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Asahi Beverages acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to land, sea and community. We pay our respects to Elders past, present and emerging.



Welcome

As the leading beverages company in Oceania, we have a special responsibility to the communities we serve and to our employees across Australia and New Zealand.

I'm proud of the significant steps we've taken as a company since the last Be Report was published in 2019. This Report brings together the programs we've put in place to ensure we protect the planet, look after our people and delight our consumers and customers.

At Asahi Beverages we're inspired by the simple vision of bringing enjoyment and connection to everyday moments in life by putting our people, our consumers and our customers at the heart of everything we do.

That's why we've created Asahi Be: an environmental, social and governance framework that prioritises the environmental sustainability of our products; the responsible marketing and development of our products; the social contribution we make to our communities; and the health, safety and professional development of our employees. It's how we can make the world a better place for generations to come.

I'm particularly proud of our leading sustainability program, which ensures Australians and New Zealanders who enjoy our beverages are able to do so in a sustainable way that protects our planet and better serves the communities in which we operate. This is core business for Asahi Beverages.

I'm also impressed by the programs that we have to not only support our people, but ensure that they have the encouragement and opportunity to reach their full potential.

I hope you enjoy reading about the plans and progress we're all making together.

Robert Iervasi

Group CEO, Asahi Beverages – Oceania



197,000+
customers across
Australia and
New Zealand

3800+
employed across
Australia and
New Zealand

\$4.5 billion
revenue 2021



19
distribution centres and

19
breweries/
manufacturing sites

2.1 billion
litres produced
in 2021



Who we are

Asahi Beverages is the leading multi-beverage company in Oceania.

We're part of Asahi Group Holdings, one of the world's leading beverage companies, headquartered in Japan. We combine our rich history with market-leading insights and expertise to delight our customers and consumers.

We bring enjoyment and excitement to everyday life with our portfolio of iconic, much-loved beverage brands and innovative, new-to-market products.

Our history

Our brands have a rich history in Oceania spanning 190 years. Our oldest brand is Cascade, which has been brewed in the foothills of Hobart's kunanyi/

Mount Wellington since 1832. At Asahi Beverages our success is built around constantly evolving to meet our consumers' and customers' needs.

Asahi Group Holdings made its first acquisition in Oceania in 2009, with the purchase of Schweppes Australia. Over the next decade Asahi invested and built its operations in the region. More iconic companies also joined the group, bringing a wealth of history, experience, ingenuity and entrepreneurship, along with success and achievements, that are now proudly part of Asahi Beverages.

In June 2020, we welcomed Carlton & United Breweries to the Asahi Beverages family, expanding our range of great tasting beverages with the addition of some of Australia's most popular and recognisable beer brands. In 2021 we were also proud to welcome premium fresh coffee business Allpress Espresso to our family.

Today, we employ more than 3800 people across Australia and New Zealand, with significant manufacturing facilities and sales teams in both countries.

Our values

Respect • Integrity • Accountability •
Courage • Passion

Our business divisions and brands

Asahi Beverages is our regional hub for Oceania, supporting our three business divisions: Asahi Lifestyle Beverages, Carlton & United Breweries and Asahi Beverages New Zealand.

Across these divisions, we manufacture and sell some of Oceania's best-loved brands, while supporting growth and entrepreneurship in the beverage category.

Some of our products:





Asahi Be

Our people, our customers,
and our consumers are at the
heart of everything we do.

As Oceania's leading multi-beverage company, we have a responsibility to ensure our operations have a positive impact on the communities we operate in.

That's why we've created Asahi Be: an environmental, social and governance (ESG) framework that prioritises the environmental sustainability of our products; the responsible marketing and development of our products; the social contribution we make to our communities; and the health, safety, and professional development of our employees.

Asahi Beverages Responsible

It's our responsibility to acknowledge and address the social and environmental impact of our products. We're committed to promoting responsible alcohol consumption, reducing sugar in our non-alcoholic beverage portfolio, and producing and packaging our products sustainably.

Asahi Beverages Yourself

The things that make us different as individuals make Asahi Beverages stronger, more innovative and more successful. We celebrate our employees' uniqueness, diversity and power, and champion inclusiveness in the workplace and broader community.

Asahi Beverages Involved

As a good corporate citizen, we have an obligation to make a positive impact on the communities that we live and work in. All our operations depend on the support of our local communities, and we seek to be involved and provide our support to them in return.

Asahi Beverages Well

A safe, healthy and happy workforce is a positive and productive one. Our safety, health and well-being programs demonstrate our commitment to protecting, supporting and educating our people so that everyone has the opportunity to be and feel their best, both at work and at home.

Asahi Beverages Your Best

We want all our employees to reach their full potential and be their best. We facilitate this by providing opportunities for personal and professional development, encouraging open and honest communication between employees and their managers, and helping our people develop career goals and plans.

Asahi Beverages Our Brands

Asahi Beverages has an enviable portfolio of iconic brands that we love and are passionate about. We manufacture, market and distribute our products to bring enjoyment and connection to everyday moments in life. 'Be Our Brands' helps us bring our quality mindset to life from source to consumer, passionately championing our brands and delivering quality products and service. Through 'Be Our Brands' we live our brands and bring their stories to life.

Be Responsible

Sustainability

Our beverages bring enjoyment and connection to everyday moments in life.

We are committed to ensuring Australians and New Zealanders can celebrate these moments in a sustainable way that protects our planet.

As Oceania's leading beverage company, we are using our significant scale to deliver positive change through our operations and partnerships across the entire supply chain.

Asahi Beverages' employees are directly engaged in guiding how the business achieves its targets through our internal "think tanks".

Climate change

Asahi Beverages recognises that we can use our large supply chain and extensive partnerships to drive positive climate action.

Our climate change goals:

Source 100% of our purchased electricity from renewable sources by 2025

Reduce Scope 1 & 2 CO2* emissions in our operations by 50% by 2025#

Reduce Scope 3 CO2* emissions across our entire supply chain by 30% by 2030*

Reach net zero CO2 emissions by 2050

*Scope 1 emissions are direct emissions from owned sources, Source 2 covers indirect emissions such as purchased electricity, heat and steam, and Scope 3 includes all other indirect emissions in our value chain.

#from a baseline year of 2019

Our recent achievements:

Yatala solar

In September 2021, Australia's biggest brewery, at Yatala on the Gold Coast, completed the installation of the biggest solar project at any brewery in the country. The solar power generated from the 7,000 solar panels, spread over 15,000 square metres, will be enough to brew the equivalent of around 150 million stubbies or cans each year.

VB electric truck

From July 2021 deliveries of VB and other beer started to go electric. VB deliveries are being made around Melbourne on a new Volvo FL all-electric truck. It's the first-ever electric vehicle in Linfox's fleet and the first Volvo FL all-electric truck in Australia.

The VB truck is transporting 100,000+ cans and stubbies each week from our distribution centre in Melbourne's west to bottleshops and beer lovers across the city. The truck is powered by 100% offset solar power drawn from a solar farm near Mildura in northern Victoria.

VB Solar Exchange

March 2021 saw the launch of an Australian-first program designed to enable beer lovers to trade their excess solar energy for slabs of Victoria Bitter.

The Solar Exchange program allows participants to exchange credit on their power bill – obtained from generating excess solar at home – for VB. Every \$30 worth of credit can be exchanged for a slab.

Packaging

More waste is entering the environment each year, putting pressure on ecosystems and contributing to greenhouse gas emissions.

Asahi Beverages is tackling this global problem and has committed to designing our bottles, cans and other vessels to be entirely sustainable.

Our sustainable packaging goals:

100% of our packaging will be recyclable, compostable, or reusable by 2025

Develop partnerships to collect and repurpose more plastic for recycling by 2025

Increase the amount of recycled content used in our glass bottles and aluminium cans to on avg. majority (50%+) recycled content by 2030

Transition to 100% eco-friendly materials for PET bottles by 2030; eco-friendly means either compostable, bio-based, or 100% recycled content

Our recent achievements:

Cool Ridge

We want our consumers to feel good by choosing Cool Ridge when they need a water refreshment on-the-go, and don't have a reusable bottle on hand.

That's why we made a big change, with all Cool Ridge Still Water bottles now made from 100% recycled PET (rPET) - this means that no new plastic is created when making our Cool Ridge Still Water bottles.

Scrapping plastic shrink wrap

We know that the plastic shrink wrap packaging has a damaging effect on the environment.

Our Cascade Brewery has phased out the use of plastic shrink wrap packing on its bottles, saving around half a million pieces of plastic from leaving the brewery each year. The new packaging is made from 100% recyclable cardboard, made from sustainably-sourced timber.

Transitioning out of shrink wrap on our six-packs, starting at Cascade, will help us achieve our target of all our packing being 100% recyclable, compostable, or reusable by 2025.





Circular economy

Not enough recycled plastic is being produced in Australia, which is why we're helping build a new facility in NSW that will be fully operational in Q1 2022.

We've also announced, with our joint venture partners Pact Group, Cleanaway and Coca-Cola Europacific Partners, that we'll be building another rPET facility in Melbourne, to be completed in 2023.

In addition, no waste from our manufacturing sites and warehouses will go to landfill by 2030. Instead, all by-products will be collected and converted into a wide variety of valuable materials, via new partnerships and investments in new technology. Our zero waste-to-landfill commitment will help deliver a truly circular economy.

Our circular economy goal:

100% zero
waste-to-landfill by 2030
at our manufacturing sites
and warehouses

Our recent achievements:

Australia's largest PET recycling plant

Asahi Beverages has invested in creating, with our JV partners, a world-class recycling facility in Albury-Wodonga. It was constructed in 2021 and will become fully operational in Q1 2022.

The end-to-end recycling facility is a cross-industry solution combining the expertise of Asahi Beverages, Cleanaway, Pact and CCEP. While competitors in the beverage market, CCEP and Asahi Beverages have joined with Pact and Cleanaway to form this joint venture to create a more circular economy.

The \$45 million plant will convert the equivalent of 1 billion 600 ml PET plastic bottles each year into new recycled PET including bottles, helping to secure supply of recycled material and create over 40 additional jobs in regional Australia.



Sustainable raw materials

The best beverages are made with the best raw ingredients such as local barley, sugar and hops.

At Asahi Beverages, we consider the environmental and human rights impacts our sourcing choices have.

That's why we regularly review our supply chain to remove risks and support sustainable and ethical growing practices. We are also committed to working closely with local growers who are leaders in land, environment and quality management.

Our sustainable raw ingredients goals:

Review key raw materials across our supply chain to mitigate any climate risks, water risks and management of environmental loads

Work closely with barley growers and support farms who drive best practice land, environment and quality management

Our recent achievements:

Direct sourcing for Yatala and Abbotsford

Asahi Beverages has removed the bulk handlers from the barley supply chain in Australia – allowing brewers to work directly with growers to select and perfect barley types.

90% of the barley we purchase now comes from farmers we directly contract with, allowing us to better support them financially and encourage sustainable growing practices.

The move means Asahi Beverages will now buy up to 40,000 tonnes of barley direct from NSW growers every year to supply the Yatala brewery, and up to 30,000 tonnes of barley direct from Victorian growers to supply the Abbotsford brewery.

Under the new program, the provenance of a grain can be traced right back to the paddock, helping us to understand the variables that influence barley quality, and allowing beer lovers to know precisely where the barley has been grown. The program also monitors agricultural inputs to help Asahi Beverages achieve our sustainability targets.

Sustainable water resources

Water is an essential ingredient in each of our products, which is why we're committed to its ongoing sustainability.

Our sustainable water resources goals:

Conduct Water Risk Assessments to ensure we are sourcing and using water sustainably

Reduce water use at our key manufacturing sites by 2030 to just 2.19 litres per litre of beverage we produce



**Every Asahi Beverages employee is
a Responsible Drinking Ambassador.**

Responsible drinking

At Asahi Beverages, we're passionate about brewing great beers. We brew our beers and make our other alcoholic beverages with care and want them to be enjoyed with care as well.

Most Australians and New Zealanders enjoy alcohol in moderation. But it can be consumed irresponsibly, creating a variety of problems for individuals, families and society.

The causes of harmful drinking are multiple and complex, but alcohol companies can play a positive role when it comes to solutions. We have an obligation to ensure our products are marketed and sold responsibly.

Through our diverse portfolio of brands, our dedication to responsible marketing and our partnership with DrinkWise, we're committed to fostering a healthier and safer drinking culture in Australia.



In 2021, no-, low- and mid-strength beers made up around

29% of our beer portfolio in Australia and New Zealand.

This is world-leading and a source of great pride for our business as we play a pivotal role in continuing to improve the drinking culture in Oceania.

Responsible marketing and advertising

Asahi Beverages is a signatory to the Alcohol Beverages Advertising Code (in Australia) and the Advertising Standards Authority (in NZ). We support the rules they've put in place to ensure alcohol is marketed responsibly to adults, and we work together to ensure they're implemented in our marketing communications.

We're also proud to be a founding member and largest industry contributor of DrinkWise, supporting their work to promote generational change in the way Australians approach and consume alcohol. To underscore the importance we put on the work of DrinkWise, our Group CEO Robert Iervasi has recently joined the DrinkWise Board.



Carlton Zero



Great Northern Zero

Great Northern
Super CrispBalter Captain
Sensible

Peroni Libera



Cascade Premium Light



Pure Blonde Mid



Carlton Mid



4 Pines Pacific Ale

Pirate Life
South Coast MidPirate Life Acai &
PassionfruitMountain Goat
Billy the Mid

Giving consumers the choice

We're proud of our brands and our ability to offer high quality, great tasting beverages that meet consumers' needs.

We've been recognised for our market-leading innovation; providing our consumers with more options to moderate their consumption of alcohol with our strong portfolio of no, low- and mid-strength beer.



DrinkWise campaigns

As the largest industry contributor to DrinkWise, we take a special interest and pride in DrinkWise campaigns. They are critical to achieving improvements in responsible drinking.

No- and low-alcohol beer

Earlier in 2021, DrinkWise commissioned independent research from Quantum Market Research to understand Australian attitudes and behaviours towards no, low- and mid-strength alcohol products.

The DrinkWise research found there was potential to tap into existing practices, attitudes and intentions around no and low-alcohol alternatives. There is an opportunity to showcase the range, sophistication and increasing adoption of these products, given 32% of those who had reported a decline in their drinking since the start of the COVID-19 pandemic attributed the use of lower and no alcohol products to assisting them in reducing their alcohol consumption.

DrinkWise partnered with retailer Endeavour Group to trial a dedicated no, low- and mid-strength section, combined with in-store messaging, in selected BWS and Dan Murphy's stores.

FASD awareness

The DrinkWise Foetal Alcohol Spectrum Disorder (FASD) Awareness Program aims to create greater awareness among Australians that FASD is a preventable disorder, and to reaffirm the risks of drinking alcohol while pregnant, planning a pregnancy or breastfeeding.

Ahead of FASD Awareness Day on 9 September 2021, DrinkWise partnered with leading advocates to promote the importance of abstaining from alcohol when planning a pregnancy, while pregnant and during breastfeeding.

DrinkWise has partnered with *Mamamia* to amplify this important message via one of the most well-known parenting websites in Australia.

DrinkWise has also produced educational material for rural and regional medical practice waiting rooms across Australia to increase FASD awareness.

Supporting school leavers

An initiative developed by DrinkWise, the *You Got This – Class of 2021* campaign featured well-known Australians offering messages of support to Year 12s, encouraging them to stay positive and resilient, but also reminding them that if they felt stressed or anxious, there were support services that could offer help and advice. The initiative also reinforced that trying to relieve stress or anxiety with alcohol or drugs was definitely not the answer.

The campaign had the support of Headspace, Beyond Blue, ReachOut, Kids Helpline and My Mirror support services. The campaign was led by Prime Minister Scott Morrison and included more than 30 prominent Australians, including Cody Simpson, Anthony Albanese, television hosts Georgie Gardner and Amanda Keller, musicians Clare Bowditch and Samantha Jade, Wallaby Samu Kerevi, *ABC 7.30's* Leigh Sales, AFL, NRL and NBL players, comedians and artists.



Sugar reduction

As a major manufacturer of beverages, including sugar-sweetened beverages, we have a role to play in providing a range of choices to meet consumers' varying needs.

We are guided by what our consumers want - great tasting beverages with a range of options to suit different needs and occasions.

We are committed to reducing sugar in our soft drink portfolio and helping consumers address their concerns around high sugar content by providing innovative no sugar and reduced sugar beverages, as well as providing transparent information for consumers so they can make informed decisions about the beverages they consume.

Our sugar reduction pledge

As a member of the Australian Beverages Council, Asahi Beverages committed to the industry's sugar reduction pledge. Industry has the goal of achieving a reduction in sugar, across the industry's non-alcoholic beverage portfolio, of 20 per cent from 2015 to 2025.

We're committed to taking an industry leadership role and have already achieved sugar reduction across our non-alcohol beverage portfolio of 25 per cent since 2015. We've done this by pursuing a range of initiatives including: rationalisation of our full sugar SKUs; reduction of the sugar content within the full sugar range; driving zero sugar ranging and distribution; and effective marketing of zero sugar options.

We've achieved sugar reduction of more than 25% since 2015.



Be Well

Promote. Prevent. Support.

At Asahi Beverages, we promote the mental and physical health of our people through our Be Well program.

A safe workplace is fundamental to what we do and preventing harm is critical to a successful and sustainable business.

Our top priority is ensuring that our people are safe at work. We are committed to improving the health and safety capability of our people; providing and maintaining safe plants and equipment; promoting workplace behaviours that prevent harm; and improving the health and wellbeing of employees.

We conduct our business in accordance with all applicable health and safety laws, regulations and requirements.

Health and wellbeing

Our health and wellbeing program follows the promote, prevent and support framework:

- **Promote** a positive culture to build more engaging, cohesive and effective workplaces
- **Prevent** harm and increase awareness and capacity
- **Support** and provide access to mental health and return to work services



In 2020 and again in 2021, we were thrown an immense challenge in the form of the COVID pandemic. We demonstrated compassion, resilience, drive and passion – all critical factors in ensuring we continued to bring enjoyment and delight to even more consumers and customers.

We've created and offer extensive resources to support the health and wellbeing of our people, from advice on working from home to mental health management.

We're in our fourth year of running the valuable Mental Health Matters training – available to all our people. To lift spirits during lockdowns, and thereafter, we also run Be Well events: opt-in sessions that are fun, educational and provide a much-needed distraction from COVID, featuring comedians, sports stars and wellbeing experts in several fields.

We created our Pandemic Response Policy to protect our business and our people. We are proud of how our organisation pivoted our operations and ensured our COVID-Safe Plans and protocols were followed at all sites.

We established our Remote First Hybrid model of working. This allows us to enjoy the balance of collaborating and socialising with our colleagues together while retaining the ability to do deep work remotely through our new ways of working.

Our business-wide Emergency Response Communications provided hints and tips for working from home, and we ensured our teams' home-office set ups were safe with ergonomic assessments. We also offered live fitness classes, nutrition consults and health assessments for employees.

To recognise the importance of physical health, we held the Race Around Asahi exercise challenge, where teams made their way around a map of our sites through exercise and step conversion.



Safe Work Month

Each October, we run our Safe Work Month campaign across Australia and New Zealand. Safe Work Month focuses on our top priority: ensuring our people go home in the same condition they arrived in.

In 2021, the theme of Safe Work Month was **Think Safe. Work Safe. Be Safe.** During the month, we held weekly information sessions and discussed topics that focused on the safety and wellbeing of our people.

Employees at our sites owned the campaigns, running discussions and safety videos on topics such as manual handling, office safety and driver safety. They held events virtually and in person, ensuring the messages reached all employees and contractors.

Safety

The safety of our employees is our highest priority and critical to our success as a business.

Our safety programs are supported and implemented by health and safety committees at our sites across Australia and New Zealand. This allows for input from and consultation with employees on matters that affect the safety of their workplace. We actively involve operational personnel in the identification, assessment and control of hazards and risks in the workplace.

We measure and set safety targets to assess and continually improve our performance. To reduce our injury rates, we are focusing on activities that promote positive safety behaviours and performance including increased reporting. Our LEAD indicator focus areas are Near Miss Reporting, Hazard

Reporting, Behavioural Based Safety Interactions (WALKs) and addressing unsafe conditions and behaviours through the assigning and closing out of corrective actions.

In 2021 we saw a 273% increase for hazard reporting, and more than 8500 WALKs completed.

The deployment of our Environmental, Health and Safety (EHS) strategy continued in 2021 and in 2022 we will be undertaking a strategic safety review with a focus on what we are doing well and opportunities for improvement across our Australian and New Zealand network.



Mental health

Mental health is crucial when it comes to fostering a productive work environment. This is why we have developed and implemented a mental health and wellbeing program that supports all Asahi employees.

Our program provides mental health tools and strategies for managers and employees, and helps our teams manage both work-related and personal stress.

In 2021 we launched **Understanding Stress and Building Resilience**, a space to explore and discuss the effects of stress, both positive and negative, as well as talk through strategies and practices to build resilience and recharge our batteries.

In partnership with the Australian Red Cross, we continue to offer regular **Mental Health Matters** training. These interactive programs were created to increase mental health awareness and management, and detail what services and opportunities are available within the business and externally.

Our Mental Health Matters course is compulsory for people managers in our head office and sites, and in 2021, 244 of our employees attended mental health training.

Our EAP provider LifeWorks continues to offer 24/7 counselling and individual support for employees and their immediate family members.

Sprains and strains

We have continued to focus on Manual Handling Risk Reduction through several strategic initiatives in 2021. The **Hotspots Stretch Program** was rolled out across the business to facilitate and promote daily stretching in work routines. The program targeted our “hotspot” tasks, which are tasks associated with the highest number of manual handling injuries.

We're also using technology in innovative ways to complete manual task risk assessments. Using wearable technology, we can conduct real-time body movement analysis to identify at-risk movements. An added benefit of the wearable technology is the ability to provide on-the-spot coaching to the wearer on safe versus unsafe manual movements. This is a great example of our continuous improvement approach in EHS.

Our active focus on Manual Handling Risk Reduction will continue into 2022 with the rollout of our new Manual Handling Training Program.



Be Yourself

Inclusion. Respect. Belonging.

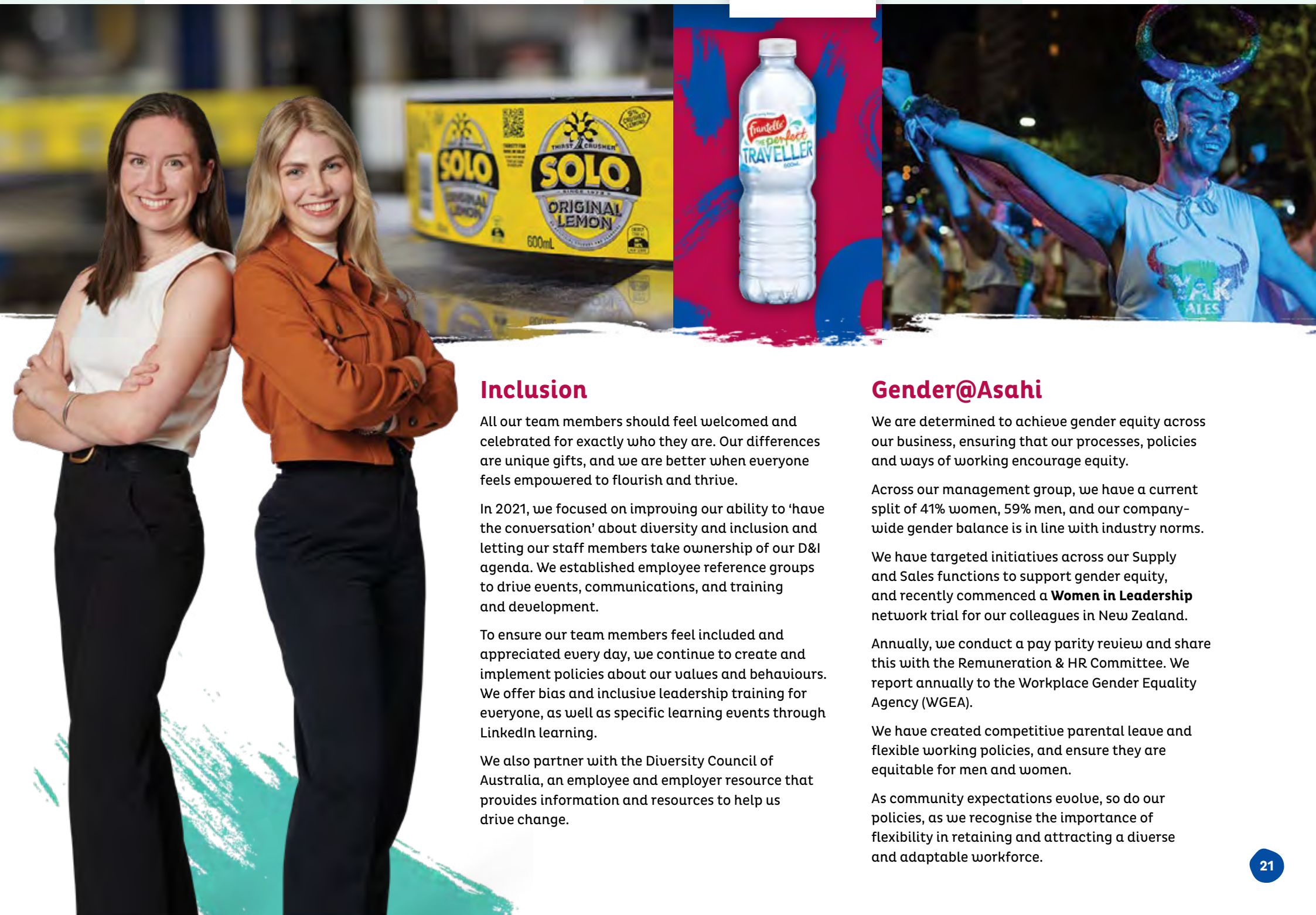
The best workplaces are inclusive organisations where every employee feels comfortable being their own authentic self.

It's our diverse experiences and perspectives that enable Asahi Beverages to respond with speed and passion to the changing needs of our customers and consumers.

Our **Be Yourself** pillar supports our Mid-Term Plan, while also incorporating the global Asahi Group approach. We're proud that our recent global engagement survey showed that 85% of our employees are inspired by our Diversity and Inclusion (D&I) agenda.

Our **Diversity and Inclusion Committee** is employee-led, and works with our regional counterparts to deliver on our global commitment to D&I. Our strategy focuses on building strong foundations and expanding them through education and broader organisational initiatives.

Our strategy is underpinned by five key pillars: Inclusion, Gender@Asahi, Pride@Asahi, AllAbilities@Asahi, and Multiculturalism@Asahi.



Inclusion

All our team members should feel welcomed and celebrated for exactly who they are. Our differences are unique gifts, and we are better when everyone feels empowered to flourish and thrive.

In 2021, we focused on improving our ability to 'have the conversation' about diversity and inclusion and letting our staff members take ownership of our D&I agenda. We established employee reference groups to drive events, communications, and training and development.

To ensure our team members feel included and appreciated every day, we continue to create and implement policies about our values and behaviours. We offer bias and inclusive leadership training for everyone, as well as specific learning events through LinkedIn learning.

We also partner with the Diversity Council of Australia, an employee and employer resource that provides information and resources to help us drive change.

Gender@Asahi

We are determined to achieve gender equity across our business, ensuring that our processes, policies and ways of working encourage equity.

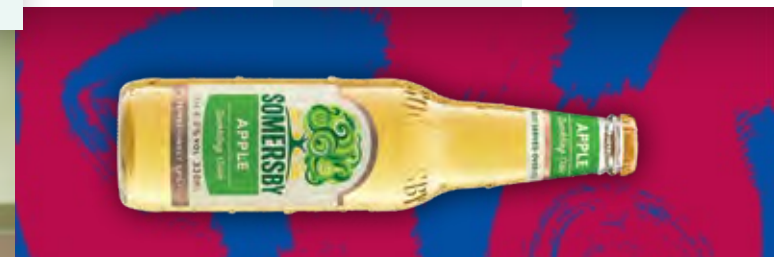
Across our management group, we have a current split of 41% women, 59% men, and our company-wide gender balance is in line with industry norms.

We have targeted initiatives across our Supply and Sales functions to support gender equity, and recently commenced a **Women in Leadership** network trial for our colleagues in New Zealand.

Annually, we conduct a pay parity review and share this with the Remuneration & HR Committee. We report annually to the Workplace Gender Equality Agency (WGEA).

We have created competitive parental leave and flexible working policies, and ensure they are equitable for men and women.

As community expectations evolve, so do our policies, as we recognise the importance of flexibility in retaining and attracting a diverse and adaptable workforce.



Pride@Asahi

Pride@Asahi is focused on supporting a workplace environment where all sexual orientation and gender identities are recognised, affirmed, supported and celebrated.

We strive to ensure everyone is comfortable being their whole, authentic self. We create ongoing platforms for education to increase awareness and acceptance.

We have trained a number of allies to form the **ALLY Network** and are involved in key Australian and New Zealand events that celebrate pride. We participate in the Pride in Diversity program and support Wear it Purple Day each year.

We participate in the Australian Workplace Equality Index employee survey process which supports the improvement of Asahi's policies to be more LGBTIQ+ inclusive.

AllAbilities@Asahi

We are committed to increasing awareness and understanding of disability in our organisation, and we support our team members through disability confidence training.

In partnership with the Australian Network on Disabilities (AND), we piloted an internship program over the summer, hiring interns through AND. We are proud to celebrate the International Day of Disability annually.

Multiculturalism@Asahi

Multiculturalism is part of who we are as an organisation and we celebrate and support all employees' ethnicities and cultures. We strive to be as diverse as the communities we serve.

We review our policies to ensure we have supportive, anti-discriminatory mandates that align to our company values.

We celebrate our team members' cultures, holidays and traditions, participating in National Reconciliation Week and Harmony Day.

We were pleased to celebrate over 28 cultures in our organisation through a video launched in conjunction with the 2020 Tokyo Olympic Games.

Be Your Best

Achieve. Grow. Lead.

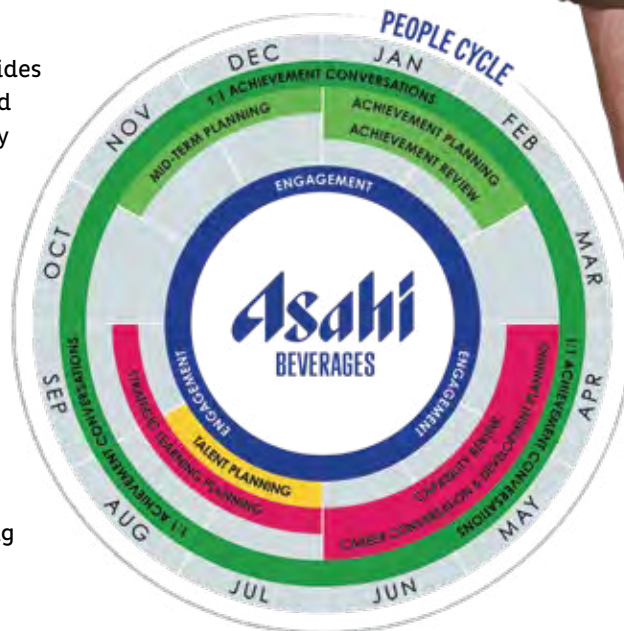
At Asahi Beverages, we provide opportunities for professional and personal growth through our Be Your Best program. We believe in enabling our people to reach their full potential, and we provide them with the support and tools they need to thrive.

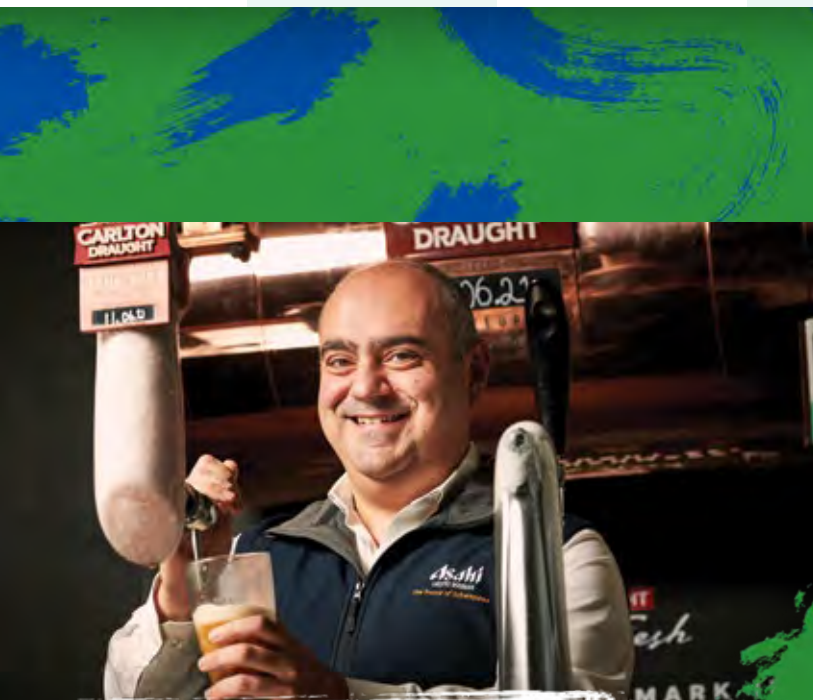
People Cycle

The Asahi Beverages People Cycle provides our people with the tools, resources and support so they can excel professionally and flourish personally.

In 2021, we introduced a new look People Cycle across Oceania. Our employees take part in planning, review and conversation activities annually to ensure the achievement of their goals and development.

The Asahi Beverages achievement process ensures all employees understand their contributions to overall business success, while fostering high achievement and feedback.





Engagement

We are passionate about continually improving and evolving the employee experience. We take employee engagement seriously and regularly monitor and measure engagement through surveys and pulse checks.

We use the feedback provided by our people to focus on the areas where we need to make improvements.

We strive for highly engaged teams who genuinely enjoy the experience of working at Asahi Beverages.

In 2021, Asahi Group Holdings conducted its first global engagement survey, with 30 countries participating across Asahi's regions and markets worldwide.

In 2022, we will continue to actively seek feedback from our employees to understand their sentiment towards Asahi and ensure we continuously evolve as an organisation.

Our Oceania region achieved a fantastic 85% Employee Engagement Score, with over 2,700 (84%) employees participating.

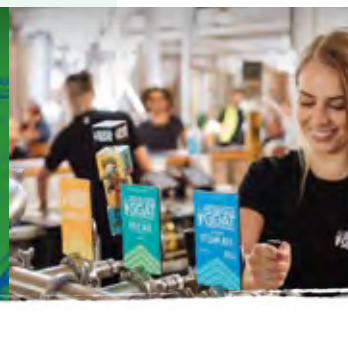
Development

We believe in lifelong learning, and that everybody can grow and develop their skills and capabilities to be their best. We have set activities designed to develop our talent, enable employee performance and transform our business.

Leadership is key to our success. We provide our people with opportunities to take on more challenging roles within the organisation.

Our Asahi Beverages Leadership Capabilities apply to all employees and provide the framework of the skills, knowledge and abilities they need to be successful in their role. Our leadership capabilities are: Inspire Our People, Grow Our Business and Shape Our Future.

Our digital career and development platform, Ignite, allows employees and managers to set career and development goals and complete capability assessments.



Talent

Our talent and succession planning processes enable us to identify key talent across the business and provide them with fast-tracked employee development opportunities for growth and retention. Through this process we are also able to plan for future organisational needs and establish appropriate succession plans across the organisation.

The Asahi Beverages Graduate Program develops high potential graduates through an intensive cross functional program that builds capabilities and experiences.

In 2021, we welcomed 10 graduates and 10 interns across Management, Supply, Analytics & Technology in our first year of the Asahi Graduate Program as a combined business.

In 2022, we will continue to evolve the graduate and intern programs to extend across our large supply and commercial business.

Learning for All

In 2021 we commenced our journey as a 'learning organisation' by introducing the Asahi Beverages Learning for All ecosystem. This houses learning tools, materials and events to build our teams' capabilities in areas such as Leadership, Technology, Environment, Health & Safety and Everyday Skills.

We hosted our first annual 'Leadership Week', during which our Group CEO Robert Iervasi launched our Leadership Beliefs, with over 1600 employees attending events.

In 2022, we will continue providing employees with learning tools, materials and events to build their capability. We will also launch our New Leaders Program, which will set new leaders up for success at Asahi Beverages.



In 2021, we saw significant employee engagement within the learning space, with just under 1000 people attending 94 learning events.



2021 Categories:



The Group CEO
Award



The 'Winning with
Customers and
Partners' Award



The 'Iconic Brands that
Consumers Love' Award



The Resilience &
Strength Award



The Growth & Innovation
Mindset Award



The 'People First'
Award



The 'Be Well /
Be Responsible'
Award



The Collaboration
Award



The 'One Team'
Award



Excellence Awards

The Asahi Beverages Excellence Awards returned in 2021 after a hiatus in 2020 due to COVID-19. These awards recognise and reward outstanding achievements that contribute to our values and vision of bringing enjoyment and connection to everyday moments in life.

Nominations are open to all employees from all functions and levels across the business. Category award winners are announced at a gala night, with the overall winner awarded the prestigious Group CEO Award.

The Group CEO Award winner and two runners up will be elevated as Asahi Beverages Oceania's representatives competing against 12 colleagues from around the world for the inaugural Asahi Group Philosophy Awards. The AGP Awards virtual awards ceremony will be held in May 2022.





Be Involved

Community partnerships

When Asahi Beverages gets involved in the community, we contribute to the people who support us while creating a better place to work for our employees.

Our Community Partnerships Panel wanted to make sure we were making a real difference to individuals and society while providing opportunities for all employees to be involved. We also wanted to continue our strong commitment to using our products and our supply chain to provide relief during and, importantly, after natural disasters and national emergencies.

As such, we developed four pillars for community partnerships to provide structure to our charitable giving programs:

- Strengthening communities
- Providing the basics
- Caring for our environment
- Rebuilding after natural disasters

Whitelion

Since 2011, Asahi Beverages has been a proud partner of Whitelion, a not-for-profit community organisation that supports and empowers at-risk young people to reach their full potential.

Asahi Beverages participates in and sponsors Whitelion's Three Peaks Challenge, as well as the No Home Address campaign. Our donations fund a range of support services to vulnerable young people, including mentoring, employment preparation and placement, and outreach services.





Foodbank

Since 2009, Asahi Beverages has proudly partnered with Foodbank, Australia's largest food relief organisation. Foodbank provides food and groceries for distribution to Australians in need of assistance via 2,400 front line charities and 2,000 schools.

When the COVID-19 pandemic hit, it radically transformed Foodbank's day-to-day reality, bringing unexpected challenges and suffering and exacerbating existing societal issues. Asahi Beverages has worked with Foodbank to continue delivery of our donations of bottled water and other beverages to those in need.

For the Love of Your Local

The COVID-19 crisis and ongoing hospitality closures left Australia's \$20 billion+ pub and club industry reeling. We teamed up with the Australian Hotels Association to help hospitality venues survive the coronavirus crisis with a campaign calling on Australians to nominate their participating local and buy a pint of beer. The cash went to the venue immediately, and upon reopening, punters could head down to their local to claim their beer, plus a free pint on us. We donated around \$2 million worth of kegs to venues in order to make this happen.



4 Pines – 1% For The Planet

4 Pines has proudly joined the global 1% for the Planet movement, donating 1% of 4 Pines' revenue from all on-tap and pack sales of Extra Refreshing Ale, Pacific Ale and Pale Ale. Through 1% for the Planet, we partner with great non-profit organisations that are helping to fix big environmental problems, while continuing to brew great beer and to ensure that the fun we have today can continue.

As part of our ongoing commitment to the environment, 4 Pines also used its sponsorship of the Australian Men's Cricket Team to partner with Landcare Australia. It agreed to fund the planting of 44,444 native trees, plants and groundcovers at Cape Jervis on South Australia's Fleurieu Peninsula.

In addition to the biodiversity outcomes, this project also assists with the ongoing challenge of greenhouse gas levels in our atmosphere, as revegetation projects contribute to the removal of carbon dioxide with newly established trees, plants and groundcovers using up carbon dioxide as they grow.



The Big Giveback: Asahi Beverages x Smith Family

Australians' small change made a big change in 2020 and 2021, as part of our campaign to raise \$1 million+ for charity.

Our research showed that Australians wanted to help those affected by the pandemic but didn't know how. We launched The Big Giveback and, with community support, donated 10 cents from the sale of our non-alcoholic drinks, including Schweppes, Cool Ridge water and Solo, to our flagship charity partner and children's education charity, The Smith Family.

The Smith Family currently supports 57,000 students, and students living in poverty face significant additional challenges during the pandemic, putting them at greater risk of falling behind in their studies. These challenges include:

- 1 in 5 Smith Family students don't have a home computer with reliable internet access
- 40% of students and 50% of their parents/carers are experiencing a health or disability issue

- Research that estimates that while learning at home through lockdown, disadvantaged students are likely to have learnt at only about 50 per cent of their regular rate.

Our donation helped to fund homework clubs, mentoring programs, stationery and other things Smith Family students needed to help them stay engaged at school and reach their full potential.

Sustainable Coastlines

Asahi Beverages NZ is a proud supporter of Sustainable Coastlines through Phoenix Organics. Sustainable Coastlines works to protect our beautiful beaches by educating and inspiring people, as well as directly involving the community in positive outcomes for the coastlines and waterways they love.

Phoenix is one of Sustainable Coastlines' longest standing partners, and our support provides refreshment to all volunteers for beach clean ups and other initiatives. Our staff have also participated in the beach clean-ups as a community and team event.

Governance and Corporate Structure

Asahi Holdings (Australia) Pty Ltd (AHA) is a member of Asahi Group Holdings Ltd, one of Japan's and the world's leading beverage companies. AHA was incorporated in February 2009 to act as the regional headquarters for the Asahi Group's Oceania operations.

Asahi Beverages is the market-facing corporate name of AHA, encompassing all of the operations in Oceania. Asahi Beverages Oceania comprises three commercial business units – Asahi Lifestyle Beverages, Carlton & United Breweries and Asahi Beverages NZ – which are supported by a central regional hub of key corporate functions (e.g., Finance, Strategy, Human Resources, Procurement, Supply Chain, Legal, Digital and Corporate Affairs).

Asahi Beverages operates in accordance with a set of clear business policies, designed to ensure compliance with all relevant standards for its businesses in the Oceania region.

These policies, supported via training modules and procedures, strengthen governance within Asahi Beverages and support a strong culture of compliance. Asahi Beverages' compliance culture includes standards relating to fraud & anti bribery, conflicts of interest, whistle-blower procedures, compliance with our Competition and Consumer Law obligations and measures which seek to prevent modern slavery within our supply chain.

Though it is not a listed entity, Asahi Beverages' governance model has been developed based on ASX Corporate Governance Principles.

The principles set out practices for listed entities, recommending they:

- Lay solid foundations for management and oversight
- Structure the board to be effective and add value
- Instil a culture of acting lawfully, ethically and responsibly
- Safeguard the integrity of corporate reports
- Recognise and manage risk
- Remunerate fairly and responsibly

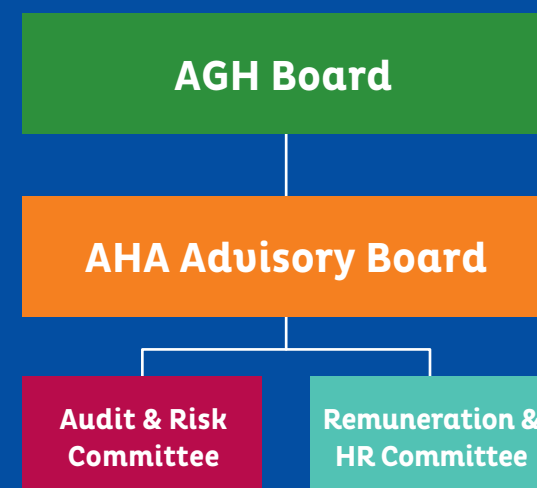
AHA is governed by a Board of Directors and is supported by two committees – the Audit and Risk Committee and the Remuneration and HR Committee. The AHA Board is committed to achieving the highest standards of corporate governance and business conduct, and sees this commitment as fundamental to the sustainability and performance of our business.

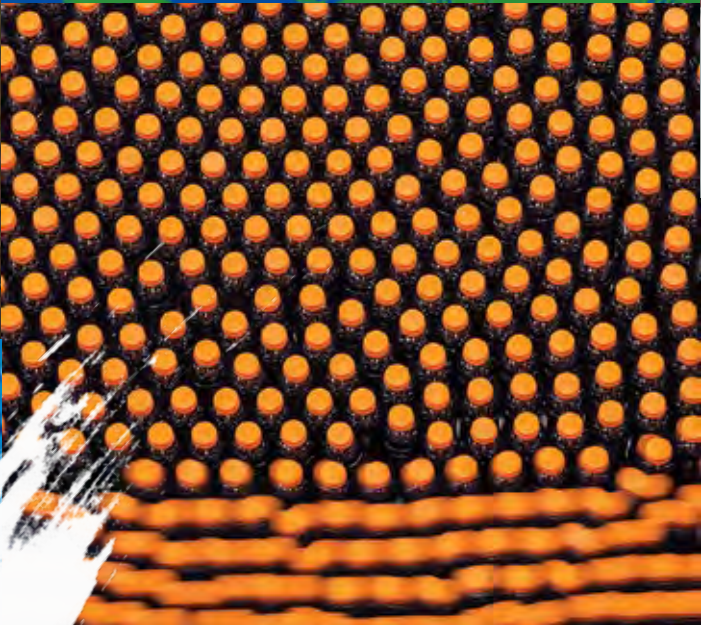
Asahi Beverages' parent company, Asahi Group Holdings, has its own Board of Directors and supporting committees which provide governance direction to the organisation globally. It has established global policies which each of its subsidiaries around the world must adhere to. All Asahi Beverages employees follow the Asahi Group Philosophy and Code of Conduct to ensure ethics and compliance with laws and regulations.



AHA's Board is assisted by its committees, as shown below.

The Board and Committees include representatives from AGH and regularly report.







Asahi
BEVERAGES

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