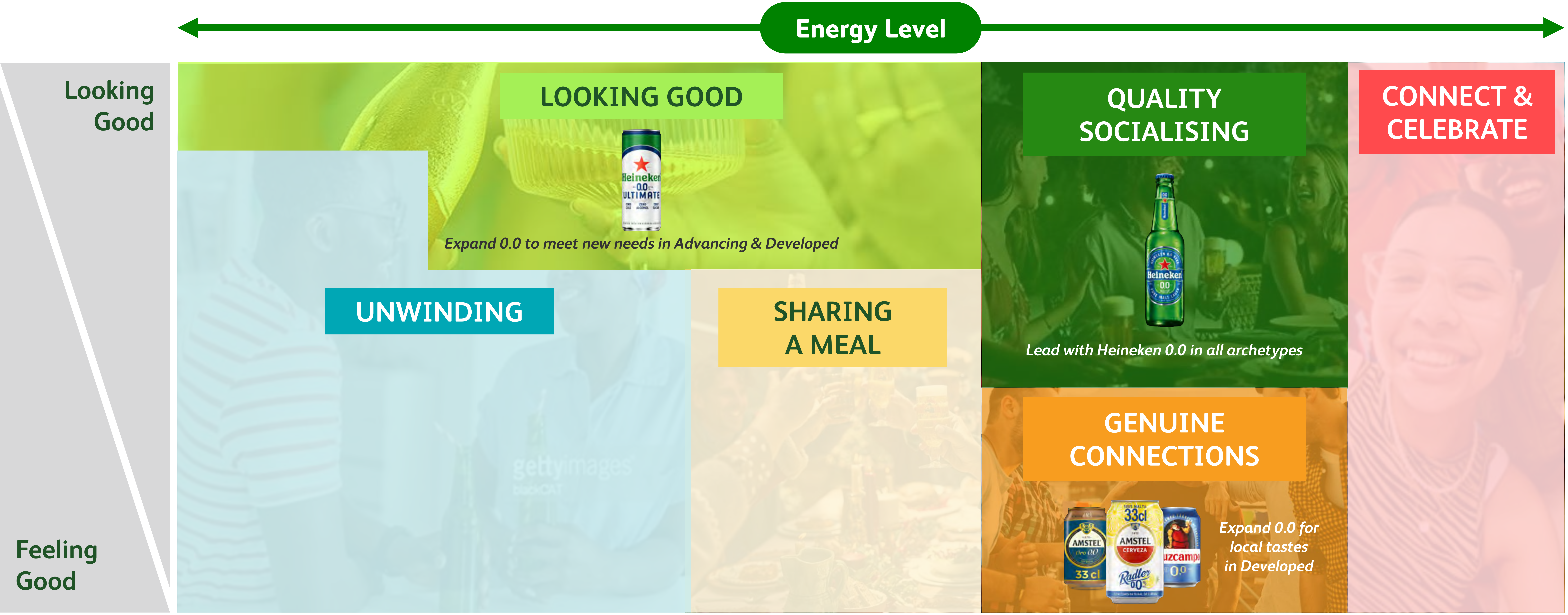


**Active Socialising**

Source: GlobalData
Note 1. Hectoliters of 0.0-0.5 beer globally

# We will accelerate 0.0 growth with core and innovation

Meeting needs better and anticipating trends across archetypes




Source: HEINEKEN consumer needs research, 2021 - 2024

# Heineken® 0.0 Ultimate

# Beyond Beer Ambition: Stretch Selectively

## Strong market position across archetypes

### We lead across archetypes[1]…

**VALUE**

#1

**ADVANCING**

#1

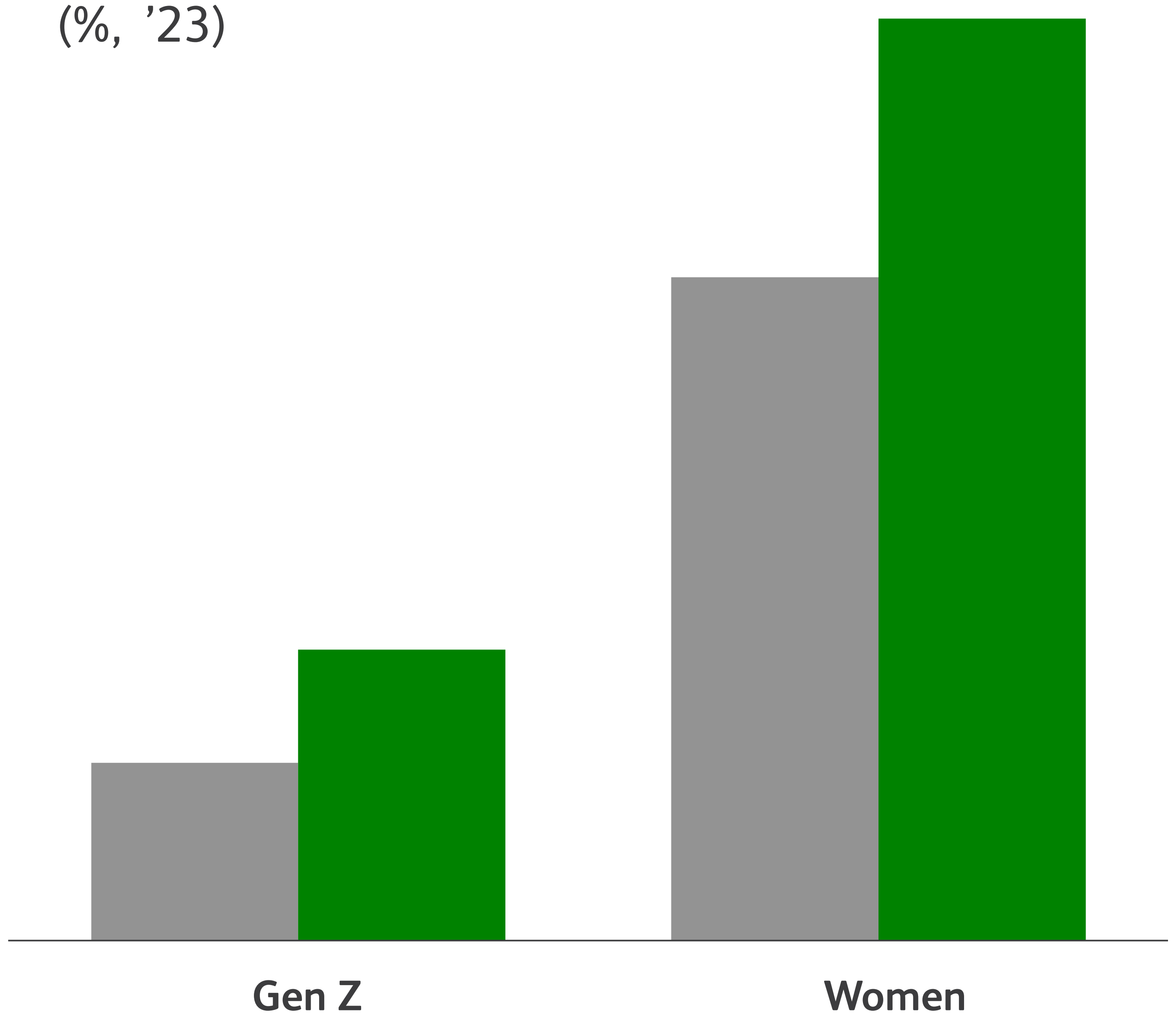
**DEVELOPED**

#1

excl. US

### …and reach new consumers…

RTD penetration by relevant consumer groups vs beer (%, '23)




### …by serving their needs

RIGHT TASTE

FOR EVERYONE

LOOKING GOOD


Source: Tellusant; GlobalData, IWSR
Note 1. Market position (2024, mhl); Excludes Russia; Advancing includes China

# Focusing in Beyond with clear prioritisation

## From 100+ launches in Beyond Beer from 2020 – 2024…


## …to clear focus on **Desperados as our #1 Beyond Beer priority…**

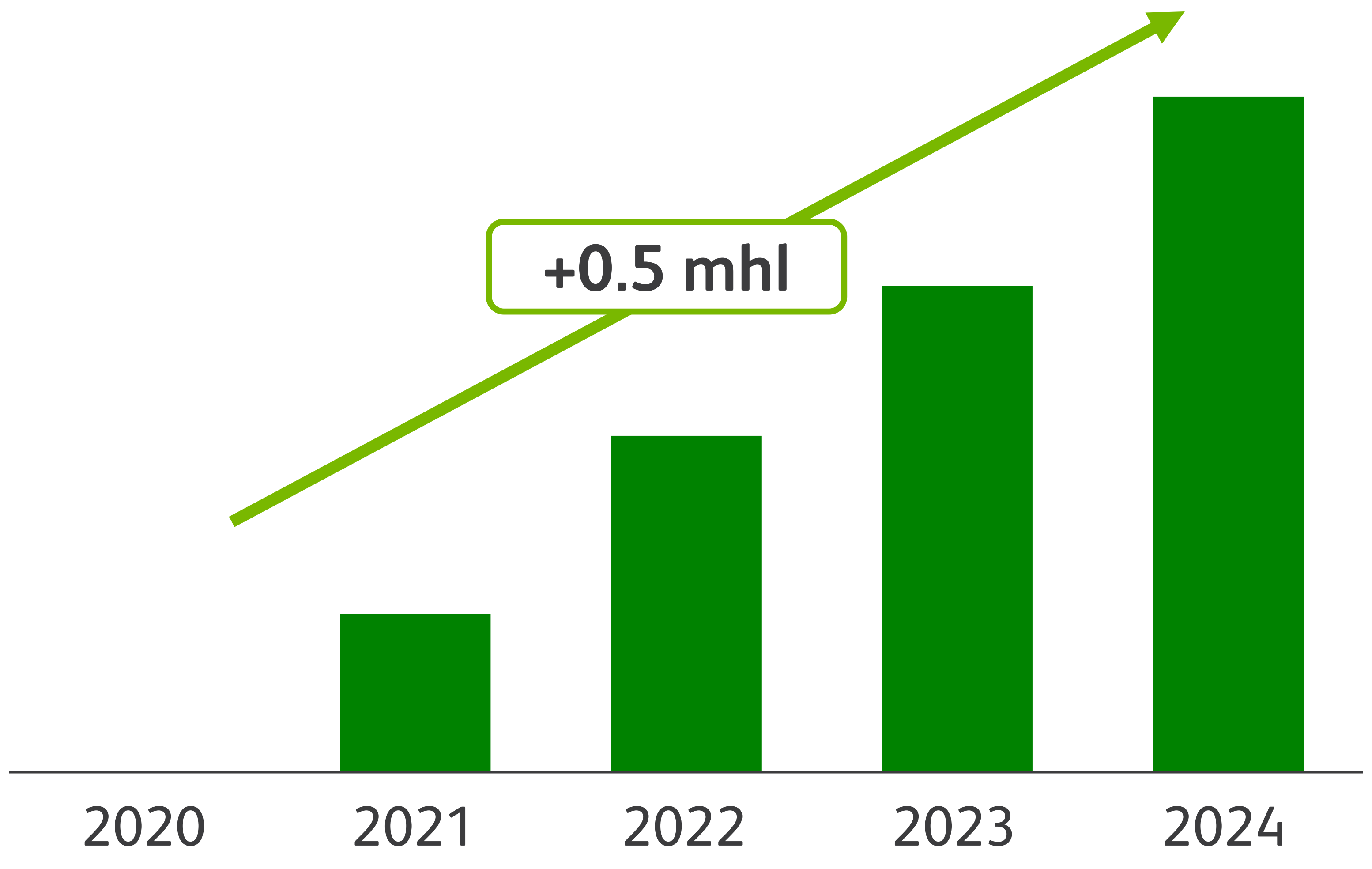

## …complemented by a select number of **repeatable solutions…**




## …and **selected investments**

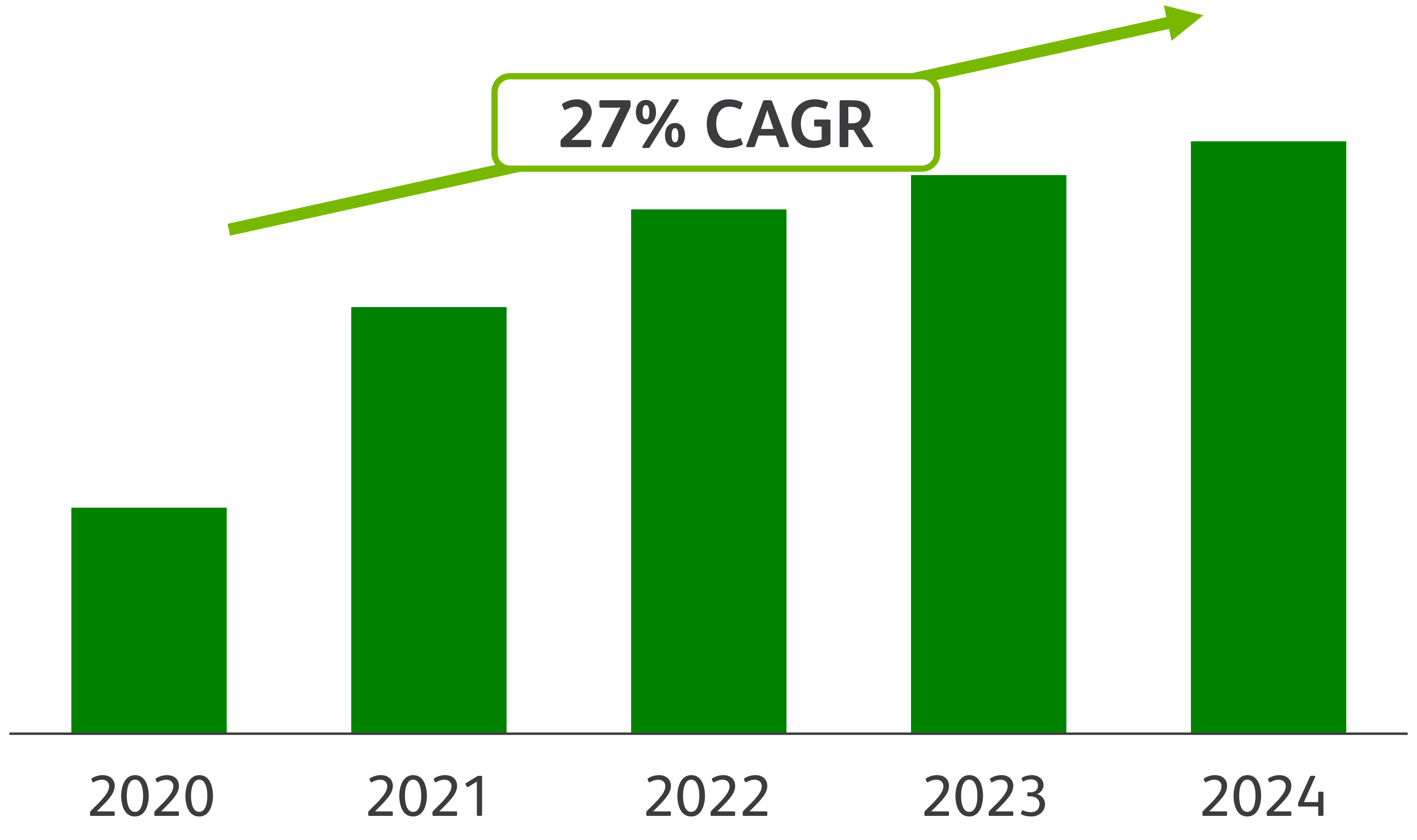

# Leading Beyond Beer brands in key markets

## Desperados successful launch in Nigeria...



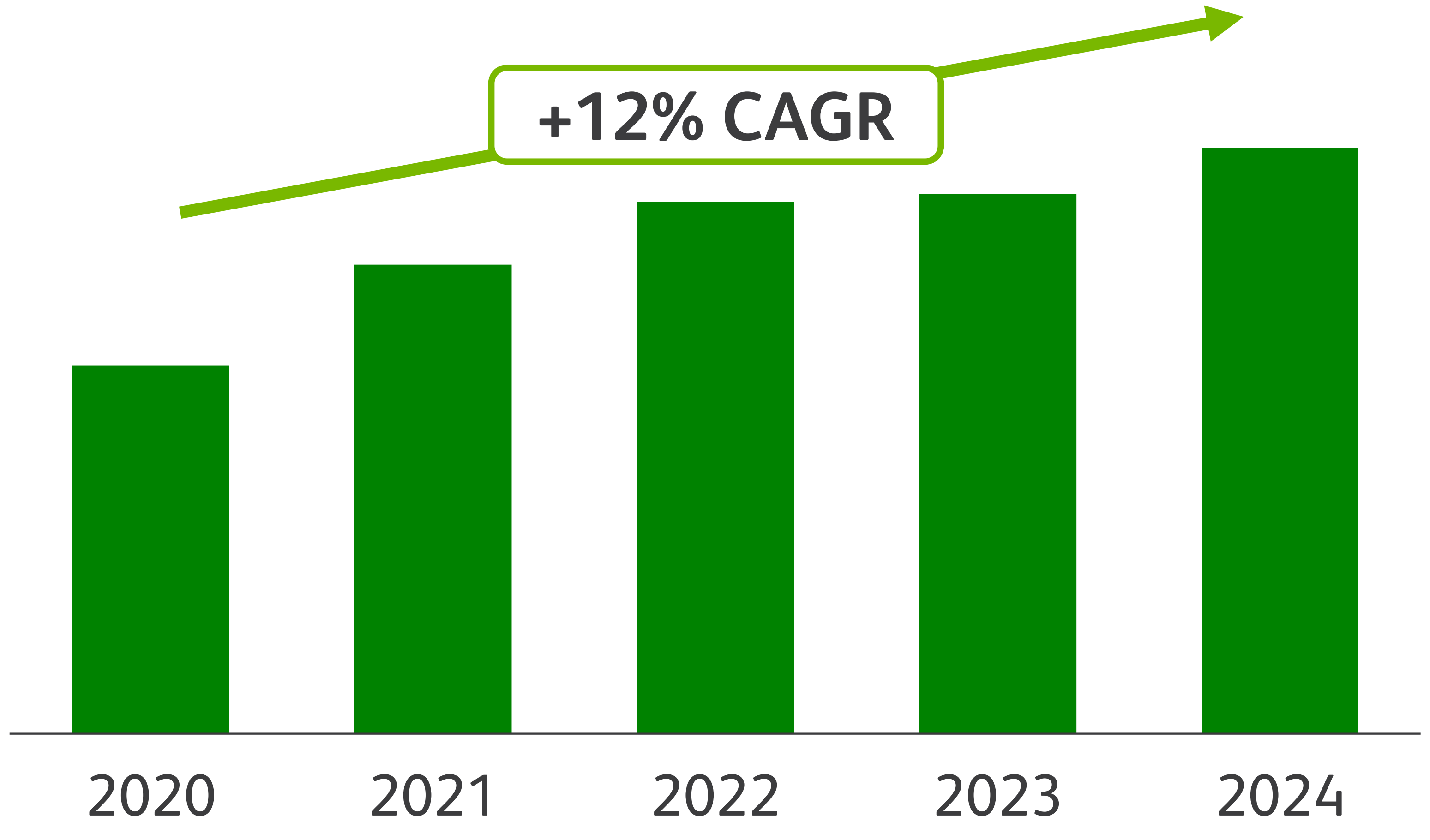

#1 in Beyond Beer[1]

## ...Savanna growth in South Africa...




#1 in Beyond Beer[2]

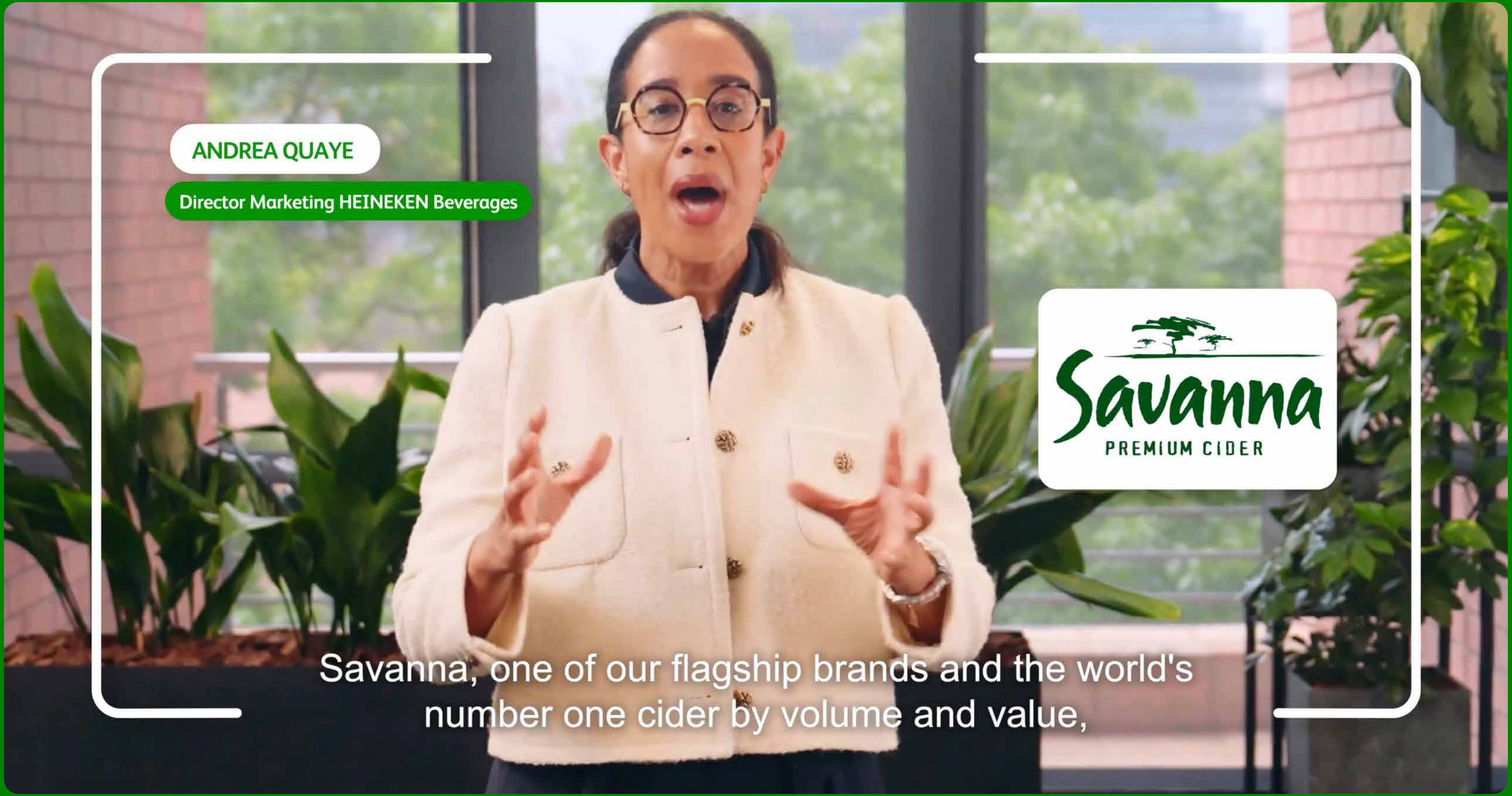

## ... Desperados growth in Spain...




#1 'Different' brand for LDA Gen Z[3]

Note 1. Brand Power and Volume Share (Brand Guidance System and IPSOS, 2024); Note 2. Brand Power and Volume Share (Brand Guidance System and TrueData, 2024); Note 3. Brand Guidance System, MAT Q2'25, Beer drinkers 18 – 34. LDA = Legal Drinking Age

# Leading Beyond Beer with Savanna…



# … with crisp & dry advertising

Not for persons under the age of 18. Drink responsibly.

# How we shape the category

## 1 Premium

Shape as undisputed leader

## 2 Mainstream

Strengthen by challenging the status quo

## 3 LoNo

Pioneer to be the clear #1

## 4 Beyond Beer

Stretch selectively to maximise consumer penetration

**Rooted in consumer needs** | **Intentional ambition for growth** | **Clear hierarchy of priorities by segment** | **Differentiated approach by archetype** | **Scalable repeatable solutions**

3

# FEWER, BETTER, BIGGER BRANDS

5 global brands, 25 local power brands, and proven repeatable solutions

# Intentionally focusing on fewer, better, bigger brands

## From

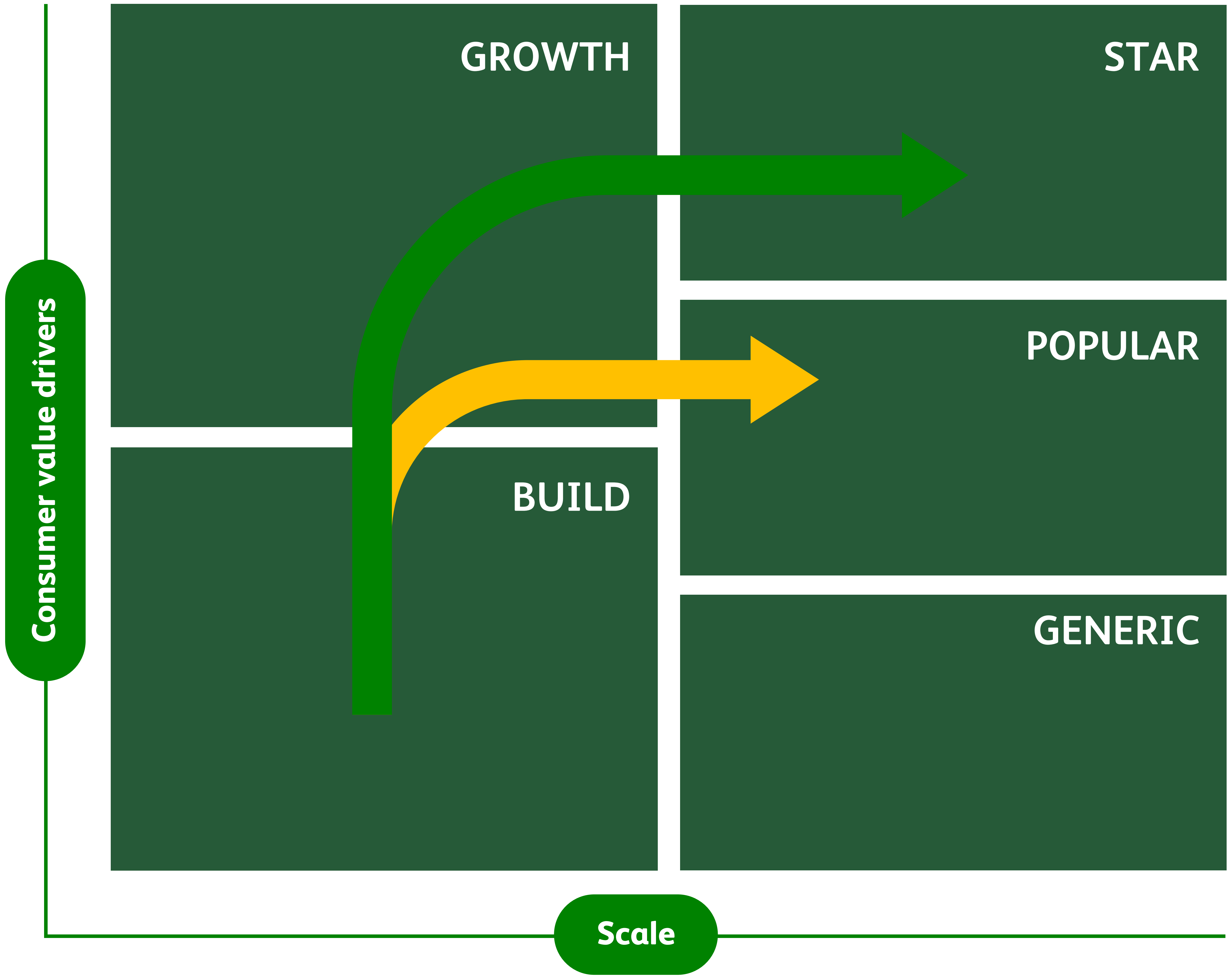
- 1 truly global brand (Heineken®)
- Investing in 350+ brands
- Local portfolio proliferation
- Fragmented local propositions

## To

- 5 truly global brands
- Fewer invested brands
- 25 local power brands
- Repeatable solutions

# Brand Stage Model to build fewer, better, bigger brands

Bespoke model provides deep insights and defines best actions to build healthy portfolios




- **Insights** and growth patterns based on **3,000 brands**
- 0.86 $R^2$ **correlation with share**
- Identifies **brands with most potential** (*fewer*)
- Prescribes **actions to build 'Star' brands** (*better*, then *bigger*)

# Focus on brands with proven growth potential

Concentrate investment in our best growth engines whilst optimising the long tail

## 5 global brands


**+13%**
Rev CAGR 2020 - 2024

**+30%**
Brand Equity

## 25 local power brands

*Examples*

Kingfisher — **#1 in India** Market Share

Bintang — **#1 in Indonesia** Market Share

Harar Beer — **#2 in Ethiopia** Market Share

**+9%**
Rev CAGR 2020 - 2024

**+20%**
Brand Equity

## Investing behind these priorities

**80%**
of marketing & selling expenses behind the 5 global brands & 25 local power brands

**-25%**
fewer invested brands by 2030



Source: Global Data, IWSR, and HEINEKEN estimates; Brand Guidance System, MAT Q2'25

# Global Brands 2030 ambition


| €10bn | €2bn | €1bn | €1bn | €1bn |
|---|---|---|---|---|

# Heineken®: the #1 success story in Beer

**THE ONLY TRUE GLOBAL BEER BRAND**

EST. 1873

Heineken®

**190+**
countries

**INDUSTRY LEADING BROAD-BASED GROWTH**

**#1** Global Sales Value in Beer[1]

**#1** Most Powerful Beer Brand[2]

**>2x** Premium Beer CAGR[3]

**40%** of Opcos in double-digit vol. growth

1. Global Data, total Heineken® brand franchise
2. Heineken® brand has the Heineken® brand has the n.º1 position on Brand Power for beer brands with a score of 8,7% globally, based on a globally weighted measurement of Brand Power, including beer brands represented in a minimum of 35 markets in the Kantar BGS study relating to 2024 and 2025 (up to the 13th October 2025)
3. Global Data

EST. 1873 Heineken®

# Heineken® brand with >150 years of growth & pioneering

## Pioneer in global premium beer, with fastest period of growth ever over last 4 years

Leader in beer technology

**1873**

Heineken original launched

**1880**

First to sponsor sport at Olympics

**1928**

First in US after prohibition

**1933**

Ground-breaking Dispense systems

**2003**

First to globally sponsor Champions League

**2005**


Formula 1 Sponsorship

**+47%**

(2020 – 24)[1]

**2024**

**5% CAGR** (1880 – 2024)

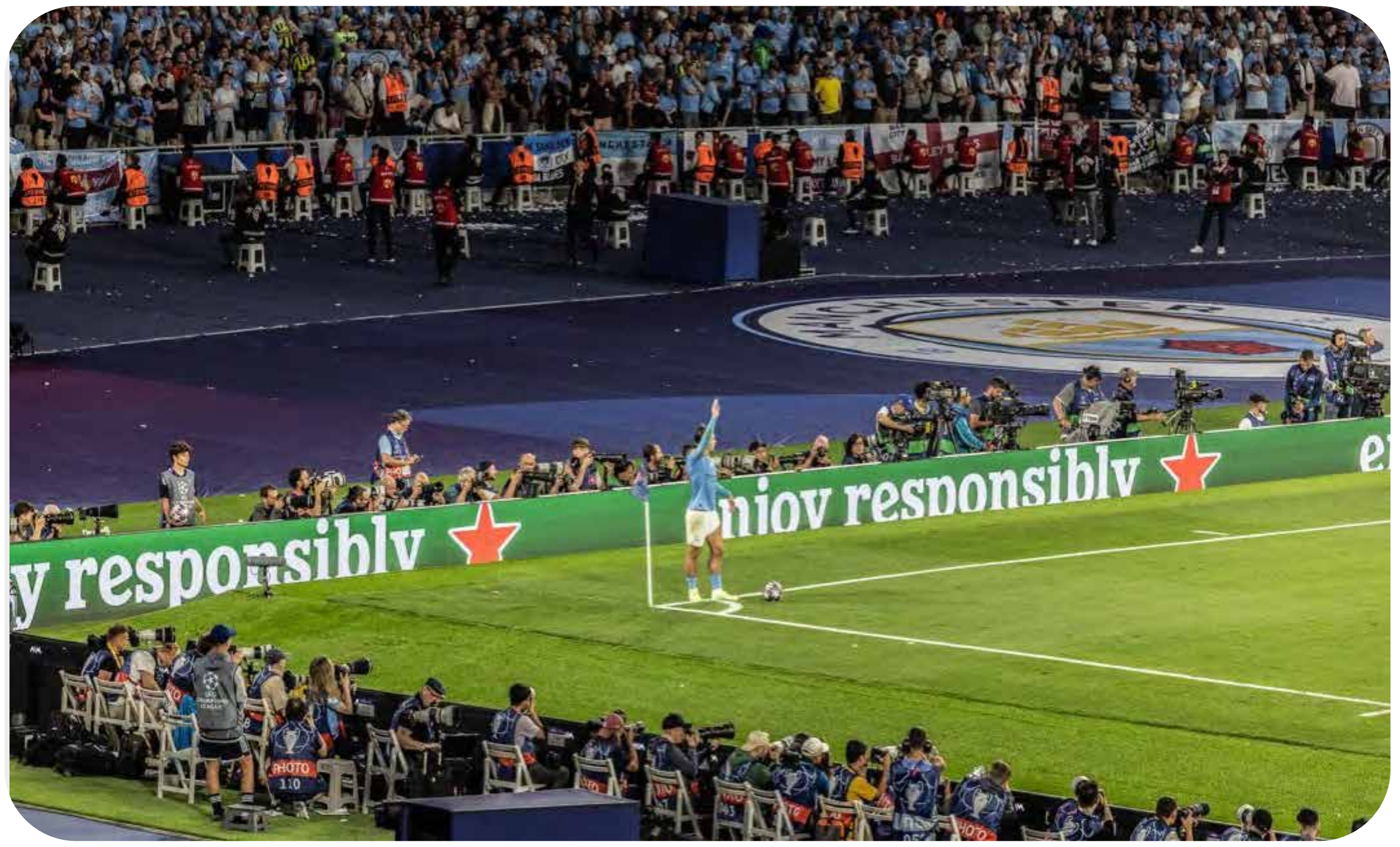
Note 1: Total Sales Volume Organic Growth (m hl)

# The Magic of Heineken®

# Success Rooted in Deep Insights on Consumers & Socialising

## Deep Insight into Shifting Consumer Motivations

**FOMO**
(Fear of missing out)

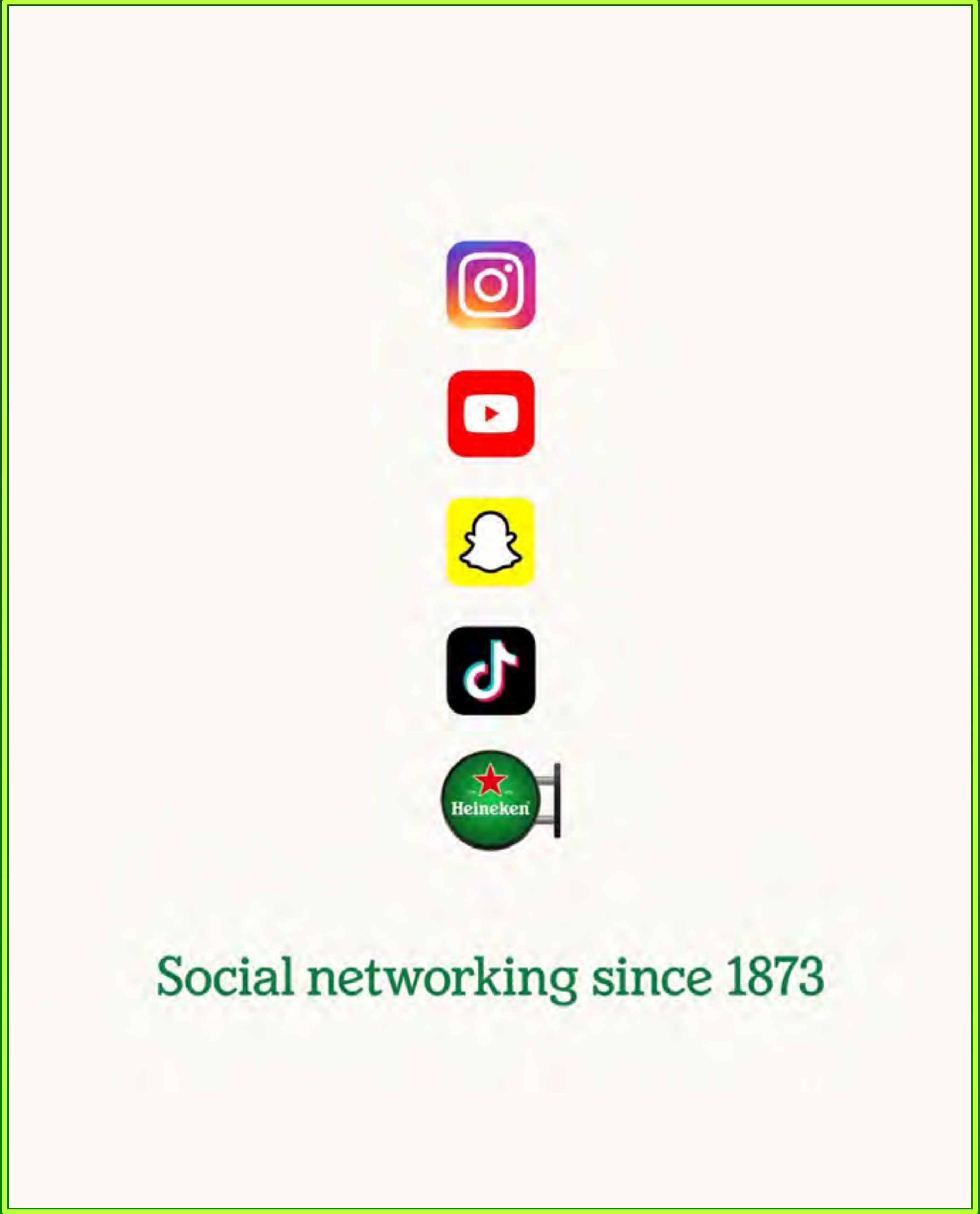



**JOMO**
(Joy of missing out)


**JOJI**
(Joy of joining in)

# Heineken®: Champion of Social Life

## Relevant to consumers


## Relevant to customers

# #1 Most Awarded Beer Brand (Cannes Lions ‘24 & ‘25)

## #2 brand overall, driving winning in the market

# Partnering with World's Most Powerful, Premium Platforms


*Full season projected live viewership; %Evol vs. 21-24


*Global Fans; %Evol YoY

## Executed at scale, with weekly reach to billions of people

1. Publicis Sport and Entertainment
2. Nielsen Sport

# Doubling Down on our Successful Formula

## FANDOM

Max Verstappen

Virgil van Dijk

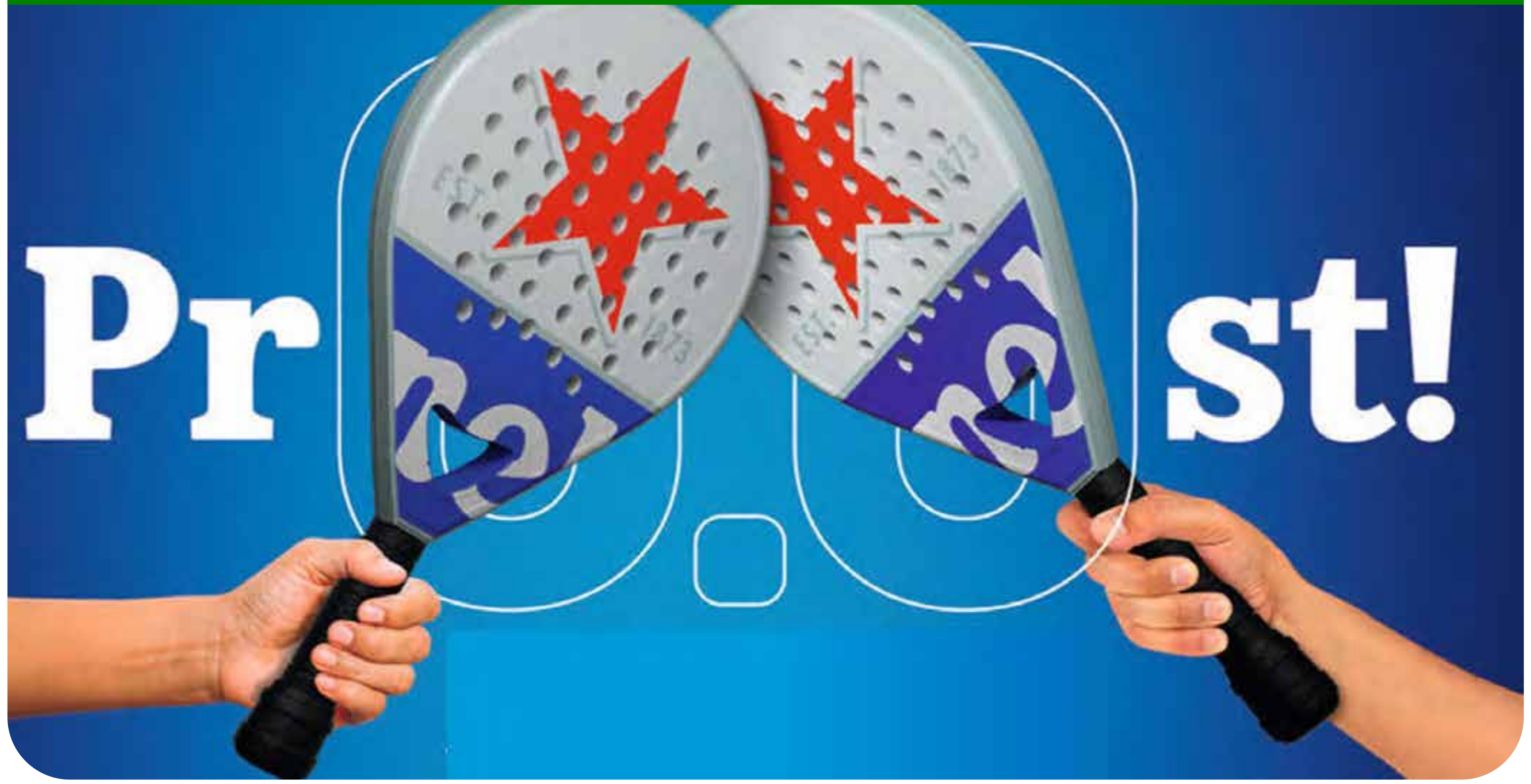
Martin Garrix

Multiplying Impact

# Fans have more friends

# Announcing partnership extension into padel

## Pioneering in Active Socialising




PREMIER PADEL

PLAYTOMIC

**#1** fastest-growing sport

Aspirational, refreshing social ritual

Fosters new connections


Source(s): News reports, 2025 Playtomic & PwC Global Padel Report.

Heineken®

# Pioneering Beer innovation adds excitement and growth

Heineken® Studio

**Discovery**


**Wellbeing**

# 4 global brands complement Heineken®



**#5**

global beer brand[1]


**>20%**

volume CAGR ('20 – '24)


**>30**

markets


**#1**

Brand Power in top 4 markets[2]



Note 1. GlobalData, outside home markets; Note 2. Brand Guidance System, MAT Q2'25

# AMSTEL 'SHADOW PREMIUM' SUCCESS IN BRAZIL

## 1 TO 10M HECTOLITRES IN 10 YEARS

**DISRUPT MAINSTREAM & DIFFERENTIATE**

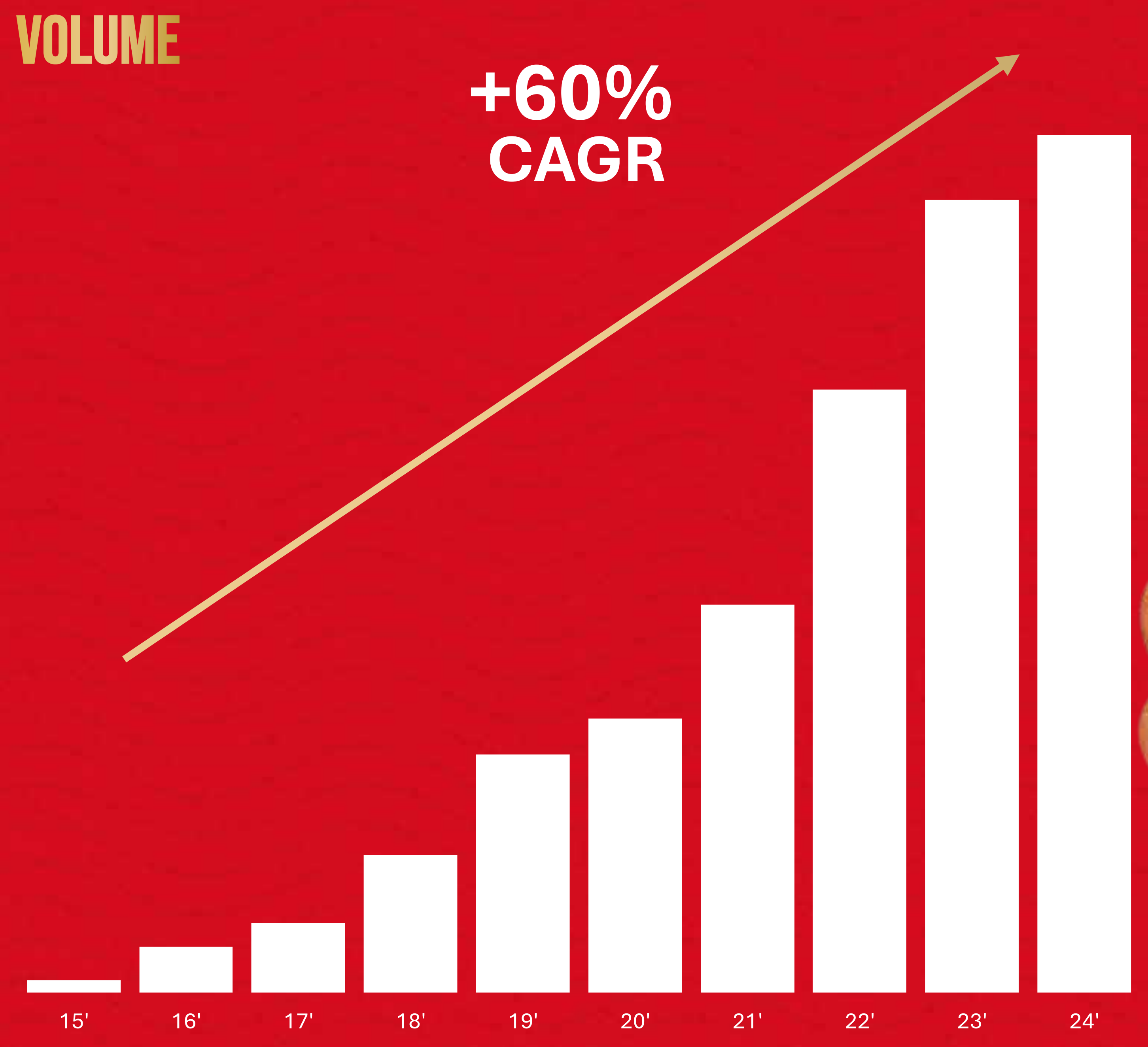

1st Pure Malt, with Dutch Yeast

**THE POWER OF BEING A GLOBAL BRAND**


International brand & platforms

**BIG&BOLD EXCELLENT EXECUTION**

Look premium in all touch points




# REPEATABLE SOLUTION PROVEN IN OTHER MARKETS

## LATAM

+31%
CAGR '20-'24


## EASTERN EUROPE

+34%
CAGR '20-'24


## CHINA

+122%
YTD AUG'25


## SUB-SAHARAN AFRICA

+7%
CAGR '20-'24

# DESPERADOS: THE 1ST SCALE BEER+ DISRUPTOR


**PIONEER** SINCE 1995 FIRST BEYOND BEER

EXPANDED TO **30+ MARKETS**

BUT OVER TIME, LOST CONNECTION WITH **YOUNG ADULT CONSUMERS**

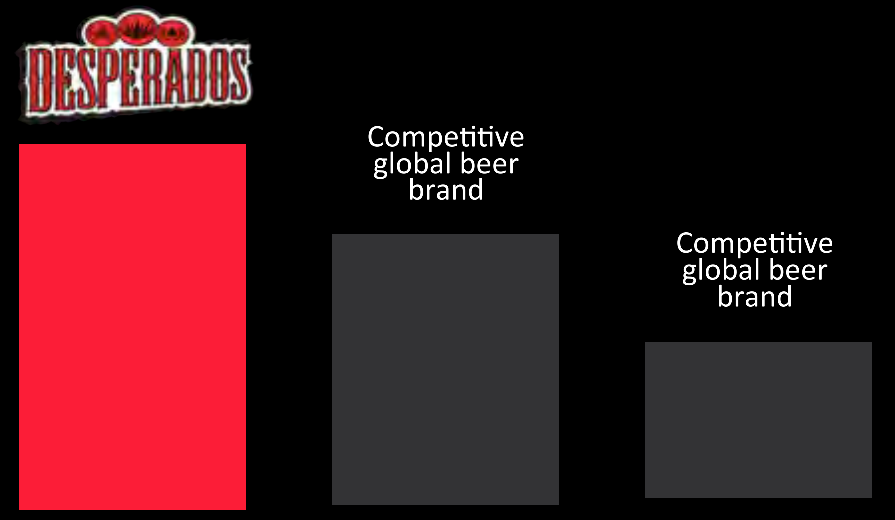
# DESPERADOS REPOSITIONED TO DELIGHT GEN Z

## GEN Z WANTS FLAVOUR AND VARIETY

## DESPERADOS MEETS GEN Z NEEDS


## POSITIONING IN CULTURE: BEER WITH LATIN VIBE


## RESULT: LEADING GEN Z RECRUITER[1]






Source: Human8 - Global Penetration Tracking (FR, PL, and NG)

# Reaching Gen Z with Desperados

# AWARDS


2x CANNES LIONS
D&AD
ONE SHOW
ONE SHOW
KANTAR
KANTAR
CREATIVE
EFFECTIVENESS
AWARDS 2021
CLIOS
9x LIA
GOLDEN DRUM
GRAND PRIX
7x GOLDEN DRUM

# UNLOCKING THE ‘SHARING A MEAL’ WHITESPACE

## SUCCESS MODEL PROVEN IN THE UK

**# 1 Lager by Value in UK**[1]

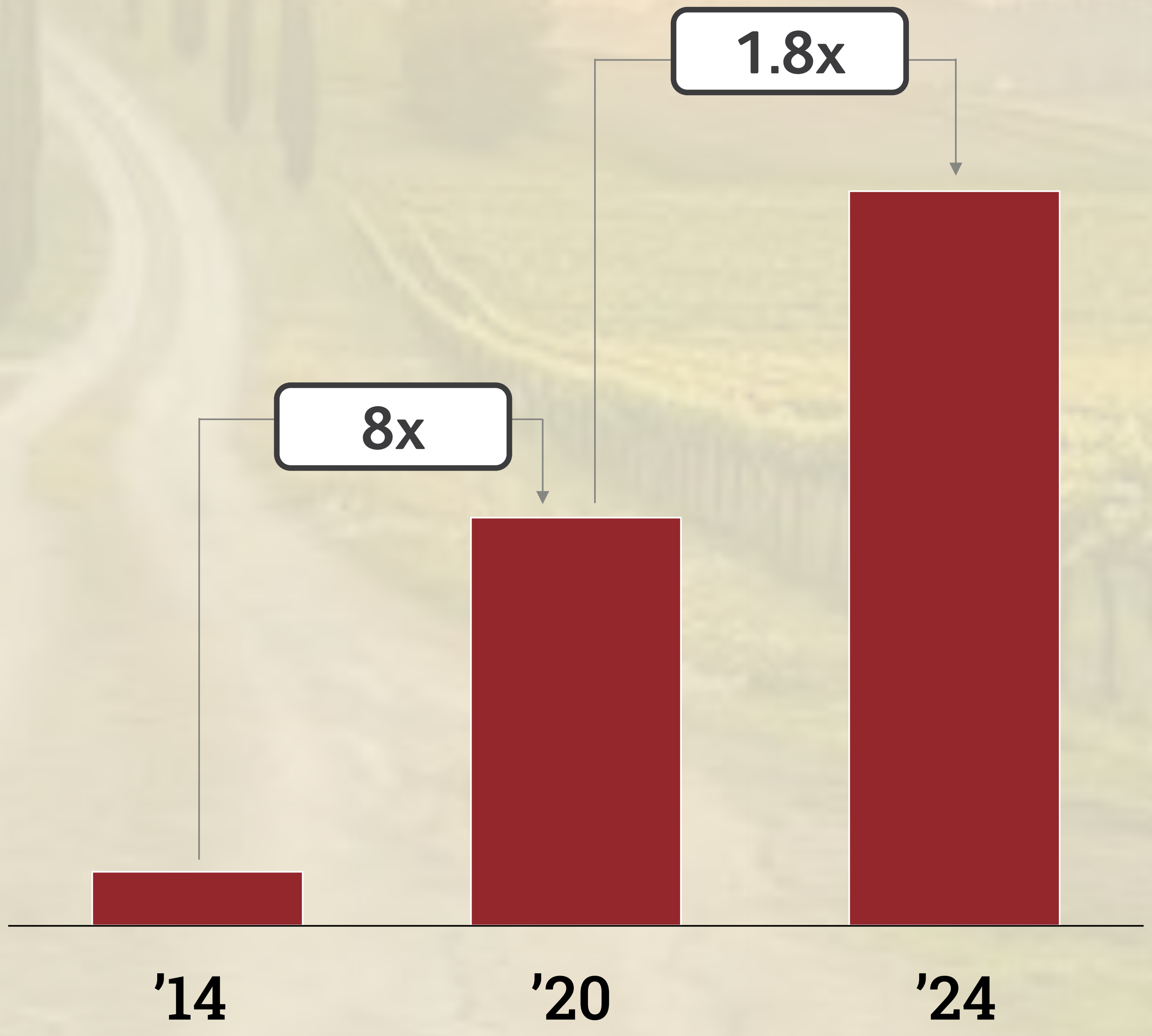
### The 3 Main Ingredients for Success

**Authentic Italian Brand Positioning**

**Shared Food Occasions**

**Affordable Premium**

### Sustained Volume Growth





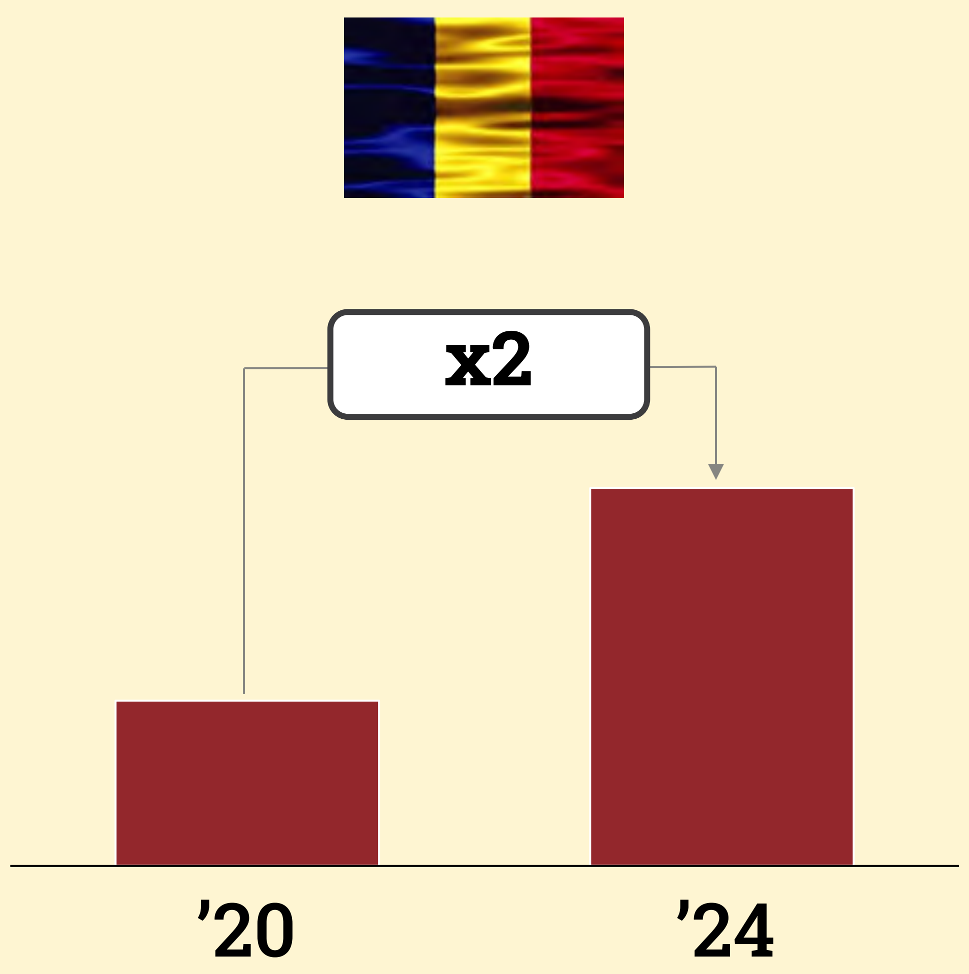


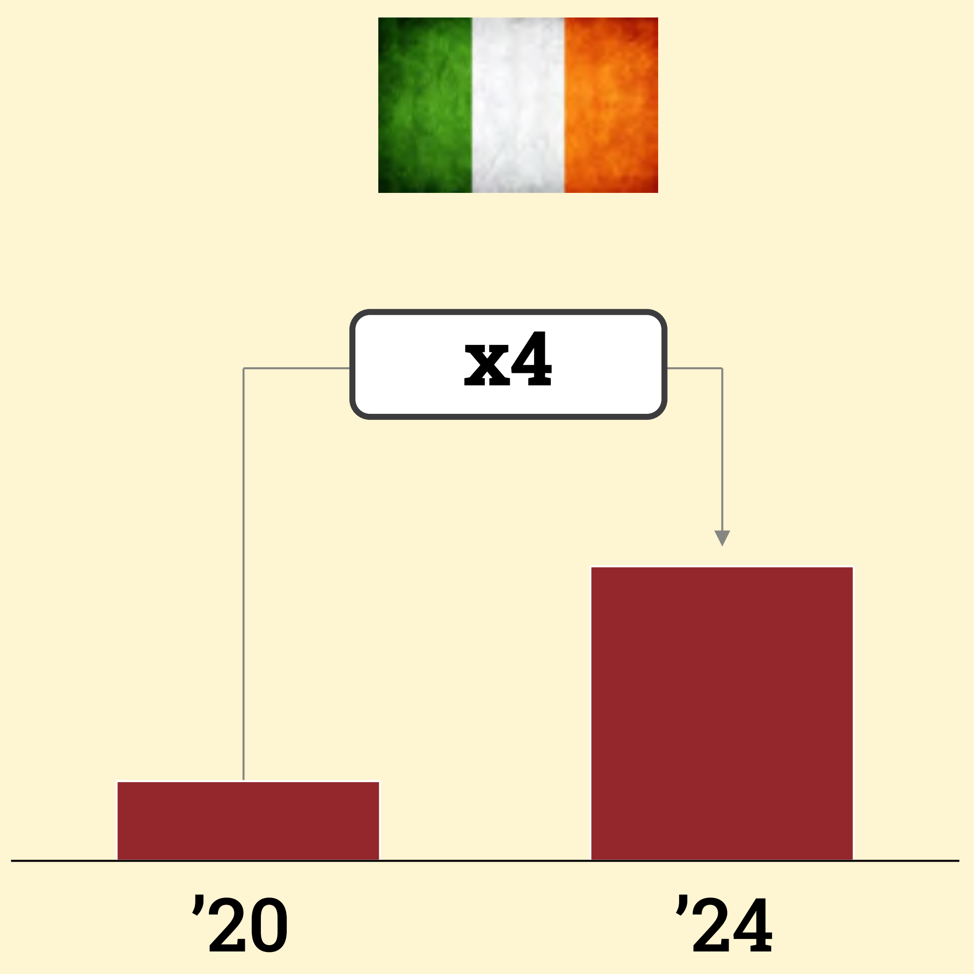
Note 1. CGA, MAT Sep 2025

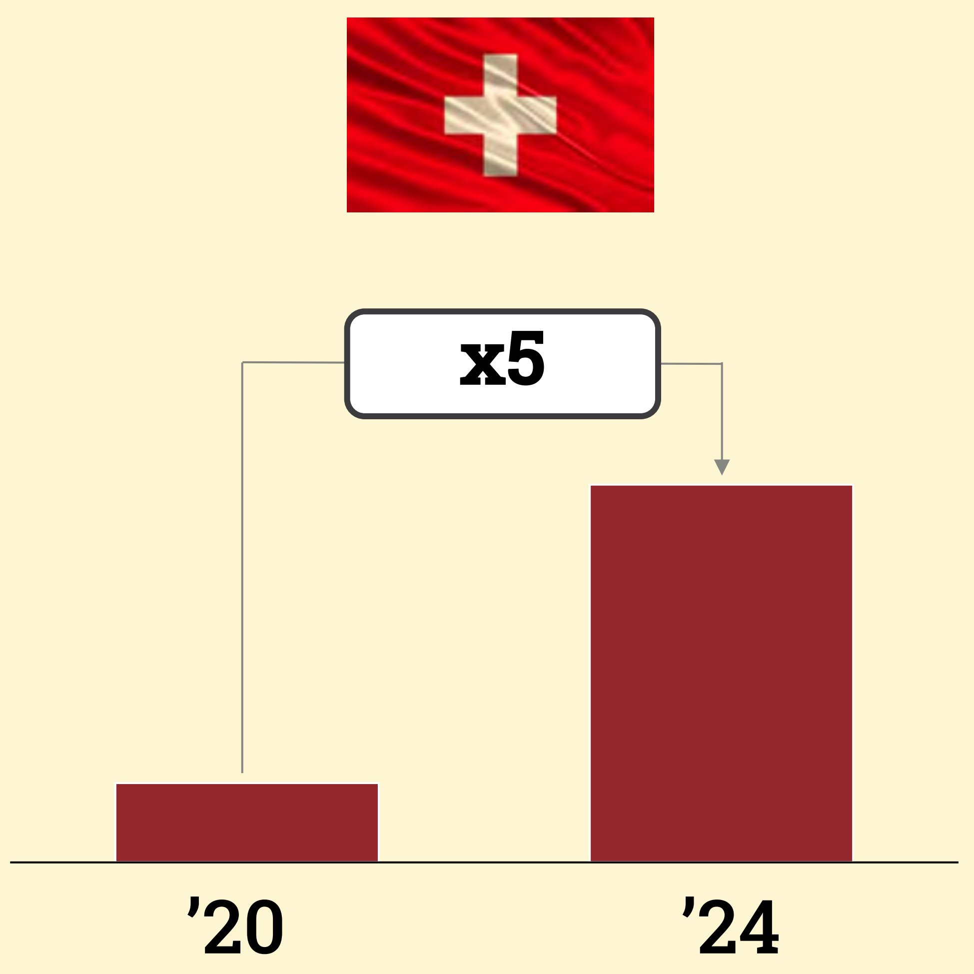
# SCALING SUCCESSFULLY OUR REPEATABLE SOLUTION

**Global Volumes (mhl)**
**(2020 – 24)**

**+22%**
(CAGR ex. IT)





**Available in 27 markets today | +3 new launches in 2026**

# Global Brands 2030 ambition


# +€5bn

> growth vs. total beer

# Investing in 25 Local Power brands to accelerate growth

Whilst optimising the long tail


## Advantaged brands

**+20%**

Brand Equity

## Delivering growth

**9%**

Revenue CAGR 2020 - 2024

## Focused resource allocation

**>80%**

of local brand funding

Source: Brand Guidance System; HEINEKEN financials

# Leading brands in future growth markets

**1,200m**
LDA consumers by 2030

**4.1%**
CAGR, 2025-30 of middle-class LDAs

**#1**
Market Share

**#1**
Brand Power


**215m**
LDA consumers by 2030

**4.0%**
CAGR, 2025-30 of middle-class LDAs

**#1**
Market Share

**#1**
Brand Power


**90m**
LDA consumers by 2030

**6.5%**
CAGR, 2025-30 of middle-class LDAs

**#2**
Market Share

**#2**
Brand Power


Source: Tellusant, Global Data, IWSR, and HEINEKEN estimates

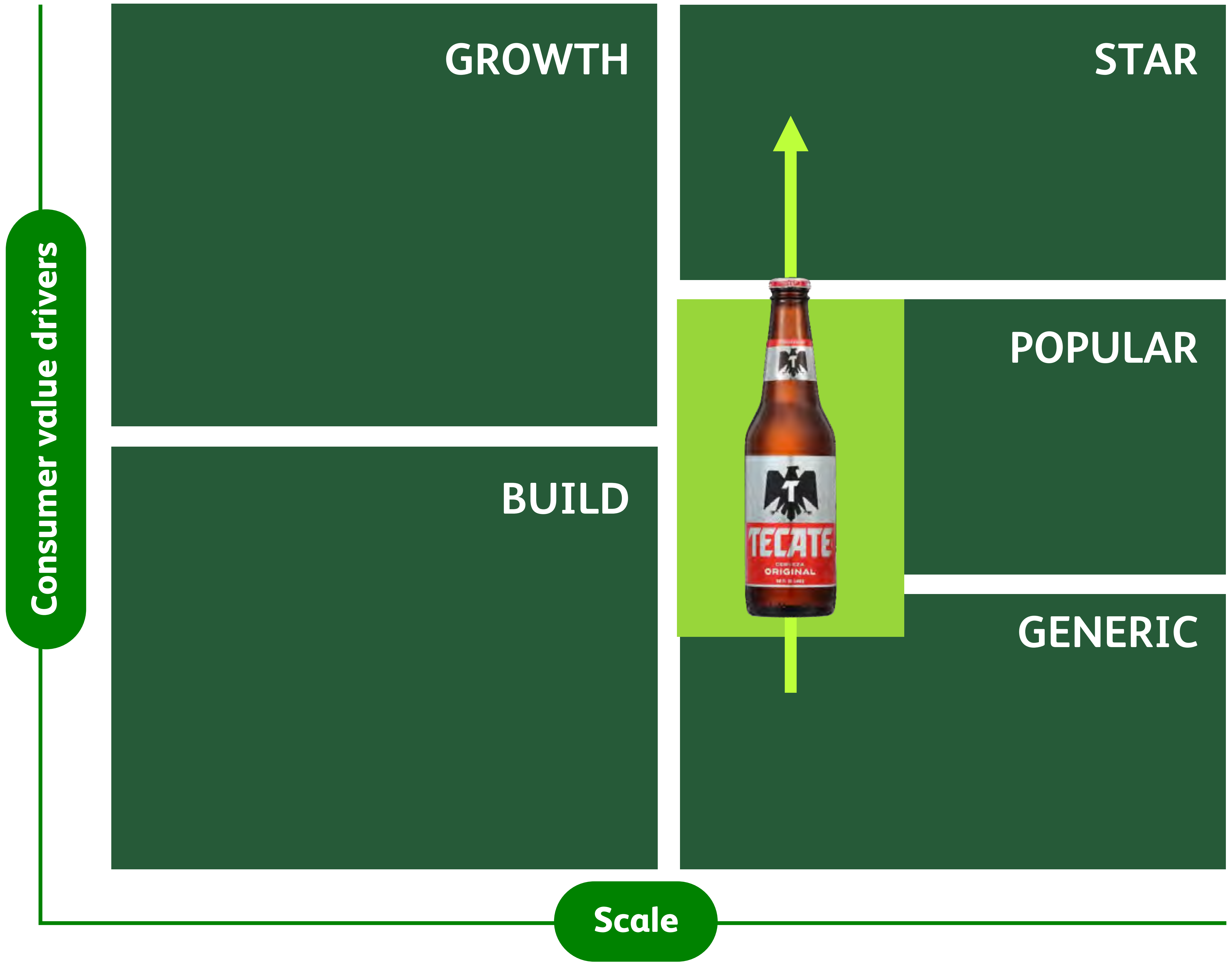
# Strengthening Tecate, our biggest local brand

## Brand Stage Model used to reposition Tecate…


Brand Essence:

**Strength of character deserves to be rewarded**

## …improving Brand Power and performance



# Reigniting Tecate

# 4

# SCALE EXCELLENT EXECUTION WITH AI

Integrate AI end-to-end and achieve +20% efficiency & effectiveness

# Scale world-class capabilities and a unified way of working

End-to-end across four growth drivers in all OpCos, from Brazil to Burundi

## Brand Building

GLOBAL COMMERCE UNIVERSITY | HEINEKEN WAY OF BRAND BUILDING

## Innovation

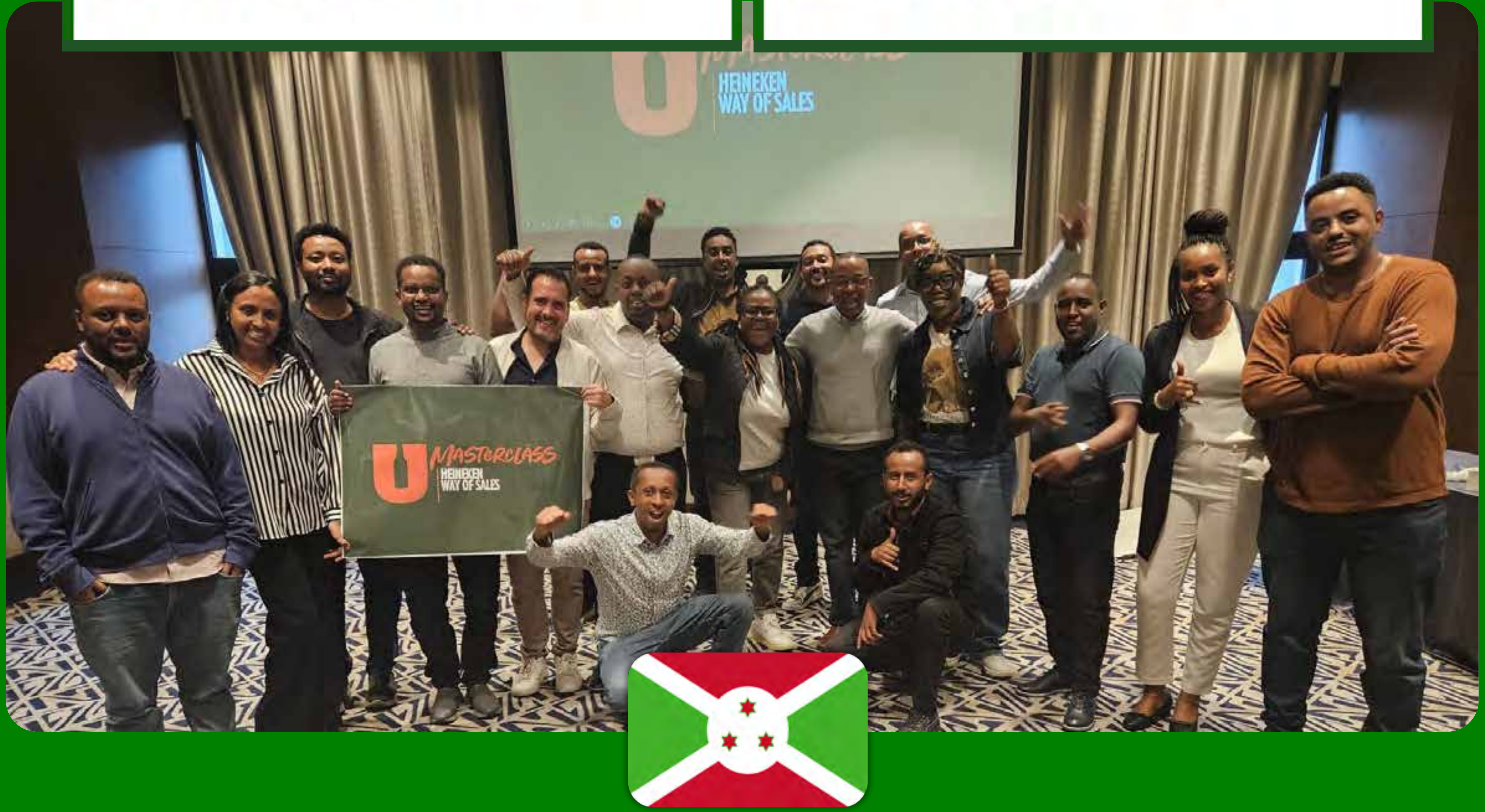
GLOBAL COMMERCE UNIVERSITY | HEINEKEN WAY OF INNOVATION

## RMG

GLOBAL COMMERCE UNIVERSITY | HEINEKEN WAY OF RMG

## Sales

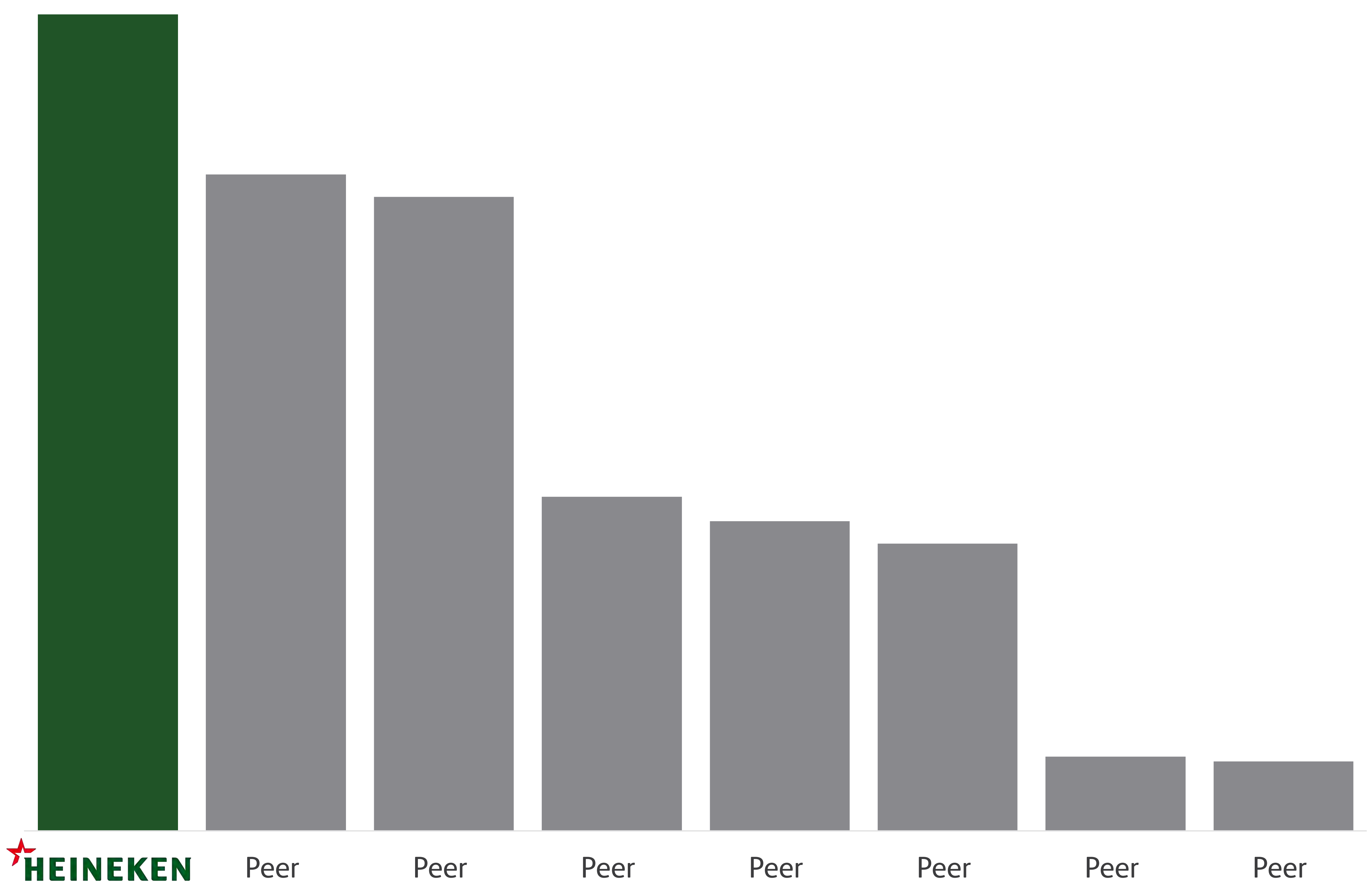
GLOBAL COMMERCE UNIVERSITY | HEINEKEN WAY OF SALES



# Scaling legendary creativity across more brands

## Impact ahead of our scale…

Cannes Awards / Revenue




## …now across our portfolio of brands





Source: Cannes Lions; company financials

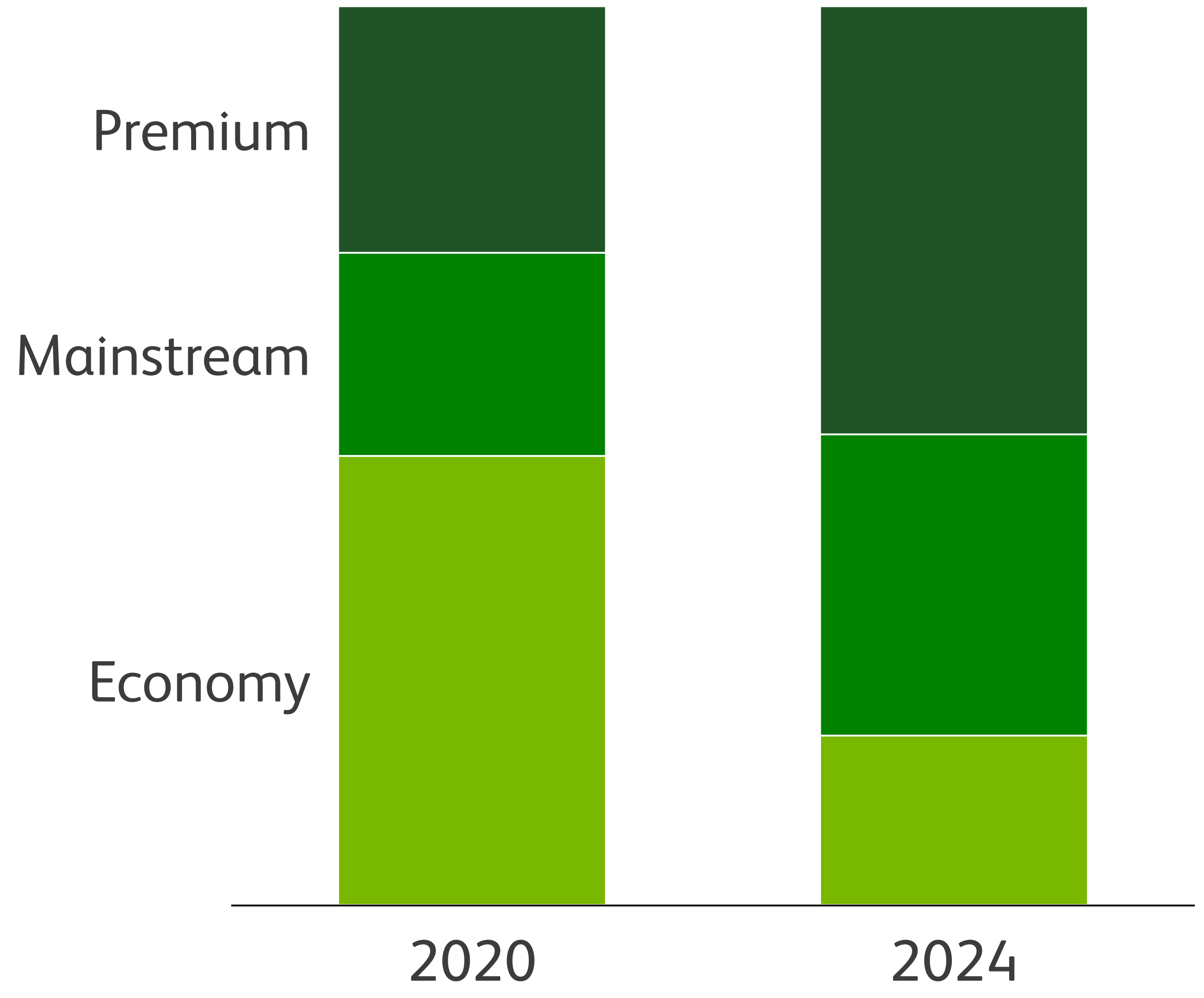
# Step up in Revenue Margin Growth (RMG)

## Premiumisation strategy critical to driving rev/hl growth…

HEINEKEN Brazil Beer Volume Mix

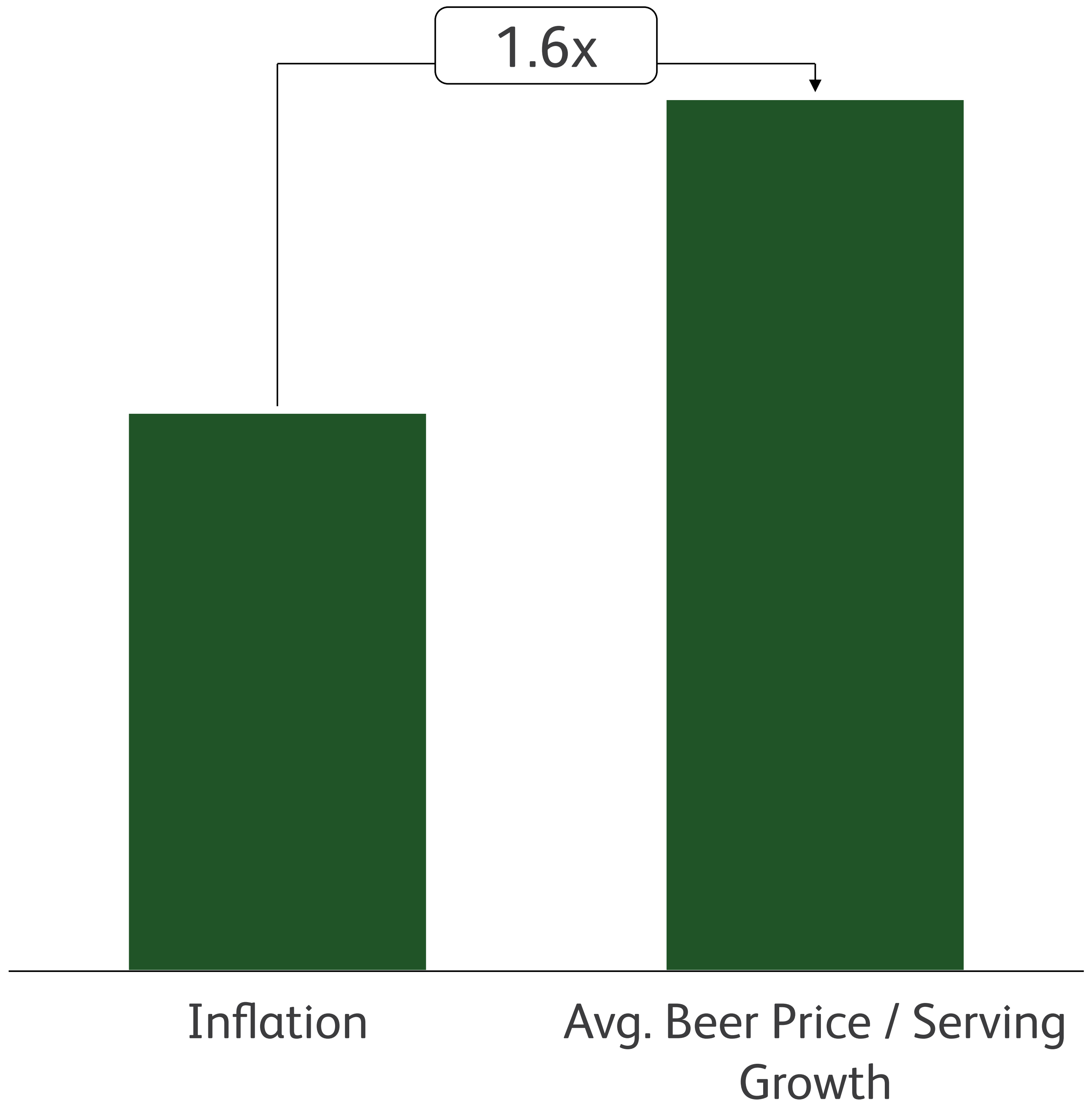
**c.50%**

of Rev/hl growth 2020-24 from premiumisation




## …but category facing affordability challenges

Global Beer Category (HEINEKEN footprint)
Avg. Price / Serving Growth vs. Inflation, 2022-24




## Foundations in place to accelerate value and volume growth with RMG

- More, better **RMG talents**
- **RMG Hubs** for smaller OpCos
- **RMG Academy** & upskilling
- New ‘**Brand-Value Equation’**
- **AI**-powered analytical tools

HEINEKEN WAY OF REVENUE & MARGIN GROWTH

HEINEKEN RMG COCKPIT

HEINEKEN PROMO ADVISOR



Source: Tellusant

# Driving premiumisation and value for money via PPA[1]

## Heineken® Silver 25cl 'Coolpack'


**+620 bps**
Volume share[2]

**+390 bps**
Brand Penetration[3]

## Heineken® 45cl bottle


**+160 bps**
Market share[4]

Note 1. PPA' refers to 'Pack Price Architecture; Note 2. Nielsen Q2'25 vs. Q2'23; Note 3. In-home Penetration in 4 cities, MAT'25; Note 4. IPSOS On-Trade, Aug'25 YTD

# Rolling out deep, standardised AI-enabled analytics

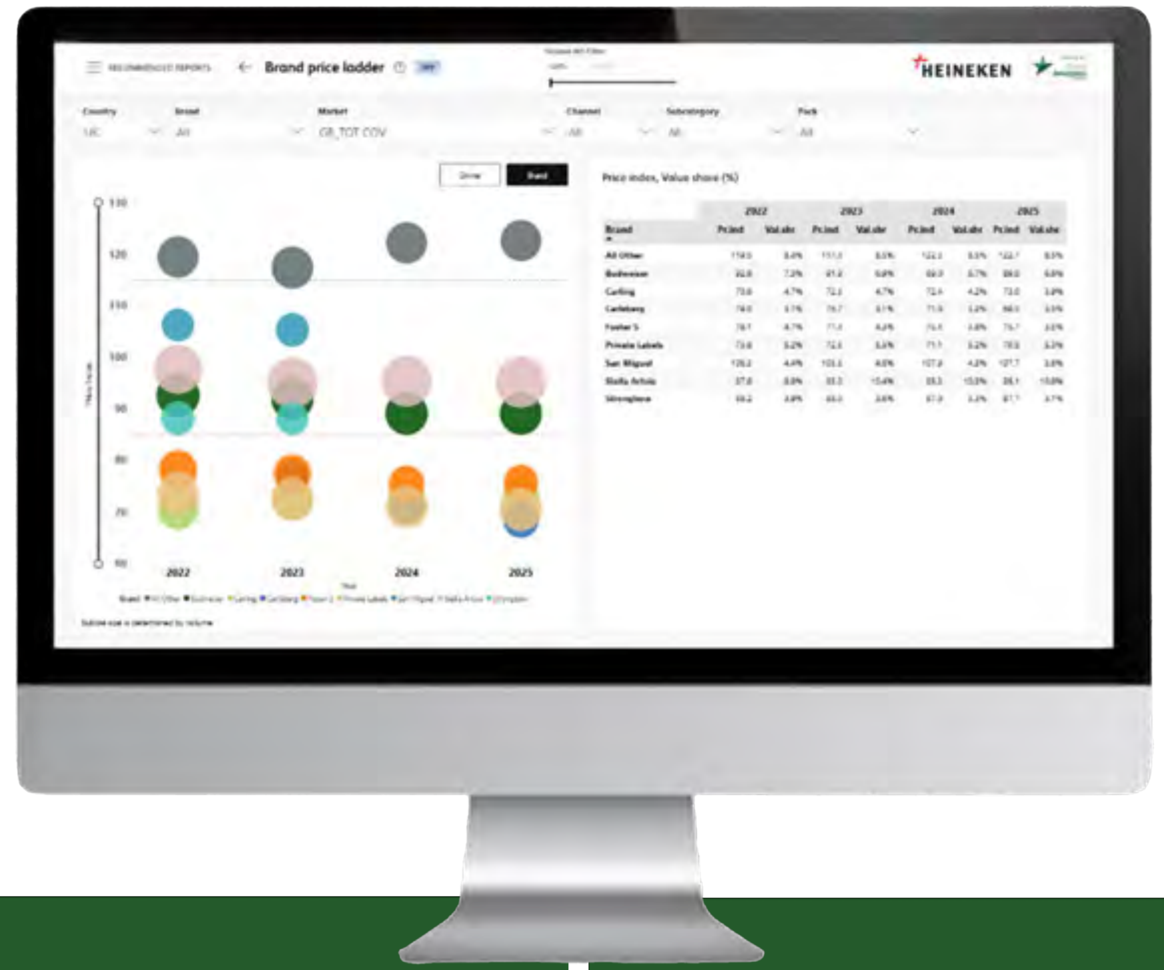
Proprietary tools to drive superior & balanced growth in Volume and Value

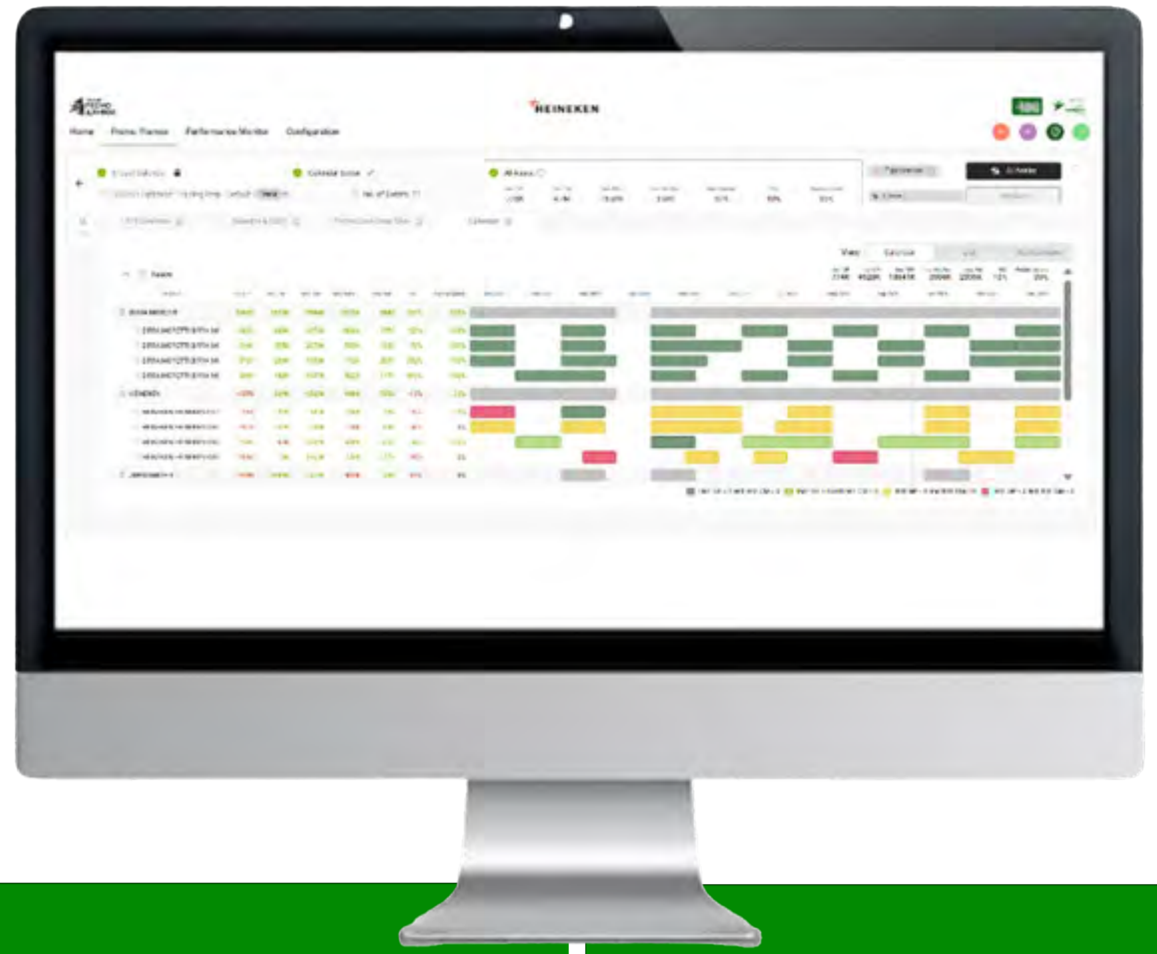
HEINEKEN RMG COCKPIT

**Automated insights** for smarter RMG decisions

HEINEKEN PROMO ADVISOR

**AI** tool to manage **promotions** maximising uplift and **ROI**





**50%**
time reduction to generate core RMG insights

**100%**
Focus Developed markets coverage by 2026

**+3-5%**
GP uplift in OpCos where already applied

**80%+**
Focus Developed markets coverage by 2026[1]



Note 1. Where applicable

# Digitising Sales ecosystem to drive sell-in and sell-out

## Building on eazle eB2B foundations

eazle
business made easy

eB2B

Sales Force

Distributors

Customer service

SELL IN

SELL OUT

CUSTOMER EXPERIENCE

**#1 in key markets[1]**

PRODUCTIVITY

**+8%[2]**

Source: HEINEKEN Digital Transformation Scorecard, FY'24; GMV = Gross Merchandise Value)

Note 1. #1 Beer company in Europe for retailer satisfaction per Advantage Survey and #1 in NPS in beverage industry in Mexico per Customer Gauge Voice of Customer NPS Quarterly Reports

Note 2. Sales productivity improvement in top fragmented markets (Mexico, Vietnam, Nigeria, Ethiopia, India, Rwanda), Sales TFE 2025 vs LY

# Digital Sales ecosystem adapts to market differences

## VALUE


Fragmented trade

Indirect distribution

<100 SKUs in the market

## ADVANCING


Fragmented & consolidated trade

Indirect & direct distribution

100 – 1,000 SKUs in the market

## DEVELOPED

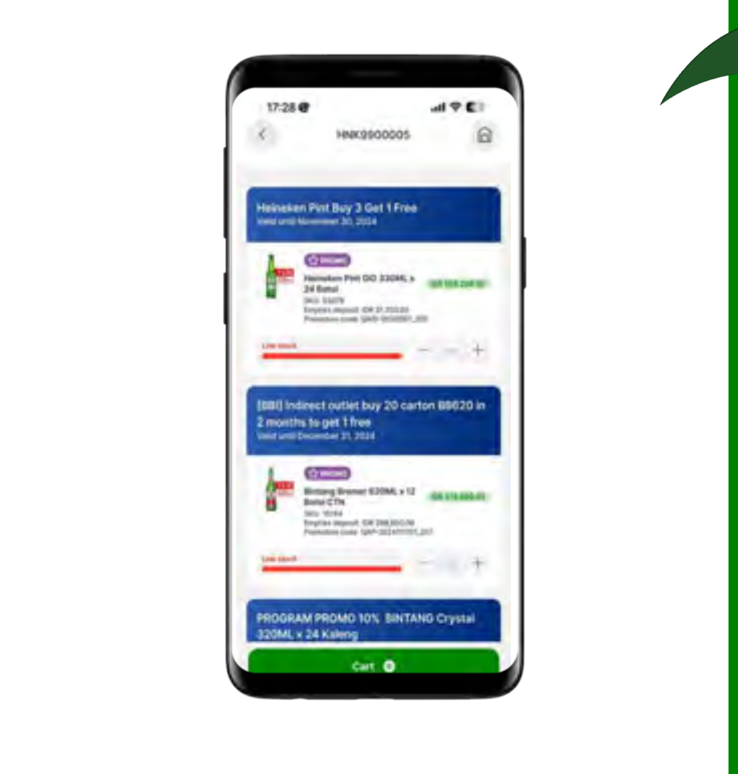

Consolidated trade

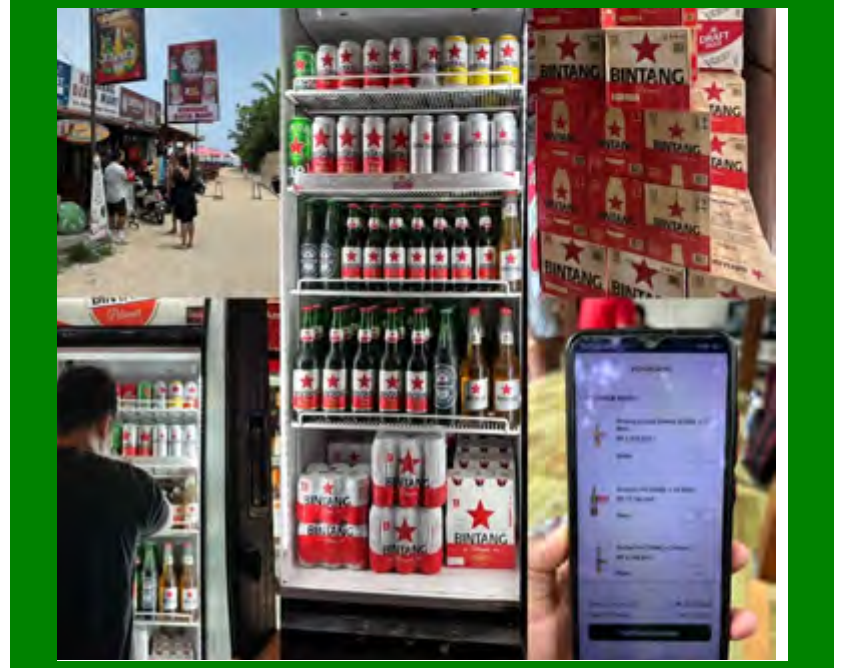
Indirect & direct distribution

>1,000 SKUs in the market

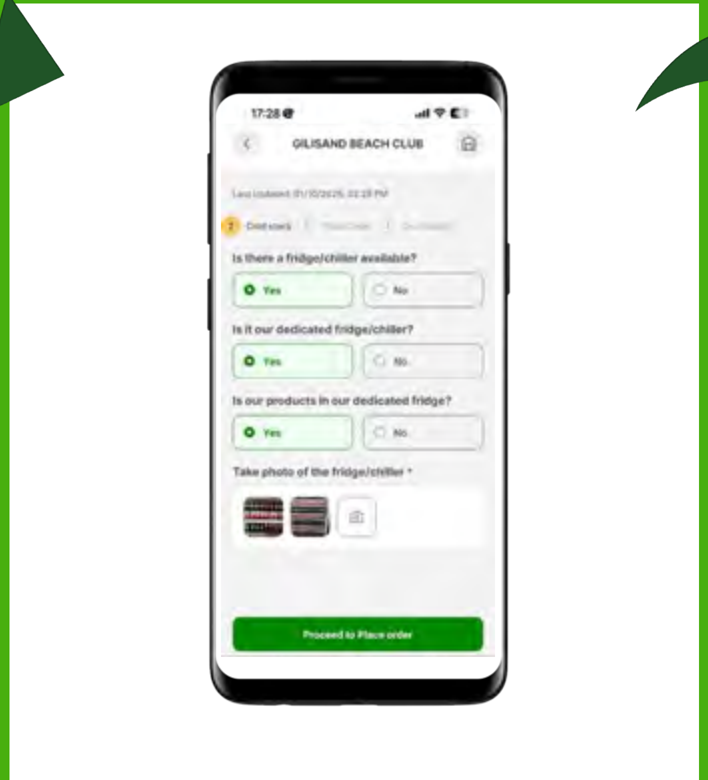
# Proven models for Sales execution – *Indonesia example*

## Digital order taking & fulfillment (sell-in)





## Sales Force Automation (sell-out)



## Real-time KPI tracking

## Indonesia results[1]

**+43%** more visits per sales rep

**+9%** distribution

**+12%** hero SKU availability

**+5pt** market share L3Y

Note 1. YTD Oct'24 vs. YTD Oct'23

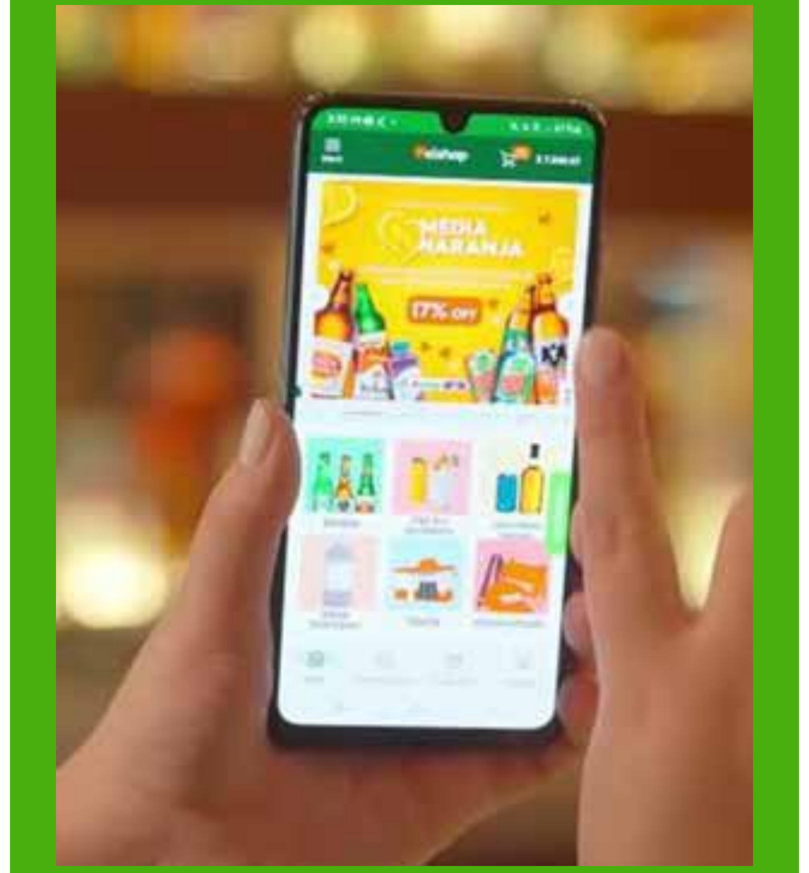
# Sales AI tools added and proven in Mexico and being scaled

## AIDDA


*AI-powered journey planning for sales reps*

## Product Recommender

*AI-driven assortment optimisation*



## Perfect Shelf

*AI image recognition for outlet auditing*


## Mexico results[1]

**+70%** more visits per sales rep

**+7%** sell-out execution

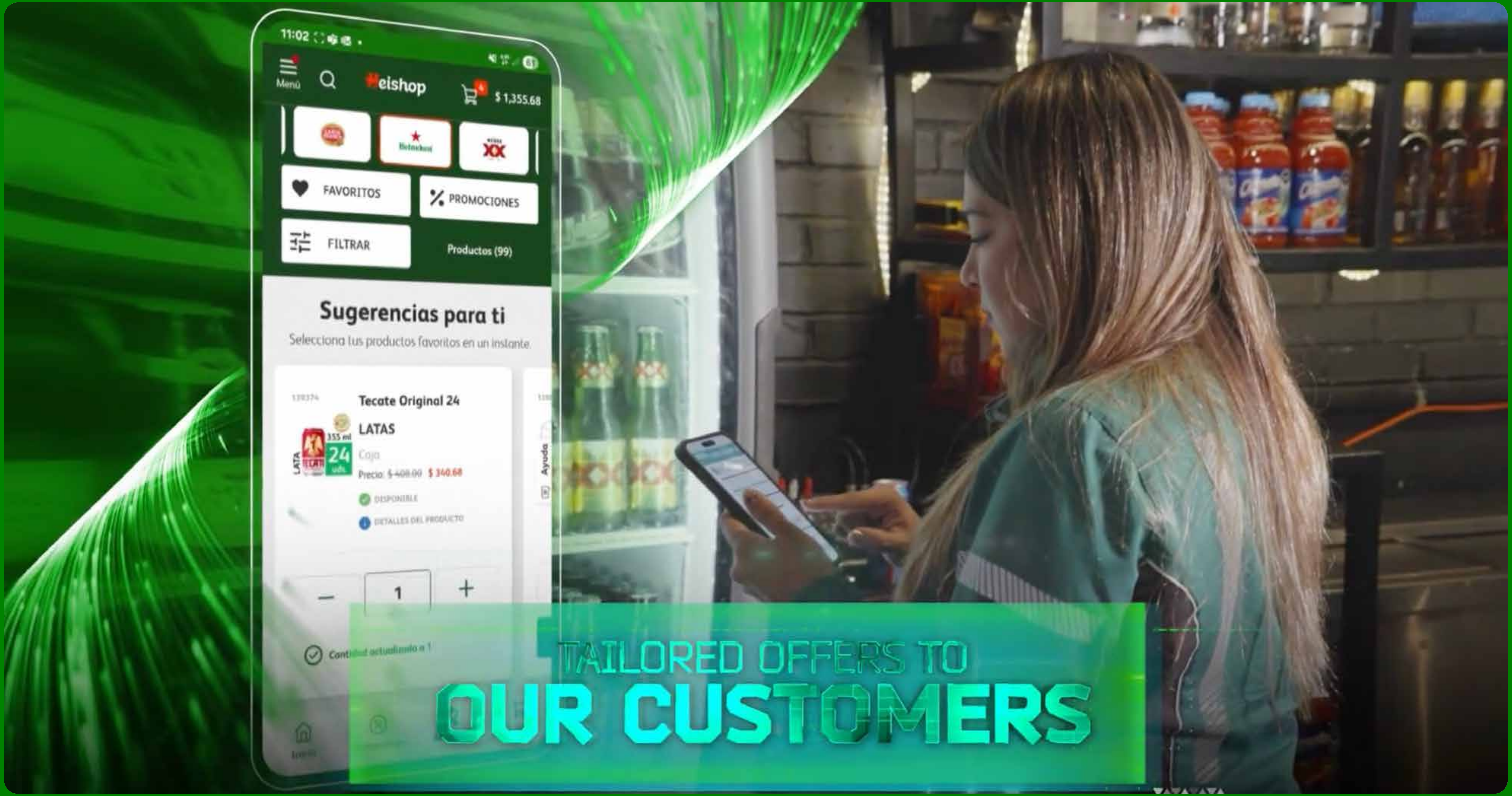
**#1 in NPS** (+23)[1]

**30 bps** market share YTD for TT



Note 1: #1 in NPS in beverage industry in Mexico per Customer Gauge Voice of Customer NPS Quarterly Reports

# AI in action in Mexico



# Heineken® world-class, AI-powered communication model

End-to-end communications, automated with AI

1,000s of assets in minutes

Industry-leading results

Heineken® Amplify

Planning

Production

Buying

**+15% effectiveness**

**+20% efficiency**

*“The **benchmark for centralising digital excellence** within CPG”[1]*

*“**World-class** example of a 'hub and spoke' model that drives **consistency and efficiency**”[2]*



Note 1. Country Director, Benelux; Note 2. Industry Lead CPG & Agencies

# Proven AI solutions across our business

Can now be scaled with harmonised data assets and Ways of Working, with proven human-AI interaction

## HEINEKEN WAY OF BRAND BUILDING

Heineken Amplify

*AI campaign planning & versioning*

**+20%**

Effectiveness & efficiency on marketing & selling expenses

Allocation ai

*AI resource allocation optimization*

**+36%**

ROI uplift on marketing & selling expenses where applied

## HEINEKEN WAY OF INNOVATION

kim knowledge & insight management

*AI Knowledge Management of insights*

**90%**

Savings on search time to find insights[1]

## HEINEKEN WAY OF RMG

HEINEKEN RMG COCKPIT

*Automated insights for smarter RMG decisions*

**50%**

Faster insight generation

HEINEKEN PROMO ADVISOR

*AI powered promo planning & optimisation*

**+3 – 5%**

GP uplift in OpCos where applied

## HEINEKEN WAY OF SALES

PERFECT SHELF

*AI image recognition for outlet auditing*

**+7%**

PICOS execution in MX

AIDDA

*AI Data-Driven Advisor for sales*

**+2.4x**

Customer Engagement in MX

PRODUCT RECOMMENDER

*AI-driven assortment optimization*

**+1.8%**

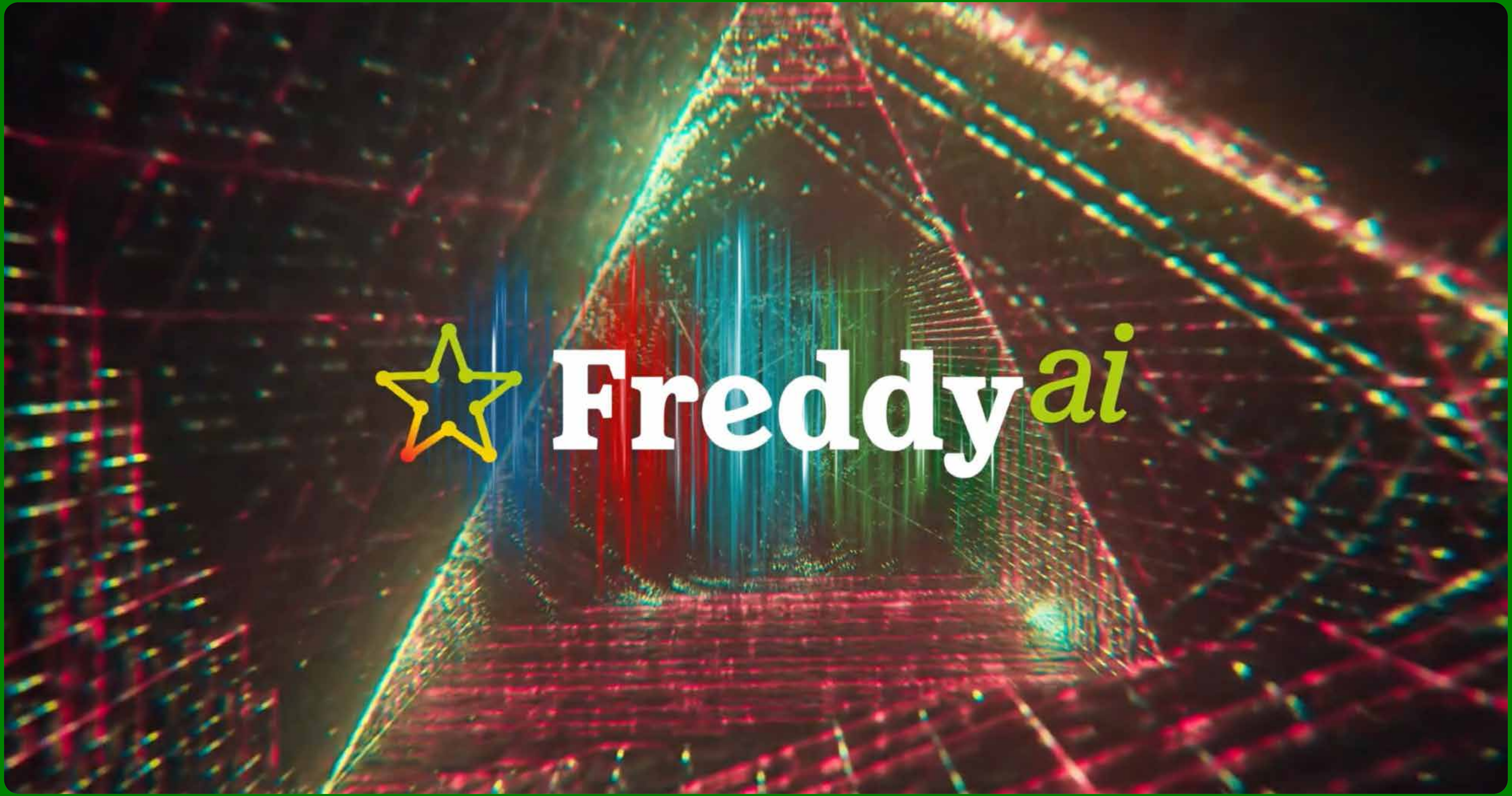
Revenue uplift in OpCos where applied[2]

Note 1. Stravito, over last 3 years. Note 2. HEINEKEN Analytics Value Report

# Launching in-house agency to scale & integrate AI end to end

# Launching in-house agency to scale & integrate AI end to end

# Freddy.ai logo loop



# Our in-house agency: Freddy.ai

# Boosting the impact of our investments with Freddy.ai

Freddy ai

## Maintaining strong investment...

**>10%**

Marketing & Selling % of Net Revenue

## ...with greater impact & productivity

**+20%**

Effectiveness & efficiency on all advertising spend

# What you have heard

Strategy to deliver superior & balanced growth through four shifts

## 1 Advantaged & Differentiated Footprint

- Advantaged footprint in a Beer category with structural volume growth
- 17 focus markets drive 90% of growth
- Differentiation of strategy by archetype

## 2 Shape the Category

- Leadership in fastest-growing segments
- Lead and pioneer Premium and LoNo
- Strengthen Mainstream and stretch selectively Beyond Beer

## 3 Fewer, Better, Bigger Brands

- Focus on 5 global brands & 25 local power brands
- 80%+ of marketing & selling expenses behind focus brands
- Scaling proven repeatable solutions

## 4 Scale Excellent Execution with AI

- Scale legendary creativity
- Step up RMG to optimise Brand Value Equation
- Digitise Sales to maximise sell-in & sell-out
- Integrate AI end-to-end with Freddy.ai

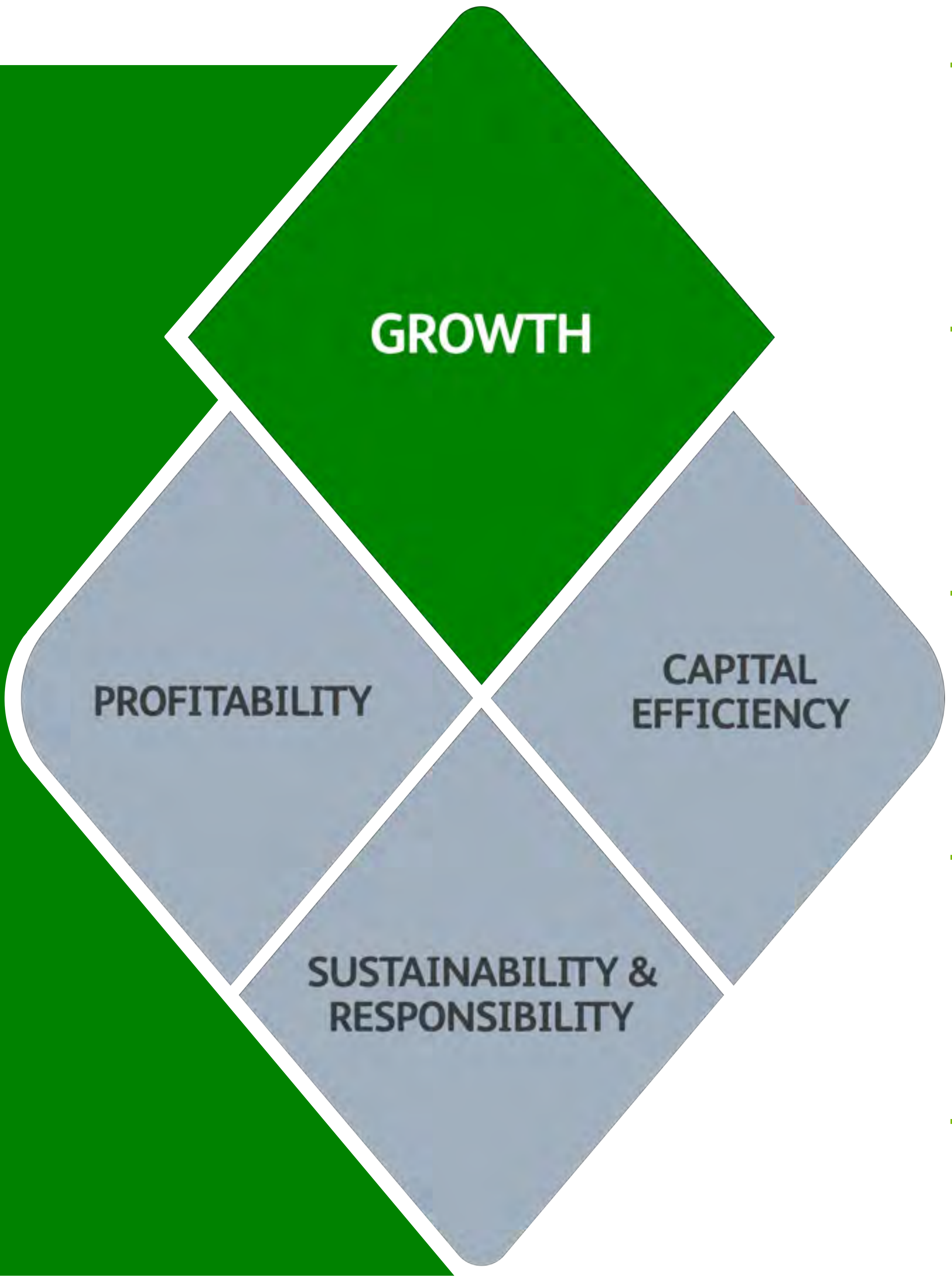
Local Relevance
Best of Both
Global Scale

# EverGreen 2030 Medium-term Growth ambition

## Key outcomes

**Mid-Single-Digit**

**Net Revenue** organic growth[1]




## Reasons to believe

- A **beer category** with structural volume growth (~1%)
- HEINEKEN **advantaged footprint & segment leadership** to grow ahead of the market
- **Differentiate & Focused strategy** across footprint, segments & brands
- Step up in **RMG** to optimise Brand-Value Equation
- Effective & efficient **marketing & selling** expenses >10% of net revenue



Note 1. Net Revenue on beia basis

# Our people are passionate about winning & delivering


**+10%**

Commerce Employee Engagement vs. Global Norm[1]



Note 1: HEINEKEN Climate Survey 2024

# People at HEINEKEN