

# 2021 Environmental, Social & Governance Report



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This is an interactive report—when you see this icon, click to learn more

The images of colleagues and partners included in this report are compliant with local COVID-19 guidelines at the time they were taken.

# A message from our Chairman and Chief Executive Officer

GRI: 102-12, 102-14

## We dream big to create a future with more cheers

**At AB InBev, we are reimagining the future together. 2021 was a transformative year, one in which we challenged ourselves to lead and grow our category, offer new ways to meet life's moments and make a more meaningful impact on our communities and the world.**

Our ambition to lead and grow the beer category is reinforced by our shared belief and clear intention to enable a sustainable and inclusive future. That is why we introduced our new global purpose: We dream big to create a future with more cheers. It is about adopting a larger sense of leadership to cultivate shared prosperity and long-term value creation.

### **A future with more cheers is shared prosperity, for our communities, for the planet and for our company.**

When we dream big to create a future with more cheers, we envision a future with more sustainability, innovation, inclusivity, natural ingredients and local impact. We remain committed to the principles of the United Nations (UN) Global Compact and were honored to be named a LEAD company in recognition of our ongoing determination to help achieve the UN Sustainable Development Goals (SDGs). Beer is a formidable engine for economic growth and sustainable development and a driving force for promoting social norms centered on responsibility and moderation.

### **Sustainability is good business and foundational to our company.**

From building a resilient and agile value chain, to solidifying our role as a trusted partner in local communities, to identifying and capturing new sources of business value, sustainability plays a key role in fulfilling our company purpose and enabling our commercial vision. That is why, in 2021, we announced the appointment of Ezgi Barcenas as our first fully dedicated Chief Sustainability Officer, reflecting our commitment



**"Reflecting our commitment to long-term value creation, we are evolving our ESG agenda to better address a changing world, enable our commercial vision and fulfill our company purpose."**

**Marty Barrington**

to driving business outcomes and delivering shared value through our Environmental, Social and Governance (ESG) agenda.

We sharpened our focus on eight strategic ESG priorities to deliver on our commercial strategy: Smart Drinking & Moderation, Climate, Water Stewardship, Sustainable Agriculture, Circular Packaging, Ethics & Transparency, Entrepreneurship and Diversity & Inclusion. We are energized to have launched our ambition to achieve net zero across our value chain by 2040 and to have announced our first carbon-neutral breweries in Wuhan, China, and Ponta Grossa, Brazil, as well as our first carbon-neutral malthouse in Passo Fundo, Brazil.

**The beer category is inclusive, natural and local.**

We are uniquely positioned with a portfolio of iconic brands, route to market and consumer-first mindset to lead and grow the category while catalyzing sustainable transformation across our value chain. We are proud to have been recognized by CDP (formerly the Carbon Disclosure Project) as a 2021 Supplier Engagement Leader for partnering with our supply chain to drive an equitable transition toward a net zero future.

**We are supporting entrepreneurs who are the backbone of local economies.**

We work closely with small- and medium-sized businesses across our value chain—from tens of thousands of farmers, suppliers and recycling collectors to millions of retailers. As employers and innovators, these entrepreneurs play an important role in local communities, and we aim to further strengthen their development and growth. For example, through our BEES Together program—part of our BEES platform—we are empowering

small retailers, promoting financial literacy and creating sustainable local growth through digital transformation.

**We continued to support our colleagues and community recovery efforts.**

We are grateful for our colleagues who demonstrated sustained passion and resilience, and we were humbled to see that our annual employee engagement index increased by 4pp in another challenging year. We continued donating medical supplies and promoting vaccine awareness and access in our communities. We also ramped up our support for small businesses—such as pubs and restaurants—across the hospitality sector.

Our purpose is evident throughout this report, and we are excited to share with you the progress we made against our ESG commitments and ambitions. The future of business and of the planet is inclusive. It is nature-based. It is local. We are proud to lead the way to that future, and to be a next-generation business today.

As always, we welcome your feedback and partnership. Please join us as we *dream big to create a future with more cheers*.

**“We dream big to create a future with more cheers. But more cheers means so much more than just more toasts. It means more sustainability, more innovation, more inclusivity, more natural ingredients, more local impact, more prosperity for all. That’s a future we can all celebrate.”**

**Michel Doukeris**





# Our commitment to a future with more cheers

GRI: 102-16

**To us, a future with more cheers is Shared Prosperity, for our communities, for the planet and for our company. It is growth that is inclusive, value that is shared, and "wins" for the world that are truly worth celebrating.**

To lead and grow our category and to help create a sustainable, equitable future for all, we have developed goals and programs to build environmental resilience, reduce the harmful consumption of alcohol and promote inclusive growth and sustainable livelihoods across our value chain.

This report covers our approach to assessing and managing the issues most material to our business and outlines the progress we made in 2021.

## Learn more about our 2021 performance against key indicators

 [2025 Sustainability Goals >](#)

 [Global Smart Drinking Goals >](#)

 [2021 ESG Index >](#)

It also includes our governance and policies that support the inclusion of our goals and programs in decision-making processes and the way we conduct our business to adhere to the highest standards of business integrity and ethics. Our reporting takes into consideration key non-financial indicators and guidance from frameworks such as the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB), the UN Guiding Principles reporting framework, CDP Water and Climate, the Task Force on Climate-related Financial Disclosure (TCFD) and the relevant United Nations Sustainable Development Goals (UN SDGs). We have expanded our reporting this year

to include a section with a more comprehensive ESG index and reporting frameworks such as GRI, SASB, the UN SDGs, UN Global Compact, TCFD, the World Economic Forum Stakeholder Capitalism Metrics and the EU Taxonomy (page 71–91).

As a proud member of the UN Global Compact for over a decade, we work to support the achievement of the UN SDGs. We recognize that collective action is imperative for advancement, and we focus our efforts where we can have the greatest impact. In fact, we contribute to many of the UN SDGs through sustainability initiatives across our entire value chain. For more information on the actions we are taking to advance specific SDG indicators, please see the UN SDGs Index on page 78 of this report.

Our 2021 ESG Report offers our stakeholders greater visibility on how we are working to fulfill our vision of creating a future with more cheers by integrating sustainability, responsibility and purpose into our business strategy and actions. This report serves as our annual communication on progress to the UN Global Compact and is an annex to the 2021 Annual Report that serves as our non-financial reporting on corporate social responsibility matters in accordance with article 3:6, §4 and article 3:32, §2 of the Belgian Code of Companies and Associations, which implement Directive 2014/95/EU of 22 October 2014 amending Directive 2013/34/EU.

We believe that the future of business and of the planet is inclusive. It is nature-based. It is local. Our commitment to improving the communities we are a part of remains unwavering. We are proud to lead the way to that future and to be a next-generation business today. We look ahead to 2022 and beyond with a renewed vision and focus to create a future with more cheers through greater Shared Prosperity.



## Our purpose manifesto

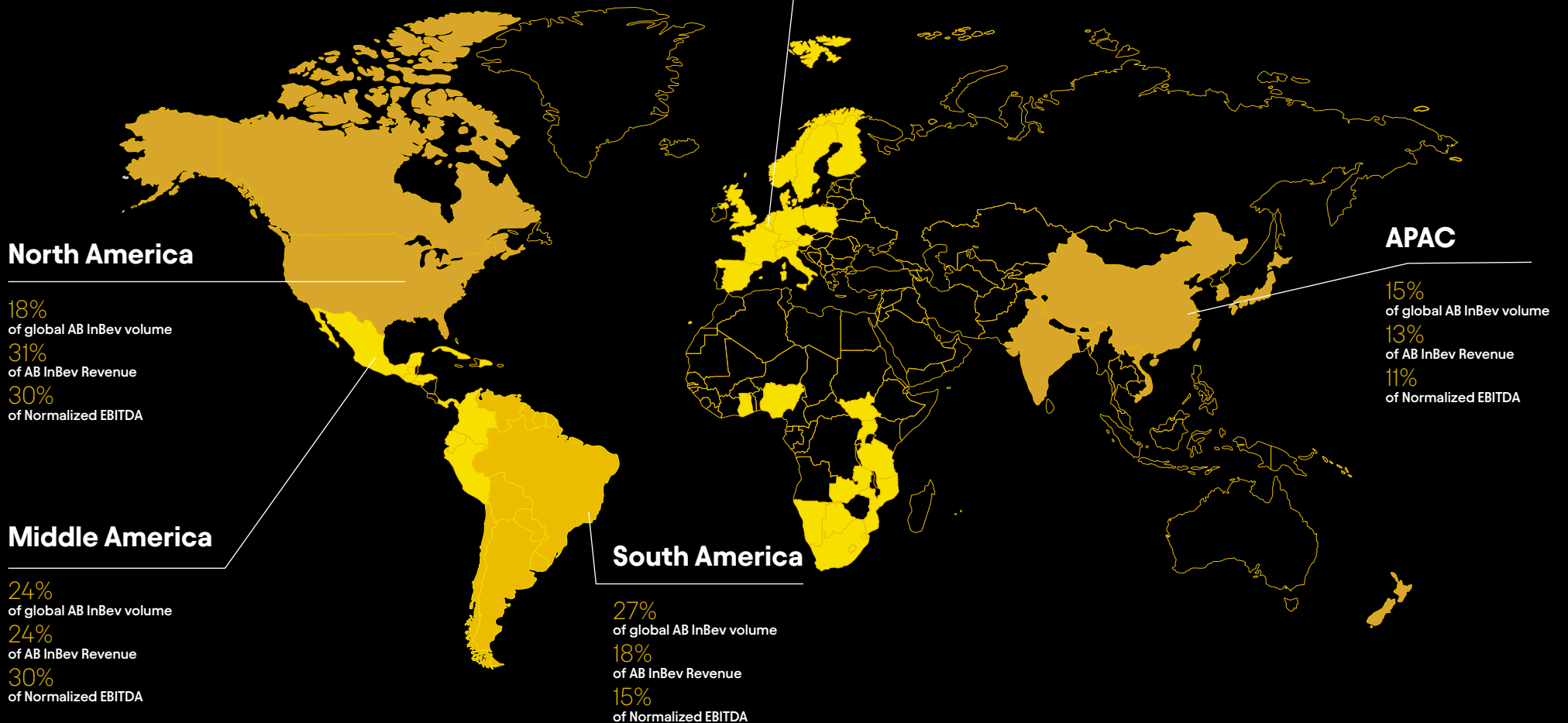
AB InBev always dreams big.  
It's our culture and our heritage.  
But more than that, it's our future.  
A future where we always look forward.  
Always serve up new ways to meet life's moments.  
A future where we keep dreaming bigger.  
To provide opportunities for our people.  
Lift up our neighbors.  
And make a meaningful impact on the world.  
A future that everyone can celebrate.  
And everyone can share in.  
A future with more cheers.

**"We dream big to create a future with more cheers"**

# Where we operate

GRI: 102-4, 102-6

We have a diverse geographic footprint spanning nearly 50 countries worldwide. Our portfolio of more than 500 iconic global and local brands represents one in every four beers sold.



## North America

18%  
of global AB InBev volume  
31%  
of AB InBev Revenue  
30%  
of Normalized EBITDA

## Middle America

24%  
of global AB InBev volume  
24%  
of AB InBev Revenue  
30%  
of Normalized EBITDA

## South America

27%  
of global AB InBev volume  
18%  
of AB InBev Revenue  
15%  
of Normalized EBITDA

## EMEA

15%  
of global AB InBev volume  
15%  
of AB InBev Revenue  
13%  
of Normalized EBITDA

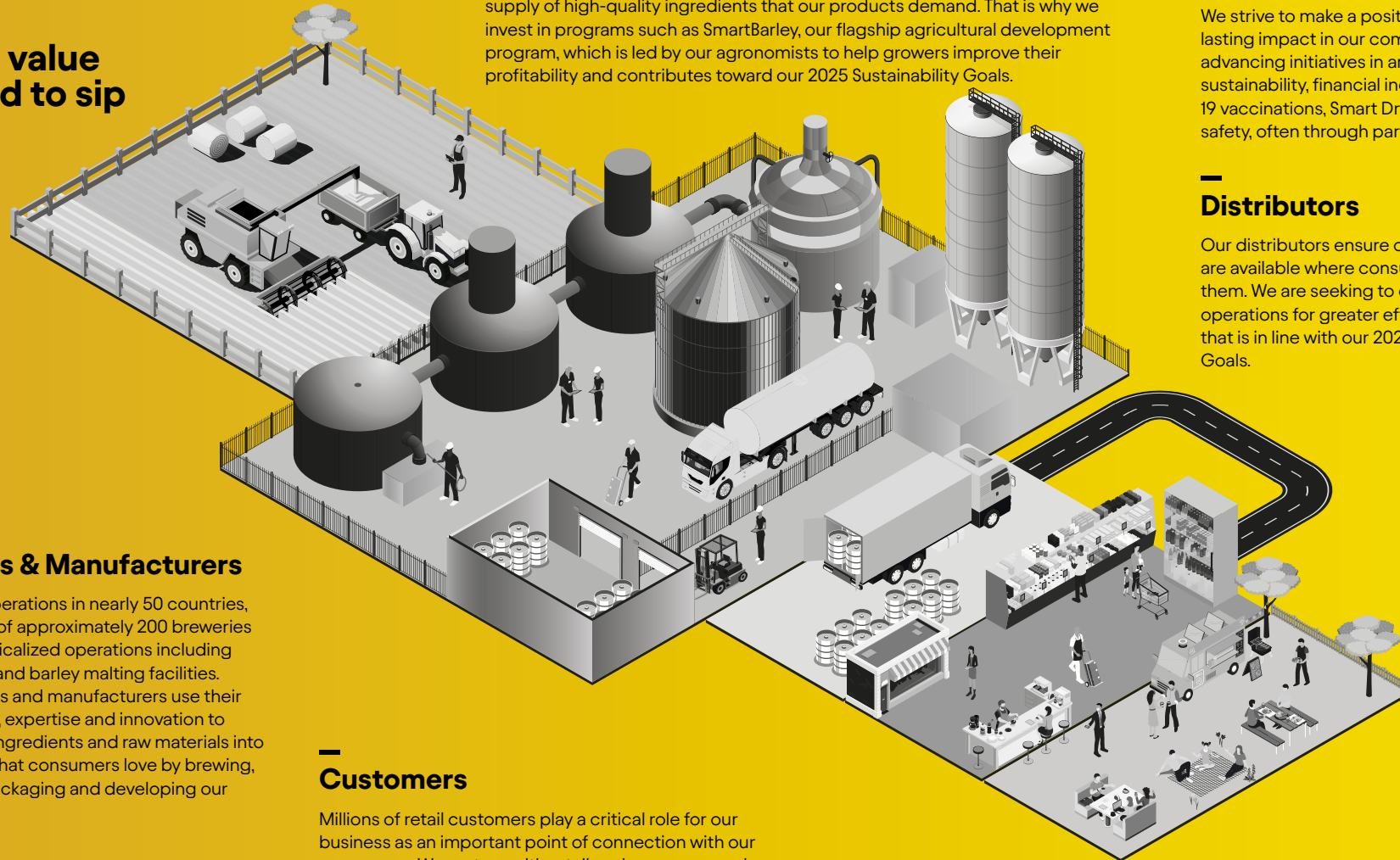
## APAC

15%  
of global AB InBev volume  
13%  
of AB InBev Revenue  
11%  
of Normalized EBITDA

# Our value chain

GRI: 201-1

## Creating value from seed to sip



### Farmers

We value our relationships with our farmers, who provide natural ingredients for our products. Our mutual collaboration is a key element to creating a sustainable supply of high-quality ingredients that our products demand. That is why we invest in programs such as SmartBarley, our flagship agricultural development program, which is led by our agronomists to help growers improve their profitability and contributes toward our 2025 Sustainability Goals.

### Communities

We are an integral part of the communities where we live and work. We strive to make a positive and lasting impact in our communities, advancing initiatives in areas such as sustainability, financial inclusion, COVID-19 vaccinations, Smart Drinking and road safety, often through partnerships.

### Distributors

Our distributors ensure our products are available where consumers want them. We are seeking to optimize our operations for greater efficiency in a way that is in line with our 2025 Sustainability Goals.

### Brewers & Manufacturers

We have operations in nearly 50 countries, consisting of approximately 200 breweries and 40 verticalized operations including hop farms and barley malting facilities. Our brewers and manufacturers use their knowledge, expertise and innovation to transform ingredients and raw materials into a product that consumers love by brewing, bottling, packaging and developing our products.

### Customers

Millions of retail customers play a critical role for our business as an important point of connection with our consumers. We partner with retailers, bar owners and wholesalers to bring our beers to our consumers, while supporting their business growth, striving to provide best-in-class service as well as pursuing extraordinary execution of our brands on- and off-premise.

### Consumers

In the last step, but perhaps the most important of all, consumers enjoy our beer. We are always looking to serve up new ways to meet life's moments, and we connect with our consumers by offering meaningful brand experiences, in a responsible way.



## Beer and brewers are at the heart of communities throughout the world.

Every year, our value chain generates jobs and wages directly through brewing, distributing and selling our beers. Indirectly, we're buying from suppliers and supporting the economic activity that results from our colleagues spending their wages.

New estimates from Oxford Economics state that the global economic contribution of the beer industry was 555 billion USD in 2019, involving 23 million jobs. The study was based on 70 countries, covering 89% of beer sold worldwide. Particularly, the report notes that "the

beer sector is significantly more important to the national economy of low-income and lower middle-income countries," contributing 1.6% of national GDP vs. an average of 0.9% in high-income countries, and 1.4% of national employment vs. an average of 1.1% in high-income countries. Further, the skills required and developed by brewers, especially multinational ones, help to raise intrinsic average productivity and benefit the wider economy.

Oxford Economics estimates that our contribution accounts for approximately 27% of the total global economic contribution of the beer industry. As the world's leading brewer, we support economic prosperity in the communities in which we operate, especially in low-income and

[Read more about the Oxford Economics study Beer's Global Economic Footprint >](#)



lower-income countries. During the prolonged difficulties from COVID-19 for businesses throughout the world and especially in hospitality sectors, our role in supporting suppliers and customers to sustain incomes and livelihoods across the economy has become more important than ever.

Our efforts to increase the economic power of our suppliers and customers, including offering access to formalized finance and business planning tools, are enhanced by our digital platforms. Combined with the transfer of knowledge across borders through our internal excellence programs, these efforts bring added value to national economies.

**555 billion USD**

global economic contribution of beer in 2019

**27%**

our estimated contribution to the total global economic contribution of the beer industry



**We continue to support our communities in response to COVID-19.**

We are deeply connected to our communities. We have witnessed firsthand the impact COVID-19 has had on our business partners, our colleagues and our consumers. In 2021, many of our efforts to help our communities focused on vaccination access and awareness, donation of medical supplies and support to the hospitality sector during reopening.

**Donating key medical supplies to aid the fight against COVID-19**

In May, our team in India worked with state governments, medical institutions and NGOs to equip more than 50 villages in the country with over 300 oxygen concentrators, more than 500,000 medical-grade surgical masks and over 5,000 COVID-19 testing kits. We have also donated more than 900,000 meals benefiting approximately 8,000 families. Our team also set up a COVID-19 hospital bed extension with ICU facilities in Bengaluru to address the immediate requirement of critical care units.



**Raising COVID-19 vaccination awareness through partnerships, investments and action**

We leveraged the social norms marketing capabilities that we developed for our Smart Drinking initiatives to support the rollout of COVID-19 vaccines. Working with the United Nations Institute for Training and Research (UNITAR) and Professor Jeff French, a renowned social norms marketing expert, we created a set of training resources through a toolkit that has two parts:

- A government guide on how to organize a successful public campaign in support of the national COVID-19 vaccination efforts
- A company guide on how to engage governments in support of their COVID-19 vaccination campaigns.

The toolkit provides an analysis of the impact of COVID-19 on sustainable development and the uptake of protective behaviors. It also offers practical guidelines focused on planning and

developing vaccine communication campaigns and using social norms interventions to promote vaccine uptake.

UNITAR is training government officials using the toolkit at its 27 training centers globally. To date, the guide has been deployed across seven countries: Colombia, Dominican Republic, Ecuador, Mexico, Peru, Russia and South Africa.

 **The toolkit is available online >**

**"This is a remarkable effort led by a global company and we are excited to be part of it."**

**Estrella Merlos,  
Director of  
Partnerships, UNITAR**



### Examples of COVID-19 initiatives across our Zones

Many of our brands contributed to vaccination efforts around the world by offering free beer or other prizes as incentives for people.

Examples include:

In the US, we decided that for the first time in 37 years, Budweiser would not air its iconic Super Bowl ad and instead reallocated the media investment toward vaccination education. We also partnered with the US Administration to support its vaccination efforts by offering a free beer to those 21+ who got their first vaccine dose.

Our team at South African Breweries ran a vaccine awareness campaign during Vooma Vaccination week. Initiatives also included a vaccination drive for the restaurant industry and donations of medical supplies to support the local healthcare system.

In Colombia, our Bavaria brand joined forces with the Santo Domingo Foundation, Caracol Televisión, Coca-Cola and Alquería to raise awareness about the importance of vaccination.

Our logistical efforts included providing vaccination sites in South Africa, Peru, the US, Argentina, Ecuador and Mexico. Our brands donated freezers, coolers and antibacterial gels to help with the storage and distribution of vaccine doses in Brazil, Bolivia, Mexico and Peru.

We also purchased vaccines to help increase availability in our communities. For instance, in Mozambique, Cervejas de Moçambique (CDM) donated 1 million USD toward the purchase of vaccines.

### Rebuilding a thriving hospitality industry in Europe

In the spring of 2021, as the long-awaited reopening of the hospitality sector rolled out in countries such as the UK, Belgium and the Netherlands, we lent our support to the millions of pubs, restaurants and retailers in the recovery.

For example, Stella Artois started a tipping movement to show gratitude to the hospitality staff across the UK and to help kick-start their income during the reopening. Through our Stella Tips campaign, for every pint of Stella Artois

served, we committed to tipping £1 to staff behind the bar, encouraging consumers to do the same. In the UK alone, we gave tips to more than 20,000 bar staff.

When terraces reopened in Belgium in May, the Leffe Merci Horeca activation encouraged consumers to show their appreciation with a tip when buying a beer and pledged to donate €1 for every Leffe ordered.


In the Netherlands, Hertog Jan brewed a special limited-edition beer called Het Weerzien (The Reunion). Proceeds from online sales of Het Weerzien went toward supplying local hotels, restaurants and cafés in the Netherlands with 2,000 free casks of beer to celebrate reopening.

Our teams also provided practical, in-person support. In the UK, we doubled our production to help pub and bar partners get ready for outdoor reopening in April. We also supported the on-trade, offering deferred rent payments and rent reductions, free tap cleaning services and keg restocks.




**"The support and leadership that AB InBev has demonstrated globally in the fight against the pandemic is outstanding. The company is setting an example for others to follow through its approach to partnerships and building evidence-based interventions like the vaccine toolkit."**

**Professor Jeff French, CEO of Strategic Social Marketing and Visiting Professor, Brighton University Business School**

**>3.5 million** 


units of hand sanitizer donated

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**>3.9 million** 


masks donated

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**>125** 

vaccination facilities supported

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**28** 

vaccination campaigns supported



# Our ESG strategy

GRI: 102-16

Our ESG strategy, goals and programs come down to a simple insight: By virtue of our integration in local communities, our beliefs and values, our people and our commercial scale, we have a unique ability to create a future with more cheers—one with shared prosperity.

Our strategy focuses on eight strategic priorities: Smart Drinking & Moderation, Climate, Water Stewardship, Sustainable Agriculture, Circular Packaging, Ethics & Transparency, Entrepreneurship and Diversity & Inclusion. We believe these priorities are where we can drive the greatest shared value for local communities and the planet.

These priorities culminate in three cross-cutting themes that we feel capture the shared prosperity AB InBev brings to the world.

## Inclusive

From thousands of farmers, to millions of small retailers, to colleagues and consumers, we improve livelihoods and increase access to opportunity. Our inclusivity extends to our products. Going beyond an affordable and accessible category, we stand for better choices, which is why we promote moderation.

## Natural

We are a company based in nature. With products made from simple ingredients, we understand the true value of the planet's precious resources. We work with nature instead of against it, leveraging nature-based solutions to develop resilience where it is needed most.

## Local

With more than 500 local brands in our portfolio across nearly 50 operating countries, we are truly a global local company. We keep our supply chains short, our impact direct and our boots on the ground. We believe in the future of local economies and invest in their well-being and resilience.

It is these three themes—inclusive, natural and local—that encapsulate who we are and how we will create shared prosperity. Across all our priorities, the power of these themes distinguishes us.





# Our strategic ESG priorities

GRI: 103-2



# Smart Drinking & Moderation

SDG: 3 | GRI: 102-43, 416-1, 417-1

**Beer is part of celebrating life throughout the world and a major engine of economic activity. However, all products containing alcohol can be consumed in ways that cause harm. In the last decade, data from the World Health Organization (WHO) shows that the harmful consumption of alcohol has decreased around the world. But more must be done. Harmful drinking impacts our people, our communities and, therefore, our business. As the world's leading brewer, we are committed to accelerating continued progress toward the reduction of harmful consumption of alcohol worldwide.**




Toward that end, in 2015 we launched our Smart Drinking Initiative, which aimed to bring to bear our company's resources, skills, capabilities and convening power to contribute to the global effort to reduce the harmful consumption of alcohol.

Since that time, we have evolved our Smart Drinking strategy into a five-pillar program:

1. Influencing behavior change with social norms through the power of our brands and their marketing
2. Providing Smart Drinking resources and evidence-based programs to consumers and communities
3. Expanding consumer access to No- and Low-Alcohol Beer (NABLAB) alternatives
4. Amplifying our Smart Drinking messages through digital and technology
5. Promoting the adoption of evidence-based public policy regarding alcohol



## Progress toward our Smart Drinking Initiative

 <b>Social Norms</b>	 <b>Multi-Year Pilots</b>	 <b>Product Portfolio</b>	 <b>Labeling</b>
<p>By shaping social norms through “Social Norms Marketing,” a specific technique to engage with consumers to improve behaviors in society, it is possible to reduce harmful consumption.</p> <p><b>Ambition</b> Invest 1 billion USD across our markets in dedicated social marketing campaigns and related programs by the end of 2025.</p> <p><b>Progress</b> We have invested more than 450 million USD toward achieving our goal, which includes more than 100 million USD in 2021.* We are on track to deliver our 1 billion USD investment by 2025.</p>	<p>Our actions to reduce harmful drinking are evidence-based. Results are measured for continued improvement.</p> <p><b>Ambition</b> Reduce the harmful use of alcohol by at least 10% in six cities by the end of 2020. Implement the best practices globally by the end of 2025.</p> <p><b>Progress</b> Our city pilots program demonstrated that there are three interventions that can be most impactful in reducing the harmful effects of drinking: road safety, responsible beverage service, and screenings and brief intervention.  Today, in partnership with local experts, governments and the AB InBev Foundation, we are supporting 72 interventions across 24 countries that use evidence-based techniques validated in the original city pilots.</p>	<p>As consumers seek to make better, more responsible choices, it is important for them to have lower-alcohol alternatives that give them the flexibility to pace or taper off their drinking over the course of a social occasion.</p> <p><b>Ambition</b> Ensure No- and Low-Alcohol Beer (NABLAB) products represent at least 20% of AB InBev’s global beer volume by the end of 2025.</p> <p><b>Progress</b> This year NABLAB represented 6.7% of beer volume. While we are not on track to meet our goal by 2025, we have achieved the 20% in some countries, such as China and Panama. Moreover, we have gained significant insight into the NABLAB occasions. We have used this insight to ramp up our NABLAB innovations, such as Stella Artois 0.0 and Corona Sunbrew, and one of the key insights is the importance of having a NABLAB offering using our established brands. We have expanded our NAB portfolio significantly from 26 to 42 brands over the last five years. These NAB brands are now available in 17 of our top 20 markets that represent 90% of our global volume, with LAB brands (3.5% alcohol or below) available in 14 markets.</p>	<p>Our labels and secondary packaging are a key touchpoint with consumers. They offer a unique platform to provide actionable advice that research has shown potentially influences drinking behaviors. Many countries do not require guidance labels.</p> <p><b>Ambition</b> To place a guidance label on all of our beer products in all of our markets by the end of 2020. Increase alcohol health literacy by the end of 2025.</p> <p><b>Progress</b> In all countries where mandatory labeling is not required, we updated our label designs on 100% of our primary product packaging to incorporate actions that consumers can take to reduce harmful drinking. Updated label designs are rolling out across markets.</p>

\*Investments from 2016 through 2019 amounting to 255.31 million USD have been reviewed and validated through prior assurance processes. The remaining investment contribution will be assured in 2022.



## Influencing behavior change with social norms through the power of our brands and their marketing

Social norms—and the marketing efforts that can impact those norms—offer a powerful opportunity to promote healthy behaviors such as eating before or during drinking, drinking water or non-alcoholic beer between drinks, planning transportation before drinking and having designated drivers.

Our social norm efforts are built around three core programs: 1) Adhering to a clear code of Responsible Marketing and Communications; 2) Investing in breakthrough social norms marketing campaigns through our brands; and 3) Providing actionable Smart Drinking labels on our packaging.

## Compliance in marketing communications

To ensure that our marketing promotes positive norms, we have established a Responsible Marketing and Communications Code (RMCC). The RMCC sets the standards for our marketing and commercial communication worldwide to ensure that our commercial communications are aimed only to those above the legal drinking age and are carried out in a socially responsible manner.

It is compulsory that Sales, Marketing, Legal & Corporate Affairs colleagues, contractors and agencies are trained periodically and that every marketing campaign and communications element is checked against this policy to ensure compliance.

## Shaping social norms through “Social Norms Marketing”

Through our social norms marketing campaigns, we can leverage our global reach in delivering meaningful messages to consumers. We promote social norms centered on responsibility, moderation and a concern for others by leveraging people’s relationship to our products and brands. We have committed to a ten-year goal of investing 1 billion USD by 2025. We have invested more than 450 million USD since the start of the commitment, including more than 100 million USD in 2021.\*

We are on track to meet the goal, and we are proud that our efforts are being recognized by experts in the marketing industry and academia.

To encourage creativity in our social norms marketing, we launched our first annual Social Marketing Competition four years ago. In 2021, the competition received 107 campaign submissions from more than 28 countries around the world—a 29% increase since its inception. The winning campaign, Corona #Rewater, encouraged consumers to refill their empty Corona bottles with water to hydrate between beers.

Four of our Smart Drinking campaigns won at the 2021 Cannes Lions Awards, including the 2020 Aguila “Live Responsible” and Brazil “Responsible Billboards” campaigns.

[Watch our CEO discuss the role of brands in promoting Smart Drinking >](#)

## Advancing Smart Drinking through collaboration with Georgetown University

“AB InBev’s Global Smart Drinking initiative was successful in bringing together public health and corporate leaders to work collaboratively toward the common goal of reducing harmful drinking. This was a noteworthy, first-of-its-kind initiative that holds promise as a model for other companies that aspire to have a positive impact on society while balancing the triple bottom line—people, planet, and profit.”

[See here highlights from Georgetown University’s Business for Impact webinar about our Smart Drinking efforts. >](#)

\*Investments from 2016 through 2019 amounting to 255.31 million USD have been reviewed and validated through prior assurance processes. The remaining investment contribution will be assured in 2022.



These are just some examples of the social norms campaigns undertaken this past year.

**US: Decide to Ride**



In the US, Anheuser-Busch launched a first-of-its-kind coalition with Mothers Against Drunk Driving (MADD) and ridesharing platform Uber. The coalition's signature program, Decide to Ride, aims to change consumer behavior by encouraging consumers to plan ahead for a safe ride home and influence them to never drive drunk. The campaign leverages advertising and digital efforts from our portfolio of brands including Bud Light, Budweiser and Michelob ULTRA.

**Chile: Pilsen del Sur**



In Chile, our brand Pilsen del Sur integrated Smart Drinking tips into the Chilean football players' jerseys during a match between Colo Colo and Universidad de Chile.

**Peru: Think N' Then Drink**



In Peru, our Cristal brand launched the "Think N' Then Drink" campaign, partnering with local sports coaches to promote efforts and messaging around Smart Drinking.

**South Africa: Flying Fish**



In South Africa, our brand Flying Fish has integrated Smart Drinking messaging into ads that encourages consumers to think of food and to eat before they drink.



## Leading the largest voluntary alcohol labeling initiative to reduce harmful consumption of alcohol in the world

Our labels and secondary packaging are key touchpoints with consumers. They offer a unique platform to provide actionable advice that research has shown can influence drinking behaviors. In 2021, we met our commitment to voluntarily update our label designs in all countries where mandatory labeling was not required, incorporating elements that promote positive social norms. To develop our messaging and design requirements, we incorporated the work

of Tufts University School of Medicine and the AB InBev Foundation. Currently, updated label designs are rolling out across markets based on print cycles and product turnover.

In countries where mandatory labeling is already in place, we have started to include Smart Drinking messages on our secondary packaging, such as six-pack cartons and shrink wraps, making it possible to add bigger, bolder actionable advice.

 [Access Tufts University's global guidance on alcohol labeling >](#)

## Providing Smart Drinking resources and evidence-based programs to consumers and communities

We believe that our actions to reduce harmful drinking should be evidence-based. Our results should be measured so we can continuously improve our efforts. We created the AB InBev Foundation, in large part, for this purpose.

Working in partnership with independent academic researchers, the Foundation has supported the publication of more than 25 peer-reviewed articles in high-impact journals, with a dozen more in the pipeline.

Over the past several years, the Foundation ran the city pilots initiative in six metro areas around the world to identify best practices that could be scaled up. HBSA, a supporting organization of the Pacific Institute for Research and Evaluation (PIRE), oversees the measurement and evaluation of the city pilots and independently manages a data library freely available to the broader public health research and academic communities upon request.

Through these initiatives, we have identified three areas of intervention that can be most impactful in reducing the harmful use of alcohol: road safety, responsible beverage service, and screenings and brief intervention.

Today, in partnership with local experts, governments and the AB InBev Foundation, we are supporting 72 interventions across 24 countries. The learnings from these interventions are captured through toolkits to help other countries adopt and launch these initiatives.

### Establishing partnerships to advance road safety

As one of the largest fleet operators in the world, road safety is deeply personal to us. We have developed industry-leading programs aimed at reducing road crashes and are deploying those programs in markets around the world. Through our efforts, we are contributing to the advancement of UN SDG Goal 3.6—reducing road traffic injuries and deaths by 50% by 2030.

A few examples include:

In 2021, we supported Together for Safer Road's project called Houston Vision Zero. The initiative aims to eliminate traffic deaths and serious injuries in the Texas city, which is home to one of our flagship Anheuser-Busch breweries, by 2030. Based on the evidence-based Vision Zero road safety methodology, the project creates safer pedestrian crossings, protected bike lanes and public spaces that ultimately improve walkability. The purpose of this program is to showcase the potential of Vision Zero and how the private and public sectors can work together to improve the road safety conditions everywhere.

### Guidance label implementation

Flying Fish, South Africa



Budweiser, US



Paceña, Bolivia



Aguila, Colombia



[Learn more about the Houston Vision Zero project >](#)



We have also been partnering with the United Nations Institute for Training and Research (UNITAR) since 2018 to provide road safety best practices to local governments through trainings. We have developed a scientifically rigorous methodology for data collection, identifying key risk factors linked to road traffic crashes, corrective actions and impact measurement to support governments and NGOs around the world. As a result, in 2021, we launched the Management Practices for Safer Roads Toolkit—The Immersive Virtual Experience. Using examples of successful interventions implemented in Brazil, the toolkit guides users on how to build successful road safety initiatives. In addition to working with

**“By providing an immersive learning experience and gamified digital tools, we seek to promote learning about practical interventions that lead to reductions in the number of deaths and injuries related to road traffic crashes.”**

**Nikhil Seth, United Nations Assistant Secretary-General and Executive Director of UNITAR**

UNITAR to support global implementation of the toolkit, we are leveraging our partnership with the International Road Federation to host interactive events and workshops.

In Russia, we conducted engineering, education and awareness activities in the regions of Volgograd and Ivanovo. A total of 160 driving schools, 37,000 students and 660 gas stations in 81 cities received information and visual aids as part of an awareness campaign regarding drinking and driving.

Our teams at South African Breweries have partnered with local municipalities to implement Alcohol Evidence Centres (AECs). Operated by law enforcement officials and equipped with highly



*Our CEO Michel Doukeris and Nikhil Seth, UN Assistant Secretary-General and Executive Director, UNITAR, launched the Immersive Virtual Experience of our Safer Roads Toolkit in September*

**Our Road Safety Toolkit with UNITAR:**

9

languages in which the toolkit is available

23

countries that have implemented the toolkit

54%

toolkit users that are Government, Academia or NGO

effective blood alcohol testing technology, these centers enable a higher rate of prosecution for drunk drivers and create a stronger deterrent within the community. After a successful pilot, we rolled out 10 new centers across South Africa in 2021.

Our vision is to scale the AEC model across South Africa over the next five years with the ultimate aim of driving global adoption. As we work toward this ambitious goal, we know that we cannot act alone. We will continue to build partnerships both within communities and across borders to develop robust, evidence-based solutions for addressing the harmful consumption of alcohol worldwide.

 [Learn more about our Road Safety Toolkit >](#)

 [Check out the new UNITAR module on social norms aimed at improving road safety >](#)

## Providing resources to ensure Responsible Beverage Service

Responsible Beverage Service (RBS) is an evidence-based intervention to train owners, management and service staff of establishments like bars, restaurants and liquor stores in preventing sales to minors and reducing underage drinking, binge drinking and drunk driving. The program also includes highlighting alcohol-related laws and conducting compliance checks of establishments.

Based on learning from our city pilots program, we are rolling out RBS programs around the world, including:

- In Alexandra, South Africa, we are implementing an RBS program in partnership with the South African Council on Alcoholism and Drug Dependence (SANCA) and other community stakeholders. By mid-2021, 45 liquor stores had signed up to participate in the program.
- In Brazil, RBS was launched digitally as a response to COVID-19, which curtailed face-to-face interaction; however, this model has since gained traction as a more permanent omni-channel solution to scale up the program. Four supporting videos were initially launched on the Curso Boto Fé website and are now distributed through a chatbot. Additional RBS courses are offered online and via WhatsApp as well as through BEES, our e-commerce platform. See page 20 of this report for more information on how we are expanding our customer, consumer and colleague touchpoints through digital.



## Expanding access to Screening and Brief Intervention

Screening and Brief Intervention (SBI) is a preventive program that measures an individual's drinking pattern during outpatient or wellness visits and motivates those identified as being at risk of harmful consumption of alcohol to change their behavior. Its effectiveness has been demonstrated when applied at the health professional's office level. Extensive research indicates that it also has a large potential to reduce harmful consumption at the population level if cost-effective ways to implement it can be developed. In partnership with experts in this area, we are supporting the AB InBev Foundation on a series of initiatives to make SBI cost efficient while retaining its efficacy.

The program takes on many forms, depending on a community's need, readiness and capacity. For example, a region with strong support from its local health department may implement an in-person program, while a city with limited local support may focus on building relationships and implementing a chatbot on a local website. See how we're expanding our customer, consumer and colleague touchpoints through digital [page 20].



The SBI program ESCALEMOS in Zacatecas, Mexico, has screened 50,000 people

In Brasilia, Brazil, the SBI program initially worked with 17 public sector primary care units and 200 SBI-trained health workers with a goal of conducting 400,000 SBI screenings to address heavy episodic drinking. This program was originally implemented in-person, but due to the COVID-19 pandemic, the SBI program transitioned to a telehealth model. Between 2022–2021, more than 15,000 screenings had been conducted. To our knowledge, this is the first time in the world that the tools of telemedicine have been applied to SBI. "Because it is a population prevention policy, the solution must reach a high number of people in relation to the population covered by primary healthcare to be effective," says Leandro

Piquet, coordinator of the Brasilia Vida Segura steering committee.

In Mexico, the SBI program called ESCALEMOS, developed with the support of the Ministry of Health in Zacatecas and other community stakeholders, resulted in 50,000 people screened.

Meanwhile, in South Africa, the SBI program aimed to reach 42,000 people in the Alexandra township. This target was achieved and exceeded by November 2021 with more than 54,000 people screened. The planning and implementation of both programs consisted of broad-based community engagement strategies to ensure sustainability of the gains.





## Expanding consumer access to No- and Low-Alcohol Beer (NABLAB) alternatives

As consumers seek to make better, more responsible choices, it is important for them to have lower-alcohol and no-alcohol alternatives. As noted in a 2016 study<sup>1</sup>, “[a]n increase in the availability of no- and low-alcohol products could contribute to reduction of harmful alcohol use in two ways: by current drinkers replacing the alcoholic beverages consumed with similar beverages of lower strength; or by switching to non-alcoholic alternatives for part of their time; in both cases reducing the average amount of alcohol consumed.” We are innovating and globally distributing an array of great-tasting No- and Low-Alcohol Beers (NABLAB) that consumers can use as tools to comply with emerging social norms regarding responsible drinking patterns.

<sup>1</sup> Rehm J, Lachenmeier DW, Llopis EJ, Imtiaz S, Anderson P. Evidence of reducing ethanol content in beverages to reduce harmful use of alcohol. *Lancet Gastroenterol Hepatol* 2016;1:78–83.

<sup>2</sup> Source: Global strategy to reduce the harmful use of alcohol – World Health Organization – 2010 - <https://www.who.int/publications/item/9789241599931>

## Giving consumers more choice with high-quality, award-winning NABLAB products

Our expanding portfolio offers a range of styles and flavors to meet growing consumer demand. In 2021, NABLAB represented 6.7% of our beer volume. While we are not on track to meet our previously established goal for NABLAB to represent 20% of our volume by 2025, we are making significant strides and have expanded our NABLAB portfolio from 26 to 42 brands over the last five years. Our NABLAB brands are now available in 17 of our top 20 markets that represent 90% of our global volume, with LAB brands (3.5% alcohol or below) available in 14.

China is the biggest contributor to our NABLAB portfolio, led by Harbin Ice. We have expanded Budweiser Zero to more than ten markets, launched Corona Sunbrew in Canada and Stella Artois 0.0 in the US. Stella earned a gold award as the best non-alcoholic beer at the Drinks Business Global Masters, a prominent blind tasting competition.

Other new additions are zero-alcohol versions of Cass in Korea; Hoegaarden in Japan, Brazil and China; Quilmes in Argentina; and low-alcohol beers such as Victoria Chingones Unidos and Corona Ligera in Mexico.

We are also identifying opportunities across our portfolio to grow lower-alcohol beer brands and meet consumer preferences. We calculated the average ABV of our products offered in each country and defined any beer below that average as a “lower” alcohol beer. A similar global analysis reveals that at an aggregated level, our brands portfolio has an average ABV of 4.5% with over 55% of our volume falling below that threshold. Based on expert literature<sup>2</sup> indicating that lower alcohol beverages can play an important role in reducing

harmful consumption, our portfolio is well positioned to have a positive impact. This impact is expected to increase where the regulatory framework incentivizes consumers into lower ABV beer.

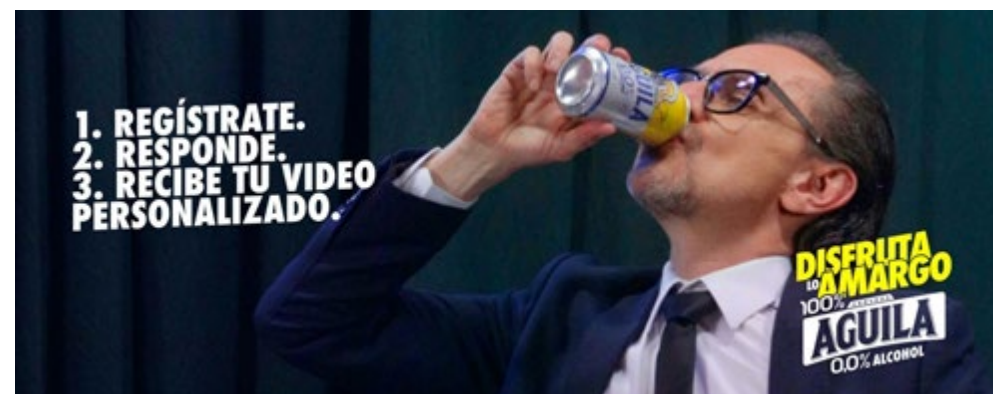
## Developing campaigns to create social norms in favor of lower ABV products

Our growing NABLAB portfolio is backed by social norms marketing campaigns aimed at driving the necessary behavior change and further acceptance of these products as a consumer choice.

Our Bavaria brand in Colombia has provided a best practice initiative to promote Smart Drinking using Aguila 0.0. When consumers shop for spirits online, the platform gives them the choice to buy Aguila 0.0 at a discount. The discount percentage matches the ABV percentage of the spirits they buy.

This promotion is further supported by a social norms marketing campaign to connect consumers to the benefits of and smart drinking tips related to zero-alcohol products.

 [See the campaign video here >](#)



In the UK, we continue to support Club Soda, a start-up that is looking to disrupt the NABLAB market by using the power of digital to help retailers take advantage of the consumer trends in favor of these products.

We believe that there is opportunity for continued growth in this category, which we plan to accelerate in the next five years.

## Amplifying our Smart Drinking messages through digital and technology

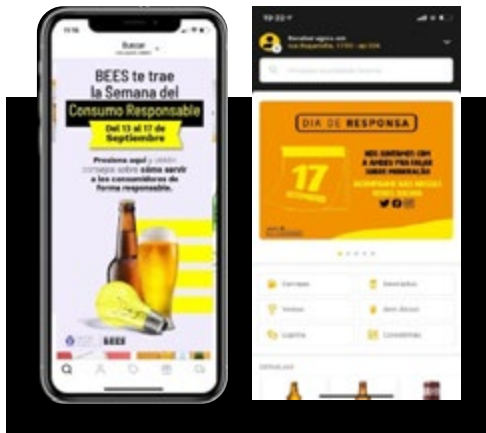
Digital platforms are important tools to help amplify our Smart Drinking strategy. As e-commerce becomes increasingly important in the beer category, we are investing in the development of technology-based solutions such as age verification tools to minimize the risk of illegal underage drinking and other forms of harmful drinking.



## Leading compliance monitoring of digital assets

To ensure that our digital assets are compliant with international Digital Guiding Principles standards related to alcohol sales and marketing, the World Federation of Advertisers (WFA) will conduct an independent audit in 2022. Areas that are reviewed for compliance include: age affirmation mechanisms, site transparency, user-generated content regulation, forward advice notice and a responsible drinking message. In preparing for that audit, we developed a first-of-its-kind automated auditing system that continuously monitors all our digital assets for compliance against WFA audit parameters. This effectively prepares us for future digital growth and changes in digital asset compliance requirements. The results for the end of 2021 showed a level of compliance of 99%.

 [Click here to access the IARD Digital Guiding Principles >](#)



*We leveraged our BEES platform to embed Smart Drinking tips and provide access to our Responsible Beverage Service toolkits*

## Expanding our customer, consumer and colleague touchpoints through digital platforms

In 2021, we launched our first Global Smart Drinking Week digitally, further expanding our Global Be Responsible Day (GBRD) and connecting with consumers and customers primarily using digital campaigns and methods.

To spread the message around the world, all our global brands collectively communicated Smart Drinking tips on their labels for the first time through digital channels. Daily videos, calls to action and shared articles helped us engage with colleagues and consumers to raise awareness about Smart Drinking and associated tips to reduce harmful consumption. We also used the Smart Drinking Week as an opportunity to embed tips and the digital version of our Responsible Beverage Service training on our BEES platform, providing our customers better access to our toolkits.

In total, more than 13,000 courses were completed. The results were impressive and largely due to our digital expansion as compared to prior year executions. We reached more than four times the number of consumers and twice as many customers than we did in 2019. Over 28,000 colleagues participated in Global Smart Drinking Week activations, and we reached more than 17.6 million consumers and more than 1.3 million customers.

For example, our team in the Dominican Republic leveraged BEES and direct-to-consumer campaigns to target clients and consumers. In Brazil, our teams transformed the toolkit into a chatbot, which is an app that uses artificial

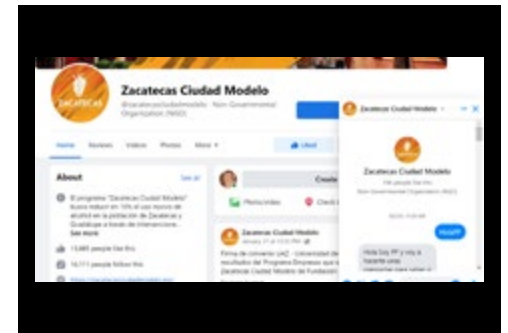
intelligence to interact with users. For a week, they boosted communication throughout BEES Brazil, offering a rewards incentive for those who completed the training.

Another exciting area where technology may be harnessed to reduce harmful drinking lies in the brief interventions highlighted in the previous section. In Zacatecas, Mexico, our Grupo Modelo and the AB InBev Foundation partnered with experts to design and develop HolaPP, a social media chatbot that conducts a screening to determine if a person is at risk of developing a harmful drinking pattern. After being developed and tested through our City Pilot, the chatbot is now available for wider use.

## Advocacy efforts to reduce harmful consumption: promoting differentiation

Evidence-based and data-driven public policy is critical to reducing the harmful consumption of alcohol. When regulations nudge consumers to lower-alcohol fermented beverages, like beer, they have the potential to reduce harm. This time-tested approach, known as “differentiation,” is embedded in the regulations of many countries. The World Health Organization (WHO) notes in its latest Global Alcohol Strategy<sup>1</sup> that “[s]pirits should be taxed at a higher rate because the production cost is less than the production cost for beer and wine.” Indeed, it concludes that “a tax system based on the volume of alcohol in a product ... is likely to have the biggest effect on the reduction of health inequalities.”<sup>2</sup>

Beer also can play an important role in reducing the consumption of illicit alcohol, which is



arguably the worst form of harmful consumption because it escapes all product safety and regulatory controls, and pays no excise taxes. According to Euromonitor International, globally one in four beverage alcohols are illicit, and the majority of illicit alcohol also tends to be distilled beverages with ABV levels higher than beer.<sup>3</sup> The WHO notes, “The existence of a substantial illicit or informal market for alcohol can also complicate policy considerations for alcohol taxes. In such circumstances, tax increases should be accompanied by government efforts to control illicit or informal markets through, for instance, tax policies that make low-alcohol and nonalcoholic variations of culturally preferred beverages more attractive.”<sup>4</sup>

We, together with other brewers, advocate for policies that adjust excise taxes and regulations based on the origin of the alcohol and the alcohol content of the beverage. In 2021, for example, six states in India (Chandigarh, Haryana, Punjab, Uttarakhand, Uttar Pradesh and West Bengal) changed their alcohol excise policies with the aim of shifting the drinking culture toward lower-alcohol fermented beverages.

<sup>1</sup> Global strategy to reduce the harmful use of alcohol – World Health Organization – 2010 - [https://www.who.int/substance\\_abuse/alcstratenglishfinal.pdf](https://www.who.int/substance_abuse/alcstratenglishfinal.pdf)

<sup>2</sup> Resource tool on alcohol taxation and pricing policies – World Health Organization – 2017 - <https://www.who.int/publications/i/item/resource-tool-on-alcohol-taxation-and-pricing-policies>

<sup>3</sup> Size and Shape of the Global Illicit Alcohol Market – Euromonitor International – 2018 - [https://www.tracit.org/uploads/1/0/2/2/102238034/illicit\\_alcohol\\_-\\_white\\_paper.pdf](https://www.tracit.org/uploads/1/0/2/2/102238034/illicit_alcohol_-_white_paper.pdf)

<sup>4</sup> WHO SAFER Technical Package – World Health Organization – 2019 - WHO and partners, “SAFER Technical Package,” (2019), at p. 21.

# Climate

SDGs: 7, 11, 12, 13 | GRI: 305-1, 305-2, 305-3, 305-5, 308-2

Climate change is one of the most pressing global challenges. Our business is one that is closely tied to the natural environment: agricultural crops and water are our key ingredients, we require raw materials for our packaging, and we need energy and fuel to brew, transport and cool our beers. Our business is also local and closely connected with communities and people across our global footprint. All of these have the potential to be impacted by climate change, and we are already experiencing climate-related impacts—both environmental and social—in our value chain.

## 2025 Climate Action Goal

100% of our purchased electricity will be from renewable sources, and we will reduce our carbon emissions by 25% across our value chain by 2025

### Progress

28.63%

reduction in Scopes 1 and 2 GHG emissions vs. 2017 baseline

13.58%

reduction in Scopes 1, 2 and 3 GHG emissions vs. 2017 baseline

39.9%

renewable electricity operational

81.4%

renewable electricity contracted

While our Scopes 1, 2 and 3 emissions per hectoliter decreased in 2021 (51.2 kg CO<sub>2</sub>e/hl, versus 53 kg CO<sub>2</sub>e/hl in 2020), absolute emissions increased as purchases and distribution reactivated amidst economic recovery from the pandemic. The main drivers of this increase were packaging emissions and product cooling. However, even as economies rebounded in 2021, we were able to continue decreasing emissions across Scopes 1 and 2 to 4.4 million tons CO<sub>2</sub>e as a result of renewable energy projects going live in multiple countries as well as implementation of energy efficiency initiatives, resulting in a 29% decrease in absolute Scopes 1 and 2 emissions versus our 2017 baseline.

 [For more information about our 2025 Climate Action Goal >](#)



Our evolved understanding of potential climate-related risks and opportunities across our value chain continues to inform our long-term strategy. This enables us to innovate, create shared value for our company and our stakeholders, and engage our consumers and current and future talent on the issues that matter to them.

[For more details on our TCFD analysis >](#)

## Working toward a shared long-term ambition pushes us forward

As part of our commitment to driving decarbonization and building climate resilience through our 2025 Sustainability Goals, we are proud to have announced our ambition to achieve net zero across our value chain by 2040.

We have outlined our ambition to achieve net zero by 2040 through key actions aimed at accelerating our climate transition. Our approach is:

### Strengthened by inclusivity

We view collaboration with suppliers and retailers, partnering with start-ups with breakthrough solutions and engaging with the wider industry as key to decarbonizing the value chain.

### Underpinned by natural solutions

We believe engagement with farmers in our supply chain will help scale regenerative agriculture practices to enrich soil health while improving the ability to capture carbon. In addition, we believe that nature-based solutions to improve watershed health will help tackle climate change.

### Focused on local impact

We're prioritizing local emissions reduction in our operations and across our value chain, including through investments to drive local innovation.

[Learn more about our ambition to achieve net zero >](#)

# Our Ambition to Achieve Net Zero





## Short-term goals drive innovation and decarbonization today

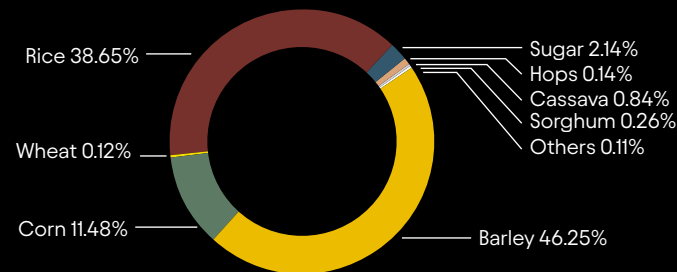
We are building climate resilience by committing to transition our global operations to 100% renewable electricity and reduce our GHG emissions by 25% across our value chain. Following the Intergovernmental Panel on Climate Change recommendation, in March 2018 we set a science-based target that is in line with reductions required to keep warming to 1.5 degrees Celsius. We are committed to reducing absolute Scopes 1 and 2 GHG emissions by 35% by 2025 from a 2017 base year, in line with the 1.5 degrees pathway. Furthermore, we commit to increasing annual sourcing of renewable electricity from 7% in 2016 to 100% by 2025. We also commit to reducing emissions across the value chain (Scopes 1, 2 and 3) by 25% per beverage by 2025, from a 2017 base year. We include over 87% of our total Scope 3 emissions in our science-based target, putting us well over the two-thirds inclusion threshold that is required by the Science Based Targets initiative.

### Eclipse: a dedicated platform for collaborating on climate resilience

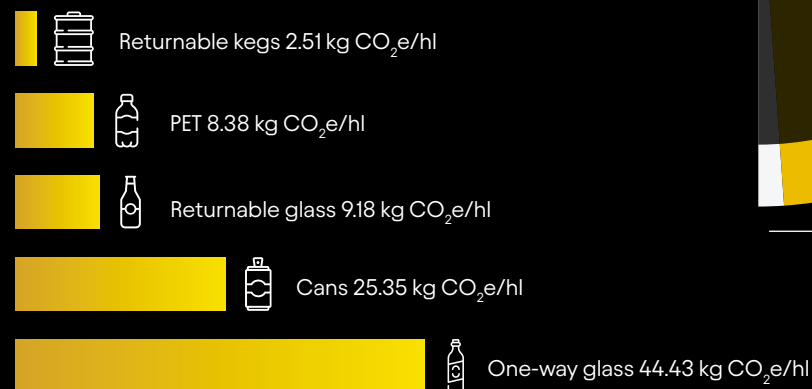
We continue to engage suppliers through our Eclipse platform. In the past year, we launched Eclipse Activate in North America, which is our program to help support suppliers and provide them with the tools needed to measure and track decarbonization across their supply chains. In 2021, we mapped initiatives through the Eclipse Activate platform, which equated to a potential reduction of 150,000 tons CO<sub>2</sub>e per year. We continuously seek ways to collaborate with our suppliers across our value chain and are proud to have more than 80 suppliers participating in the Eclipse platform.

 [Learn more about Eclipse >](#)

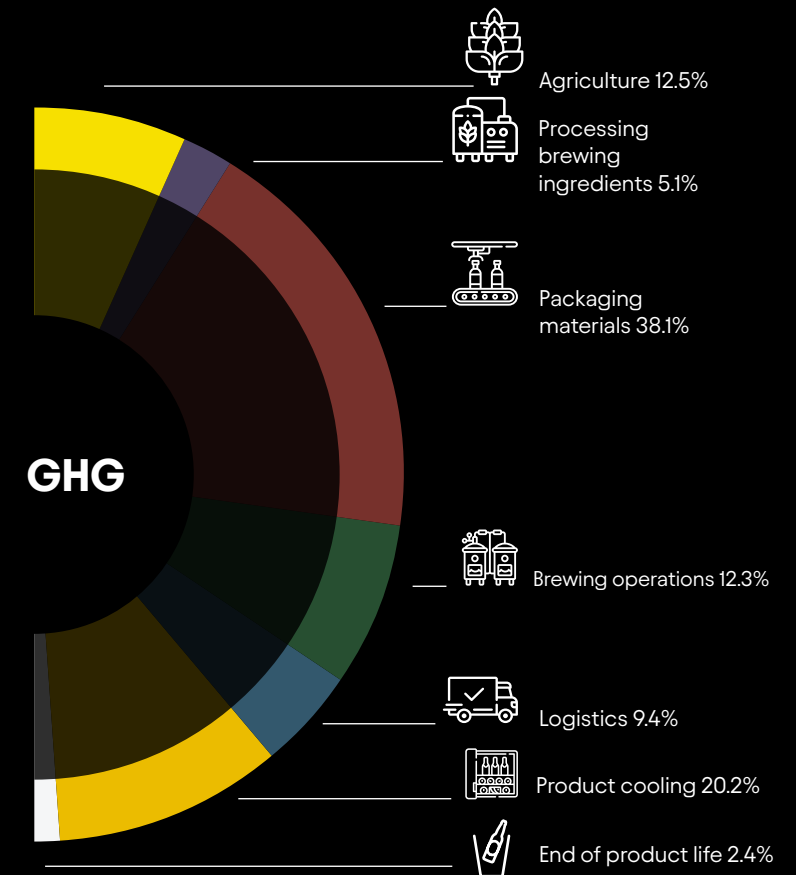
### GHG emissions by crop\*



### GHG Emissions by packaging type



### Breakdown of GHG emissions by scope category



\*Agriculture represents 12.5% of our value chain emissions. It is part of Scope 3 within our value chain and is included in the Category "Purchased Goods and Services."



In 2021, we continued to work toward our 2025 Climate Action Goal while also looking ahead to our ambition to achieve net zero by 2040.

### Achieved carbon neutrality in three facilities

In June 2021 we announced our first carbon-neutral facility in Wuhan, China. In September we announced another brewery in Ponta Grossa, Brazil, and our first carbon-neutral malthouse in Passo Fundo, Brazil. Carbon neutrality refers to Scope 1 and 2 emissions only and includes compensation of emissions.

All three facilities are powered with biomass for heat production and renewable electricity generated from solar power. The remaining emissions that are difficult to abate are being offset.

[Read more about our first carbon-neutral facility in Wuhan, China >](#)

[Learn about our carbon-neutral brewery and malting site in Brazil >](#)

### Leading the way with the industry's first brewery powered by green hydrogen

We continue to find innovative solutions to help achieve our sustainability goals. One example of how we are proactively reducing emissions is our partnership with Protium Green Solutions, which will enable us to use green hydrogen to fuel production at our brewery in Magor, South Wales, in the UK.

This initiative will create the first brewery supplied with green hydrogen under one of the first hydrogen purchase agreements (HPAs) in the sector.

We will set up infrastructure to produce over 20 MW of renewable energy and green hydrogen at the Magor site. The hydrogen production facility will include a battery, hydrogen storage unit and hydrogen refueling station. We anticipate that it will become operational by 2024. This will further enhance our impact at the Magor brewery, which is already using 100% renewable electricity

**"Companies must act urgently to cascade action and manage environmental impacts throughout their supply chains to scale the level of action to secure a 1.5°C future. Many congratulations to the 400+ companies earning a place on CDP's 2021 Supplier Engagement Leaderboard. As a Supplier Engagement Leader, AB InBev is a trailblazer driving the transition towards a sustainable net-zero future."**

**Sonya Bhonsle, Global Head of Value Chains & Regional Director Corporations, CDP**

through the use of an on-site wind turbine and solar farms.

### Building the largest electric fleet in Colombia

In January 2021, we announced the lease of 200 electric trucks in Colombia in partnership with Renting Colombia. This fleet, which will have a combination of medium- and light-load vehicles, as well as forklifts and salesforce cars, makes our subsidiary Bavaria the largest corporate electric fleet owner in Colombia. In addition to modernizing our fleet, the lease is helping Bavaria promote the transformation toward electric mobility in the country. The new electric trucks are expected to roll out by the second half of 2022, with an estimated CO<sub>2</sub> reduction of more than 4,000 tons a year.

### Scaling sustainable innovations

We are innovating with new milling equipment in our breweries to "de-husk" malt. The process removes the outer husk of the malted barley before the brewing process starts. The discarded husk is then used as a source of heat (biomass), and the inside part of the malt is used in the brewing process, increasing productivity and energy efficiency, and reducing emissions. We have implemented in six breweries to date and are exploring the opportunity to scale this technology in the coming years.



## Focusing on additionality and proximity accelerates the energy transition

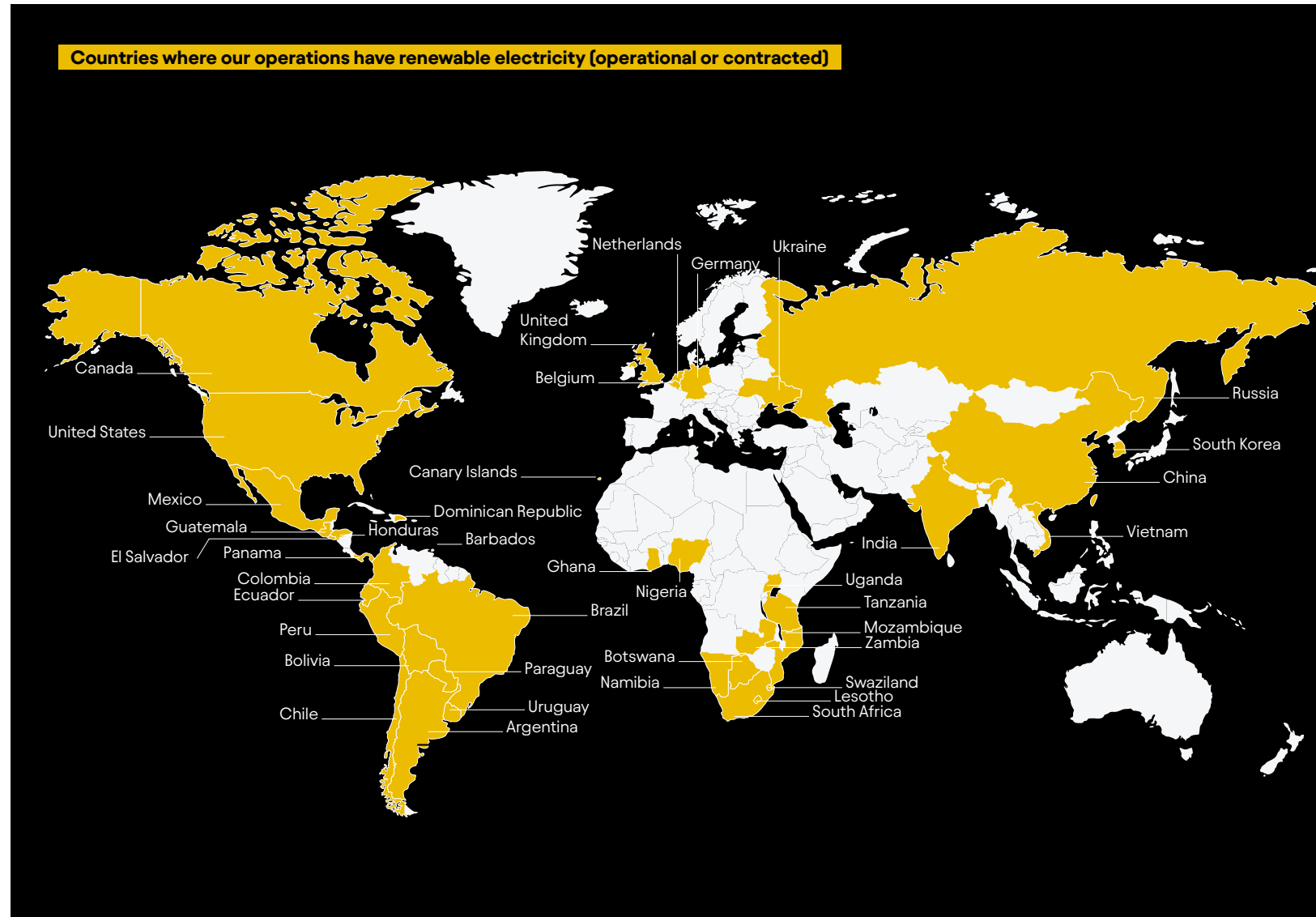
### Brewing with renewable energy

As we work to achieve 100% renewable electricity, this year we made strides in multiple countries. For example, in South Africa, Castle Lite has begun to make the switch to renewable electricity to draw less from the country's national grid and reduce GHG emissions.

All seven of the Castle Lite breweries in South Africa now use solar power. In addition, our Alrode brewery in Johannesburg also generates electricity from bio-gas captures in our wastewater treatment process. From January to August 2021, the seven breweries generated over 9.7GWh of renewable electricity, reducing our CO<sub>2</sub> emissions by 9,443 tons.

In the US, Anheuser-Busch celebrated the early achievement of its 2025 renewable electricity goal. It announced that its entire portfolio of domestic beer and seltzer brands in the US is now brewed with 100% renewable electricity from solar and wind power. This was made possible by the Anheuser-Busch Solar Farm, a 222MWac solar project in Pecos County, Texas. The solar farm was developed in partnership with Recurrent Energy, a wholly owned subsidiary of Canadian Solar Inc., and is the largest solar project for the beverage industry in the US. Construction took nearly two years and created approximately 370 full-time jobs during the peak of construction.

In celebration of meeting this milestone four years ahead of our goal and World Environment Day, we donated 100,000 USD to the Green Restaurant Association to support their vital work focused on environmental sustainability in the restaurant industry.





# Water Stewardship

SDGs: 6, 15 | GRI: 102-13, 102-43, 303-1, 303-2, 303-3, 304-2, 413-1

More than just a key ingredient in our products, water is a critical resource for the health and well-being of communities around the world. Water resource challenges are magnified by climate pressures, inadequate infrastructure and governance issues. The growing scarcity of freshwater resources is not just a material issue for our company, it is a global risk to the economic, social and environmental well-being of our communities. As the world's leading brewer, we are focused on being a part of the solution to the growing water challenges across our communities and supply chain.

## 2025 Water Stewardship Goal

100% of our communities in high-stress areas will have measurably improved water availability and quality by 2025

### Progress

2.66

hl/hl water use efficiency ratio

100%

of sites in scope for our goal have conducted outreach, analyzed local water challenges and identified potential solutions

83%

of these sites have started implementation of solutions

3

of these sites have begun seeing measurable impact

We continued to make progress toward our goal by leveraging our 7-step watershed management process, with two additional sites starting implementation of on-the-ground water solutions and one additional site measuring impact, compared to 2020. Variation in the nature and complexity of local water challenges, stakeholder groups and interests, and solution design results in variation at the sites that progress through the 7-step process.

 [For more information about our 2025 Water Stewardship Goal >](#)



## Tailored solutions are needed to address the local, complex water challenges around the world

We developed a water risk assessment tool that leverages external data sources and input from our local teams to review our operational risk globally on a quarterly basis. Using this tool, we have identified and continue to prioritize our sites that are located in high water-stress areas. In 2021, a total of 41 of our facilities were located in high-stress areas; 36 of these are in scope for our 2025 Water Stewardship Goal based on a 2017 baseline analysis. To address the watershed challenges specific to the local context in these water-stressed areas, we have developed and implemented a 7-step watershed management process.

Here are a few examples of localized solutions developed using this process:

### Improving water availability and management practices in Mexico

In Zacatecas and Apan, Mexico, our team at Grupo Modelo runs two breweries, both of which depend on the availability of water resources from the nearby Calera and Apan aquifers. Due



to rapid population, economic and agricultural production growth, these aquifers have come under significant stress. Our Aquas Firmes project, being implemented together with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, is working to recharge these aquifers and improve long-term water security for the local population, farmers and local industry—aiming to benefit over 700,000 community members.

We and our partners in the project aim to improve sustainable water management practices in the Calera and Apan aquifers by supporting farmers to implement drip irrigation and conservation

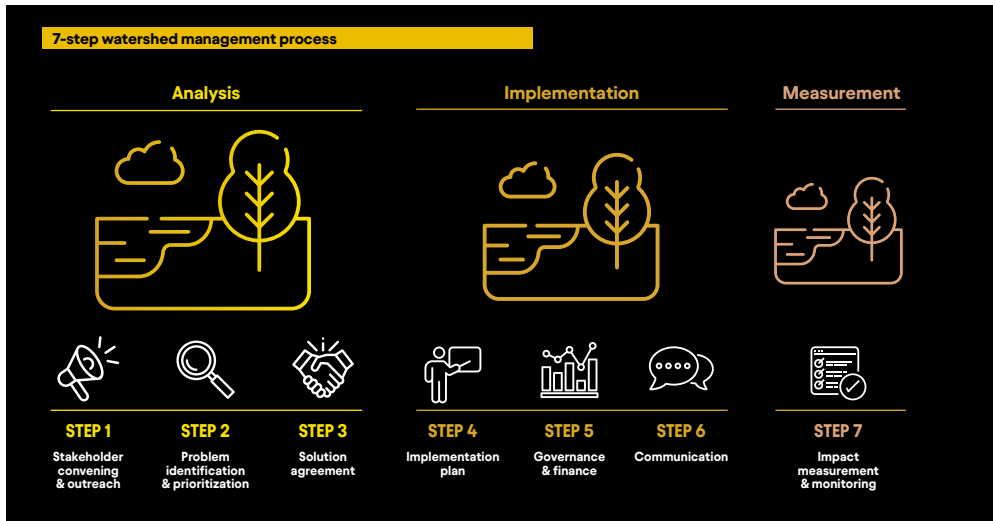
agriculture; installing a network of hydrological monitoring stations and training local stakeholders on aquifer monitoring and management; creating water stewardship agreements in each community; and fostering the recharging of the aquifers through nature-based solutions and green infrastructure.

In 2021, the project made meaningful progress toward these objectives. This included supporting farmers in the implementation of drip irrigation technology and conservation agriculture practices on more than 1,500 hectares of farmland, and providing 237 farmers with improved access

to credit, insurance and/or subsidies. The project's implementing partners planted more than 170,000 seedlings to support reforestation, installed nearly 25,000 meters of stone barriers and built 39 gabion dams to promote water infiltration. In addition, project partners conducted 105 community trainings to build local capacity for sustainable water resource management, and 66 farmers signed voluntary pacts to conserve water by changing water use practices.







**"I was invited to participate in the Aguas Firmes project and in a short time I was able to fully technify my land. I have noticed it helps save water, electricity and worktime in the field. In addition to the technification of the irrigation system, Aguas Firmes has helped and advised me to implement sustainable agricultural practices, such as crop rotation and minimum tillage. During the time I have been in the Aguas Firmes project, I have been able to see that the soil is better preserved. It is very important that we as farmers re-educate ourselves in this dynamic of water and soil conservation."**

**José Luis Muro Rodarte, farmer in Zacatecas, Mexico**

the indigenous species, which include fynbos—the smallest of the world's six floral kingdoms and an important component of biodiversity in the region.

Since 2013, South African Breweries (SAB) and the World Wide Fund for Nature (WWF) have partnered with a range of organizations such as the Council for Scientific & Industrial Research, GIZ and the Department of Forestry, Fisheries, and Environment to help solve this growing challenge of invasive species in the George region. With active support and funding from the Natural Resource Management agency, the partners worked toward clearing riparian land of invasive species. The area also faces high levels of poverty, so the process was designed to help empower the local community by selecting, training and equipping people to conduct the clearing to help restore the watershed.

### Restoring ancient water channels in Peru

Our Backus team in Peru relies on water from the Rimac aquifer for production, which is also the main water source for more than 11 million people in the capital, Lima. Many communities live in the upper basin of the Rimac River, and their main sources of income are agriculture, livestock and tourism. Due to extensive and growing water demand and the effects of climate change, the watershed is under stress, impacting the water security and income activities of these communities.

We are helping restore ancestral water channels and infiltration systems called amunas to expand water availability in the dry season for agricultural activities. Additionally, we are strengthening the capacity of rural communities through training in maintenance, operation and monitoring of these amunas, and incorporating nature-based solutions into their water resources management. So far, we

have helped rehabilitate nearly 13 km of amunas and trained 121 local community residents on the operation and maintenance of the amunas. In 2021, the project was recognized with a Lighthouse Award from the Brave Blue World Foundation.

### Promoting watershed health and replenishment in the hops-growing region of South Africa

The Western Cape area of George, South Africa, is home to unique hydrological and geographical features that make it the only region in Africa suitable for growing hops, a key ingredient in brewing our flavorful beers. The effects of climate change, such as changing rainfall patterns, and growing demands from agriculture and urban development, are putting pressure on water availability in this region. The presence of non-native vegetation is one of the leading threats to water security in the region, as these plant species consume between 20% to 60% more water than







From 2011 to 2021, the project conducted initial invasive species clearing on 1,275 hectares, and 1,550 hectares of follow-up clearing (as some areas of initial clearing have undergone more than one follow-up clearing). These clearing efforts are estimated to have saved approximately 9 billion liters of water per year and positively impacted the community with an estimated 36,000 person-days of employment, with SAB providing about 33% of the total funding for these initiatives.

### Innovation can help unlock higher water efficiency and improved water security

Within our operations, we brew our beer aiming for high levels of water efficiency. In 2021, we reached a global water use efficiency ratio of 2.66 hl/hl. We challenge ourselves to do more, aiming to reach a 2.5 hl/hl ratio globally and 2.0 hl/hl ratio for breweries in water-stressed areas by 2025. We leverage our internal Voyager

Plant Optimization (VPO) management system, which includes a dedicated module on tracking our water use efficiency and optimizing water treatment plant operations. VPO also includes a suite of good operational practices to minimize water consumption, as well as procedures for reusing and recycling water in parts of the brewing process. Finally, our facilities are supported with a tool that helps with identification of additional water efficiency improvement opportunities based on benchmarking with our top-performing facilities.

In support of our water use efficiency ambition, in 2021 we worked with suppliers and other partners to investigate and identify new opportunities to further reduce our water consumption. The outcome of this effort was the development of a tool that our facilities will be able to use to identify water use efficiency technologies that are particularly relevant to their local operating conditions. In the coming year, we intend to focus on piloting some of these technologies

and developing facility-level roadmaps for future implementation.

Here are a few examples of how we aim to get there:

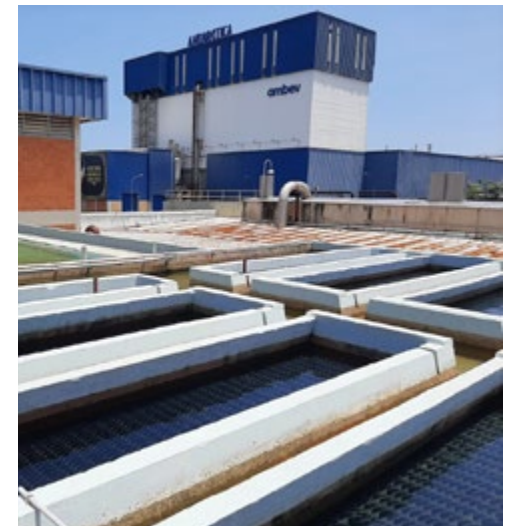
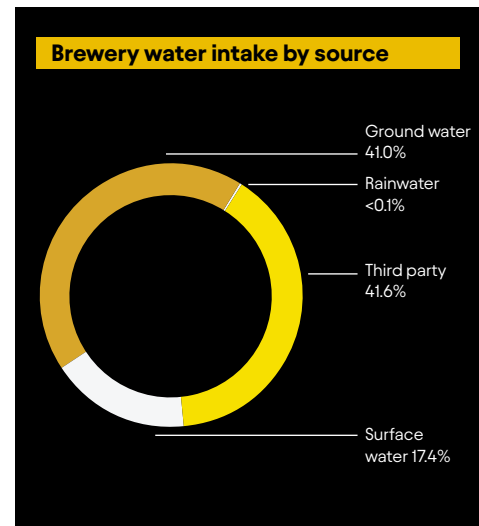
#### Making reverse osmosis even more water efficient

Reverse osmosis is an energy-efficient desalination technology used to pretreat water for use in beverage production, including beer brewing. Currently, we use reverse osmosis technology at nearly 80 of our facilities around the world, with some facilities having more than one reverse osmosis installation. The current average water recovery capacity of these installations is approximately 80%, but new and emerging reverse osmosis technologies have the potential for up to 95% water recovery or more.

At our brewery in Baoding, China, we are already implementing initiatives to improve our water use efficiency through effluent treatment and reuse. In

2021, we installed a treatment system that enables us to recover and treat a type of effluent called brine that typically is rejected and not reused. The new system treats the recovered water to local drinking water quality standards, allowing it to be reused for processes inside the brewery, saving an estimated 0.1 hl/hl per year.

In 2021, we partnered with the University of Louvain la Neuve in Belgium to evaluate technologies for further optimizing reverse osmosis. This will enable us to enhance our facilities' water recovery capacity and improve our water use efficiency even further. The project reviewed four promising reverse osmosis technologies available on the market today, quantifying the estimated water savings potential of each and estimating expected cost savings from the reduced water consumption. The project concluded that investment in improved reverse osmosis technology could lead to both significant water savings and cost reductions.



### Turning brewing leftovers into sustainable irrigation methods

SAB is working with Rhodes University, the Nature Resource Management Programme and other partners on creating an innovative artificial wetland at an SAB brewery. The project treats the local brewery effluent and uses the water and nutrients to irrigate a sustainable crop of spinach for the local community.

The project began 13 years ago, when SAB partnered with others to develop a fully green biological treatment solution for wastewater and other leftovers from the beer-brewing process. Now SAB is taking its commitment one step further with the development of a 2,000 m<sup>2</sup> commercial drip system for a local grower of spinach. The new crops are irrigated using the treated wastewater, which has enough nutrients to eliminate the need for additional fertilizers and water usage. Plus, the spinach beds reduce the nutrient concentration enough that about 90% of the water can be recovered and reused in the brewery.

These projects aim to reduce water consumption at the site by 350,000 liters per day. This effort is

part of several agricultural capital investments being made by SAB in partnership with local start-up TaylorMade Water Solutions. In addition to supporting the construction of the raised beds described above, SAB also offered technical and business coaching help to TaylorMade Water Solutions through its Supplier Development Program.

### Partnerships and multi-stakeholder collaboration are critical for scaling impact

Given the scale and complexity of the water challenges facing our communities, we know we cannot do this work alone. We continue to serve as a co-founding member of the Water Resilience Coalition, an industry-driven, CEO-led initiative of the UN Global Compact that aims to elevate global water stress to the top of the corporate agenda and preserve the world's freshwater resources through collective action in water-stressed basins. We also continued our engagement as a global corporate member of the 2030 Water Resources Group, a multi-stakeholder water partnership

based at the World Bank with local implementation partners in priority markets for our business, such as Peru and South Africa.

We also know that we can scale our impact even further when we engage our consumers through our brands. Our global brand Stella Artois continued its partnership with Water.org to help provide millions of people in the developing world with access to safe water. Since the partnership began in 2015, Stella Artois has supported Water.org in providing access to safe water to more than 3.6 million people through direct donations and the sale of special-edition chalices, packs and pours.

Finally, this year we signed agreements for the next phase of partnership with both The Nature Conservancy (TNC) and the WWF to continue our watershed work together, focused on investing financial and technical resources in efforts such as nature-based solutions, improved water infrastructure and enhanced governance capacity. In addition, we worked with both of these partners to develop thought leadership resources for companies and stakeholders to use in their own water stewardship efforts. With TNC, we published a guide for measuring and evaluating the impact of corporate watershed projects, breaking the process down into five steps: defining objectives, developing performance indicators and metrics, planning data collection, analyzing and evaluating the data, and reporting and communicating to stakeholders. The guide is intended to help in demystifying the measurement and evaluation process and help practitioners engage their project partners early on to develop and implement a measurement and evaluation plan that is robust, but also targeted and cost effective.



#### Check out the report on Measuring and Evaluating the Impact of Corporate Watershed Projects >

During the UN Climate Change Conference (COP26), we joined WWF in publishing Waterways to Resilience, a report demonstrating how nature-based solutions can play a critical role in addressing water challenges and supporting climate adaptation and resilience more broadly. The report focuses on evidence, from Africa and globally, on the potential of nature-based solutions to address five key water challenges: water scarcity, degradation of water quality, flood risk, stormwater and urban floods, and coastal erosion and floods. It also provides recommendations for getting investment in nature-based solutions to scale.

#### Learn more about the Waterways to Resilience report >



# Sustainable Agriculture

SDGs: 1, 2, 5, 8, 13, 15 | GRI: 102-4, 102-6, 304-2

We depend on high-quality agricultural crops from thriving communities and healthy ecosystems to brew our beers. We see the increasing impact from climate change in our sourcing regions, which is why we work to build resilience through crop management, improved varieties and risk mitigation tools. We also explore how agriculture can reduce GHG emissions, protect watersheds and improve biodiversity. Beyond the environmental aspect, we know the impacts of climate change in agriculture are closely linked with the social and economic challenges farmers face across the globe. The success of farmers and the health of our sourcing regions are critical to ensuring the long-term viability of quality brewing crops, supporting thriving agricultural communities and contributing to a healthier environment.

## 2025 Smart Agriculture Goal

100% of our direct farmers will be Skilled, Connected and Financially Empowered by 2025

### Progress

>22,000

direct farmers in 2021

74%

farmers Skilled

65%

farmers Connected

69%

farmers Financially Empowered

Between 2020 and 2021, the relative number of Skilled farmers decreased by 2%, Connected increased by 8% and Financially Empowered increased by 9%. Though there was a relative decrease in Skilled farmers, the absolute number of Skilled farmers increased by more than 900, as the number of farmers in scope for our goal increased by nearly 8% to more than 22,000 farmers. The increase in scope was most pronounced in our Africa Zone, with more sorghum farmers in Zambia, Tanzania and Uganda. While COVID-19 pandemic restrictions continued to limit our ability to engage face-to-face with farmers, we leveraged socially distanced visits, digital tools and alternative approaches like radio broadcasts in smallholder farming communities to continue providing support to farmers. We also added our Ukraine barley program to the scope for our goal, increasing countries in scope to 14.

 For more information about our 2025 Smart Agriculture Goal >





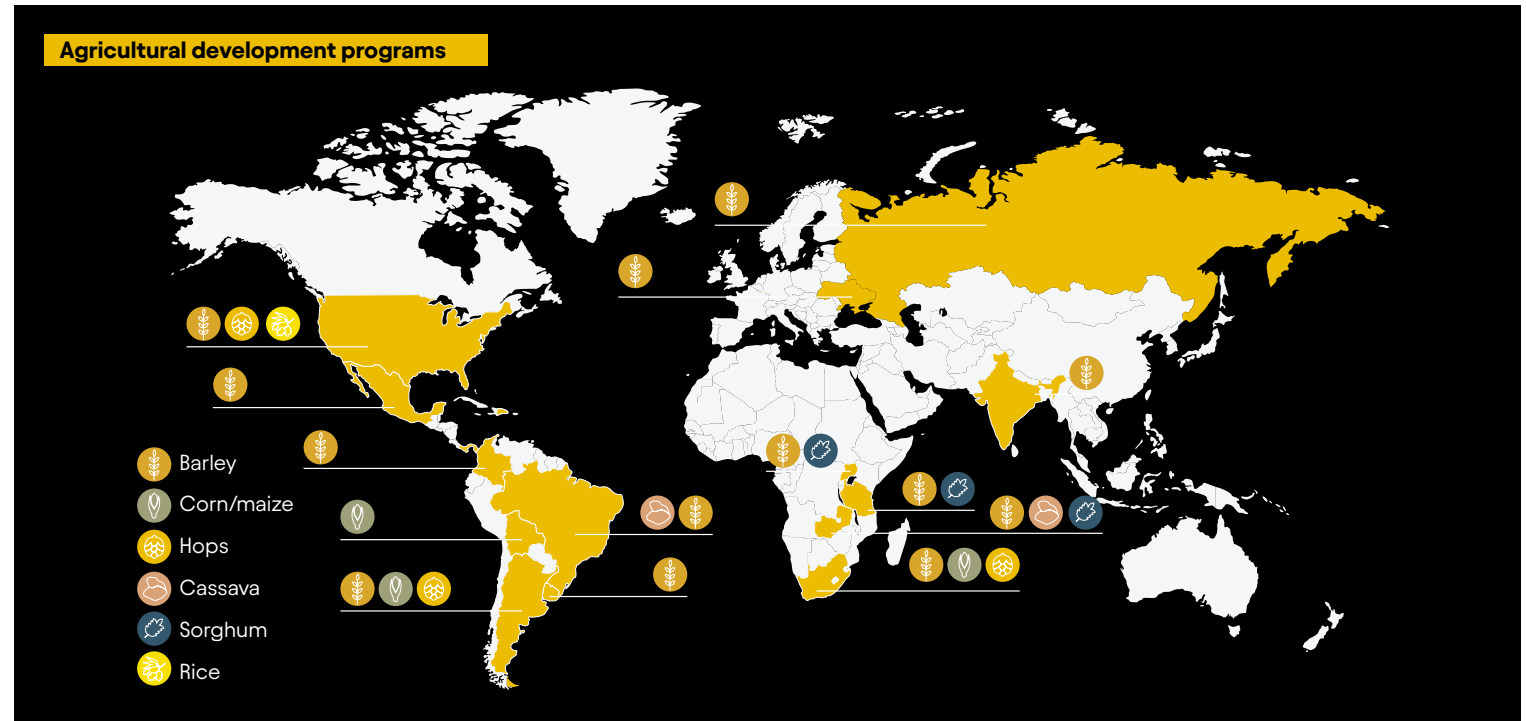
## Farmers are at the center of sustainable agriculture

We take a farmer-centric approach in supporting sustainable agriculture and leverage our direct, local connections to farmers through our agronomists and researchers on the ground. To build resilient agricultural supply chains, our initiatives address the environmental aspects of farming as well as the economic and social elements that are so closely linked.

### Advancing financial empowerment through financial literacy training

Financial literacy training is a critical enabler of financial empowerment for smallholder farmers in our supply chain. Improved knowledge of personal finances helps farmers better evaluate and leverage financial services to ensure their operations will continue well into the future. In 2021, we partnered with Rabobank's Rabo Partnerships to develop a financial literacy curriculum to help our teams and implementation partners train smallholder farmers in Tanzania, Uganda and Zambia. The curriculum includes modules on financial literacy basics, savings, budgeting and record keeping, risk management and financial products and services.

As a part of the initiative, we piloted a farmer train-the-trainer program in Uganda along with Rabo Partnerships and the Agribusiness Development Centre, an organization dedicated to market and financial training for farmer organizations. Our team selected 20 lead farmers to participate in the program, which included training simulations, trainee assessments and engagement with financial services institutions. In turn, these farmers trained more than 680 of their peer farmers in their communities. In response to trainer feedback, we are now developing a visual



learning guide to facilitate future trainings. While each market requires a tailored approach and content, we plan to continue to harness the energy and expertise of lead farmers to scale training.

### Working closely with farmers to develop solutions

Our ability to advance sustainable agriculture is only possible through our partnership with farmers. In 2020, we launched the Grower Advisory Panel in the US to strengthen our connection with farmers and help improve our supply chain. The Panel convenes more than 20 farmers who

represent each of our crops and sourcing regions with members of our Zone and Global teams to engage on commercial, agronomic, sustainability, policy and consumer topics. In order to represent the perspectives of more farmers on these topics, the Panel established the Voice of the Grower survey in its first year, with response rates exceeding 40% in 2020 and 2021. In 2021, the Panel identified and aligned on priority areas to address, including collaborating on soil health and water stewardship opportunities, expanding the use of data to make crop decisions and continuing a focus on farm health and safety initiatives. Our team shares biannual newsletters with all

direct farmers to highlight Panel priority areas and accomplishments, and farmer members also serve as points of contact for their peers to extend the reach of the Panel. Given the insights from this Panel and the positive response from participating farmers, we will look to develop similar forums on a more global scale.

## Building resilience through regenerative practices is critical to the future of farming and nature

Globally, farming practices over the last century, compounded by the effects of climate change, have inadvertently weakened soil health, threatened water resources and exacerbated biodiversity loss. We are working in our agricultural supply chains to address these integrated issues using a collaborative systems approach to help improve soil health and farmer productivity, protect water resources and mitigate the impact of climate change for more resilient communities.

### Implementing our soil health framework

Empowering farmers to improve their soil health is a critical pillar of building long-term supply chain resilience. As a company that sources crops from a diverse network of farmers, we recognize there is no one-size-fits-all approach to improve soil health. We partnered with The Nature Conservancy (TNC) to develop a [framework for soil health](#) —an approach that is flexible across the spectrum of farm sizes, crops and regions from which we source.



In 2021, our researchers and agronomists worked through the framework to advance a common set of soil health principles that leverage locally relevant practices, building on existing initiatives and developing new ones. After benchmarking soil health practices in each sourcing region, our teams prioritized practices to advance based on their potential positive impact to farmers and our business.

We developed the local business case for each prioritized practice and determined the technical, financial and cultural support farmers would require to adopt new practices, the role our teams could play and the partnerships needed to succeed. Through existing initiatives such as improving soil analysis in India, providing evidence of soil health benefits on our model farm in South Africa and building a farmer peer-to-peer network in the US, our agronomy teams are helping farmers overcome barriers to adoption. Demonstrating soil health improvements is crucial for scaling new practices and technologies, which is why we are leveraging and expanding our internal technology platform, SmartBarley, to measure soil health impacts in both individual fields and across farming ecosystems to ultimately scale more sustainable practices across farming communities.

### Scaling regenerative practices to our indirect barley sourcing

Our ambition to achieve net zero across our value chain by 2040 is underpinned by natural solutions, which in agriculture include scaling regenerative practices to enrich soil health while sequestering carbon. Through our award-winning 100+ Accelerator program, we kicked off a pilot in France with Soil Capital, Boortmalt and Axereal to incentivize a cohort of barley farmers to adopt regenerative practices in exchange for quantified, certified carbon claims. By comparing farmers'

## 2025 Smart Agriculture Goal

**SKILLED**

**A Skilled farmer:**

- grows an approved variety
- has received a crop protocol for that variety
- has participated in two technical engagements annually with AB InBev agronomists or our partners

**CONNECTED**

**A Connected commercial farmer:**

- receives insights from SmartBarley or a similar platform

**A Connected smallholder farmer:**

- receives at least three digital communications during the year on market, weather or agronomic advice

**FINANCIALLY EMPOWERED**

**A Financially Empowered commercial farmer:**

- has access to cost sharing or risk mitigation tools

**A Financially Empowered smallholder farmer:**

- receives financial training annually and has access to appropriate financial tools

**LOCAL IMPACT**

**Skilled, Connected and Financially Empowered define the way we work with farmers to build resilient supply chains**

- Environmental impact: GHG reduction, water, soil health, biodiversity
- Economic impact: farmer profitability & productivity
- Social impact: women & youth empowerment, on-farm health & safety, dignified work

whole farm- and crop-level carbon performance during their baseline year (2020) and after their first year, we will gain insights on ways to improve the carbon footprint of barley and how these practices could be scaled. The pilot will also help hone our approach to collaborating with third-party suppliers as we work to scale our sustainable agriculture efforts to indirect sourcing programs.

### Mapping biodiversity action areas

Biodiversity provides essential genetic diversity and meaningful ecosystem services for

agriculture. Alleviating pressures related to pollution, climate change, natural resource use, land use change and invasive species is critical to protecting and enhancing biodiversity in our sourcing regions. In 2021, we partnered with TNC to map priority areas for biodiversity action by overlaying global environmental data sets with our direct sourcing regions to identify the density and coexistence of biodiversity pressures.

Building on their relationship with farmers and knowledge of the local context, our agronomy



teams have begun to develop both broad and targeted plans to drive impact, including mitigation practices, farmer resources and local partnerships. Already, our Mexico agronomy team has developed a program to promote the use of a native cactus species as a functional field buffer that reduces soil loss and the sedimentation of nearby water bodies and provides farmers with opportunities for additional income. In 2022, we expect to continue to hone our mapping approach using new data sets as well as to extend our approach to our indirect sourcing regions.

## Technology is a key enabler of sustainable agriculture

From advanced analytics and timely access to information, to more resilient seed varieties, scaling innovation in agriculture will help enable farmers across geographies and cropping systems to better adapt to changing markets and environments of the future.

### Building digital tools to support in-field decisions

Our agronomists use our internal platform SmartBarley to help farmers improve productivity through data and analytics. In 2020, we further improved this platform for our teams by integrating platform capabilities with our technology partner Sentera. Our partnership helps improve farmer advisory through real-time analytics and insights on their FieldAgent platform, which integrates with field data collected through SmartBarley. This tool helps agronomists monitor farmers' fields throughout the season and provide timely advice during critical periods. In 2021, a historic drought plagued much of the Upper Midwest region of the US. Our agronomists used satellite imagery in FieldAgent to help detect crop stress and recommend farmers' next steps in the face of the drought. With climate change and increasingly volatile weather events, this information is critical to building resilient supply chains in our local growing regions.

The technology was especially helpful as our agronomists worked to support farmers during the pandemic. The satellite imagery and weather data provided through FieldAgent enabled our agronomists to continue providing scouting support remotely, as the pandemic limited our teams' ability to be in the fields alongside farmers, enhancing adoption of the tool. To further strengthen the relationship between farmers and our agronomists, we are giving farmers direct access to FieldAgent as a trial. The shared tool will connect remote sensing and in-field advising, helping create a common language for agronomists and farmers through shared information.

We also are working with Sentera to develop predictive analytics that will give us early indications of barley yield and quality. In 2021, we used data from the United States, Uruguay and Russia to validate these analytics, which proved to be approximately 80% accurate at predicting yield ahead of harvest. Anticipating potential supply disruptions will help us better advise farmers as well as balance crop inventories across our operations.

### Developing resilient crop varieties for the future

Using traditional breeding methods alone to develop crop varieties that are optimized for agronomic and brewing performance requires years of testing. Our breeding pipeline for a single variety is about ten years from start to finish. With changing market and climate conditions, we are under increased pressure to speed the development of crop varieties to help ensure our priority crops remain competitive for farmers.

We are partnering with Computomics to use their predictive analytics capabilities alongside our traditional breeding methods to refine and accelerate our process for barley variety

development. Together, we are using artificial intelligence and machine learning to analyze complex data sets, including genetics, yield, malting quality, environment and climate. By modeling the potential of different barley traits across various environmental scenarios, we expect that we will be able to choose high-potential material for future field and brewing evaluations and move more quickly toward the release of new varieties. Early indications from our work in 2021 suggest a 50% or greater increase in the rate of improvement is possible for key variety traits, including yield.

As we anticipate future resource constraints, we believe this method of pairing data analytics with traditional breeding methods will allow us to model traits such as drought stress response, leading to the development of more resilient varieties. Continuing to scale the implementation of this approach across our sourcing regions will help our varieties support a reliable, quality supply of barley to brew our beers today and in the future.

**"It is important that the food and beverage sector make meaningful progress to reduce its impact on biodiversity. AB InBev has shown leadership by seeking to understand and mitigate the impact of its direct agricultural ingredient sourcing on biodiversity, developing a novel approach that we hope will push the sector to make progress faster."**

**- Michael Wironen, Ph.D. – Senior Scientist, Agriculture & Food Systems at The Nature Conservancy**



# Circular Packaging

SDGs: 1, 5, 8, 12, 13, 14 | GRI: 301-2, 306-1, 306-2, 306-4

As the world faces increasing resource scarcity, taking a circular approach to packaging and improving the materials we use has the potential to deliver long-term financial benefits, provide our business with long-term packaging supply security and help eliminate waste. Packaging alone is accountable for almost 38.1% of our GHG emissions, further underscoring the importance of this commitment to our business and our efforts to address climate change. To achieve our goal, we take an approach of reducing packaging and the need for virgin materials where possible, increasing recycled content, identifying opportunities to recycle materials and promoting the recovery and reuse of packaging in its original form.

## 2025 Circular Packaging Goal

100% of our products will be in packaging that is returnable or made from majority recycled content by 2025

### Progress

36.4%

volume in returnable packaging in 2021

43.8%

recycled content in glass

55.6%

recycled content in cans

20.0%

recycled content in PET

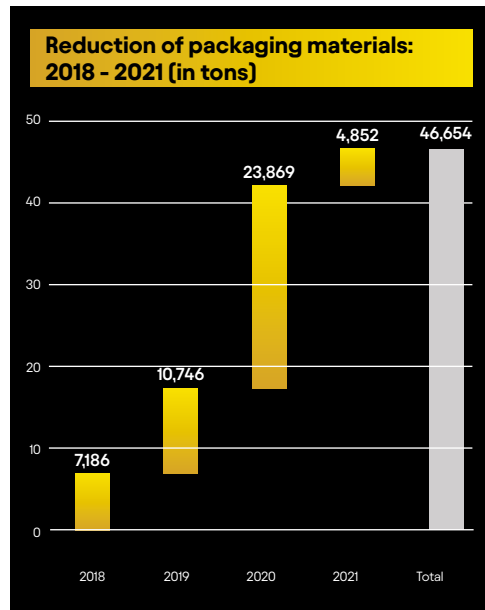
Recycling supply chains were slow to recover in 2021, and COVID-19 continued to impact our packaging mix and collection in many markets. A shortage of recycled content in the market necessitated the use of either more virgin materials or materials with lower recycled content, resulting in a decrease of the recycled content percentage in some of our packaging categories. These events have reinforced for us the importance of circularity and the local economy to our business, and in 2021, we worked to develop new local recycling supply chains by investing in collection systems and by working with partners to increase local recycling capacity.

 [For more information about our 2025 Circular Packaging Goal >](#)



## Innovation is key in developing sustainable, circular packaging

We are leveraging our packaging design and brand innovation capabilities to rethink our packaging and distribution models, working closely with our Global Innovation and Technology Center in Leuven, Belgium, to assess, develop and implement sustainable packaging technologies. We have defined clear priorities with our development teams as they search for ways to reduce (lightweight), reuse, recycle and rethink our packaging materials. To help guide this work, we have developed and integrated sustainability tools to use throughout the different stages of our packaging innovation process. One of these tools is the Eco-Scorecard, developed jointly with the Instituto de Embalagens in Brazil. This tool combines



metrics such as reduction of packaging materials, country recycling rates, recycled content of the packaging and local carbon emissions factors into a single scorecard so that we can easily compare across different packaging types to guide our innovation decisions.

Here are a few examples of our packaging innovations:

### The world's lightest longneck beer bottle

In June, we announced the development of a scalable solution to produce the world's lightest longneck beer bottle. The technology reduces a bottle's weight from 180 to 150 grams, a change that cuts CO<sub>2</sub>e emissions by 17% per bottle. If used on a year's worth of glass production for our brands in Europe, it would be the equivalent reduction in CO<sub>2</sub> emissions as taking 40,000 cars off the road annually.

Developed by our Global Innovation and Technology Center team in collaboration with our suppliers, the innovation features new coatings and state-of-the-art technologies to ensure strength and quality. We are now exploring how to roll out the new bottle in Europe, initially as one-way bottles. The next challenge for our innovation team will be to develop technologies to lightweight returnable bottles—which have a lower environmental footprint due to the bottles being reused several times—as these bottles will need to survive many cycles.

### Turning barley "leftovers" into sustainable packaging

In March, Corona introduced a six-pack carton using renewable, recyclable paper made from barley straw—a material left over after barley grain is harvested for the brewing process. Compared to traditional pulping processes, the new technology uses 90% less water in its production than the traditional virgin wood process, along with less energy and fewer harsh chemicals, and it can be

recycled like any other paper. As we look to the future, there are many non-wood materials that may be suitable for pulping, which can create an opportunity for farmers to get more value from their fields while removing the pressure on our forests.

## Investing in local recycling systems is a critical enabler to scale circular packaging

Whether it is recouping returnable glass bottles or enabling recycling of one-way packaging, we believe that bringing sustainable, convenient solutions for packaging recovery and recycling are critical to achieving our circular packaging ambitions and building resilient packaging supply chains. Here are a few examples of how we are working to promote the return of our products for reuse or recycling:

### Recovering glass bottles to lessen our footprint

Approximately 34.6% of our global volume is sold in returnable glass bottles, which are nearly five times less carbon-intensive when compared to one-way bottles. The majority of our bottles can be used up to 15 times, and some can be used up to 100 times. This year in Mexico, we launched Rebounce, a glass bottle recovery project that generates recovery chains and rescues glass bottles that are lost in the market. In 2021, the initiative recouped more than 120 million glass bottles. These recovered bottles were destined for single-use and instead are being refilled with beer for a more sustainable, returnable packaging.

By working with 58 collectors in the country and opening eight warehouses where recovered bottles are sorted and washed, the initiative creates jobs in the local economy.



**"Corona is setting a high bar for the industry. Their ongoing product redesign efforts will progressively eliminate the plastic they don't need, and their investment in Mexico Recicla goes well beyond what is required to address their current plastic footprint, the plastic lost to nature. We congratulate Corona for reducing plastic usage and strengthening collection and recycling infrastructure in Mexico, without which the vision of a circular economy would not be possible."**

**– Irene Hofmeijer – Senior Managing Consultant for Plastics at South Pole**

### Leveraging circular logistics to increase recycling of one-way packaging

For packaging that is not returnable—namely one-way glass bottles, aluminum cans and polyethylene terephthalate (PET) bottles—we are committed to reaching a minimum of 50% recycled content. By 2025 we aim to avoid the use of more than 1.3 million tons of virgin material per year, when compared to a 2017 baseline, by increasing the amount of recycled material used in our packaging. In Brazil, we are building new solutions that leverage our connection with retailers, consumers and collectors to bring more one-way packaging back into the recycling supply chain—improving the availability of recycled content available in the market.

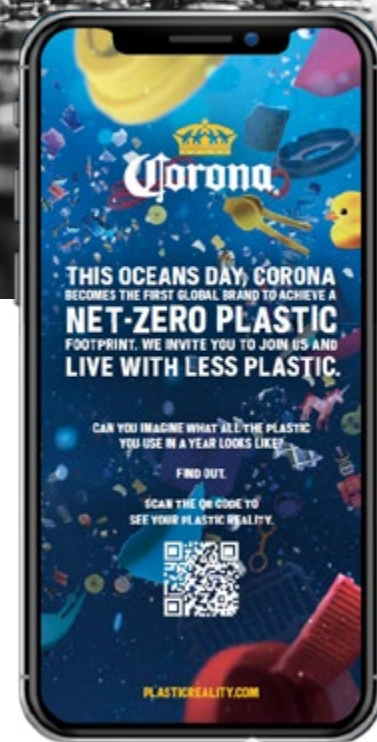
We are piloting programs with retailers where we provide recycling collection services to their stores and reward them with points for each bottle recycled, which can then be redeemed through our business-to-business platform BEES. To promote recycling with consumers, the team is focusing on bringing convenience

by working with several start-up partners that provide collection points near consumers' homes and offer incentives like cash-back benefits or redeemable points that can be used for things like public transportation, phone credit and electricity bills. There are also efforts underway to strengthen the ecosystem of recycling cooperatives and collectors to help address waste collection in certain regions while also fostering community development. These initiatives include the development of a model cooperative that will be used to train others and the implementation of digital tools that offer connection to individual collectors and provide them greater access to financial incentives.

### Brands can build awareness and engage consumers to think about their own packaging choices and recycling habits

In June, Corona became the first global beverage brand with a net zero plastic footprint. This means the brand recovers more plastic from the environment than it releases into the world. Achieving this milestone comes after an extensive external assessment of Corona's global operations against the 3RI Corporate Plastic Stewardship Guidelines by South Pole, a leading climate solutions provider. The brand also followed the Verra Plastic Waste Reduction Standard to calculate the impact of Corona's mitigation activities.

Corona's plastic mitigation strategy is holistic, first aiming to reduce its plastic usage where possible through product redesign efforts and then also removing plastic waste from nature. To address the plastic that could end up in the environment, Corona has made an investment in



Mexico Recicla, a Mexican recycling facility that recovers and recycles hard-to-recycle plastics. With this investment in the recycling center and its collection campaigns, Corona can physically recover an equal amount for every ton of plastic the brand uses, going beyond theoretical offsetting and plastic crediting. Additionally, Corona is redesigning the packaging of some of its key products to remove plastic rings in its export production.

To further engage stakeholders in this journey, Corona launched two programs this year. The first is the "Corona Plastic Free Challenge" in partnership with our 100+ Accelerator program, which engages passionate entrepreneurs from across the globe to help Corona find new ideas or technologies that can reduce or eliminate more plastic from the supply chain. The brand also launched the "Plastic Reality," an augmented reality experience that engages consumers on having a net zero plastic footprint. The tool allows people to see the annual plastic footprint of their own homes and invites them to take action on reducing their plastic waste.

Corona has a longstanding commitment to help protect the world's oceans and beaches from marine plastic pollution. Since 2017, Corona has worked in partnership with the organization Parley for the Oceans to protect the world's oceans and beaches from plastic pollution, taking on the challenge of protecting more than 100 islands through clean-ups, awareness campaigns and other initiatives.





# Ethics & Transparency

SDG: 1, 8, 10, 16 | GRI: 102-12, 102-17, 403-1, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 412-1, 412-2, 412-3, 413-1

**The Board of Directors and our leadership team are committed to promoting and maintaining the highest standards of ethical behavior and transparency. This guides everything that we do as an organization and serves as our foundation in creating a future with more cheers. We have created Ethics & Compliance Committees at local and global levels that are comprised of senior leaders who work with the Ethics & Compliance team to steer our programs.**

We have implemented internal codes, standards and global policies on a range of ethical issues, including anti-bribery and corruption, digital ethics, human rights and anti-discrimination. These codes, standards and policies are designed to guide and support our colleagues and business partners. We have also implemented platforms, such as the Compliance Channel, which allow colleagues to have direct contact with the Ethics & Compliance team to ask questions, access internal policies, request approvals related to certain compliance matters or access the Compliance Helpline to file a report. In 2021, we received more than 2,000 requests from colleagues through the platform.



## Ethical behavior is our foundation for building a company to last

Our Code of Business Conduct (COBC) sets out the ethical standards to which our colleagues around the world are expected to adhere and provides governance for interactions with third parties. It requires colleagues to comply with all laws, to disclose any relevant conflicts of interests, to act in the best interests of the company, and to conduct all dealings in an honest and ethical manner. It covers confidentiality of information, limits on gifts and entertainment, and the appropriate use of the company's property. The Code of Business Conduct includes the Global Anti-Corruption, Human Rights, Digital Ethics, Anti-Harassment and Anti-Discrimination and Conflict of Interest Policies, among others.

We launched new online trainings in 2021 that focused on topics such as anti-corruption, supply chain ethics, digital ethics, anti-money laundering and our COBC. We have structures in place, such as the Ethics & Compliance Helpline, to allow colleagues and third parties to speak up through a global whistleblowing system, which allows for concerns to be raised in a simple, secure, confidential and, if desired, anonymous manner. The Helpline is run by an independent company, and it is available 24 hours a day, seven days a week anywhere in the world. We monitor all complaints, which include discrimination and harassment, conflict of interest, fraud and other issues, and we investigate these complaints thoroughly.

Additionally, we are working to make the Ethics & Compliance Helpline also available for colleagues who want to recognize those who have set positive examples by living up to the highest ethical standards.

To further strengthen our commitment to behaving ethically, we use our award-winning compliance data analytics platform BrewRIGHT to aggregate, standardize and demonstrate trends and patterns to identify, detect and prevent fraud and corruption within our operations.

As BrewRIGHT continues its journey to improve platform adoption and proactive risk monitoring through machine learning, the program team introduced the BrewRIGHT Metrics in late 2020 to evaluate the effectiveness of the product and approximate operating compliance risk across several areas. These metrics cover the predicted compliance risk, algorithm effectiveness, system adoption and return on investment from the system.

BrewRIGHT continues to pave the way in how we are using legal technology and analytics to drive reputation, insights and intelligence within the Legal & Compliance function. BrewRIGHT in 2021 has been featured in white papers and publications including:

 **World Economic Forum White Paper: The Rise and Role of the Chief Integrity Officer: Leadership Imperatives in an ESG-Driven World >**

 **Coalition of Integrity: Using Machine Learning for Corruption and Compliance >**

 **Anti-Corruption Report: Can Companies Work Together to Prevent Corruption >**

We also created a forum called Compliance Open House that brings together the compliance community, including government officials and industry leaders, to foster open conversations on how to increase the use of technology. The initiative first started in 2019 and has continued with a mix of virtual, in-person and hybrid events four to five times a year with an average attendance of about 70 people at each event.

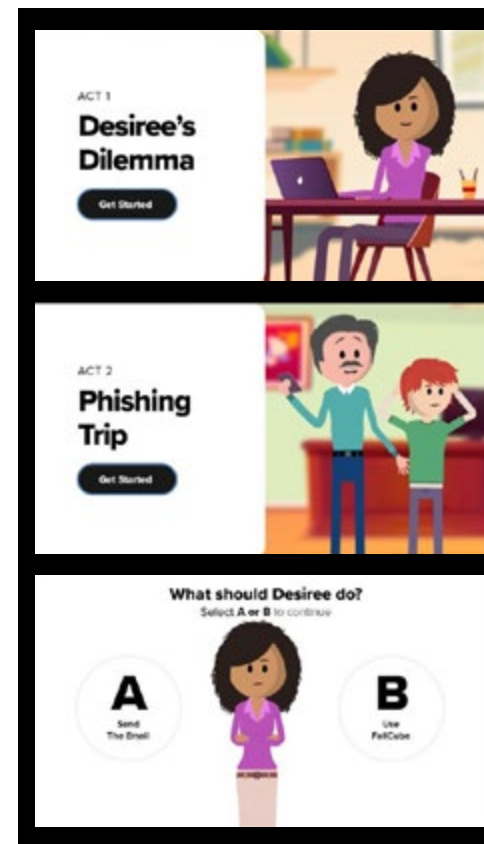
## Digital ethics is key to building trust with stakeholders

As digital transformation accelerates, we are strengthening our digital ethics initiatives to manage and protect data across our value chain in ways that go beyond data protection compliance. As a part of our digital ethics strategy, we have created five principle-based rules to simplify and disseminate digital ethics and cybersecurity awareness:

- Collect only necessary data;
- Use only as indicated;
- Protect and secure data;
- Keep only what is required;
- Be accountable.

With these principles in mind, we have created tailored trainings that reached approximately 2,000 colleagues across key business functions in 2021.

We are also looking beyond training to encourage digital ethics by design. To support our growing innovation agenda, we have implemented a digital risk management process that provides a streamlined and agile way to support our most innovative teams. It uses technology to better allocate resources and build expertise in products where legal support is key to enable agile innovation.



 **For more information on our global policies >**



## Respecting human rights is fundamental to creating healthy, thriving communities

We are committed to business practices that support and respect human rights and align with the UN Global Compact principles. Our approach to human rights is based on the United Nations Guiding Principles on Business and Human Rights (UNGPs) and is outlined in our Global Human Rights Policy, which was created through a process of internal and external stakeholder engagement and feedback. Our Global Human Rights Policy is based on international frameworks including the International Labour Organization (ILO) fundamental conventions. To cascade the principles of our Human Rights Policy throughout our value chain, we have developed a Global Responsible Sourcing Policy and Responsible Sourcing Principles for Farms. We have further embedded respect for human rights and relevant principles across our policy landscape through the following policies:

- Responsible Marketing and Communications Code
- Diversity and Inclusion Policy
- Global Anti-Harassment and Anti-Discrimination Policy
- Global Health and Safety Policy
- Global Whistleblower Policy

Our policies are shared with colleagues through internal communications channels, and we have created e-learning modules for human rights that are a part of our training curriculum for our colleagues. Our Responsible Sourcing Policy, Responsible Sourcing Principles for Farms and Responsible Marketing and Communications Code are communicated to our business partners during the contracting process and are included in our contract clauses.

In 2021, we created a global cross-functional Human Rights Steering Committee to provide greater visibility and collaboration on human rights topics. The Steering Committee provides strategic direction and enhances the level of visibility of our progress on human rights throughout the

business and value chain. It brings together leaders from our Supply and Procurement, Legal, Corporate Affairs, Sustainability, Security and People teams and is chaired by our Global Vice President for Corporate Affairs. This committee structure reflects our belief that human rights must be a shared focus across the business and should not be the responsibility of one function or Zone.

### Understanding human rights impacts through due diligence

Through the work of the Human Rights Steering Committee in 2021, we improved our visibility into the areas where our operations and value chain can impact human rights. We conducted a human rights risk assessment that helped us identify salient human rights issues and analyzed findings based on human rights due diligence processes, data from our grievance mechanism and input from stakeholders, including through NGO and union reports and bilateral engagements and projects. While we have identified key areas of focus that include living income, child labor and our sponsorship of global sporting events, we continue to work on human rights issues more broadly and build effective action plans with relevant functions to manage these risks. We will continue to engage with external stakeholders to improve our risk assessment process.

Building on work done in 2020, our teams in Africa focused on strengthening the regional governance of human rights issues in 2021. Leveraging the Africa Zone Compliance Committee, which is made up of Zone function leaders and chaired by our Africa Zone President, human rights leads are identified in each country and are formally appointed by the Committee. This seeks to empower country teams with a mandate from leadership to champion work on human rights issues. Issues and action plans are

then reviewed by the Committee, and progress is monitored on a quarterly basis. To support our leaders in their oversight of human rights issues, we worked with Shift, a leading human rights organization, to provide training on human rights and the expectations of business under the UN Guiding Principles on Business and Human Rights.

We also worked with partners in 2021 to conduct research in our Brazil, Zambia and Uganda sourcing regions. The results highlighted the interconnections between poverty and low incomes with negative human rights impacts related to farm safety, the role of children on farms and the continued impact of COVID-19 in farming communities. We are working to develop action plans around the findings. In partnership with the Sustainable Food Lab, we created a living





income assessment tool for farms and used the tool in 2021 to conduct living income research with smallholder farmers in our Uganda barley sourcing regions.

We ran an implementation pilot of our Social Impact in Circular Packaging Framework with our teams in Brazil and Mexico, supported by Oxfam Business Advisory Service. The aim is to identify potential vulnerable groups involved in our recycling supply chains, understand the issues that they potentially face and create impact roadmaps specific to the context of each program.

As part of our sponsorship of the FIFA 2022 World Cup in Qatar, we have sought the advice of multiple stakeholders, including human rights organizations and unions to help align our actions with the UNGPs and support FIFA's efforts to leave a positive legacy for workers in Qatar. As a result

of this engagement, we have introduced human rights clauses in our local supplier contracts and subcontracted supplier agreements. Each of our local suppliers will be subject to screening processes, and our own local team is receiving special training.

We support the decision by the Qatari authorities to introduce labor reforms, in partnership with the ILO, that have effectively dismantled the Kafala (or sponsorship) system, which restricted workers' ability to leave the country and change employers. Labor reforms have included the introduction of legislation on labor mobility, minimum wages and the establishment of joint worker-employer committees. We are also a founding Advisory Council member of the Centre for Sport and Human Rights, a Geneva-based NGO that is working to convene international sponsors, sports bodies, UN agencies, NGOs and others to leverage

a collective voice in support of further progress on human rights across the sports sector, including in host locations of major events.

In 2021, we also developed and launched a new supplier risk management process that integrates core risk areas including human rights and engaged suppliers representing over 30% of our global procurement spend. We understand that risks can emerge at any time during a relationship, so to improve our visibility of emerging issues in our supply chain, we have adopted the use of digital tools that monitor our key suppliers and flag potential human rights and labor-related issues. To support the implementation of our new risk management processes, we have enhanced our contract clauses around human rights, aligning them more closely with the UN Guiding Principles on Business and Human Rights and clarifying our expectations beyond first-tier suppliers. We require all suppliers and business partners to comply with our Responsible Sourcing Policy.

### **We take action to provide appropriate and effective remedy**

When, despite our best efforts and intent, human rights issues emerge in our value chain, we are committed to taking prompt action to provide effective remedy and to reviewing our processes to avoid recurrence. Our grievance mechanisms and reporting channels are available to all colleagues and business partners to raise human rights concerns or complaints, which supports our ability to identify and investigate potential human rights issues and to put in place relevant measures. In 2022, we plan to conduct a review and enhancement of our grievance mechanism to align it more closely with the expectations of the UN Guiding Principles on Business and Human Rights. Our Global Whistleblower Policy states our commitment to non-retaliation against those



who raise concerns or complaints through our grievance mechanisms and channels. We also cooperate in good faith with state-based judicial and non-judicial mechanisms, which we believe can be an important part of the remedy actions.

For example, since 2019 our team in India has worked in cooperation with the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tourism, Tobacco and Allied Workers' Associations (IUF) through voluntary participation in a mediation process held in compliance with guidelines from the Organisation for Economic Co-operation and Development (OECD). Following the successful mediation, an amicable resolution was achieved in 2020. During 2021, we continued to implement the agreed actions with oversight from an independent third party.

In August 2021, IUF contacted us regarding practices that they perceive as anti-union



behavior in our Latin American operations. We are committed to business practices that respect human rights and that align with international standards of responsible business conduct. We take the allegations very seriously, and for this reason, we are reviewing and cannot comment further until our review is complete.

In March 2021, we became aware of a government inspection carried out at a carrier of our distribution supply chain in Brazil, involving possible irregularities related to migrant workers' working conditions. Following the UN Guiding Principles on Business and Human Rights, our immediate response was to ensure the safety of the people possibly impacted, and we have continued to provide support. Due to the legal process currently underway, we are unable to share further details on the case. We created a multi-disciplinary team including colleagues from legal, logistics, procurement and sustainability to review current processes and identify opportunities to enhance our processes around human rights in our logistics operations in Brazil. This has led to the development and implementation of new due diligence approaches that leverage digital tools and in-person assessments. We have engaged 100% of our dedicated distribution suppliers and assessed 332 vendors through remote screening processes and have conducted in-person assessments at 36 vendors.

## Building a culture of health and safety is a core value

Building a future with more cheers starts within our own operations, which is why the health and safety of our colleagues is a core value of our company. We are training our colleagues to make the right choices for safety at all times, for themselves and for others. Whether brewing or delivering our products, operating machinery, driving for work in any vehicle or commuting, safety is important. We work vigorously to achieve high standards of health and safety in our offices, breweries, facilities and throughout our value chain by engaging teams to build an independent safety culture through trainings, workshops and coaching sessions. Safety metrics are cascaded and monitored globally through our supply and logistics safety management systems.

We regret to report six occupational fatalities, of which one occurred inside a plant, four relate to road safety and one was the result of a random criminal act against an employee while performing work off-site.

### We continue to pursue initiatives that further integrate safety into every aspect of our operations

We are integrating safety into every aspect of our operations and developing safety leaders throughout all levels of the organization. In 2021, we updated our Safety Management System to put more emphasis on frontline team engagement and ownership and have allocated resources for a Comprehensive Behavioral Safety Culture project to support these initiatives. Additionally, we have updated our incident reporting system to improve reporting, provide for thorough investigations of incidents and share lessons learned on the precursors and prevention of serious injuries and fatalities. We have also

## Workplace Safety Metrics

	2021	2020	2019	2018
<b>Lost Time Injuries (LTIs)</b>				
Supply Employees	41 <sup>Ⓐ</sup>	68 <sup>Ⓐ</sup>	98 <sup>Ⓐ</sup>	135 <sup>Ⓐ</sup>
Second-tier logistics/ Sales Employees	127 <sup>Ⓐ</sup>	125 <sup>Ⓐ</sup>	208 <sup>Ⓐ</sup>	318 <sup>Ⓐ</sup>
Contractors (All)	115	110	262	492
<b>Total Recordable Injuries (TRIs)</b>				
Supply Employees (Own)	241 <sup>Ⓐ</sup>	259 <sup>Ⓐ</sup>	315 <sup>Ⓐ</sup>	415 <sup>Ⓐ</sup>
Contractors (Supply)*	109			
Second-tier logistics/ Sales (Employees + Contractors)	694	729	1,177	1,116
<b>Fatalities**</b>				
Supply Employees	1 <sup>Ⓐ</sup>	0 <sup>Ⓐ</sup>	1 <sup>Ⓐ</sup>	1 <sup>Ⓐ</sup>
Second-tier logistics/ Sales Employees	3 <sup>Ⓐ</sup>	4 <sup>Ⓐ</sup>	1 <sup>Ⓐ</sup>	4 <sup>Ⓐ</sup>
Contractors (All)	2 <sup>Ⓐ</sup>	3 <sup>Ⓐ</sup>	5 <sup>Ⓐ</sup>	9 <sup>Ⓐ</sup>

improved our high-risk prevention programs with lessons learned from past injuries and near misses as well as the use of new preventive technologies.

In 2021, we continued integrating the use of smart technology to further support a culture of safety by piloting AI-driven safety monitoring to detect certain safety behaviors in our operations, scaling forklift-pedestrian collision prevention technologies and fatigue detection in trucks in our Middle America and South America Zones. We also are leveraging telemetry data to manage and correct behavior in our fleets. Further, we are working in high-risk areas to reduce the risk of violent assault by focusing on efforts like going cashless in our tier-two distribution channels, active monitoring of all vehicles in high-risk areas and implementation of a violence prevention toolkit.

### Ⓐ Assured metric

Please refer to External Assurance Report on page 94.

Employees of ZX Ventures, our global investment and innovation team (approximately 300 FTE worldwide), are not included in the end of year incident data.

\*Data only reported as of 2021, as internal controls regarding the reporting of supply contractor TRIs (MDI & MTI) were not yet sufficiently implemented in prior years, resulting in lower data quality and robustness.

\*\*Fatalities data do not include commuting- and community-related fatalities as per AB InBev's reporting definitions. The table also does not include road fatalities of contractors who are fully managed by the contracted firm/company.

### Lost Time Injuries (LTIs)

Occupational injury resulting in more than one-day absence from work.

### Total Recordable Injuries

LTIs + modified duty injuries + medical treatment injuries.

### Supply Employees

Brewery and manufacturing facility employees, including first-tier logistics.

### Second-tier logistics/Sales Employees

Second-tier logistics, sales, Zone and global corporate employees.

### Commuting Fatality

An incident that occurs while coming to work or going homes, resulting in a fatality to our employee(s).

### Community Fatalities

Fatalities that occur to people outside of our operation in the course of doing business.







## Examples of Zone safety initiatives

### Asia Pacific

In 2021, 12 of our breweries in China and one brewery in Korea received recognition from local government safety authorities for excellent safety management and results. To improve the visibility of safety process indicators and empower frontline colleagues, our team in APAC kicked off the implementation of a digital safety transformation (DST) system that standardizes safety management processes, improves reporting for process control and facilitates safety risk assessments. The DST system generates two types of indicators: 1) an individual safety code for the employee that provides parameters such as safety knowledge, safety monitoring and hazard reporting and 2) a risk map that gives an indication of the current risk to the individual

based on the activity they are undertaking as well as the equipment and safety procedures that should be used in that situation to avoid potential hazards. The system rewards colleagues for their participation in safety management through a system of points and medals. The system also features a multi-dimensional dashboard that provides visibility to the brewery and the broader APAC team of the current on-site safety status. This year the DST system collected nearly 150,000 data points per day in China, helping the breweries focus on the opportunities to improve safety management.

### North America

Our colleagues at the Labatt St. John's brewery in Canada marked a major milestone in October, surpassing ten years without a Lost Time Injury (LTI), which is an occupational injury resulting in

more than a one-day absence from work. The brewery currently holds the record for the longest time without an LTI across all of our breweries in North America. Our Environmental Health and Safety Manager in the brewery, David Johnson, credits a very active Joint Occupational Health and Safety Committee, a safety charter and hazard identification and mitigation as some of the reasons for the lengthy safety record. The accomplishment also was recognized by the city with a letter from the mayor and the province with a statement in the House of Assembly.

### South America

In 2021, our Supply team in South America developed several initiatives to support the implementation of Global and Zone safety strategies and to further build a culture of

safety excellence. This included a Contractor Safety Squad, a dedicated team implementing agile methodology, focused on improving the way the Zone manages the safety of service providers and contractors. Their work resulted in an approximately 80% decrease in contractor recordable injuries when comparing Q4 with Q1 reports. Another key initiative is the Safety Summer Cup, which is a competition among the Zone facilities that focuses on leading safety process indicators with the aim of promoting individual ownership of safety. The Zone also undertook a thorough assessment of their safety communication, resulting in a new way of connecting to all stakeholders by leveraging tools like social media, recognition programs and targeted safety campaigns.





# Entrepreneurship

SDGs: 1, 4, 5 | GRI: 413-1

**Small- and medium-sized businesses play a critical role in the economic development of communities by generating employment, providing vital services and contributing toward innovation. In this regard, beer is a formidable engine of economic growth, and we seek to strengthen the small businesses in our value chain through our programs with smallholder farmers, suppliers, retailers and recycling collectors. We know that to sustain our business and build inclusive, thriving communities, we have a role to play in supporting their development and growth by providing skills training, mentorship, opportunities to scale and access to needed resources like digital tools, financing and other critical inputs.**

## **The digital transformation of small- and medium-sized businesses scales impact**

Many small- and medium-sized businesses lack access to digital capabilities that support productivity and efficiency. As a global company with strong local connections, we can use our reach to accelerate the digital transformation for the small- and medium-sized businesses across our value chain.

Globally, we work with over six million retailers and understand the challenges that many small businesses face in accessing financial services, business skills development and the inputs needed to maintain and upgrade stores. Our business-to-business BEES platform is bringing the power of digital to small- and medium-sized retailers. Today, there are more than 2.5 million active users across 16 countries using BEES every month, and the impact of the platform goes beyond business development, providing support to the communities BEES serves.



To expand the reach and impact of the BEES platform, we have also created the program BEES Together, which aims to create sustainable growth through digital inclusion, empower our customers and promote digital and financial literacy. In the Dominican Republic, the Mi Negocio program has provided over 30,000 customers with access to business leadership tutorials through the BEES platform in the form of videos, podcasts and articles written by industry experts. In Colombia, our Emprendedoras program, aimed at empowering women, has helped support more than 25,000 women since 2017 and is now partnering with BEES to continue training these women on how to improve their businesses. In Brazil, our social impact business program Diverssa fosters entrepreneurship among women through learning sessions that promote digital education content and open dialogue with women retailers. Going forward, BEES Together will work with many value streams across BEES to integrate social impact into the platform's core

offerings with the launch of three pillars—BEE Bold, BEE Good, BEE Invested—that build upon existing initiatives and leverage our relationship with retailers.

BEES Together is also working with retailers to help support the local communities in which they serve. In December, BEES Together partnered with a local Brazilian NGO called Fome de Açãõ to deliver food baskets in the northeast region of Brazil. During the campaign, every retailer in Brazil had the opportunity to redeem their rewards points, earned by completing purchases and challenges in the BEES app, in exchange for a product to then donate to an eligible family in the region. Through this campaign, more than 6,300 families received food baskets to make Christmas dinner.

 [Learn more about our BEES platform >](#)

 [Learn more about how we are supporting small business with digital solutions >](#)

## Empowering women entrepreneurs is good for communities and for business

We are working to empower women entrepreneurs across our value chain. Women play a vital role in driving local economic development, and yet, in many communities across the globe, they lack access to the training, tools and finance needed to grow their businesses.

In Mexico, we are providing ongoing support and resources to retail owners of Modeloramas—small, family-run stores with strong connections to their neighborhoods and communities. Modelorama owners receive marketing support, priority access to popular products, preferred pricing and cold beers from subzero coolers. We also help owners grow their businesses through training and coaching. For example, the local team is partnering with Z-Tech, our technology and innovation hub, to offer credit lines, as well as loans for women applying to open a new Modelorama.

After seeing the success of this women-led franchise model in Mexico, we adopted a similar approach in Bolivia with TiendasYa!—a retail chain backed by ZX Ventures and supported with our direct-to-consumer e-commerce solutions. Through a joint initiative with TiendasYa!, our local beer brand Paceaña and the Pro Mujer IFD Foundation, the initiative is creating a pathway for women to become financially independent. As part of the initiative, the Pro Mujer IFD Foundation, with financial support from our local brand Paceaña, offers store owners single signature loans, access to credit and personalized help from expert advisors in microfinance. Now with more than 100 stores in five states, the goal is to have 60% of TiendasYa! stores in Bolivia operated by women by the end of 2022.



In Peru, we developed “Escuela Tienda Cerca” (ETC), a virtual training platform for small retailers to strengthen their management, leadership and sales skills to help adapt their businesses to the COVID-19 pandemic. Within the ETC platform, entrepreneurs can access educational videos and live [online trainings through Zoom](#) and [YouTube](#). These trainings cover topics like finance, digitalization, biosecurity, sales strategy, responsible sales and waste management. In 2021, we trained over 6,000 small retailers, of which more than 4,300 were women, accumulating more than 12,000 hours of training and reaching 12 cities.

 [For more details on our work with women retailers >](#)


 [For more details on our work with women farmers >](#)





### Our 100+ Accelerator: Identifying and partnering with start-ups creating a more sustainable future today

Creating a future with more cheers requires innovation and collaboration. We launched the 100+ Accelerator program in 2018 to collaborate with entrepreneurs, innovators, engineers and scientists on some of the world's most pressing challenges. In early 2021, we welcomed The Coca-Cola Company, Colgate-Palmolive Company and Unilever as official program sponsors to help identify key shared sustainability challenges and to scale breakthrough technologies. In September 2021, we announced our third cohort with 35 start-ups that will be implementing solutions in over 20 countries. Seventeen of the start-ups are women-founded, and ten are joint pilots with our corporate partners. Collectively, the 100+ Accelerator and its start-ups are contributing to each of the 17 UN SDGs.

 Learn more about the 100+ Accelerator third cohort >

**"The 100+ Accelerator played a transformational role in our technology validation and business trajectory. By unlocking an opportunity to pilot our solution with a company like AB InBev, we were able to build a more compatible and sustainable solution to existing value chains. Our plant-powered alternatives to plastics will be launching for the first time with AB InBev and have since sparked additional interest from more than 50 other CPGs, brands and manufacturers globally. Thanks to the 100+ Accelerator, we are now one step closer to making all single-use plastics plant powered for our planet."**

**- Nuha Siddiqui – CEO, Erthos**

### Capacity building and market linkages help sustain growth

Small businesses can sometimes struggle to access and operate in global value chains. By leveraging our scale, internal expertise and local connection, we can support the development of small- and medium-sized businesses to become long-term partners.

#### Strengthening markets for local crops

Our Smart Affordability strategy focuses on local sourcing to produce our beers with alternative starch sources. In countries across Africa and Latin America, we are creating formal markets and new sources of income for crops like cassava and sorghum that have historically been grown as subsistence crops.

In Brazil, Ambev joined with community organizations and governments in 2018 to build local farm networks in four states suffering from high unemployment. The project has injected more than 1.25 million USD into the local economy and is creating jobs and improving local agriculture. Thousands of workers now help grow cassava, a tuberous root native to the area, for four beer brands, each brewed and sold by Ambev within its respective state. The Nossa beer brand is made in Pernambuco, Legítima in Ceará, Magnífica in Maranhão and Esmera in Goiás.

Our team in Colombia launched the brand Nativa in 2021, Bavaria's first beer made with cassava grown along the country's Caribbean Coast by farmers from the departments of Córdoba and Sucre. Its production connects small- and medium-sized cassava farmers to the region's local value chain. In its first year, the project reached more than 200 farmers and is expected to expand across Córdoba and Sucre over the next two years.



In Ecuador, our team at Cervecería Nacional continued to improve the production of local crops through Siembra por Contrato, a program launched in 2020 through the brand Nuestra Siembra and supported by the national government. The program connects barley, rice and corn farmers with training, technology and access to credit for inputs to grow quality crops for local beer production. In 2021, our team delivered new machinery to barley farmers to help improve productivity and profitability. So far, the program has reached 11 provinces.

For more information on our work with smallholder farmers, please see the Sustainable Agriculture section on pages 31–34 of this report.

#### Supporting growth of local suppliers

We have designed supplier development programs to support large, medium and small businesses in our supply chain. These programs have been adapted to the local context and needs, leveraging the tools we use in our own operations to support improvements in productivity and efficiency at scale.

In Mexico, our team has created a supplier development platform that is centered around providing skills training and knowledge sharing, supporting growth and development and strengthening supplier relationships. The modules

are provided through an online virtual academy that covers financial management, marketing, human resource management and operational leadership. In 2021, 315 suppliers graduated from the program. The team also hosted a series of in-depth webinars, as part of its Seminar PyME-nar initiative, to 1,150 people, offering deeper insights and support to suppliers.

In addition to providing support to suppliers, the team also looks to engage potential suppliers in the communities where we operate. In 2021, two supplier events were hosted at our Zacatecas and Hidalgo breweries to introduce new suppliers to our company and to give our procurement teams an opportunity to learn more about the products and services offered locally. In Hidalgo, the event was held with support by the local government.





# Diversity & Inclusion

SDGs: 5, 10 | GRI: 102-8, 404-2, 405-1, 405-2

**Our company must be an inclusive and diverse workplace where everyone feels they belong regardless of their personal characteristics or social identities. Our greatest strength is our people, and we support the opportunity for every individual to excel. We work to continue fostering an inclusive workplace so that everyone can succeed in our business.**

To deliver on our firm and unwavering commitment to meritocracy, an equitable, diverse and inclusive culture is essential. Our D&I strategy focuses on creating a future with more cheers through our people, workplace, marketplace, value chain and communities, because a diverse company is critical to connecting with consumers and driving business performance and innovation.

**We are proud to report that we saw a 1pp increase (87%) from 2020 in the D&I Index of our annual employee engagement survey.**

**Overall, we saw a 4pp increase (88%) in our Employee Engagement Index from 2020 with a 94% participation rate globally**



## Select demographic metrics

	2021	2020	2019	2018	2017
Number of nationalities represented in our overall workforce	125	121	123	122	122
Number of nationalities represented in our global headquarters	64	54	55	54	48
Percent of women in our overall workforce	21%	19%	19%	18%	18%
Percent of women in our salaried workforce	34%	32%	31%	30%	30%
Percent of women among our top five leadership levels	26%	24%	22%	20%	19%
Percent of women among our top three leadership levels	14%	14%	12%	11%	10%
Percent change in D&I index in annual employee engagement survey	1pp	2pp	0pp	1pp	NA

## Global Management Trainee (GMT) Program

GMT % Female	2021	2020	2019	2018
Total	58%	52%	45%	47%
Active	58%	51%	46%	49%

GMT # Nationalities	2021	2020	2019	2018
Total	34	29	35	34
Active	34	27	30	30

 [Learn more about our GMT Program >](#)

## Global MBA (GMBA) Program

GMBA % Female	2021	2020	2019	2018
Total	54%	52%	38%	52%
Active	54%	48%	36%	67%

GMBA # Nationalities	2021	2020	2019	2018
Total	10	11	10	11
Active	10	11	9	5

 [Learn more about our GMBA Program >](#)

## We strive to be an inclusive workplace with equal opportunity

Everyone at our company should feel comfortable, confident and respected to bring their authentic selves to work every day. Toward that end, in 2021, our Middle America and South America Zones updated their benefits to support transgender colleagues through name changes.

We are working to champion Diversity & Inclusion initiatives at the highest levels of our organization. As a company of owners, we are all responsible for D&I. It must be embedded in how we think, behave and operate, starting from the top. One example is our work with our leadership teams. After launching our Global Diversity and Inclusion Council in 2020, we welcomed three new members in 2021, and we continue to collaborate with leadership on high-impact D&I decisions and initiatives. To build a more inclusive workplace, in 2021 we trained over 9,800 colleagues in bias breaking for online performance review and trained 2,475 leaders in psychological safety.

We launched individual D&I dashboards for all members of our Senior Leadership Team and colleagues in senior positions to track progress and ensure transparency on their own teams, as well as a D&I dashboard for our People teams to track overall performance. In addition, our Middle America Zone added 250 team members to MAZ Champions, a program for D&I allies that actively contributes to strengthening and living the vision of an inclusive company, sharing best practices and helping to cascade D&I strategies to our teams in the Zone. Their achievements include the Women at the Wheel Program, which provides specialized training for women in both technical and leadership skills as a means to improve gender representation in the logistics operational levels.



Our team in Europe also has a community of 200 colleagues that have signed up as D&I Ambassadors to help make our company a better and more inclusive place to work. Achievements include establishing a partnership with LGBTQ+ rights charity Stonewall in the UK as well as activations and campaigns that have led to a four-point increase in the D&I index within the business unit.

In 2021, we kicked off our second cohort of our Women's Leadership Program, investing in 50 women leaders to join an immersive,



personalized program. It aims to enhance leadership capabilities, increase readiness for crucial leadership roles and equip participants with the capabilities needed to drive future growth. This program comprises individualized executive coaching and digital experiences to help drive development and foster connection and collaboration between female peers.

We also started our first Global Inclusive Leadership Program for 80 colleagues at the Vice President level. This program is designed to raise awareness of the strategic importance of D&I at our company and to assess and develop leaders' inclusive leadership capability. It comprises six reinforcing stages, from alignment to activation, assessment, development, calibration and reinforcement, to help drive real impact in the career outcomes of our executive leaders.

Both the Women's Leadership Program and the Inclusive Leadership Program are key elements of a broader Global D&I Curriculum, designed in 2021 with the aim to advance D&I through the development of a consistent platform and to build capabilities for leaders to foster and sustain behavior change.

We continue to empower women by working to diversify our next generation of global leaders through the demographics of our Global Management Trainee (GMT) program and Global MBA (GMBA) program. In 2021, our GMT class was made up of 58% women, 42% men and 32 nationalities. Our 2021 GMBA class was made up of 54% women, 46% men and 10 different nationalities.

We believe in equal pay for equal work. We continue to work with an independent third party to conduct a comprehensive pay equity review in

**Going beyond our own teams, learn how we are empowering women throughout our value chain**



**In the field >**



**Behind the wheel >**



**At our favorite neighborhood stores >**

the United States annually. Looking at both gender (women compared to men) and race (minorities compared to non-minorities) and adjusting for variables such as time in position and location, we found no statistically significant differences in compensation. We are proud of these results and continue to expand this assessment globally.

To celebrate and support our women colleagues, we hosted a series of events in 2021, including a global celebration of International Women's Day in March and a Women Who Brew event in our APAC Zone that was attended by over 400 people.

We believe in supporting our colleagues through important life events. It is good for our business in the long term and for our people and their families around the world. In addition to our Global

Parental Policy that was launched in 2018, our Europe and Africa Zones updated their parental leave and return-to-work policies in 2021 to empower new parents. Globally, we ran a survey on working parents to gather deeper insights into the needs of this group. We offer support for our colleagues who are new parents through programs such as BetterUp, a mobile, personalized coaching platform that offers one-on-one personalized coaching and access to specialists to provide support for topics such as work-life balance and stress management.

### **We are using the power of our brands to inspire change**

In the US, Michelob ULTRA is drawing attention to the inequity of women's sports. Our brand committed to investing 100 million USD over the next five years, allocating 50% of the brand's lifestyle media toward women's sports and adding to its roster of female athletes and influencers to increase visibility for women's sports.

In Argentina, our Quilmes beer brand helped shine a light on the power of women's soccer by questioning the timing of a key women's match, which was scheduled for a Tuesday afternoon. Quilmes bought two hours on TNT sports to broadcast the game in prime time, which resulted in the highest rating in women's football in history.







# Governance and stakeholder engagement

**51** ESG oversight >

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and stakeholder  
engagement >

# ESG oversight

GRI: 102-18, 102-19, 102-20, 102-24, 102-26, 102-29, 102-35, 103-3

## Our ESG Governance Framework



## Remuneration linked to ESG targets

ESG-related targets tied to annual variable performance-related compensation (bonus) are cascaded from the highest level of our company to all business and operating units. In 2021, over 3,000 colleagues across different zones and functions carried annual performance targets linked to delivering our ESG strategy, including our Chief Sustainability Officer, Chief Legal & Corporate Affairs Officer, Chief Supply Officer, Chief Financial Officer and Chief People Officer.

## Internal ESG Committees

To manage ESG topics that span across several business functions, we have established internal committees to provide visibility and accountability and foster collaboration and best practice sharing between business functions as well as between zone teams. These committees include the D&I Council, Sustainability Council, Human Rights Steering Committee and Global Smart Drinking Community of Practice.

## External advisors

### Sustainability

We consult regularly with an independent, external group of experts as environmental advisors who focus on water and agricultural sustainability. These advisors bring a diverse perspective and advise on decision-making, target setting and program strategies and implementation of our Water Stewardship and Smart Agriculture programs. Current members include:

- **Stuart Orr**  
Practice Lead, Freshwater – WWF
- **Andrea Erickson-Quiroz**  
Deputy Director for Food & Water and Global Lead for Water Security – The Nature Conservancy
- **Elizabeth Reaves**  
Senior Program Director, Agriculture & Environment – Sustainable Food Lab
- **Will Sarni**  
Founder and CEO – Water Foundry and the Colorado River Basin Fund

## Internal management systems

### Operations management systems: Voyager Plant Optimization and Distribution Process Optimization

AB InBev has developed and implemented comprehensive management systems for our operations worldwide, including agricultural and packaging material production facilities, beverage production sites and distribution centers: Voyager Plant Optimization (VPO, applicable to agricultural, packaging and beverage operations) and Distribution Process Optimization (DPO, applicable to Tier 2 wholly owned distribution centers). Both systems include policies, standards, good operating practices and ways of working

that cover all aspects of our supply chain operations, including safety, product quality, environment and human resource requirements, among others. VPO and DPO were developed by benchmarking management philosophies and ways of working across multiple industries and have continuously evolved and improved since their inception to drive performance, adapt to changing business needs and provide visibility and accountability across our global operations.

All requirements within VPO and DPO meet or exceed the relevant legal and regulatory requirements where we operate, while also meeting or exceeding internationally recognized certification program standards, such as The International Organization for Standardization (ISO), British Retail Consortium (BRC) and Global Food Safety Index (GFSI). Under VPO and DPO, all AB InBev supply chain facilities have annual targets related to how well they execute the VPO and DPO management systems to achieve their performance objectives across all aspects of the operation. Facilities are audited by internal teams a minimum of once per year to ensure adherence and continuously benchmark across sites for further improvements to the systems.

The VPO and DPO management systems provide for consistent management of key topics across our global operations. Below is an overview of the pillars within these systems to manage safety, product quality, environment and people.

### Safety

The health and safety of our colleagues is a key value. AB InBev strives to create a positive safety culture where every employee has responsibility for their own safety, while the company holds itself accountable for providing a safe work environment. We developed and execute our safety programs as a part of our VPO and DPO management systems. These programs are



applicable to all of our supply chain facilities worldwide, including agricultural and packaging material production facilities, beverage production sites and wholly owned distribution centers.

The VPO and DPO safety systems were developed by benchmarking internally and across multiple industries, while also leveraging internationally accepted safety standards like ISO 45001. Our VPO and DPO safety management systems meet or exceed local, regional and national regulatory requirements and, in most cases, meet or exceed ISO requirements. All visitors and contractors must adhere to the same safety requirements as our

own colleagues, and we manage compliance to our VPO and DPO safety management systems through a comprehensive auditing process. The systems are continuously improved as we strive to achieve our dream of zero injuries globally.

### Product quality

Our passion for beer transfers to our uncompromising commitment to quality and a quality culture embraced from the facility floor through the boardroom. We developed and execute our quality management system as a part of our VPO and DPO management systems. These programs are applicable to all of our supply chain facilities worldwide, including agricultural and



packaging material production facilities, beverage production sites and wholly owned distribution centers.

The VPO and DPO quality systems were developed from over 150 years of quality experience and best practices, while also leveraging internationally accepted quality and global food safety standards like ISO 9001 and GFSI. We have adopted strict food safety standards into VPO and DPO so that our breweries and facilities are food safety certified or certification ready, as assessed by external auditors. We extend these standards to our suppliers as well.

We track and monitor product quality through key performance indicators (KPIs) like consumer feedback so that our consumers enjoy fresh, great-tasting beers. Compliance with VPO and DPO quality requirements is validated through a comprehensive auditing program and our continuous improvement on quality KPIs. If consumers should have any questions, compliments, comments or issues, they may call our toll-free customer service number printed on our packaging and speak to a company representative.

## Environment

Brewing great beers depends on a resilient natural environment and thriving communities. We are proud of our unwavering commitment to environmental stewardship. Aligned with that commitment, we have developed and implemented a comprehensive environmental management system as a part of our VPO and DPO management systems. These systems are used in all of our supply chain facilities worldwide, including agricultural and packaging material production facilities, beverage production sites and wholly owned distribution centers.

The VPO and DPO environmental management systems were developed through internal and industry benchmarking and by leveraging internationally accepted standards like ISO 45001. Our VPO and DPO environmental management systems meet or exceed local, regional and national regulatory requirements and, in most cases, meet or exceed ISO requirements. These systems have been key enablers for our significant reductions to date in water and energy usage and greenhouse gas emissions and have guided our continued efforts to preserve and protect the environment in and around the communities where we live and work. All visitors and contractors at our facilities must adhere to the same environmental requirements as our own colleagues, and we manage compliance to our VPO and DPO environmental management systems through a comprehensive auditing process. These systems are continuously updated and improved as we work to improve our performance and achieve our 2025 Sustainability Goals.

## People

"Our greatest strength is our people." This is one of our 10 guiding principles we operate by as a company. In support of this principle, we have developed and implemented a comprehensive "People Pillar" as part of our VPO and DPO management systems that is applicable to all functions across our business and that guides our ways of working.

The People Pillar encompasses all aspects of human resources management, including organizational design, recruitment and selection, compensation, learning and development, work environment, engagement, talent retention and career development. This pillar was developed through extensive benchmarking efforts across a variety of industries and Fortune 500 companies, as well as through partnerships with consultants recognized for their subject matter expertise on human capital topics.

Compliance with the People Pillar is validated through a comprehensive auditing process. We work to continuously improve this system as we strive to be a company of owners who recruit, develop and retain people who can be better than ourselves.



## Awards & Recognitions

We are proud to have our ESG efforts recognized by leading rating and rankings agencies and awards organizations.



### CDP:

Made CDP's 2021 Water A List, earned an A- for our CDP Climate Change response and were celebrated as a 2021 CDP Supplier Engagement Leader, ranked among the top 8% assessed for supplier engagement on climate change



### Forbes:

Identified as a company leading the way when it comes to trying to support women inside and outside their workforces in the inaugural ranking of the Forbes World's Top Female Friendly Companies in 2021



### UN Global Compact:

Recognized as a 2021 Global Compact LEAD participant for demonstrating ongoing commitment to the UN Global Compact Principles for responsible business and the SDGs



### MSCI:

Rated AA by MSCI ESG Research in 2021 for our performance on ESG issues



FTSE4Good

### FTSE4Good:

Listed in the FTSE4Good Index Series, which is designed to measure the performance of companies demonstrating strong ESG practices



### Brave Blue World Lighthouse Awards:

Recognized with a Lighthouse Award from the Brave Blue World Foundation for our Water Stewardship initiative focused on restoring ancestral water channels in Peru



### Cannes Lions:

Michelob ULTRA Pure Gold took home a prestigious Titanium Lion at the 2021 Cannes Lions Awards for its Contract for Change campaign, while four Smart Drinking campaigns won, including Aguila's Live Responsible and Brazil's Responsible Billboards

### Reuters Events Responsible Business Awards:

Selected as winners in two award categories in the 2021 Reuters Events Responsible Business Awards: the Circular Transition Award for the pioneering work of EverGrain and the Social Impact Award for our partnership with BanQu

## Other Corporate Governance Initiatives

The Board of Directors and our leadership team are committed to promoting and maintaining the highest standards of ethical behavior and transparency. This guides everything that we do as an organization and serves as our foundation in creating a future with more cheers. For more information on the internal codes, standards and global policies we have implemented to address a range of ethical issues, please see the Ethics & Transparency section on page 38 of this report.

### Demonstrating commitment to shareholder communication

AB InBev is committed to creating value for its shareholders. The company encourages its shareholders to take an active interest in the company. In support of this objective, it provides quality information, in a timely fashion, through a variety of communication tools. These include annual reports, half-yearly reports, quarterly statements, financial results announcements, briefings and a section that is dedicated to investors on the AB InBev website ([www.ab-inbev.com/investors.html](http://www.ab-inbev.com/investors.html)).

AB InBev recognizes that a commitment to disclosure builds trust and confidence with shareholders and the public in general. The company adopted a Disclosure Manual to demonstrate its commitment to best practices in transparency. This manual is designed to ensure that there is full, consistent and timely disclosure of company activities.



### Upholding shareholder rights

Prior to the annual shareholders' meeting, shareholders are invited to submit any questions they have for the Chairman or the CEO for discussion during the meeting.

The agenda for the shareholders' meeting and all related documents are also posted on the AB InBev website at least 30 days in advance of any shareholders' meeting. Shareholders have the right to vote on various resolutions related to company matters. If they are unable to attend a meeting, they can submit their votes by mail or appoint a proxy. Minutes of the meetings and results of the votes are posted on the AB InBev website shortly after the meeting ([www.ab-inbev.com/investors/corporate-governance/shareholder-meetings.html](http://www.ab-inbev.com/investors/corporate-governance/shareholder-meetings.html)).

In light of the measures and recommendations of public authorities relating to the COVID-19 pandemic and the restrictions on public

gatherings in place in Belgium at the time, the annual shareholders' meeting held on 28 April 2021, by exception, took place without physical attendance of shareholders. Shareholders were offered the possibility to submit questions in writing and to participate by mail in advance of the meeting or by giving a proxy to a person designated by the company. The meeting was recorded and an audiocast is accessible on our corporate website.

The convening notice for the upcoming annual shareholders' meeting to be held on 27 April 2022 will be published on 25 March 2022 and will contain further information on the format of the meeting and modalities for participation. In light of the continuing COVID-19 pandemic, the company will be guided by health and safety concerns and the measures and recommendations made by public authorities in Europe and Belgium.

### Complying with our Code of Dealing

The company's Code of Dealing is applicable to all members of the Board of Directors and to all our colleagues. The Code of Dealing aims to prevent the abuse of inside information, especially in periods leading up to price-sensitive events or decisions or announcement of financial results.

The Code of Dealing prohibits dealing in the company's securities during any closed period (e.g. a period of 30 days preceding any results), announcement of the company. In addition, before dealing in any securities of the company, members of the Board of Directors and members of senior management must obtain clearance from a Clearance Committee.

Compliance with the Code of Dealing is reinforced and monitored through the company's Compliance Program.

In accordance with EU Regulation 596/2014 on market abuse (MAR), the company establishes

lists of insiders when required. In addition, pursuant to the same regulation, (i) members of the Executive Committee (ExCom) and (ii) members of the Board of Directors notify their trades (above a 5,000 Euro yearly threshold) to the company and to the Belgian Financial Services and Markets Authority (FSMA), which publishes these notifications on its website.

### Diversity & inclusion in leadership

We believe that a diverse team improves the quality of decision-making and ultimately improves overall performance. Diversity and inclusion is a global priority for our leadership team, as they are important enablers of the success of the company and its people. For more information on how we are championing D&I across the company and our value chain, please see pages 47–49 of this report.

We are proud to have 30 nationalities represented on the Senior Leadership Team (SLT) and the senior management level below. Two out of 18 members on the SLT are women (compared to one out of 18 last year). The representation of women in the senior management level below the SLT has remained constant compared to last year. We continue to work to promote all aspects of diversity in our senior management team, with a focus on building a diverse talent pipeline, considering the respective skills, education, experience and background.

The process for nominating and selecting candidates for the Board of Directors is described in the Corporate Governance Charter of Anheuser-Busch InBev. We aim to have a balanced and diverse Board primarily considering, among other things, the respective skills, education, experience and background. Currently, five out of our 15 Board members are women (same ratio as last year).

**Anheuser-Busch InBev is a company incorporated under Belgian law with a primary listing on Euronext Brussels (Euronext: ABI) and with secondary listings on the Mexico Stock Exchange (MEXBOL: ANB) and the Johannesburg Stock Exchange (JSE: ANH) (ISIN: BE0974293251) and with American Depositary Shares ("ADSs") listed on the New York Stock Exchange. As a Belgian company with primary listing on Euronext Brussels, Anheuser-Busch InBev adheres to the principles and provisions of the 2020 Belgian Corporate Governance Code ([www.corporategovernancecommittee.be](http://www.corporategovernancecommittee.be)) ("the Corporate Governance Code"), taking into account its specific status as a multinational group with secondary listings**

**in Mexico and Johannesburg and with ADSs listed in New York.**

**The corporate governance practices of Anheuser-Busch InBev are described in our Corporate Governance Charter. The charter is regularly updated.**

**For further information relating to our corporate governance, including Board and Board Committee composition, responsibilities and practices, shareholder rights and our remuneration policy and practices, please see the Corporate Governance Statement in the 2021 Annual Report and the GRI table on page 71 of this report.**



**[Our Corporate Governance Charter >](#)**



# Materiality assessment and stakeholder engagement

GRI: 102-13, 102-29, 102-40, 102-42, 102-43, 102-44, 102-47

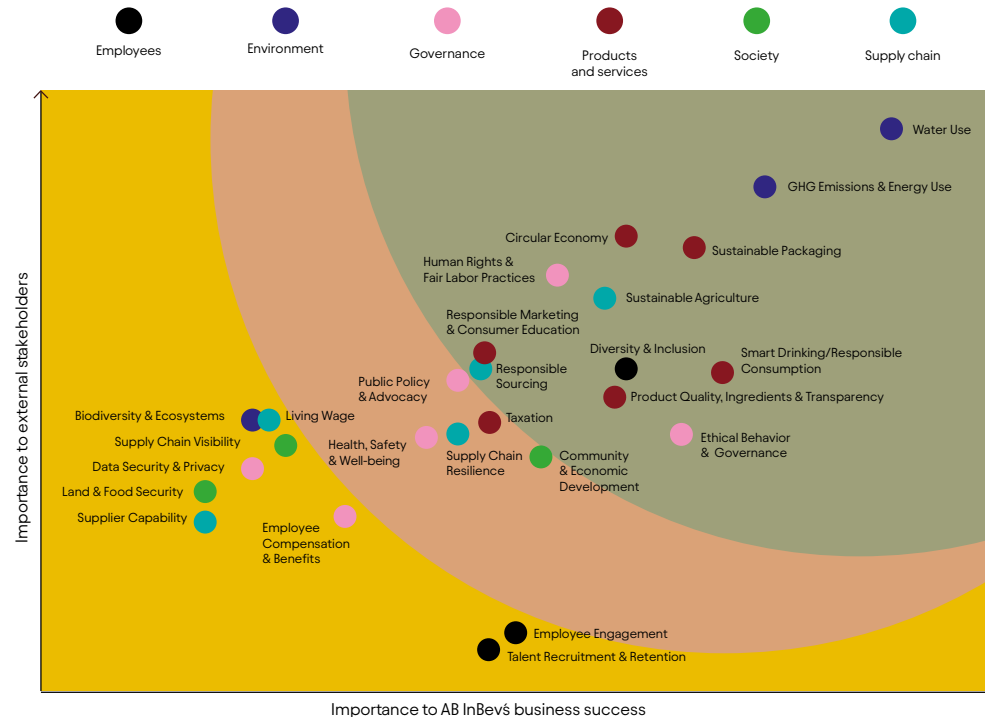
In 2017, we formally engaged stakeholders through our materiality review process, and the results informed our 2025 Sustainability Goals. Since our 2017 assessment, our business and the world have evolved tremendously. Therefore, in early 2020 we conducted a new materiality assessment to reflect the aspects most material to our stakeholders in order to continue to focus on critical economic, social and environmental issues as a business and community partner.

## Materiality assessment

In 2020, the materiality assessment process mapped key economic, social and environmental issues on a matrix based on the degree of stakeholder interest and potential business impact. External stakeholders include civil society/non-governmental organizations (NGOs), customers (retailers) and consumers, regulators, business partners, suppliers and investors.

This matrix to the right illustrates the view of internal and external stakeholders interviewed, with the rankings helping to inform the evolution of our sustainability and responsibility strategy. It is important to highlight that we do not view these issues in isolation, as in many cases they are interconnected.

We will conduct a new materiality assessment every few years. In the meantime, though, we continuously engage stakeholders through various channels to stay informed about existing and emerging topics most material to our business and to continue evolving our approach with the support of external expertise, industry best practice and feedback. The infographic on the following page gives an overview of how we engage key stakeholders throughout the year.



## Associations and memberships

To strengthen our collaborative approach to sustainable development, we engage in industry associations and organizations such as:

- 2030 Water Resources Group
- AIM-Progress
- Beverage Industry Environmental Roundtable (BIER)
- Brewers of Europe
- BSR
- Business at OECD
- Business Fights Poverty
- The Climate Group
- Ellen MacArthur Foundation
- International Alliance for Responsible Drinking
- RE100
- Shift Business Learning Program
- Sustainable Food Lab
- Taskforce on Nature-related Financial Disclosures
- UNGC CFO Taskforce for the SDGs
- UNGC Water Resilience Coalition
- WeConnect International
- World Business Council for Sustainable Development (WBCSD)
- World Economic Forum (WEF)
- Worldwide Brewing Alliance

## Stakeholder engagement

 <b>Communities</b>	 <b>Consumers</b>	 <b>Policy makers</b>	 <b>Customers</b>
<p><b>Description</b></p> <p>We are closely connected to the communities where we live and work. We strive to contribute positively to important issues such as sustainability, smart drinking and road safety in such communities. We are focused on matters where we can be part of the solution and make the greatest positive impact.</p>	<p><b>Description</b></p> <p>Our consumer is the boss. Beer brings people together to celebrate life, and we serve our consumers by offering the highest-quality products and meaningful brand experiences in a responsible way.</p>	<p><b>Description</b></p> <p>We engage with policy makers at different levels in government to provide our views on issues that are important for our business and the well-being of our communities. We do this in alignment with our Code of Ethics and local legislation.</p>	<p><b>Description</b></p> <p>We partner with valued retailers, bar owners, wholesalers and distributors to bring our beers to our consumers while supporting their business growth, striving to provide best-in-class service and pursuing extraordinary execution of our brands on- and off-trade.</p>
<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>- Initiatives related to Smart Drinking and Sustainability</li> <li>- Activities supporting communities like disaster response and volunteering</li> </ul>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>- Events and activations</li> <li>- Social media</li> <li>- Advertising and sponsorships</li> <li>- Customer services</li> </ul>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>- Official consultations to private sector</li> <li>- Industry associations and groups</li> <li>- Roundtable discussions</li> <li>- Bilateral meetings</li> </ul>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>- Customer services</li> <li>- Sales meetings</li> <li>- Events and activations</li> <li>- Notices regarding products</li> <li>- Social media and websites</li> </ul>
<p><b>Areas of interest</b></p> <ul style="list-style-type: none"> <li>- Local economic development</li> <li>- Responsible business that contributes positively to society and the environment</li> </ul>	<p><b>Areas of interest</b></p> <ul style="list-style-type: none"> <li>- Product quality</li> <li>- Brand purpose</li> <li>- Responsible, transparent marketing</li> </ul>	<p><b>Areas of interest</b></p> <ul style="list-style-type: none"> <li>- Public policy</li> <li>- Regulations</li> <li>- Harmful alcohol use reduction</li> <li>- Environmental stewardship</li> <li>- Road safety</li> <li>- Disaster response</li> </ul>	<p><b>Areas of interest</b></p> <ul style="list-style-type: none"> <li>- Service quality</li> <li>- Product quality</li> <li>- Sales performance</li> </ul>

## Stakeholder engagement (cont.)

 <b>Colleagues</b>	 <b>Suppliers</b>	 <b>Partners</b>	 <b>Shareholders</b>
<p><b>Description</b></p> <p>Our greatest strength is our people. Our people are curious, bold and resilient. We recruit, develop and retain people who can be better than ourselves.</p>	<p><b>Description</b></p> <p>Relationships are essential to our operations—especially with our suppliers. Mutual collaboration is a key element to creating a resilient supply chain that delivers value and contributes toward our sustainability goals.</p>	<p><b>Description</b></p> <p>We recognize no single organization can solve today's global challenges alone—effective partnerships are critical to addressing the most pressing challenges of today, and tomorrow, and the private sector must play a proactive role.</p>	<p><b>Description</b></p> <p>We value the trust of our shareholders and are constantly working to provide positive results. We are committed to creating value and delivering consistent, profitable growth.</p>
<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>- Annual engagement and pulse surveys</li> <li>- Annual performance reviews</li> <li>- Leadership town halls</li> <li>- Staff activities</li> <li>- Intranet and websites</li> <li>- Compliance Helpline</li> </ul>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>- Supplier meetings</li> <li>- Supplier assessments</li> <li>- Partnerships</li> <li>- Supplier development programs</li> <li>- Industry events</li> <li>- Compliance Helpline</li> </ul>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>- Industry associations and groups</li> <li>- Multistakeholder collaborations</li> <li>- Partnerships</li> </ul>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>- Annual and interim reports</li> <li>- Annual Shareholders' Meeting</li> <li>- Investor relations meetings and webcasts</li> <li>- Quarterly earnings calls</li> <li>- Website disclosures</li> </ul>
<p><b>Areas of interest</b></p> <ul style="list-style-type: none"> <li>- A diverse and inclusive workplace</li> <li>- Career development</li> <li>- Workplace health and safety</li> <li>- Well-being and engagement</li> </ul>	<p><b>Areas of interest</b></p> <ul style="list-style-type: none"> <li>- Transparent and fair procurement practices, in line with the Global Responsible Sourcing Policy</li> <li>- Opportunities for development and collaboration</li> </ul>	<p><b>Areas of interest</b></p> <ul style="list-style-type: none"> <li>- Working collectively to address pressing challenges</li> <li>- Delivering the SDGs</li> </ul>	<p><b>Areas of interest</b></p> <ul style="list-style-type: none"> <li>- Continued growth in corporate value</li> <li>- Well-defined corporate strategy</li> <li>- Transparency and timely disclosure</li> </ul>



# ESG index and reporting frameworks

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# 2021 ESG Index

GRI: 103-1

We have created this ESG index to provide more information on the broad range of ESG-related topics that matter to our key stakeholders and are material to our business.

ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward	Learn more
<b>Water Stewardship</b>	More than just a key ingredient in our products, water is a critical resource for the health and well-being of every community around the world.	Communities, consumers, colleagues	2025 Water Stewardship Goal Sustainability Council Environmental Policy Environmental advisors group (external) Water risk assessment process	Water scarcity or poor water quality may increase production costs and capacity constraints or impact our license to operate, impact our reputation in the community or result in water-related regulatory changes, which could adversely affect our business.	See Water Stewardship on pages 26–30	<ul style="list-style-type: none"> <li>• 1.599 billion hl total water use</li> <li>• 2.66 hl/hl water use efficiency ratio</li> <li>• 100% of sites in scope for our goal have conducted outreach, analyzed local water challenges and identified potential solutions</li> <li>• 83% of sites located in high-stress areas have started implementing solutions</li> <li>• 3 sites located in high-stress areas have begun seeing measurable impact</li> <li>• Water intake by source               <ul style="list-style-type: none"> <li>- 41.0% ground water</li> <li>- 17.4% surface water</li> <li>- 41.6% third party</li> <li>- &lt;0.1% rainwater</li> </ul> </li> <li>• CDP Water A Rating</li> </ul>	We intend to continue implementing tailored solutions across all our sites located in communities facing water stress and measuring our impact on water quality and availability. We also plan to continue to identify and test innovative solutions to improve our internal water use efficiency as well as our external watershed work.	<ul style="list-style-type: none"> <li><a href="#">Water Stewardship webpage &gt;</a></li> <li><a href="#">Measuring and Evaluating the Impact of Corporate Watershed Projects &gt;</a></li> <li><a href="#">Waterways to Resilience: Nature-based Solutions for Adaptation in Africa &gt;</a></li> <li><a href="#">TNC partnership &gt;</a></li> <li><a href="#">WWF partnership &gt;</a></li> <li><a href="#">2021 CDP Water submission &gt;</a></li> </ul>

ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward	Learn more
<b>Climate</b>	Climate change is one of the most pressing challenges facing our company globally. Our business is closely tied to the natural environment: agricultural crops and water are our key ingredients, we require raw materials for our packaging, and we need energy and fuel to brew and transport our beers.	Suppliers, colleagues, customers, consumers, communities	2025 Climate Action Goals Our ambition to achieve net zero by 2040 Sustainability Council Climate Action Committee Environmental Policy	Climate change, or legal, regulatory or market measures to address climate change, could have a long-term, material impact on our business.	See Climate Action on pages 21–25	<ul style="list-style-type: none"> <li>• 4.41 MT CO<sub>2</sub>e total direct and indirect GHG emissions Scopes 1 and 2</li> <li>• 30.94 MT CO<sub>2</sub>e total direct and indirect GHG emissions Scopes 1, 2 and 3</li> <li>• 26.53 MT CO<sub>2</sub>e total indirect GHG emissions Scope 3</li> <li>• 5.13 kg CO<sub>2</sub>e /hl Scopes 1 and 2 GHG emissions per hectoliter of production</li> <li>• 51.21 kg CO<sub>2</sub>e /hl Scopes 1, 2 and 3 GHG emissions per hectoliter of production</li> <li>• 43.91 kg CO<sub>2</sub>e /hl Scope 3 GHG emissions per hectoliter of production</li> <li>• 28.63% reduction in Scopes 1 and 2 GHG emissions vs. 2017 baseline</li> <li>• 13.58% reduction in Scopes 1, 2 and 3 GHG emissions vs. 2017 baseline</li> <li>• CDP Climate A- rating</li> <li>• Announced ambition to achieve net zero by 2040</li> <li>• Developed new module for VPO Environmental Pillar to guide facilities on net zero achievement</li> </ul>	We intend to explore new technologies and partnerships and engage our supply chain through the Eclipse platform to deliver on our Climate Action Goal and work toward our ambition to achieve net zero by 2040.	<ul style="list-style-type: none"> <li>👉 <a href="#">Climate Action webpage &gt;</a></li> <li>👉 <a href="#">Eclipse &gt;</a></li> <li>👉 <a href="#">TCFD analysis &gt;</a></li> <li>👉 <a href="#">Net zero ambition &gt;</a></li> <li>👉 <a href="#">2021 CDP Climate submission &gt;</a></li> </ul>
<b>Energy Use</b>	Reducing our energy use can help deliver long-term financial benefits while also contributing to a reduction in our GHG emissions and supporting our ambition to achieve net zero by 2040.	Colleagues, communities	VPO Environmental Management Systems Environmental Policy VPO Steering Committee Sustainability Council	Environmental concerns, or legal, regulatory or market measures to address environmental concerns, could have a long-term, material impact on our business and results of operations.	See Climate Action on pages 21–25	<ul style="list-style-type: none"> <li>• 58.8 total GJ of energy used (in millions)</li> <li>• 56.4 total GJ of energy purchased (in millions)</li> <li>• 97.7 energy use per hl (in Mj/hl)</li> <li>• 93.6 energy purchased per hl (in Mj/hl)</li> <li>• 39.9% renewable electricity operational</li> <li>• 81.4% renewable electricity contracted</li> <li>• Reduced purchased energy by 4.7% since 2018</li> </ul>	We intend to continue exploring technologies and processes that have the potential to scale and reduce energy use within our operations.	<ul style="list-style-type: none"> <li>👉 <a href="#">TCFD analysis &gt;</a></li> <li>👉 <a href="#">Net zero ambition &gt;</a></li> <li>👉 <a href="#">Climate Action webpage &gt;</a></li> <li>👉 <a href="#">2021 CDP Climate submissions &gt;</a></li> </ul>



ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward	Learn more
<b>Circular Packaging</b>	Improving the materials we use can help deliver long-term financial benefits and provide our business with long-term packaging supply security while also eliminating waste.	Suppliers, communities, customers, consumers	2025 Circular Packaging Goal Sustainability Council Environmental Policy	Changes in the availability or price of raw materials could have an adverse effect on our operations.	See Circular Packaging on pages 35–37	<ul style="list-style-type: none"> <li>• 36.4% volume in returnable packaging</li> <li>• 55.6% recycled content in cans</li> <li>• 43.8% recycled content in glass</li> <li>• 20.0% recycled content in PET</li> <li>• 99.8% of all our packaging materials are recyclable</li> <li>• &gt; 46.6 MT packaging materials reduced since 2018</li> <li>• 74.5% of our products were in either returnables (kegs and returnable glass bottles) or made from majority recycled content [cans portfolio with more than 50% recycled content]</li> </ul>	We plan to continue to work across our operations and within our local communities to champion circular economy and systems transformation.	<ul style="list-style-type: none"> <li>👉 <a href="#">Circular Packaging webpage &gt;</a></li> <li>👉 <a href="#">Our newest sustainable packaging &gt;</a></li> <li>👉 <a href="#">Barley leftovers into sustainable packaging &gt;</a></li> </ul>
<b>Waste Management*</b>	With operations in nearly 50 countries, it is imperative that we manage our waste responsibly. We not only comply with local laws and regulations but also often apply our own higher global standards, especially in places where there are limited environmental regulations.	Colleagues, communities	VPO Environmental Management Systems VPO Steering Committee Sustainability Council Environmental Policy	Environmental concerns, or legal, regulatory or market measures to address environmental concerns, could have a long-term, material adverse impact on our business.	<ul style="list-style-type: none"> <li>• 100% of our people in beverage production facilities received training on recycling and waste management through VPO</li> <li>• New programs were implemented to increase recycling rates and reduce waste</li> </ul>	<ul style="list-style-type: none"> <li>• Recycled 99.29% of the waste generated in our beverage production processes in 2021</li> <li>• 14% of our total beverage facilities are recycling 100% of generated waste, considered zero waste generation</li> <li>• 69% of our beverage facilities are reaching more than 99% recycling rates</li> </ul>	All facilities plan to continue to pursue 100% recycling rates in their operations to achieve zero waste globally.	👉 <a href="#">Environmental Policy &gt;</a>
<b>Human Rights and Responsible Sourcing</b>	We believe that respecting human rights is fundamental to creating healthy, thriving communities, as reflected in the United Nations Guiding Principles on Business and Human Rights.	Suppliers, colleagues, customers, consumers, communities	Global Human Rights Policy Global Responsible Sourcing Policy Responsible Sourcing Principles for Farms Global Human Rights Steering Committee Global Ethics & Compliance Committee Zone Ethics & Compliance Committees Audit Committee	Through our business operations and value chain, we have the potential to impact people in both positive and negative ways. We seek to embed respect for human rights within our decision-making processes. We understand that negative human rights issues, whether actual or perceived, could undermine the trust of our stakeholders and could adversely impact our reputation and business.	See Ethics & Transparency on pages 38–43	<ul style="list-style-type: none"> <li>• Suppliers representing 30% of procurement spend screened through procurement risk management</li> <li>• 7,500 suppliers screened for responsible sourcing risks</li> <li>• 332 suppliers assessed in Brazil distribution</li> <li>• 27 suppliers assessed in high-risk crops</li> <li>• 64 communities included in human rights research in Zambia, Brazil, Mexico and Uganda</li> </ul>	We intend to continue to strengthen our approach to human rights across our value chain.	<ul style="list-style-type: none"> <li>👉 <a href="#">Global Human Rights Policy &gt;</a></li> <li>👉 <a href="#">Global Responsible Sourcing Policy &gt;</a></li> <li>👉 <a href="#">Responsible Sourcing Principles for Farms &gt;</a></li> </ul>

\*Waste Management: percentage of recycling is the ratio between the volume of byproducts and waste recycled into secondary materials versus the total production volume of byproducts and waste in a certain period per unit.

ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward	Learn more
<b>Sustainable Agriculture</b>	We depend on high-quality agricultural crops from thriving communities and healthy ecosystems to brew our beers.	Suppliers, communities, consumers	2025 Smart Agriculture Goal Responsible Sourcing Principles for Farms Sustainability Council Environmental advisors group (external)	Changes in the availability or price of raw materials could have an adverse effect on our operations.	See Sustainable Agriculture on pages 31–34	<ul style="list-style-type: none"> <li>&gt; 22,000 total farmers in direct sourcing program</li> <li>&gt; 16,500 smallholder farmers in direct sourcing program</li> <li>74% of direct farmers Skilled</li> <li>65% of direct farmers Connected</li> <li>69% of direct farmers Financially Empowered</li> </ul>	We will continue to seek out partnerships that will enable scalable approaches to soil health, improved biodiversity and other regenerative agriculture practices across geographies and crops to build resilient farming communities and food systems.	<ul style="list-style-type: none"> <li><a href="#">Smart Agriculture webpage &gt;</a></li> <li><a href="#">Soil health framework &gt;</a></li> <li><a href="#">SmartBarley + Sentera partnership update &gt;</a></li> <li><a href="#">Responsible Sourcing Principles for Farms &gt;</a></li> </ul>
<b>Social Norms Marketing</b>	Social norms marketing is an evidence-based methodology to reduce harmful consumption of alcohol, particularly when combined with our brands' strong connection to consumers.	Consumers, communities	Responsible Marketing & Communications Code Our Commitment to Reducing Harmful Use of Alcohol Internal Better World Media Investment Policy Global Smart Drinking Community of Practice	Harmful consumption of alcohol could have an adverse impact on our business.	See Smart Drinking & Moderation on pages 12–20	<ul style="list-style-type: none"> <li>91% of colleagues in Legal &amp; Corporate Affairs, Marketing and Sales trained in Responsible Marketing Code</li> <li>Invested more than 450 million USD in social norms marketing programs and campaigns (2016–2021), which includes more than 100 million USD in 2021*</li> <li>Launched over 98 social norms marketing campaigns (2016–2021)</li> <li>100% of eligible beer volume included a guidance label</li> <li>27 markets implemented voluntary alcohol guidance labels on our products</li> </ul>	We plan to continue to prioritize embedding Smart Drinking into the architecture of our brands.	<ul style="list-style-type: none"> <li><a href="#">Responsible Marketing &amp; Communications Code &gt;</a></li> <li><a href="#">Our Commitment to Reducing Harmful Use of Alcohol &gt;</a></li> <li><a href="#">Marketing to Change Social Norms &gt;</a></li> <li><a href="#">Marketing, Advertising and Sales &gt;</a></li> </ul>
<b>No- and Low-Alcohol Beer</b>	The WHO recommends giving consumers the choice of lower- and non-alcoholic beer options as a tool to reduce harmful consumption of alcohol.	Consumers, communities, colleagues	Our Commitment to Reducing Harmful Use of Alcohol AB InBev Foundation Technical Advisory Group (external) Global Smart Drinking Community of Practice	Harmful consumption of alcohol could have an adverse impact on our business.	See Smart Drinking & Moderation on pages 12–20	<ul style="list-style-type: none"> <li>6.63% of global volume is NABLAB</li> <li>82 NABLAB brands</li> <li>68% of countries with NABLAB brands in portfolio</li> </ul>	We plan to continue working to expand the availability of NAB and LAB products and to meet the needs of our consumers.	<ul style="list-style-type: none"> <li><a href="#">Unleashing the Power of NABLABs &gt;</a></li> <li><a href="#">Our Commitment to Reducing Harmful Use of Alcohol &gt;</a></li> </ul>

\*Investments from 2016 through 2019 amounting to 255.31 million USD have been reviewed and validated through prior assurance processes. The remaining investment contribution will be assured in 2022.

ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward	Learn more
<b>Local Smart Drinking Evidence-based Interventions</b>	We aim to replicate and scale up, with the support of our community, three types of interventions that have been proven to be evidence-based in reducing harmful drinking: responsible beverage service, screening and brief intervention and road safety.	Consumers, communities	<p>Our Commitment to Reducing Harmful Use of Alcohol</p> <p>AB InBev Foundation Technical Advisory Group (external)</p> <p>AB InBev Foundation Scientific Partners Taskforce (external)</p> <p>Global Smart Drinking Community of Practice</p>	Harmful consumption of alcohol could have an adverse impact on our business.	See Smart Drinking & Moderation on pages 12–20	<ul style="list-style-type: none"> <li>• 24 countries where evidence-based community interventions are implemented (RBS, SBI, road safety)</li> <li>• 16 responsible beverage service community interventions implemented</li> <li>• 9 screening and brief intervention programs implemented</li> <li>• 47 evidence-based road safety programs implemented</li> <li>• 118 countries used the Safer Roads Toolkit trainings</li> <li>• 54% of Safer Roads Toolkit users are government, academia or NGO</li> </ul>	We aim to harness the power of digital in promoting Smart Drinking in our communities.	<ul style="list-style-type: none"> <li><a href="#">Partnering for Community Impact &gt;</a></li> <li><a href="#">Our Commitment to Reducing Harmful Use of Alcohol &gt;</a></li> <li><a href="#">Road Safety &gt;</a></li> </ul>
<b>Diversity &amp; Inclusion</b>	We know that diversity of thought delivers better decision-making and more innovative ideas. An inclusive workplace is also critical as it enables individuals to feel empowered to share their unique perspectives and ideas, supporting higher engagement, productivity and retention rates.	Colleagues	<p>Global Diversity &amp; Inclusion Policy</p> <p>Global Human Rights Policy</p> <p>Global D&amp;I Council</p>	Our ability to successfully recruit, retain, manage and develop key personnel impacts our performance and the ability to operate our business.	See Diversity & Inclusion on pages 47–49	<ul style="list-style-type: none"> <li>• 87% in D&amp;I index of annual employee engagement survey (+1pp vs. 2020)</li> <li>• 125 nationalities represented in overall workforce</li> <li>• 64 nationalities represented in our global headquarters</li> <li>• 21% women in overall workforce</li> <li>• 34% women in salaried workforce</li> <li>• 26% women in top 5 leadership levels</li> <li>• 14% women in top 3 leadership levels</li> </ul>	We plan to continue to share our progress and take measures to increase D&I within our company and across our value chain.	<ul style="list-style-type: none"> <li><a href="#">Global Diversity &amp; Inclusion Policy &gt;</a></li> <li><a href="#">Global Human Rights Policy &gt;</a></li> </ul>



ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward	Learn more
<b>Product Quality</b>	We are committed to quality for our consumers.	Suppliers, customers, consumers	Product Quality Policy (Internal) VPO and DPO Quality Management Systems VPO Steering Committee	If any of our products are defective or found to contain contaminants, we may be subject to product recalls or other associated liabilities, which could adversely impact our business, reputation and performance.	<ul style="list-style-type: none"> <li>Revised quality handbook</li> <li>Published new training material for quality management</li> </ul>	<ul style="list-style-type: none"> <li>0 product recalls</li> <li>100% of operations audited internally to the BRC Standard</li> <li>100% of operations audited internally to VPO quality standards</li> <li>33% of operations audited externally to the BRC standard without certification (each facility audited every three years)</li> <li>21 operations with BRC Food Standard certification</li> <li>8 operations with BRC Packaging Standard certification</li> <li>313 beer awards won: 96 bronze, 110 silver and 108 gold medals at major international competitions</li> </ul>	We plan to continue to follow our quality management programs to deliver quality for our consumers.	<a href="#">Beer and Brewing &gt;</a>
<b>Ethics &amp; Compliance</b>	We operate in countries with a broad range of cultures and business practices, making it important that we are guided by a clear and consistent code of business ethics and guidelines for all of our colleagues around the world.	Suppliers, colleagues, customers, consumers, communities	Global Code of Business Conduct Global Anti-Corruption Policy Supplier Anti-Corruption Policy Global Whistleblower Policy Global Human Rights Policy Global Anti-Harassment Anti-Discrimination Policy Global Responsible Sourcing Policy Responsible Sourcing Principles for Farms Global Ethics & Compliance Committee Zone Ethics & Compliance Committees	We operate in emerging markets that present political, economic and operational risks, as a result of political and economic instability, a lack of well-developed legal systems and potentially corrupt business environments.	See Ethics & Transparency on pages 38–43	<ul style="list-style-type: none"> <li>Launched new online trainings that focused on topics such as anti-corruption, supply chain ethics, digital ethics, anti-money laundering and our Code of Business Conduct</li> </ul>	We will seek out opportunities to work with our colleagues and value chain partners to promote and maintain the highest standards of ethical behavior.	<a href="#">Global Code of Business Conduct &gt;</a> <a href="#">Global Anti-Corruption Policy &gt;</a> <a href="#">Supplier Anti-Corruption Policy &gt;</a> <a href="#">Global Whistleblower Policy &gt;</a> <a href="#">Global Human Rights Policy &gt;</a> <a href="#">Global Anti-Harassment Anti-Discrimination Policy &gt;</a> <a href="#">Global Responsible Sourcing Policy &gt;</a> <a href="#">Responsible Sourcing Principles for Farms &gt;</a>

ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward	Learn more
<b>Workplace Safety</b>	The health and safety of our colleagues and partners is a core value of our company. We are committed to training our colleagues to make the right choices for safety, for themselves and for others.	Suppliers, colleagues (including service providers, contractors)	Global Health & Safety Policy Global Human Rights Policy VPO and DPO Safety Management Systems VPO Steering Committee	The health and safety of our colleagues and partners, as well as safety issues within our own operations or those of our suppliers, could lead to negative impacts on our performance, ability to operate and reputation.	See Workplace Safety on pages 42–43	<ul style="list-style-type: none"> <li>• 6 occupational fatalities (total)</li> <li>• 283 occupational LTI (total)</li> <li>• 1,044 TRI (total)</li> </ul>	We will continue our commitment to preventing serious injuries and fatalities, reducing occupational injuries by reducing exposure to safety hazards and further building a culture of safety across our entire business.	<ul style="list-style-type: none"> <li><a href="#">Global Health &amp; Safety Policy &gt;</a></li> <li><a href="#">Global Human Rights Policy &gt;</a></li> </ul>
<b>Biodiversity</b>	We depend on high-quality agricultural crops and water from healthy ecosystems and can help protect and restore biodiversity through our work in agriculture and watersheds.	Suppliers, communities	Sustainability Council Environmental advisors group (external) Responsible Sourcing Principles for Farms	Environmental concerns, or legal, regulatory or market measures to address environmental concerns, could have a long-term, material adverse impact on our business and operations.	See Sustainable Agriculture on pages 31–34	<ul style="list-style-type: none"> <li>• Mapped global biodiversity pressures across 30 regions in our direct agricultural supply chain to identify opportunities for biodiversity action</li> </ul>	We plan to seek out ways to embed biodiversity initiatives into our programs and will continue to engage with partners and industry groups to drive greater collective action on biodiversity.	<a href="#">Protecting land, water and livelihoods &gt;</a>
<b>Entrepreneurship</b>	We rely on the products and services of millions of small businesses, including farmers, suppliers, retailers, start-ups and recycling collectors.	Suppliers, customers (especially small retailers)	Sustainability Council Zone and country teams	Effective supplier and distribution networks enable us to produce and deliver our products to consumers. Disruptions in these networks could have a material impact on our ability to operate.	See Entrepreneurship on pages 44–46	<ul style="list-style-type: none"> <li>• 2.5 million active users across 16 countries using our business-to-business BEES platform every month</li> <li>• &gt; 260,000 retailers with access to fintech solutions through our technology and innovation hub Z-Tech</li> <li>• &gt; 16,500 smallholder farmers in direct sourcing program</li> <li>• &gt; 25,000 recycling collectors across our value chain</li> </ul>	We plan to continue seeking out partnerships that empower small businesses and entrepreneurs across our value chain to help promote their success.	<ul style="list-style-type: none"> <li><a href="#">BEES &gt;</a></li> <li><a href="#">Local crops &gt;</a></li> </ul>
<b>Digital Ethics</b>	As our digital transformation and innovation projects continue to advance, we aim to comply with applicable laws and also ensure that our business's, consumers', customers' and colleagues' data are secured and processed in an ethical manner.	Suppliers, colleagues, customers, consumers	Global Code of Business Conduct Digital Ethics Principles and Framework Global Information Security Policy	In addition to the risk of business disruptions, changing laws and stakeholder expectations may mean we are not able to collect and use personal data. This creates economic and reputational risks and also impacts our capacity to create, use and launch data-driven tools and initiatives that are key for us to operate, innovate, grow and remain relevant in the market.	See Ethics & Transparency on pages 38–43	<ul style="list-style-type: none"> <li>• Approximately 2,000 colleagues participated in Digital Ethics tailored trainings</li> <li>• &gt; 1,700 processing activities reviewed according to our Digital Ethics Principles</li> </ul>	We plan to continue building out our tools, processes and resources to support digital ethics across our business.	<a href="#">Global Code of Business Conduct &gt;</a>

ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward	Learn more
<b>Our People</b>	Our people have always been, and will always be, our greatest strength. By looking after their well-being and development and investing in our people, we create human capital for our business.	Colleagues	Human Rights Policy Global Anti-Harassment Anti-Discrimination Policy Global Diversity & Inclusion Policy	Our ability to successfully recruit, retain, manage and develop key personnel impacts our performance and the ability to operate our business.	<ul style="list-style-type: none"> <li>Strengthened our employee listening capability with faster and more agile technology (Perceptyx), a new engagement cycle (1 annual and 2 pulse surveys) and on-demand listening tools</li> <li>Continued the BetterUp program to provide colleagues with one-on-one personalized coaching</li> <li>Continued to foster a culture of learning through global training programs that develop key functional and leadership capabilities in areas like Marketing, Sales, Supply and Procurement</li> </ul>	<ul style="list-style-type: none"> <li>169,000 colleagues</li> <li>&lt; 9% turnover</li> <li>88% employee engagement index (+4pp vs. 2020)</li> <li>94% employee participation in engagement survey (flat vs. 2020)</li> <li>158 people recruited to our Global Management Trainee (GMT) Program</li> <li>28 people recruited to our Global MBA (GMBA) Program</li> <li>&gt; 4,000 colleagues participated in global training programs in Marketing, Sales, Supply and Procurement</li> </ul>	We will continue to listen to, develop and empower our people.	<ul style="list-style-type: none"> <li><a href="#">Our Teams &gt;</a></li> <li><a href="#">Our Culture &gt;</a></li> <li><a href="#">Our Benefits &gt;</a></li> <li><a href="#">Global MBA Program &gt;</a></li> <li><a href="#">Global Management Trainee Program &gt;</a></li> </ul>
<b>COVID-19</b>	The COVID-19 pandemic has exacted a heavy toll on society, government and business alike, underscoring the need for decisive, collective action on the world's most pressing social and environmental challenges.	Suppliers, colleagues, retailers, consumers, communities	Zone and country teams	Disruptions from COVID-19 and its impact on our people, partners, communities and supply chains could have an adverse impact on our business.	See COVID-19 Response on pages 8–9	<ul style="list-style-type: none"> <li>&gt; 3.5 million units of hand sanitizer donated</li> <li>&gt; 3.9 million masks donated</li> <li>&gt; 125 vaccination facilities supported</li> <li>&gt; 25 vaccination campaigns supported</li> </ul>	We will continue to work with governments and partners to drive a strong and inclusive recovery, investing in environmental resilience, promoting Smart Drinking and supporting sustainable livelihoods across our value chain.	



ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward
<b>Disaster Response</b>	We believe we can play a positive role in building communities that are more resilient to disasters by working alongside government, civil society and other private-sector organizations to reduce disaster risk and support response efforts whenever disasters occur.	Colleagues, communities, consumers	Zone and country teams	Every year, many communities around the world are affected by droughts, earthquakes, wildfires, floods and other natural disasters. These occurrences are on the rise, and this trend is set to continue, driven by urbanization, the degradation of natural ecosystems and climate change.	<ul style="list-style-type: none"> <li>• Donated emergency drinking water in South Korea and China for weather-related disasters</li> <li>• Donated drinking water to victims of extreme flooding in Belgium and Germany</li> <li>• Donated food, water, clothing, blankets and more to people affected by flooding in Zacatecas, Mexico</li> <li>• Delivered canned drinking water to support disaster response in Canada</li> <li>• Launched the Prepare for Your Pets campaign in the US to raise awareness on disaster preparedness</li> <li>• Supported communities after flooding in the Taquiña River basin in Bolivia</li> </ul>	<ul style="list-style-type: none"> <li>• 11 disaster response initiatives implemented</li> <li>• &gt; 2.3 million liters of emergency drinking water provided</li> </ul>	We intend to continue leveraging our business capabilities and local connections to support our communities in preparing for and responding to disasters.

ESG topics	Why it is important	Impact on value chain	How we manage it	Business considerations	2021 developments	2021 outcomes	Looking forward
<b>Community Engagement: Volunteering</b>	Our people are passionate about supporting their communities.	Colleagues, communities, consumers	Zone and country teams	Sustainable and inclusive growth of the communities where we live and work is fundamental to our business success.	<ul style="list-style-type: none"> <li>Supported blood donations in Mozambique with 150 volunteer hours</li> <li>Volunteered at a local library and organized English classes in South Korea</li> <li>Helped pub owners reopen after the COVID-19 lockdowns in Belgium</li> <li>Supported initiatives to respond to a volcano eruption on La Palma in the Canary Islands</li> <li>Planted trees in the Harz Mountains for World Environment Day in Germany</li> <li>Collected and donated 1,120 kg of wastepaper to the ECOFund for Good and donated the proceeds to help homeless animals in Russia</li> <li>Ran more than 30 virtual and in-person volunteer activities in Mexico to celebrate World Water Day, World Environment Day, Smart Drinking Week and International Volunteer Day, with over 16,000 participants</li> <li>Ran a virtual volunteering program to support local entrepreneurs in Peru</li> <li>Provided new training tools for community leaders through our social impact platform Valor in Argentina</li> <li>Organized a beach-cleaning day in Paraguay, collecting approximately 59,000 kg of trash</li> <li>Donated time and knowledge, as well as online management classes, to support NGOs in Brazil</li> </ul>	<ul style="list-style-type: none"> <li>29 countries with volunteering programs in place</li> <li>&gt; 32,400 volunteer hours for our colleagues</li> </ul>	We will find new ways to empower our colleagues to share their talents and time to strengthen their communities.

# 2025 Sustainability Goals

GRI: 302-1, 302-3, 303-5, 305-1, 305-4

**Our 2025 Sustainability Goals are our most ambitious sustainability public commitments yet. Introduced in March 2018, the goals aim for holistic environmental and social impact and to drive transformational change across our entire value chain. Our company's leadership and a cross-functional team of more than 70 colleagues designed these goals to deliver bold action today with measurable results that will drive long-term resilience and lasting positive impact.**

Please see Climate, Water Stewardship, Sustainable Agriculture and Circular Packaging sections on pages 21–37 of this report to learn more about how sustainability and the achievement of our 2025 Sustainability Goals are managed at AB InBev. The table to the right highlights our 2021 performance against key indicators related to our 2025 Sustainability Goals.

Metric	2025 Goal	2021	2020	2019	2018	2017 [Baseline]
Total water use (in billion hl)	n/a	1,599 <sup>Ⓐ</sup>	1,496 <sup>Ⓐ</sup>	1,642 <sup>Ⓐ</sup>	1,632 <sup>Ⓐ</sup>	1,775 <sup>Ⓐ</sup>
Water use by hectoliter of production (hl/hl)	2.50	2.66 <sup>Ⓐ</sup>	2.70 <sup>Ⓐ</sup>	2.80 <sup>Ⓐ</sup>	2.95 <sup>Ⓐ</sup>	3.09 <sup>Ⓐ</sup>
Total GJ of energy (in millions)	n/a	58.8 <sup>Ⓐ</sup>	55.2 <sup>Ⓐ</sup>	61.4 <sup>Ⓐ</sup>	61.1	61.4 <sup>Ⓐ</sup>
Total GJ of energy purchased (in millions)	n/a	56.4 <sup>Ⓐ</sup>	53.2 <sup>Ⓐ</sup>	59.4 <sup>Ⓐ</sup>	59.2 <sup>Ⓐ</sup>	*
Energy usage per hectoliter of production (in Mj/hl)	n/a	97.7	99.7	104.6	110.1*	111.6 <sup>Ⓐ</sup>
Energy purchased per hectoliter of production (in Mj/hl)	n/a	93.6 <sup>Ⓐ</sup>	96.2 <sup>Ⓐ</sup>	101.2 <sup>Ⓐ*</sup>	106.8 <sup>Ⓐ</sup>	*
Total direct and indirect GHG emissions (Scopes 1 and 2 in million metric tons of CO <sub>2</sub> e)	4.02	4.41 <sup>Ⓐ</sup>	4.71 <sup>Ⓐ</sup>	5.36 <sup>Ⓐ</sup>	6.03 <sup>Ⓐ</sup>	6.18 <sup>Ⓐ</sup>
Total direct and indirect GHG emissions (Scopes 1, 2 and 3 in million metric tons of CO <sub>2</sub> e)	n/a	30.94 <sup>Ⓐ</sup>	28.37 <sup>Ⓐ</sup>	31.8 <sup>Ⓐ</sup>	31.21	32.35
Scope 1 and 2 GHG emissions per hectoliter of production (in kg CO <sub>2</sub> e/hl)	4.77	5.13 <sup>Ⓐ</sup>	6.50 <sup>Ⓐ</sup>	6.92 <sup>Ⓐ</sup>	8.04 <sup>Ⓐ</sup>	8.55 <sup>Ⓐ</sup>
Scopes 1, 2 and 3 GHG emissions per hectoliter of production (in kg CO <sub>2</sub> e/hl)	44.5	51.21 <sup>Ⓐ</sup>	53.13 <sup>Ⓐ</sup>	55.3 <sup>Ⓐ</sup>	57.0	59.4
Scope 3 GHG emissions per hectoliter of production (in kg CO <sub>2</sub> e/hl)	39.7	43.91 <sup>Ⓐ</sup>	46.63	48.38	48.96	50.85
% Renewable electricity: operational**	100%	39.9% <sup>Ⓐ</sup>	31.2% <sup>Ⓐ</sup>	20.0% <sup>Ⓐ</sup>	16% <sup>Ⓐ</sup>	--
% Renewable electricity: contracted**	100%	81.4% <sup>Ⓐ</sup>	70.6% <sup>Ⓐ</sup>	61.3%	50%	--
% Returnable packaging	n/a	36.4% <sup>Ⓐ</sup>	36.4% <sup>Ⓐ</sup>	40.9% <sup>Ⓐ</sup>	43.5% <sup>Ⓐ</sup>	46%
% Recycled content in primary packaging						
Glass		43.8% <sup>Ⓐ</sup>	43.2% <sup>Ⓐ</sup>	42.3% <sup>Ⓐ</sup>	41.4% <sup>Ⓐ</sup>	37%
Cans	>50%	55.6% <sup>Ⓐ</sup>	57.6% <sup>Ⓐ</sup>	59.1% <sup>Ⓐ</sup>	58.9% <sup>Ⓐ****</sup>	59%
PET		20.0% <sup>Ⓐ</sup>	26.0% <sup>Ⓐ</sup>	22.8% <sup>Ⓐ</sup>	15.7% <sup>Ⓐ</sup>	21%
Direct farmers Skilled, Connected and Financially Empowered****						
Skilled	100%	74%	76%	50%	--	--
Connected	100%	65%	57%	45%	--	--
Financially Empowered	100%	69%	60%	35%	--	--

## Ⓐ Assured Metric

(please refer to External Assurance Report on page 94)

- Our goals and data as included in the table on water, GHG emissions per hectoliter of production and energy pertain to our beverage facilities only and do not encompass our vertical operations such as malt plants and packaging facilities.
- Total direct and indirect GHG emissions data encompass beverage facilities and most vertical operations, including malt plants and packaging facilities.
- For additional information regarding the KPI's scope, please refer to the report scope on page 92.
- Scope 1 accounts for 67.7% of our operational emissions and includes CO<sub>2</sub> equivalent [CO<sub>2</sub>e] from fuel used in our manufacturing processes and in cogeneration plants that generate on-site electricity. Scope 2 accounts for about 32.3% and represents emissions from purchased electricity.
- Scope 3 emissions constitute estimates based on a mix of supplier-based numbers, global emission factors and assumptions for purchased goods and services, upstream and downstream distribution, product cooling (including on and off premise but excluding at-home cooling) and end of product life. Around 50% of emissions are calculated with own data or data reported by suppliers through the CDP. We currently use a hybrid approach to measure Scope 3 data, leveraging a mix of supplier reported data and industry available data. We expect that our ambition to achieve net zero and the supporting data may be revised as measurement standards, modeling methodology and the level of data granularity improve over time.

\* In line with our new sustainability goals, energy reporting will shift to energy purchased versus energy usage. Energy purchased per hl aligns with our RE100 sustainability goal of offsetting 100% of our purchased electricity with electricity sourced from renewable resources. Energy purchased per hl was not reported for breweries acquired from SABM in 2017.

\*\* For 2021, renewable electricity is reported by two metrics: operational electricity and contracted electricity. Our primary strategy is to help fund new build renewable electricity projects, and as these can take time to build, we believe it is important to report both metrics. The contracted electricity metric tracks the commitments we have already made to our 100% renewable electricity goal, while our operational electricity measures our actual annual realization.

\*\*\* 2018 recycled content percentage in primary packaging for cans has been updated. The data correction has been done following the external supplier audits.







\*\*\*\* Smart Agriculture data is based on up-to-date estimates.



# Reporting frameworks

GRI: 102-55

## GRI

Disclosure number	Disclosure name	Source
GRI 102-1	Name of the organization	Anheuser-Busch InBev SA/NV
GRI 102-2	Activities, brands, products, and services	Annual report p. 13-15 Our Brands - Annual report p. 20-29  Our Brands
GRI 102-3	Location of headquarters	Anheuser-Busch InBev Global Headquarters Brouwerijplein,1 3000 Leuven Belgium
GRI 102-4	Location of operations	ESG report p. 5-6 Annual report p. 15-17
GRI 102-5	Nature of ownership and legal form	 Our shareholders
GRI 102-6	Markets served	ESG Report p. 5 Annual report p. 15-16, 20-24
GRI 102-7	Scale of the organization	Annual report p. 4, 6, 36
GRI 102-8	Information on employees and other workers	ESG Report: p. 48 Annual report p. 50
GRI 102-9	Supply chain	Annual report p. 15, 20-24  Our Beers  Passion for Beer
GRI 102-10	Significant changes to the organization and its supply chain	Annual report p. 18-24
GRI 102-11	Precautionary Principle or approach	AB InBev applies precautionary approach by managing for risk related to all of our Tier 1 issues  Environmental Policy  Responsible Sourcing Policy
GRI 102-12	External initiatives	<ul style="list-style-type: none"> <li>• Commitment to the UN Women's Empowerment Principles</li> <li>• Contribution to the UN Sustainability Goals (SDGs) : ESG Report p. 78-83</li> <li>• Support the World Health Organization (WHO) target of reducing the harmful use of alcohol</li> <li>• Signatory to the United Nations Global Compact: ESG report p. 2, 40, 84; Annual Report p. 19</li> <li>• Committed to the principles and guidance contained in the UN Guiding Principles on Business and Human Rights</li> </ul>
GRI 102-13	Membership of associations	ESG report p. 56
GRI 102-14	Statement from senior decision-maker	ESG report p. 2-3
GRI 102-15	Key impacts, risks and opportunities	ESG Report p. 85-88

Disclosure number	Disclosure name	Source
GRI 102-16	Values, principles, standards and norms of behavior	ESG report p. 4, 10 <a href="#">Our 10 Principles</a> <a href="#">Our Policies</a>
GRI 102-17	Mechanisms for advice and concerns about ethics	ESG report p. 38-39 Annual report p. 47 <a href="#">Our Policies</a>
GRI 102-18	Governance Structure	ESG Report p. 51 <a href="#">Our Corporate Governance</a>
GRI 102-19	Delegating authority	ESG report p. 51-53 <a href="#">CDP Disclosure</a>
GRI 102-20	Executive-level responsibility for economic, environmental and social topics	ESG report p. 51-53 <a href="#">CDP Disclosure</a>
GRI 102-22	Composition of the highest governance body and its committees	<a href="#">Our Corporate Governance</a>
GRI 102-23	Chair of the highest governance body	<a href="#">Our Corporate Governance</a>
GRI 102-24	Nominating and selecting the highest governance body	ESG report p. 55 <a href="#">Our Corporate Governance Charter</a>
GRI 102-25	Conflicts of interest	<a href="#">Our Corporate Governance Charter</a>
GRI 102-26	Role of highest governance body in setting purpose, values, and strategy	ESG report p. 51
GRI 102-29	Identifying and managing economic, environmental, and social impacts	ESG report p. 51, 56
GRI 102-35	Remuneration policies	ESG report p. 51 <a href="#">Our Corporate Governance Charter</a>
GRI 102-40	List of stakeholder groups	ESG report p. 57-58
GRI 102-41	Collective bargaining agreements	<a href="#">Human Rights Policy</a>
GRI 102-42	Identifying and selecting stakeholders	ESG report p. 56-58
GRI 102-43	Approach to stakeholder engagement	ESG report p. 56-58
GRI 102-44	Key topics and concerns raised	ESG report p. 56
GRI 102-45	Entities included in the consolidated financial statements	Financial Report: management report
GRI 102-46	Defining report content and topic boundaries	ESG report p. 92-93
GRI 102-47	List of material topics	ESG report p. 56
GRI 102-48	Restatements of information	ESG report p. 92-93
GRI 102-49	Changes in reporting	ESG report p. 92-93
GRI 102-50	Reporting period	2021

Disclosure number	Disclosure name	Source
GRI 102-51	Date of the most recent report	Annual report 2020
GRI 102-52	Reporting cycle	Annual
GRI 102-53	Contact point for questions regarding the report	corporategovernance@ab-inbev.com
GRI 102-54	Claim of reporting in accordance with the GRI Standards	ESG Report p. 92
GRI 102-55	GRI content index	ESG report p. 71-75
GRI 102-56	External assurance	Annual report p. 51-53 ESG report p. 94-95

## General Standard Disclosures

### Universal standards

GRI 103-1	Explanation of the material topic and its boundaries	ESG report p. 60-69 and in every chapter: Our strategic ESG priorities
GRI 103-2	The management approach and its components	ESG report p. 11-49
GRI 103-3	Evaluation of the management approach	ESG report p. 52-53

### Economic topics

GRI 201-1	Direct economic value generated and distributed	ESG report p. 7
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Submitted to CDP on an annual basis
GRI 201-3	Defined benefit plan obligations and other retirement plans	Not disclosed
GRI 204-1	Proportion of spending on local supplier	Not disclosed

### Environmental topics

GRI 301-2	Recycled input materials used	ESG report p. 35
GRI 301-3	Reclaimed products and their packaging materials	Not disclosed
GRI 302-1	Energy consumption within the organization	ESG report p. 61, 70 Our energy consumption data is submitted to CDP on an annual basis
GRI 302-2	Energy consumption outside the organization	Not disclosed
GRI 302-3	Energy intensity	ESG report p. 61, 70 Our energy consumption data is submitted to CDP on an annual basis
GRI 302-4	Reduction of energy consumption	ESG report p. 61, 70
GRI 303-1	Interactions with water as a shared resource	ESG Report p. 26-30, 60
GRI 303-2	Management of water-discharge related impacts	ESG report p. 26-30 Our water data is submitted to CDP on an annual basis
GRI 303-3	Water withdrawal	ESG report p. 29 (% by source) Our water data is submitted to CDP on an annual basis
GRI 303-4	Water discharge	Our water data is submitted to CDP on an annual basis



Disclosure number	Disclosure name	Source
GRI 303-5	Water consumption	ESG report p. 60, 70 Our water data is submitted to CDP on an annual basis
GRI 304-2	Significant impacts of activities, products and services on biodiversity	ESG report p. 28, 31-34, 66
GRI 305-1	Direct (Scope 1) GHG emissions	ESG report p. 23, 70, 89 Annual report p. 7 (only disclosed per crop) Our Climate data is submitted to CDP on an annual basis
GRI 305-2	Energy indirect (Scope 2) GHG emissions	ESG report p. 23, 70, 89
GRI 305-3	Other indirect (Scope 3) GHG emissions	ESG report p. 23, 70, 89
GRI 305-4	GHG emissions intensity	Annual report p. 42 ESG report p. 70, 89
GRI 305-5	Reduction of GHG emissions	ESG report p. 21-25, 61, 89
GRI 306-1	Waste generation and significant waste-related impacts	ESG report p. 35-37, 62
GRI 306-2	Management of significant waste-related impacts	ESG report p. 35-37, 62
GRI 306-4	Waste diverted from disposal	ESG report p. 35, 62 (in %)
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Annual Report report p. 21-22
<b>Social topics</b>		
GRI 403-1	Occupational health and safety management system	ESG report p. 42
GRI 403-3	Occupational health services	ESG report p. 42
GRI 403-4	Worker participation, consultation and communication on occupational health and safety	ESG report p. 42-43
GRI 403-5	Worker training on occupational health and safety	ESG report p. 42
GRI 403-6	Promotion of worker health	ESG report p. 42-43
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESG report p. 42-43
GRI 403-9	Work-related injuries	ESG report p. 42
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	ESG report p. 48-49
GRI 405-1	Diversity of governance bodies and employees	ESG report p. 47-49 Annual report p. 50 Diversity & Inclusion Policy Diversity & Inclusion webpage









Disclosure number	Disclosure name	Source
GRI 405-2	Ratio of basic salary and remuneration of women to men	ESG report p. 49
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	 Human Rights Policy
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	 Human Rights Policy  Global Responsible Sourcing Policy
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	 Human Rights Policy
GRI 412-1	Operations that have been subject to human rights reviews or impact assessments	ESG report p. 40 (not on operations level)  All of our operations are required to adhere to our Human Rights policy
GRI 412-2	Employee training on human rights policies or procedures	ESG report p. 40  A human rights policy is included in our Code of Business Conduct, on which we train our employees
GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	ESG report p. 41, 62
GRI 413-1	Operations with local community engagement, impact assessments and development programs	ESG report p. 28, 30, 44-46 (not on operations level)
GRI 414-1	New suppliers that were screened using social criteria	Our purchase contracts contain a clause that binds suppliers to our Global Responsible Sourcing Policy. Our contracts state that suppliers must comply with all applicable laws, including environment, health, and safety rules, as well as that suppliers shall not use forced or involuntary labor or corrupt business practices.  Global Responsible Sourcing Policy  Suppliers and sustainability
GRI 416-1	Assessment of the customer health and safety impacts of product and service categories	ESG report p. 12-20
GRI 417-1	Requirements for product and service information and labelling	ESG report p. 13, 16

Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting metric	Category	Unit of measure	Code	Data (in millions)	Reference
Energy Management	① Total energy consumed ② Percentage grid electricity ③ Percentage renewable	Quantitative	Gigajoules (GJ), Percentage [%]	FB-AB-130a.1	① Total GJ of energy (in millions): 58.8 ② Total GJ of energy purchased (in millions): 56.4 ③ % Renewable Electricity - Operational: 39.9%. % Renewable Electricity - Contracted: 81.4%	ESG Report p. 21, 70
	① Total water withdrawn ② Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Percentage [%], Billion hl	FB-AB-140a.1	① Brewery water intake by source: Ground water (41.0%), Surface water (17.4%), Third party (41.6%), Rain water: (<0.1%) ② Total water use (billion hl):1.599. Total water use by hectoliter of production (hl/hl): 2.66	ESG report p. 29, 60, 70, 80
Water Management	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	N/A	FB-AB-140a.2	100% of sites located in high-stress areas have analyzed local water challenges. 83% of sites located in high-stress areas have started implementation solutions. 3 of sites located in high-stress areas have begun seeing measurable impact 100% of our communities in high-stress areas will have measurably improved water availability and quality by 2025 Water use efficiency ratio: 2.66 (hl/hl)	ESG report p. 26-30, 60
Responsible Drinking & Marketing	Percentage of total advertising impressions made on individuals at or above the legal drinking age	Quantitative	Percentage [%]	FB-AB-270a.1	All advertising impressions are targeted to those above the legal drinking age. 👉 Marketing & Communications Code	
	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	Quantitative	Number	FB-AB-270a.2	We follow labeling mandates in every market we operate in. Where there is not already government mandated labeling in place and where it is permissible by local regulation, we aim to include a guidance label in 100% of the eligible beer volume by 2021. By end of 2021, 100% of eligible beer volume included a voluntary guidance label. ESG Report p. 16	
	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices	Quantitative	Reporting currency	FB-AB-270a.3	N/A	
	Description of efforts to promote responsible consumption of alcohol	Discussion and Analysis	N/A	FB-AB-270a.4	98 Social Norms Marketing Campaigns launched. 450+ million USD invested in Social Norms Marketing Programs and Campaigns since 2016.* Minimum 3% of AB Inbev' annual media buying budget should be invested in Smart Drinking campaigns. 👉 Our Responsible Marketing and Communications Code Member of the International Alliance for Responsible Drinking (IARD). Partnership with IARD and Google. Partnership with IARD and the World Federation of Advertisers.	ESG Report p. 12-20
Packaging Lifecycle Management	① Total weight of packaging, ② Percentage made from recycled and/or renewable materials, ③ Percentage that is recyclable, reusable, and/or compostable	Quantitative	Metric tons (t), Percentage [%]	FB-AB-410a.1	① N/A ② % Recycled content in primary packaging: Glass: 43.8%, Cans: 55.6%, PET: 20.0% ③ Returnable packaging: 36.4%. 74.5% of our products were in either returnables (kegs and returnable glass bottles) or made from majority recycled content (cans portfolio with more than 50% recycled content)	ESG Report p. 35, 62, 70
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Discussion and Analysis	N/A	FB-AB-410a.2	100% of our products will be in packaging that is returnable or made from majority recycled content by 2025. Our packaging goal applies to our primary packaging which represents more than 83% of our total packaging volume by weight globally, though our work in circularity extends to secondary packaging and post-consumer waste.	ESG Report p. 35-37, 62

\*Investments from 2016 through 2019 amounting to 255.31 million USD have been reviewed and validated through prior assurance processes. The remaining investment contribution will be assured in 2022.

Topic	Accounting metric	Category	Unit of measure	Code	Data (in millions)	Reference
Environmental & Social Impacts of Ingredient Supply Chain	Suppliers' social and environmental responsibility audit ① non-conformance rate ② associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	FB-AB-430a.1	① N/A ② N/A Human rights due diligence Model, Human Rights Policy and Responsible Sourcing Policy, based on the United Nations Guiding Principles on Business and Human Rights	
	Percentage of beverage ingredients sourced from regions with High or Extremely High Baseline Water Stress	Quantitative	Percentage (%) by cost	FB-AB-440a.1	N/A	
Ingredient Sourcing	List of priority beverage ingredients and description of sourcing risks due to environmental and social considerations	Discussion and Analysis	n/a	FB-AB-440a.2	Our priority crops include barley, rice, hops, maize, sorghum and cassava. Social and environmental considerations for these supply chains are discussed in the Sustainable Agriculture and TCFD sections of this report.	ESG Report p. 32-34, 88

**Table 2. Activity Metrics**



Activity metric	Category	Unit of measure	Code	Data	Reference
Volume of products sold	Quantitative	Millions of hectoliters (Mhl)	FB-AB-000.A	581.7	Annual report p. 6
Number of production facilities	Quantitative	Number	FB-AB-000.B	<ul style="list-style-type: none"> <li>• Approximately 200 breweries in more than 50 countries</li> <li>• Approximately 40 verticalized operations (incl. hop farms and barley malting facilities)</li> </ul>	ESG report p. 6; Annual report p. 6
Total fleet road miles traveled	Quantitative	Miles	FB-AB-000.C	N/A	N/A



# UN SDGs



## GRI: 102-12





We believe that the UN 2030 Agenda for Sustainable Development and the 17 UN SDGs are the foundation for a sustainable future. We support their advancement. In fact, we contribute directly to a majority of the UN SDGs through sustainability commitments and initiatives across our entire value chain.

SDG	Targets	Target description	ABI strategic ESG priority	Examples of our actions	Reference
	1.4	By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	Sustainable Agriculture Circular Packaging Ethics & Transparency	<ul style="list-style-type: none"> <li>Implement skills training and increase access to finance, insurance and technology for smallholder farmers, informal recycling collectors and small retailers in our value chain</li> <li>Conducted living income research in Uganda smallholder supply chain to inform program initiatives</li> <li>Work with farmers and communities in high-risk watersheds to increase water resilience</li> </ul>	ESG report p. 31–46
	1.5	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	Entrepreneurship	<ul style="list-style-type: none"> <li>Invest in research and extension to increase farmer resilience through the adoption of sustainable farming practices and improved crop varieties</li> <li>Began implementation of our impact framework in recycling supply chains in Brazil and Mexico that work with informal collectors to identify and address potential challenges faced</li> <li>100+ Accelerator: implementing with Litro de Luz an installation of 50 solar-powered streetlights for farmers in Ecuador</li> </ul>	
	2.3	By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	Sustainable Agriculture	<ul style="list-style-type: none"> <li>Work with over 22,000 farmers through our direct sourcing programs, of which over 16,500 are smallholders</li> <li>In 2021 74% of direct farmers were Skilled, 65% were Connected and 69% were Financially Empowered</li> </ul>	ESG report p. 31–34
	2.4	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality		<ul style="list-style-type: none"> <li>Implement framework in direct sourcing regions to advance a common set of soil health principles that leverage locally relevant practices, building on existing initiatives and developing new ones</li> <li>Invest in technology to advance crop research and variety development for barley as well as for smallholder crops like cassava and sorghum</li> </ul>	
	2.5	Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries		<ul style="list-style-type: none"> <li>100+ Accelerator: implementing regenerative agricultural practices on 30 hectares of land in Apan, Mexico, with Toroto and Verra; trialing with Soil Capital carbon credits for farmers in France who switch to regenerative agricultural practices</li> </ul>	

SDG	Targets	Target description	ABI strategic ESG priority	Examples of our actions	Reference
	3.5	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	Smart Drinking Road Safety	<ul style="list-style-type: none"> <li>&gt; 450 million USD invested in social norms marketing programs and campaigns since 2016*</li> <li>98 social norms marketing campaigns launched since 2016</li> <li>100% of eligible beer volume included a guidance label in 2021</li> <li>27 markets implemented alcohol guidance labels in 2021</li> <li>6.63% of our global beer volume is no- and low-alcohol beer</li> <li>82 NABLAB brands</li> <li>118 countries utilizing the Management Practices for Safer Roads Toolkit trainings developed in partnership with UNITAR</li> <li>Expanded partnership with Together for Safer Roads to improve the operation safety of small- to mid-size fleets</li> <li>100+ Accelerator: implementing with Litro de Luz an installation of 60 solar-powered streetlights in La Libertad, Jesus de Otoro and Marcala La Paz, Honduras, to reduce road traffic accidents</li> </ul>	ESG report p. 12–20
	3.6	By 2020, halve the number of global deaths and injuries from road traffic accidents			
	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university			
	4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship			
	4.5	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	Entrepreneurship	<ul style="list-style-type: none"> <li>Implement skills training programs for smallholder farmers, informal recycling collectors and small retailers in our value chain, with a specific focus on engaging and empowering women</li> <li>Provide training and tools to suppliers to measure and track decarbonization across their supply chains through the Eclipse platform</li> <li>100+ Accelerator: members of WeConnect International to support the training of women-owned companies to upskill their businesses in both the Accelerator and our broader value chain</li> </ul>	ESG report p. 44–46
	4.7	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development			
	5.1	End all forms of discrimination against all women and girls everywhere		<ul style="list-style-type: none"> <li>Continue to hire, develop and promote women across our organization, with women making up 14% of our top three leadership levels, 26% of our top five leadership levels, 34% of our salaried workforce and 21% of our overall workforce</li> </ul>	
	5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decisionmaking in political, economic and public life	Sustainable Agriculture Circular Packaging Entrepreneurship	<ul style="list-style-type: none"> <li>Launched individual D&amp;I dashboards for all members of our Senior Leadership Team and colleagues in senior positions to track progress and ensure transparency on their own teams</li> <li>Kicked off the second cohort of our Women's Leadership Program, investing in 50 women leaders through an immersive, personalized program</li> </ul>	ESG report p. 31–37, 44–49
	5.b	Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	Diversity & Inclusion	<ul style="list-style-type: none"> <li>Develop partnerships and programs to empower women retailers, farmers, waste collectors and suppliers across our value chain</li> <li>100+ Accelerator: partner with One Young World to sponsor SDG 5 in the Lead2030 initiative; partner with the Female Founders Alliance to increase our pipeline of women-founded start-ups and suppliers</li> </ul>	




\*Investments from 2016 through 2019 amounting to 255.31 million USD have been reviewed and validated through prior assurance processes. The remaining investment contribution will be assured in 2022.




SDG	Targets	Target description	ABI strategic ESG priority	Examples of our actions	Reference
	6.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all	Water Stewardship	<ul style="list-style-type: none"> <li>Engage local stakeholders to identify and implement tailored solutions to improve water quality and availability in our communities facing water stress: 100% of sites located in high-stress areas have analyzed local water challenges, 83% of sites located in high-stress areas have started implementing solutions, and 3 sites located in high-stress areas are measuring impact</li> <li>Aguas Firmes project in Mexico: supporting farmers on drip irrigation and conservation agriculture practices and implementing nature-based solutions</li> <li>Amunas project in Peru: focusing on improving water availability through the restoration of ancestral water channels and strengthening water management capacity of rural communities</li> <li>Identify and implement solutions to improve our operational water use efficiency through internal management system and innovation initiatives</li> <li>Achieved a water use efficiency ratio of 2.66 hl/hl, a 13.91% improvement since 2017</li> <li>Continued partnership between Stella Artois and Water.org, helping provide 3.6 million people in the developing world with access to safe water since 2015</li> <li>Published guide with TNC called <i>Measuring and Evaluating the Impact of Corporate Watershed Projects</i> to help practitioners develop robust measurement and evaluation plans for watershed projects</li> <li>Published report with WWF called <i>Waterways to Resilience</i>, demonstrating how nature-based solutions can help address water challenges and support climate adaptation</li> <li>100+ Accelerator: implementing dry, non-flush toilets that evaporate 90% of waste in Zambia with Change Water Labs and Live Clean Zambia; implementing nature-based solutions for sewage treatment into non-potable water in Bolivia with Ayala</li> </ul>	ESG report p. 26–30
	6.2	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations			
	6.3	By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally			
	6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity			
	6.5	By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate			
	6.6	By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes			
	6.A	By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies			
	6.b	Support and strengthen the participation of local communities in improving water and sanitation management			
	7.1	By 2030, ensure universal access to affordable, reliable and modern energy services	Climate	<ul style="list-style-type: none"> <li>39.9% renewable electricity operational</li> <li>81.4% renewable electricity contracted</li> <li>Reduced purchased energy by 4.7% since 2018</li> <li>US operations achieved 100% renewable electricity</li> <li>Announced that we will be providing renewable electricity to retailers in Brazil and access to renewable electricity options for retailers in Ireland</li> <li>Announced launch of renewable thermal energy projects at Magor brewery (hydrogen) and Maputo brewery (solar)</li> <li>100+ Accelerator: implementing 114 kWp in flexible lightweight solar panels at our brewery in Wuhan, China, with Sunman; implementing our first solar thermal installation in Mozambique with Absolicon; partnering with Coca Cola and Vchiller to develop refrigerators with large emissions reductions</li> </ul>	ESG report p. 21–25
	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix			
	7.3	By 2030, double the global rate of improvement in energy efficiency			
	7.b	By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support			

SDG	Targets	Target description	ABI strategic ESG priority	Examples of our actions	Reference
	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities	Ethics & Transparency	<ul style="list-style-type: none"> <li>Employed 169,000 colleagues across our global operations</li> <li>Conducted child labor research in our Brazil, Zambia and Uganda sourcing regions, and action plans are being developed based on the findings</li> </ul>	ESG report p. 38–43
	8.7	Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms		<ul style="list-style-type: none"> <li>Continued to develop human rights processes in our Brazilian logistics supply chain related to migrant workers</li> <li>Reduced the number of LTIs to 283 (2019: 568)</li> </ul>	
	8.8	Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment		<ul style="list-style-type: none"> <li>Worked in high-risk areas to reduce the risk of violent assault by focusing on efforts like going cashless in our Tier 2 distribution channels, actively monitoring all vehicles in high-risk areas and implementing a violence prevention toolkit</li> <li>Continued to explore the use of technology to further embed and support a culture of safety by piloting AI safety monitoring to detect certain safety behaviors in our operations, scaling forklift-pedestrian collision prevention technologies and trialing fatigue detection in trucks</li> </ul>	
	9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	Climate	<ul style="list-style-type: none"> <li>5.13 kg CO<sub>2</sub>e/hl Scopes 1 and 2 GHG emissions per hectoliter of production</li> <li>51.21 kg CO<sub>2</sub>e/hl Scopes 1, 2 and 3 GHG emissions per hectoliter of production</li> </ul>	ESG report p. 21–25
	9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending		<ul style="list-style-type: none"> <li>100+ Accelerator: implementing advanced wastewater treatment for enhanced water reuse with Cambrian Innovations at Houston brewery; refurbishing EV batteries into onsite renewable storage systems at Foshan and Suqian</li> </ul>	
	10.2	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	Ethics & Transparency	<ul style="list-style-type: none"> <li>Developed a human rights risk map through our newly formed Human Rights Steering Committee, which provides an assessment of the possible issues present in our operations and value chain</li> </ul>	ESG report p. 38–43, 47–49
	10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Diversity & Inclusion	<ul style="list-style-type: none"> <li>Conducted living income research in Uganda smallholder supply chain to inform program initiatives</li> <li>Trained over 9,800 colleagues in bias breaking for online performance review and trained 2,475 leaders in psychological safety</li> </ul>	
	11.5	By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations	Climate	<ul style="list-style-type: none"> <li>Provided support through disaster response measures in 11 countries-</li> <li>Provided 2.3 million liters of emergency drinking water</li> </ul>	ESG report p. 21–25, 62, 68
	11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	Waste Management* Disaster Response	<ul style="list-style-type: none"> <li>Recycled 99.29% of the waste generated in our beverage production processes in 2021</li> <li>14% of our total beverage facilities are recycling 100% of generated waste, considered zero waste generation</li> <li>69% of our beverage production facilities are reaching more than 99% recycling rates</li> </ul>	

\*Waste Management: percentage of recycling is the ratio between the volume of byproducts and waste recycled into secondary materials versus the total production volume of byproducts and waste in a certain period per unit.



SDG	Targets	Target description	ABI strategic ESG priority	Examples of our actions	Reference
	12.2	By 2030, achieve the sustainable management and efficient use of natural resources	Climate Circular Packaging	<ul style="list-style-type: none"> <li>• 36.4% volume in returnable packaging</li> <li>• 55.6% recycled content in cans</li> <li>• 43.8% recycled content in glass</li> <li>• 20.0% recycled content in PET</li> </ul>	ESG report p. 21–25, 35–37
	12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse		<ul style="list-style-type: none"> <li>• 99.8% of all our packaging materials are recyclable</li> </ul>	
	12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle		<ul style="list-style-type: none"> <li>• &gt;46,000 metric tons of packaging reduced since 2018</li> </ul>	
	12.a	Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production		<ul style="list-style-type: none"> <li>• Provide training and tools to suppliers to measure and track decarbonization across their supply chains through the Eclipse platform</li> <li>• 100+ Accelerator: building a plant in Dar al Saalam, Tanzania, with Chanzi to convert 600MT/month of brewery waste into 30MT of high protein, low-cost feed for poultry and aquaculture and 60 MT of fertilizer; testing algae production on water treatment plants to produce low-cost plant-based protein with Arborea</li> </ul>	
	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Climate Sustainable Agriculture Circular Packaging	<ul style="list-style-type: none"> <li>• Launched our new ambition to achieve net zero by 2040</li> <li>• Set science-based target in line with 1.5 C</li> <li>• Reduced Scopes 1 and 2 GHG emissions 28.63% vs. 2017 baseline</li> <li>• Reduced Scopes 1, 2 and 3 GHG emissions 13.58% vs. 2017 baseline</li> <li>• Developed the Eclipse platform to provide education and training support to suppliers to implement emission reduction initiatives and work on collaborative innovations</li> </ul>	ESG report p. 21–25, 31–37
	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	<ul style="list-style-type: none"> <li>• Announced the lease of 200 electric trucks in Colombia</li> <li>• Received an A- rating for CDP Climate disclosure</li> <li>• Announced 3 carbon-neutral facilities, 2 in Brazil (Ponta Grossa and Passo Fundo) and 1 in China (Wuhan)</li> <li>• Continued investing in barley variety research on our Fort Collins facility</li> <li>• 74% of our direct farmers Skilled</li> </ul>		
	14.1	By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	Circular Packaging	<ul style="list-style-type: none"> <li>• Our global brand Corona continued to invest in plastic waste mitigation activities across markets, including beach cleanups, to achieve a net zero plastic footprint</li> <li>• 100+ Accelerator: piloting stretch wrap that fully dissolves in water with Solutum; implementing trade marketing materials made from recovered ocean plastic with Atando Cabos; testing new bio-based, biodegradable packaging made from spent grain with MiTerro</li> </ul>	ESG report p. 35–37

SDG	Targets	Target description	ABI strategic ESG priority	Examples of our actions	Reference
	15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements		<ul style="list-style-type: none"> <li>Published report with WWF entitled <i>Waterways to Resilience: Nature-based Solutions for Adaptation in Africa</i></li> </ul>	
	15.3	By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world	Water Stewardship Sustainable Agriculture	<ul style="list-style-type: none"> <li>Partner with The Nature Conservancy to develop and implement a framework for soil health in our direct sourcing regions</li> <li>Developed partnership with WWF and other stakeholders in South Africa to conduct clearing of invasive plant species to increase water availability and protect the watershed and biodiversity in the hops growing region of George, South Africa</li> </ul>	ESG report p. 26–34
	15.8	By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species			
	16.5	Substantially reduce corruption and bribery in all their forms	Ethics & Transparency	<ul style="list-style-type: none"> <li>Launched new online trainings for colleagues covering anti-corruption and anti-money laundering</li> <li>Utilize our compliance data analytics platform BrewRIGHT to aggregate, standardize and visualize company systems to identify, detect and prevent fraud and corruption within our operations</li> </ul>	ESG report p. 38–43
	17.16	Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries	Smart Drinking Climate Water Stewardship Sustainable Agriculture Circular Packaging	<ul style="list-style-type: none"> <li>Engage in industry associations and groups and multilateral organizations such as: <ul style="list-style-type: none"> <li>- UNGC CFO Taskforce</li> <li>- UNGC Water Resilience Coalition</li> <li>- UNITAR</li> <li>- Together for Safer Roads</li> <li>- World Economic Forum</li> </ul> </li> </ul>	ESG report p. 12–49
	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	Ethics & Transparency Entrepreneurship Diversity & Inclusion	<ul style="list-style-type: none"> <li>Launched partnership with Unilever, The Coca-Cola Company and Colgate-Palmolive to pilot, share learning and scale sustainable start-ups through the 100+ Accelerator</li> <li>Developed the Eclipse platform to provide education and training support to suppliers to implement emission reduction initiatives and work on collaborative innovations</li> </ul>	

 **For more information on our 100+ Accelerator pilots >**

# UN Global Compact index

GRI: 102-12

We are committed to the UN Global Compact and its Ten Principles for responsible business and the SDGs. Below is a reference for where more information can be found in relation to each principle.

Topic	UN Global Compact Principle	Reference
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	ESG report p. 40–42
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses	ESG report p. 40–42
Labor	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	ESG report p. 40–42
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour	ESG report p. 40–42
	Principle 5: Businesses should uphold the effective abolition of child labor	ESG report p. 40–42
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	ESG report p. 40–42, 47–49
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	ESG report p. 21–37, 70, 85–89
	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	ESG report p. 21–37, 70
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies	ESG report p. 21–37
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	ESG report p. 38–39

# TCFD

## GRI: 102-15

Understanding the potential climate-related risks and opportunities for our business and value chain informs our long-term strategy. We believe this enables us to innovate, create shared value for our company and our stakeholders and engage our consumers and future talent on the issues that matter to them.

## Task Force on Climate-related Financial Disclosures

As we seek to transition to a more sustainable, low-carbon economy, we have examined our business using the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to assess and communicate risks and opportunities related to climate change. Our analysis assesses different climate risk scenarios to identify related actions, metrics and targets over various time horizons.

We have assessed the potential risks and opportunities to our business and reputation that may come from changes in policy and law, new technology, evolving consumer sentiment and market conditions, as well as acute and chronic physical risks. Further, we have undertaken an analysis of our barley sourcing to assess the possible impacts of climate change as well as to identify areas of high production potential. We have used a multipronged approach for our analysis, engaging with academia, NGOs, government institutions and industry alliances to understand climate patterns and evaluate future risk.

## Governance

Please refer to Our ESG Governance Framework on page 51 of this report.

## Strategy

In March 2018, we set our 2025 Sustainability Goals, which aim for holistic environmental and social impact in the areas most material to our value chain: Smart Agriculture, Water Stewardship, Circular Packaging and Climate Action. Through our Climate Action Goal, we are building climate resilience by committing to transition our global operations to 100% renewable electricity and reduce our GHG emissions by 25% across our value chain.

In 2018, following the Intergovernmental Panel on Climate Change recommendation, we committed to reducing absolute Scopes 1 and 2 GHG emissions by 35% by 2025 from a 2017 base year, in line with the pathway to keep global warming to 1.5 degrees Celsius. Furthermore, we committed to increasing annual sourcing of renewable electricity from 7% in 2016 to 100% by 2025. We also committed to reducing emissions across the value chain (Scopes 1, 2 and 3) by 25% per beverage by 2025, from a 2017 base year. We included over 87% of our total Scope 3 emissions in our science-based target, putting us well over the two-thirds inclusion threshold that is required by the Science Based Targets initiative.

In December 2021, we announced our ambition to achieve net zero across our value chain by 2040. With this ambition, we aim to reduce absolute GHG emissions, and our strategy centers on reducing Scope 1 and 2 emissions and categories within Scope 3 emissions that have the most material impact. This includes well over 90% of our

Scope 3 categories included in our ambition to achieve net zero:

- Purchased goods and services
- Upstream transportation
- Emissions from fuel use not included in Scopes 1 and 2
- Downstream transportation
- Use of sold products (product cooling)
- End of product life
- Waste

In 2021, about 4.5% of our emissions, or around 1.4 million tons CO<sub>2</sub>e, came from electricity consumption in our own operations. We are committed to reducing 100% of these emissions by adopting 100% renewable electricity by 2025. Our strategy to reach this goal is based on adding additional renewable capacity to the grids of the countries where we operate, taking a market-by-market approach to identify solutions for each individual grid. As members of the global corporate renewable energy initiative RE100, we follow the initiative's guidelines with our renewable electricity sources coming from solar, wind, biomass, biogas, geothermal and water. We also follow RE100 guidelines on energy generation, leveraging self-generated energy through either on-site installations or off-site PPAs.

Logistics, including upstream and downstream distribution, represented around 9.4% of our global GHG emissions in 2021. These emissions come from the burning of petrol, diesel and other fuels in all forms of transportation, including trucks, ships and trains. As a part of our commitment to reduce our GHG emissions by 25% per hectoliter across our value chain by 2025 from a 2017 base year, we are reducing our emissions from logistics and transportation through initiatives such as route optimization and

the use of alternative fuel vehicles, the latter of which we have piloted across all our zones.

Through the strategic plan of our 2025 Climate Action Goal, we estimate that we will eliminate over five million tons of CO<sub>2</sub>e across our value chain (Scopes 1, 2, and 3) by 2025 from a 2017 baseline.

## Climate-related risks and impact

We evaluate transition and physical risks linked to climate change in line with TCFD recommendations. Risks associated to our organization are related to both our direct operations and supply chain, and range from the impact of carbon pricing in the geographies where we operate, to risks associated with climate pattern changes, to water scarcity and extreme weather events across our value chain. We also consider the risks related to market changes and consumer expectation as well as the impact these could have on our reputation as a company.

We considered two scenarios in our analysis, using the recommended Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCP): ① a sustainable future in which global warming is limited to well under 2 degrees Celsius above pre-industrial levels [RCP 2.6: representing rapid alignment with the Paris Agreement] and ② an extreme global warming scenario in which global warming reaches 4 degrees Celsius [RCP 8.5: representing a failure of policy makers to implement the Paris Agreement].

Our assessment shows that all scenarios analyzed present financial risks related to both transition and physical risks. The most significant impacts are reflected in our agricultural supply chain and in selected physical risks related to water availability, which are described in the findings below.



## Explanation of the methodology used

Our scenario analysis is based on a methodology that seeks to identify and measure climate-related risks and opportunities using a 4-step process:

### 1. Set time horizon:

In order to evaluate risks and opportunities, we set a time horizon as follows:

- a. Short term: 1–5 years
- b. Medium term: 5–10 years
- c. Long term: 10+ years

Physical risks are assumed to be the same over the short and medium term. In the long term, physical risks are different in each scenario analyzed, as the likelihood of extreme weather events increases as temperature patterns increase. These risks are difficult to assess beyond 10 years.

### 2. Identify, rate and rank driving forces:

Following the recommendations of the framework, we evaluated risks associated to:

- a. Policy: the environmental policies and regulatory considerations where our organization operates and the implications on our direct and indirect supply chain
- b. Technology: risks and opportunities associated to product development, manufacturing and production
- c. Market changes: societal changes related to consumer preferences and shifts in demographics and lifestyle choices
- d. Reputation: changing consumer or community preferences related to how the company responds to climate impact
- e. Ecological: risks associated to both chronic and acute physical risks, including extreme weather events and/or water scarcity in both our operations and supply chain



### 3. Develop relevant scenarios:

Relevant Scenarios: The risks and opportunities described above were considered under two scenarios, taking into account the implications over the long, medium and short term (defined above). These two scenarios were built by the IPCC and take into consideration other analyses from groups such as the World Resources Institute (WRI) and the International Energy Agency (IEA).

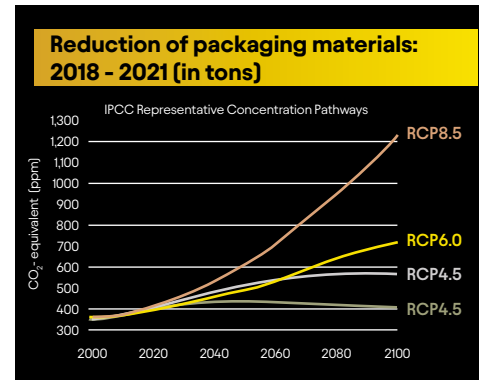
#### Scenario 1: Sustainable Development

**Representative Concentration Pathways (RCP) 2.6**  
Sustainable Development Scenario (SDS)

Peak in radiative forcing before 2100 (490 ppm CO<sub>2</sub>) and then decline (2.6 W/m<sup>2</sup>).  
Coupled with SSP1: Rapid technology change, high environmental awareness, low energy, high economic growth and low population growth.

#### Scenario 2: Business-as-Usual

**RCP 8.5** Business as Usual (BAU) – Fossil Fuel Based  
Rising radiative forces leading to 8.5 W/m<sup>2</sup> or 1370 ppm CO<sub>2</sub> by 2100.



Coupled with SSP5: Rapid technology for fossil fuels, high energy demand, high economic growth, low population growth.

### 4. Identify and monitor warning signals and strategize:

The outcome of this analysis has informed our climate strategy as described in this report (pages 21–25).

## Scenario analysis outcomes and our related response

The following tables summarize the outcomes of our analysis. In the Sustainable Development scenario (Scenario 1), there are anticipated risks associated with new public policies, changing consumer preferences and market disruptions, though physical risks are assumed to be lower in this scenario. Under the Business-as-Usual scenario (Scenario 2), policy risks to the business are assumed to be limited in the short and medium term, though water scarcity and the likelihood of extreme weather events in this scenario could increase physical risks in the long term. In both scenarios, we provide a high-level overview of our responses. While the two scenarios provide divergent potential futures, we believe that our current strategy will enable us to address the potential risks and opportunities presented under each scenario.

## Identified Risks by Scenario and Our Response

Type of Risk	Category	Sustainable Development Scenario	Business-as-Usual	Our Response
<b>Transition Risks</b>	Policy	<p>High</p> <p>In this scenario, climate regulations and compliance costs are expected to accelerate after 2025. Although no significant impact is identified for the business in the short term, we are exposed to the implications of fuel and energy taxes on our purchased energy in the medium to long term.</p>	<p>Low</p> <p>In this scenario, climate regulations are not expected to change significantly. No significant impact is identified for the business as major markets are not projected to release significantly more stringent regulations in this scenario.</p>	<p>Our local operations in every country in which we operate evaluate relevant regulatory risks and opportunities. This informs strategic decisions on investments and plans related to carbon pricing.</p> <p>As part of our 2025 Climate Action Goal, we have set a science-based target to reduce our GHG emissions by 25% per beverage across our value chain by 2025 from a 2017 base year and to reduce our absolute Scope 1 and 2 emissions by 35% in the same timeframe. We believe this goal, coupled with our ambition to achieve net zero, can help mitigate the impact of potential upcoming regulations by reducing our direct emissions. Reducing our direct emissions will mitigate the impact on emerging regulation. Since 2017 we have reduced our absolute Scope 1 and 2 emissions by over 28%, putting us well ahead of our 2025 goal.</p>
	Technology	<p>Low</p> <p>For our total energy needs, 75% comes from thermal energy. In this scenario, adoption of low-carbon technology is accelerated to respond to consumer preferences, market pressure and changing regulations.</p>	<p>Low</p> <p>There is no anticipated impact on current technology, as countries will continue business as usual with no increased pressure on markets, consumer demand or changing regulations. Therefore, no major risks have been identified.</p>	<p>We are continuously looking for opportunities to improve thermal efficiency and to switch to fuels from more sustainable sources. We have identified technologies in these areas to help lower our operational emissions as we implement them in our facilities as part of our ambition to achieve net zero by 2040 (for more information, see "Our Ambition to Achieve Net Zero"). In addition to this, we also continue to work on improving our energy efficiency with the opportunity to reduce operating costs. We continue to innovate and partner through our 100+ Accelerator and Eclipse supplier platform to identify and implement technologies that will help us solve existing and future challenges.</p>
	Market	<p>Unknown</p> <p>Consumer behavior is changing and demand for purpose-driven products is increasing, with preferences for products with lower emission impact. This is difficult to measure or model.</p>	<p>Low</p> <p>Consumer behavior is changing and demand for purpose-driven products is increasing. In this scenario, this trend is not expected to accelerate in the medium to long term.</p>	<p>We continue to invest in our brands so that they are well positioned to meet changing consumer needs.</p>
	Reputation	<p>Medium</p> <p>As consumer demands for more sustainable products increase and regulations become more stringent, reputation risk is expected to increase, though it is difficult to quantify.</p>	<p>Low</p> <p>In a business-as-usual scenario, countries are not expected to align to the Paris Accord. However, in this scenario, we would continue delivering on our 2025 Climate Action Goal ahead of market expectations.</p>	<p>In this scenario, we would continue delivering on our 2025 Climate Action Goal. In the last 4 years, we have reduced emissions in our operations by over 28% and have reduced our emissions across Scopes 1, 2 and 3 by more than 13% per hectoliter. Although risk to reputation is difficult to measure, having a long-term ambition underpinned by short-term action helps strengthen our reputation with global and local stakeholders.</p>

Type of Risk	Category	Sustainable Development Scenario	Business-as-Usual	Our Response
Physical Risks	Acute	<p>Medium</p> <p><b>Direct Operations:</b> In this scenario, there is potentially a reduced risk of extreme weather events in the long term. Severe weather could potentially impact assets, increasing the cost of capital. As we continue to grow, we will assess the physical risk associated with both existing and new operating regions.</p> <p><b>Supply Chain:</b> As the planet warms, there is a higher likelihood of yield declines for several crops in certain geographies where we operate. Our product is one that is highly dependent on natural environment, and while we do not foresee an immediate impact in the short term, risks due to extreme weather events could potentially impact and disrupt agricultural supply chains in the medium to long term, resulting in increased costs on our materials.</p>	<p>High</p> <p><b>Direct Operations:</b> A business-as-usual scenario increases exposure to risks associated with extreme weather events. Nevertheless, the certainty of these events is difficult to measure. Severe weather could potentially impact assets and supply chains in several countries around the world where there is a higher risk of occurrence of extreme weather events as temperatures rise above 2 degrees.</p> <p><b>Supply Chain:</b> No significant impact is expected to the business in the short term. In the medium to long term, there is a potential risk of significant raw material pressures due to yield decreases in crops such as barley, rice and maize in certain regions. While we do not foresee an immediate impact in the short term, such risks could potentially impact and disrupt agricultural supply chains in the medium to long term, resulting in increased cost and complexity in the supply chain.</p>	<p>We depend on a reliable, quality supply of agricultural crops to create our products. The company employs crop research and agronomy teams and invests in agricultural technologies to manage raw materials costs and minimize disruptions. Across ABI's sourcing regions we work to develop higher yielding, higher quality brewing crop varieties that are also resource efficient, disease resistant, and resilient to climate stressors such as drought. For barley in particular, we support farmers on their crop production practices with analytics and insights to improve crop management decisions from season to season.</p>
	Chronic	<p>Medium</p> <p>Risk of water availability is predicted to be lessened in this scenario. Nevertheless, water supply risk over the next decade can be expected to manifest in particular regions where we operate.</p>	<p>High</p> <p>Risk of water availability over the next decade is expected to increase according to the World Resources Institute (WRI) and will exacerbate risk in a business-as-usual scenario.</p>	<p>Our local operations undertake detailed analysis in every country in which we operate in order to evaluate relevant regulatory risks and opportunities. This informs strategic decisions on investments and plans related to carbon pricing.</p> <p>As part of our 2025 Climate Action Goal, we have set a science-based target to reduce our GHG emissions by 25% per beverage across our value chain by 2025 from a 2017 base year and to reduce our absolute Scope 1 and 2 emissions by 35% in the same timeframe. We believe this goal, coupled with our ambition to achieve net zero, can help mitigate the impact of potential upcoming regulations by reducing our direct emissions. Reducing our direct emissions will mitigate the impact on emerging regulation. Since 2017 we have reduced our absolute Scope 1 and 2 emissions by over 28% putting us well ahead of our 2025 goal.</p>

We recognize the importance of continuing to analyze potential climate-related impacts and to further integrate the results of these analyses into decision-making processes as our company evolves and climate-related science progresses. As the world's leading brewer, we are dedicated to working toward a lower carbon economy through our 2025 Sustainability Goals as pioneers in sustainable brewing. We continue to refine our analysis and response as our understanding of potential future climate risks and opportunities evolves.

## Metrics and Targets

### Our 2025 Climate Action Goal

Metric	2025 Goal	2021	2020	2019	2018	2017 (baseline)
Total direct and indirect GHG emissions (Scopes 1 and 2 in million metric tons CO <sub>2</sub> e)	4.02	4.41 <sup>Ⓐ</sup>	4.71 <sup>Ⓐ</sup>	5.36 <sup>Ⓐ</sup>	6.03 <sup>Ⓐ</sup>	6.18 <sup>Ⓐ</sup>
Total direct and indirect GHG emissions (Scopes 1, 2 and 3 in million metric tons of CO <sub>2</sub> e)	N/A	30.94 <sup>Ⓐ</sup>	28.37 <sup>Ⓐ</sup>	31.8 <sup>Ⓐ</sup>	31.21	32.35
Scope 1 and 2 GHG emissions per hectoliter of production (in kg CO <sub>2</sub> e/hl)	4.77	5.13 <sup>Ⓐ</sup>	6.50 <sup>Ⓐ</sup>	6.92 <sup>Ⓐ</sup>	8.04 <sup>Ⓐ</sup>	8.55 <sup>Ⓐ</sup>
Scopes 1, 2 and 3 GHG emissions per hectoliter of production (in kg CO <sub>2</sub> e/hl)	44.5	51.21 <sup>Ⓐ</sup>	53.13 <sup>Ⓐ</sup>	55.3 <sup>Ⓐ</sup>	57.0	59.4
Scope 3 GHG emissions per hectoliter of production (in kgCO <sub>2</sub> e/hl)	39.7	43.91 <sup>Ⓐ</sup>	46.63	48.38	48.96	50.85
% Renewable electricity (contracted)*	100%	81.4% <sup>Ⓐ</sup>	70.6% <sup>Ⓐ</sup>	61.3%	50%	--

For more information:



**Our ambition to achieve net zero**>



**Science Based Targets Companies Taking Action**>

#### <sup>Ⓐ</sup> Assured Metric

(please refer to External Assurance Report on page 94)





- Our goals and data as included in the table on GHG emissions per hectoliter of production pertain to our beverage facilities only and do not encompass our vertical operations such as malt plants and packaging facilities.
- Total direct and indirect GHG emissions data encompass beverage facilities and most vertical operations, including malt plants and packaging facilities.
- For additional information regarding the KPIs scope please refer to the Report scope section on page 93.
- Scope 1 accounts for 67.7% of our operational emissions and includes CO<sub>2</sub> equivalent (CO<sub>2</sub>e) from fuel used in our manufacturing processes and in cogeneration plants that generate on-site electricity. Scope 2 accounts for about 32.3% and represents emissions from purchased electricity.
- Scope 3 emissions constitute estimates based on a mix of supplier-based numbers, global emission factors and assumptions for purchased goods and services, upstream and downstream distribution, product cooling (including on and off premise but excluding at-home cooling) and end of product life. Around 50% of emissions are calculated with own data or data reported by suppliers through the CDP. We currently use a hybrid approach to measure Scope 3 data, leveraging a mix of supplier reported data and industry available data. We expect that our ambition to achieve net zero and the supporting data may be revised as measurement standards, modeling methodology and the level of data granularity improve over time.

\* Renewable electricity is reported by two metrics: operational electricity and contracted electricity. Our primary strategy is to help fund new build renewable electricity projects, and as these can take time to build, we believe it is important to report both metrics. The contracted electricity metric tracks the commitments we have already made to our 100% renewable electricity goal, while our operational electricity measures our actual annual realization.



# WEF Stakeholder Capitalism Metrics

This index references the WEF Stakeholder Capitalism Core Metrics where they may align with our disclosures.

Theme	Core Metric	Reference
<b>Governing Purpose</b>	Setting purpose	Annual report p. 8–9
	Board composition	 Our Board Corporate Governance Statement of the Annual Report
<b>Quality of Governing Body</b>		
<b>Stakeholder Engagement</b>	Impact of material issues on stakeholder	ESG report p. 56–58
<b>Ethical Behavior</b>	Anti-corruption	ESG report p. 38–39
	Protected ethics advice and reporting mechanisms	 Global Anti-Corruption Policy
		 Global Whistleblower Policy
<b>Risk and Opportunity Oversight</b>	Integrating risk and opportunity into business process	ESG report p. 85–89
<b>Climate Change</b>	Greenhouse gas (GHG) emissions	ESG report p. 21–25, 61, 70
	TCFD-implementation	ESG report p. 85–89
<b>Nature Loss</b>	Land use and ecological sensitivity	ESG report p. 26–34, 66
<b>Fresh Water Availability</b>	Water consumption and withdrawal in water-stressed areas	ESG report p. 26–30, 60, 70
<b>Dignity and Equality</b>	Diversity and inclusion	ESG report p. 47–49, 55
	Pay equality	ESG report p. 49
	Wage level	Corporate Governance Statement of the Annual Report
	Risk for incidents of child, forced or compulsory labor	ESG report p. 40–42  Global Human Rights Policy
<b>Health and Well-being</b>	Health and safety	ESG report p. 42–43
<b>Skills for the Future</b>	Training provided	ESG report p. 63–67
	Number and rate of employment	ESG report p. 67
<b>Wealth Creation and Employment</b>	Economic contribution	ESG report p. 7
	Financial investment contribution	Consolidated financial statements of the Annual Report
<b>Innovation in Better Products and Services</b>	R&D spend	Management report of the Annual Report
<b>Community and Social Vitality</b>	Community investment	ESG report p. 7
	Total tax paid	Management report of the Annual Report

# EU Taxonomy

## Overview of the EU Taxonomy Regulation

This section contains the EU Taxonomy disclosures required by Article 8 of Regulation 2020/852 (the EU Taxonomy Regulation). Article 9 of the EU Taxonomy Regulation identifies the following six environmental objectives:

- a) climate change mitigation,
- b) climate change adaptation,
- c) the sustainable use and protection of water and marine resources,
- d) the transition to a circular economy,
- e) pollution prevention and control,
- f) the protection and restoration of biodiversity and ecosystems.

The EU has published a catalog of economic activities that can be considered for the first two environmental objectives: climate change mitigation and climate change adaptation (the Climate Delegated Regulations). The sectors currently covered include energy, selected manufacturing activities, transport and buildings.

For reporting in 2021, only the proportion of Taxonomy-eligible economic activities in turnover, capital expenditure (CapEx) and operating expenditure (OpEx) are required to be disclosed. Taxonomy-alignment will be determined and disclosed in subsequent reporting years.

## Initial application of the EU Taxonomy Regulation

The amounts used for the calculation of the turnover, CapEx and OpEx ratios are based on the reported data in the consolidated financial statements included in the 2021 Annual Report to which this report is an annex.

We have concluded that our core economic activities related to producing and selling beer are not covered by the Climate Delegated Act and consequently are at present not considered Taxonomy-eligible. As none of our revenue-generating activities are described currently in the Climate Delegated Regulations, our EU Taxonomy-eligible turnover for 2021 is zero. If and when the specific economic activity "manufacturing of food products and beverages" is added to the future Delegated Regulations, we expect our KPI for Taxonomy-eligible turnover to increase.

Further, we identified Taxonomy-eligible CapEx and OpEx in the following types of activities:

- 1) electricity generation from renewable resources,
- 2) production/co-generation of heat/cool and power from renewable resources,
- 3) construction, extension and renewal of water/wastewater facilities,
- 4) installation, maintenance and repair of equipment, devices and technologies improving energy efficiency, and
- 5) leasing of low-/zero-emission vehicles.

As these activities are not tied directly to our core revenue-generating activities, our current Taxonomy-eligible CapEx and OpEx ratios are by year-end 2021 approximately 1% and 2%<sup>2</sup> respectively.

## Current other activities and outlook on our potential for Taxonomy-eligibility going forward

It is important to note that "non-eligibility" under the EU Taxonomy Regulation refers to the fact that the activities at present remain outside of the scope of the economic activities for which technical screening criteria have been developed under the Delegated Regulations. As such, it is relevant to clarify that turnover, CapEx and OpEx currently considered non-eligible under the EU Taxonomy Regulation should not be interpreted as an indication of our performance in pursuing or having attained our sustainability objectives. Additionally, we would expect these KPIs to increase as the four remaining environmental objectives are added to the Delegated Regulations and additional activities are included in the criteria for all environmental objectives.

We continue to explore ways to reduce our emissions through our commercial strategy and invest in the decarbonization of our operations and value chain as part of our 2025 Climate Action Goal and our ambition to achieve net zero by 2040. We will continue to assess our Taxonomy-eligible and aligned activities considering the evolving legal framework of the EU Taxonomy Regulation and to further integrate the requirements of the EU Taxonomy framework in our business model and reporting policies and procedures.

1. CapEx KPI is defined as Taxonomy-eligible CapEx (numerator) divided by our total CapEx (denominator). Total CapEx includes additions to property, plant and equipment, intangible assets (excluding Goodwill), and right-of-use assets, including additions resulting from business combinations. Our total CapEx can be reconciled to notes 13 and 15 of our consolidated financial statements.

2. OpEx KPI is defined as Taxonomy-eligible OpEx (numerator) divided by our total OpEx (denominator). Total OpEx consists of direct non-capitalised costs that relate to research and development, building renovation measures, short-term lease and maintenance and repair.

# Report scope

GRI: 102-46, 102-48, 102-49, 102-54

**This report provides information about the progress toward our 2025 Sustainability Goals and Global Smart Drinking Goals and covers relevant and significant environmental, social and governance topics for the 2021 calendar year, complementing our 2021 Annual Report.**

Our 2021 Environmental, Social & Governance Report is an annex to the 2021 Annual Report that serves as our non-financial reporting on corporate social responsibility matters in accordance with article 3:6, §4 and 3:32, §2 of the Belgian Code of Companies and Associations, which implement Directive 2014/95/EU of 22 October 2014 amending Directive 2013/34/EU.

Alongside our environmental sustainability and Smart Drinking initiatives, information on our eight strategic ESG priorities—Smart Drinking & Moderation, Climate, Water Stewardship, Sustainable Agriculture, Circular Packaging, Ethics & Transparency, Entrepreneurship and Diversity & Inclusion— can be found on pages 12–49 of this report. Additional information on topics such as employee engagement, product quality, volunteering and disaster response are included in the ESG index of this report (pages 60–69). These sections are intended to provide updates to stakeholders, including investors, colleagues, governments, NGOs, customers and consumers in countries where we operate.

AB InBev prepared the 2021 AB InBev ESG Report (these chapters and website) using the Global Reporting Initiative's (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Standards as guides. To help determine the content developed, a materiality assessment was conducted, which helped identify the key issues that are of most importance to our stakeholders and our company. Our materiality assessment may be found in the Governance and Stakeholder Engagement section of this report on page 56,

and the GRI and the SASB indices are included in the ESG Index and Reporting Frameworks section starting on page 71.

Our 2025 Sustainability Goals and overall sustainability agenda align with several of the UN SDGs established by the United Nations in 2015. Activities throughout our operations and supply chain are aligned to the metrics that are considered the most material to our business and critical to our stakeholders. We are focused on areas where we can make the most significant positive impact.

The data and stories presented in this report were gathered and verified with the assistance of content owners across all functions and geographic zones.

AB InBev has established processes for accurate and consistent reporting of Smart Drinking, 2025 Sustainability Goals and safety performance data, as well as key performance indicators (KPIs). In the Assurance Report of the Independent Auditor (page 94) and in key places throughout the report (pages 42 and 70), we have identified which metrics have been externally assured by KPMG.

Environmental data from newly acquired operations are excluded from the running cycle. These facilities will be included in future reporting. Safety data is immediately tracked and monitored for all sites and included unless otherwise stated in text or footnotes. For all environmental and safety data, divestitures and closures are removed from the scope for the reporting year, but prior years are not adjusted.

End of year incident data in this report is captured in mid-January of the following year and validated based on information from that point in time. Injuries may develop and change status based on further medical diagnosis, treatment and incident management. This is a consistent practice to enable accurate year-over-year data comparison of a single point in time. Subsequent changes to the injury classification in the years following the reporting year are not taken into account for current year's reporting purposes nor in the comparative data of prior years.

Global goals on water, energy purchased and GHG emissions presented in this report, as well as KPIs such as energy usage, include AB InBev's wholly owned, which includes both our beverage and vertical operations unless stated otherwise in text or footnotes. Energy usage and purchased excludes the energy exported to third parties and certain projects under construction. The excluded energy use and purchase does not reflect the amount of energy used in our beer brewing processes. For our beverage and vertical operations, including malting and packaging facilities, we use our operations management system VPO. The key performance indicators energy usage, water usage and Scope 1 and 2 emissions per hectoliter of production (in kg CO<sub>2</sub> /hl) exclude vertical operations. This data is reported annually to CDP. Specific data tables contain footnotes for additional data. Special Operations are operations that fulfill one or more criteria including, but not limited to: reduced volume, low number of FTEs, complexity of brand

mix, unusual products or production processes—are excluded from the reporting scope. The potential impact of the 74 SOPs facilities accounted for in 2021 is estimated to be 2.2% of the total Scope 1 and 2 emissions. The following assumptions are applied for the calculation of this percentage: 1) country average of Scope 1 and 2 emissions per hl is applied, 2) average production volume per country is applied, 3) for experimental centers, the tons of CO<sub>2</sub> applied are the same as the ones for small facilities, and 4) for the SOPs verticalized operations, emissions averages from larger existing sites apply.

For 2021, renewable electricity is reported by two metrics: operational electricity and contracted electricity. Our primary strategy is to help fund new build renewable electricity projects, and as these can take time to build, we believe it is important to report both metrics. The contracted electricity metric tracks the commitments we have already made to our 100% renewable electricity goal, while our operational electricity measures our actual annual realization.

For recycled content calculation, a weighted average of recycled content is calculated based on purchases for each supplier and recycled content in the material. Our packaging goal applies to our primary packaging which represents more than 83% of our total packaging volume by weight globally, though our work in circularity extends to secondary packaging and post-consumer waste. For packaging that is not returnable—namely one-way glass bottles, aluminum cans and PET bottles—we

are committed to reaching a minimum of 50% recycled content. Data on recycled content percentage is provided by suppliers and tracked on a regular basis. Packaging purchases are derived from AB InBev's owned procurement system. In 2019 we started with suppliers' audits to further assess reliability of the recycled content data. While we were not able to complete planned visits due to COVID-19 in 2020 and again in 2021, we were still able to engage with suppliers virtually, discussing their key performance indicators, measurements and main projects to enable improving recycled content. We were able to run several engagements across different zones and categories, and we collect data from our suppliers to calculate our recycled content progress. Our aim in 2022 is to resume supplier visits and to launch a website for suppliers to input data on recycled content that would help to improve frequency, visibility and quality of data collection.

Corona's Net Zero Plastic Footprint refers to the brand recovering more plastic from the environment than it releases into the world. Achieving this milestone comes after an extensive external assessment by South Pole, a leading climate solutions provider, of Corona's global operations against the 3RI Corporate Plastic Stewardship Guidelines. The brand also followed the Verra Plastic Waste Reduction Standard to calculate the impact of Corona's mitigation activities.

For Scope 1 and 2 emissions calculation, the facilities in scope described above are included. Scope 3 emissions, which account for information beyond our operations and that impact our supply chain, are estimated values based on a mix of own and third-party data. Total percentage of Scope 3 emissions follow the Science Based Targets initiative, where at least 66% of emissions are to be included in target scope. Approximately 50% of Scope 3 data is own data and data provided by suppliers via CDP.

CDP data is used to calculate supplier-based emissions of raw and packaging materials used in the manufacturing of beer. A hybrid approach that has been validated by the Science Based Targets initiative and CDP is used, which entails a mix of own data, supplier data and market estimates. Scope 3 includes the following out of the 15 categories: purchased good and services, upstream and downstream distribution, emissions related to fuel use not included in Scope 1 and 2, use of product (product cooling, including on and off premise and excluding at-home cooling) and end of product life. Categories excluded include: capital good, waste generated in operations (more than 99% of waste generated is recycled), business travel, employee commuting, upstream and downstream leased assets, processing of sold products, franchises and investments. These categories represent approximately less than 10% of total Scope 3 emissions. We expect that our ambition to achieve net zero and the supporting data may be revised as measurement standards, modeling methodology and the level of data granularity improve over time.

This report contains forward-looking statements regarding estimations into the future. These generally include words and/or phrases such as "will likely result," "aims to," "will continue," "is anticipated," "it is estimated," "anticipate," "estimate," "project," "result," "is predicted," "may," "might," "could," "believe," "expect," "plan," "potential" or other similar expressions. These statements are subject to uncertainties and are out of scope of assurance. Actual results may differ from those stated in this report due to, but not limited, the impact of climate change, water stress, financial distress, negative publicity, our availability to hire and/or retain the best talent, emerging regulations and reputation of our brands, the ability to make acquisitions and/or divest divisions, access to capital, volatility in the stock market, exposure to litigation and other associated risks not mentioned, as well as risks identified in our Form 20-F filed with the US Securities and Exchange Commission. Additional information about AB InBev's climate and water risks, management and performance of such is available through CDP.



# Limited Assurance report of the Independent Auditor

GRI: 102-56

To the readers of the Anheuser-Busch InBev 2021 AB InBev Environmental, Social & Governance Report

## Introduction

We were engaged to provide limited assurance on the following information in the Anheuser-Busch InBev 2021 AB InBev Environmental, Social & Governance Report (hereafter 'the Selected Information') of Anheuser-Busch InBev SA/NV (hereafter 'AB InBev') based in Leuven, Belgium:

- Water Use by Hectoliter of Production and Total Water Use (page 70)
- Total Energy purchased and Energy purchased per Hectoliter of Production (page 70)
- Percentage of purchased (operational) electricity from renewable sources (page 70)
- Percentage of contracted electricity from renewable sources (page 70)
- Total Direct and Indirect GHG Emissions and GHG Emissions per Hectoliter of Production (page 70)
- Total GHG Emissions (Scope 1, 2 and 3 Emissions) and total GHG Emissions (scope 1, 2 and 3 Emissions) per Hectoliter of Production (page 70)
- Percentage of returnable primary packaging (page 70)
- Percentage of recycled content in primary packaging (page 70)
- Lost Time Injuries (LTI) – Supply Employees (own), Second Tier and Sales Employees (page 42)
- Total Recordable Injuries (TRI) – Supply Employees (own) (page 42)
- Fatalities (page 42)

The information reviewed as part of our limited assurance engagement has been indicated throughout the 2021 AB InBev Environmental, Social & Governance Report with the symbol 'A'.

## Conclusion

Based on our procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Selected Information is not prepared, in all material respects, in accordance with the applied reporting criteria as disclosed in the section 'Report Scope' on page 92 in the 2021 AB InBev Environmental, Social & Governance Report.

## Basis for our conclusion

We have performed our review on the Selected Information in accordance with the International Standard on Assurance Engagements (ISAE) 3000: "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board.

This review engagement is aimed at obtaining a limited level of assurance. Our responsibilities under this standard are further described in the section 'Our responsibilities for the review of the Selected Information' of our report.

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

## Scope of the group review

AB InBev is the parent company of a group of entities. The Selected Information incorporates the consolidated information of this group of entities as disclosed in the section 'Report Scope' on page 92 in the 2021 AB InBev Environmental, Social & Governance Report.

Our group review procedures consisted of both review procedures at corporate (consolidated) level and at site level. Our selection of sites in scope of our review procedures is primarily based on the site's individual contribution to the consolidated information. Furthermore, our selection of sites considered relevant reporting risks and geographical spread.

By performing our procedures at site level, together with additional procedures at corporate level, we have been able to obtain sufficient and appropriate evidence about the group's reported information to provide a basis for our conclusion on the Selected Information.

## Responsibilities of the Board of Directors for the Selected Information

The Board of Directors of AB InBev is responsible for the preparation of the Selected Information

in accordance with the applied reporting criteria as described in the section 'Report Scope' on page 92 in the 2021 AB InBev Environmental, Social & Governance Report, including the identification of stakeholders and the definition of material matters. The choices made by the Board of Directors of AB InBev regarding the scope of the information in the 2021 AB InBev Environmental, Social & Governance Report and the reporting policy are summarized in the section 'Report Scope' on page 92 in the 2021 AB InBev Environmental, Social & Governance Report.

The Board of Directors is also responsible for such internal control as the Board of Directors determines is necessary to enable the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error.

## Our responsibilities for the review of the Selected Information

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. That Standard requires that we plan and perform the

engagement to obtain limited assurance about whether the Selected Information is free from material misstatement.

Procedures performed in an assurance engagement to obtain a limited level of assurance are aimed to determine the plausibility of information and are less extensive than a reasonable assurance engagement. The level of assurance obtained in limited assurance engagements is therefore substantially less than the level of assurance obtained in a reasonable assurance engagements.

Misstatements can arise from fraud or errors and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the Selected Information. The materiality affects the nature, timing and extent of our review procedures and the evaluation of the effect of identified misstatements on our conclusion.

We apply the International Standard on Quality Control 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We have exercised professional judgement and have maintained professional scepticism throughout the review, in accordance with the International Standard on Assurance Engagements (ISAE) 3000, ethical requirements and independence requirements.

## Procedures performed

Our limited assurance engagement on the Selected Information consists of making inquiries, primarily of persons responsible for the preparation of the Selected Information, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included, among others:

- Identifying areas of the Selected Information where material misstatements are likely to arise, designing and performing limited assurance procedures responsive to those areas, and obtaining assurance evidence that is sufficient and appropriate to provide a basis for our conclusion;
- Developing an understanding of internal control relevant to the limited assurance engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing a conclusion on the effectiveness of the company's internal control;
- Evaluating the appropriateness of the reporting criteria used and their consistent application, including the reasonableness of estimates made by management and related disclosures to the Selected information;
- Interviewing relevant staff responsible for providing the information, for carrying out internal control procedures on the Selected Information and consolidating the data in the 2021 AB InBev Environmental, Social & Governance Report;

- Remote visits to seven production sites in South-Africa, Brazil, China, the United Kingdom, the United States of America (two sites) and Mexico aimed at, on a local level, validating source data and evaluating the design and implementation of internal control and validation procedures;
- Reviewing relevant internal and external documentation, on a limited test basis, in order to determine the reliability of the Selected Information;
- Preliminary and final analytical review procedures to confirm our understanding of trends in the Selected Information at site and corporate level.

Antwerp, 24 February 2022

KPMG Bedrijfsrevisoren - Réviseurs d'Entreprises

Mike Boonen  
Partner