



BUDWEISER BREWING COMPANY APAC
百威亚太控股有限公司

Stock Code: 1876



WE DREAM BIG TO CREATE
A FUTURE WITH MORE CHEERS



SUSTAINABILITY REPORT 2024

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About this Report

The Budweiser Brewing Company APAC's (Bud APAC or the Company) Sustainability Report 2024 (the Report) is published with the aim of communicating our non-financial performances and relevant activities to our stakeholders in a transparent manner. The Report outlines our approaches to identify and address key topics central to our operations and our highlight achievements in the past year. The Sustainability Report 2024 aligns with our financial reporting across our primary markets China, South Korea, India, and Vietnam.

In the Report, we integrate non-financial metrics and use guidelines from leading frameworks, including the Hong Kong Stock Exchange (HKEX) Listing Rules Appendix C2 Environmental, Social and Governance Reporting Code (HKEX C2), the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, International Sustainability Standards Board (ISSB) standards and the relevant United Nations Sustainable Development Goals (UN SDGs).

In addition, to align with the referenced guidelines of our parent company, Anheuser-Busch InBev (AB InBev), we have modified the accounting methodologies of the heat and electricity indicators based on the requirements of European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD). However, Bud APAC's 2025 Sustainability Goals has not changed or updated from such modifications, and in the Report, we transparently explain such modifications with corresponding footnotes.

The Report also includes forward-looking statements, which are based on expectations and views of the management of Bud APAC regarding future events and developments and are inherently subject to risks, uncertainties, and potential changes in circumstances. They are not historical facts but rather predictions about future outcomes. The goals and ambition included in this Report are forward-looking in nature, and the estimates are made by management on the basis of the information available to it, and the Company may not achieve the goals and ambitions. The achievement of these goals and ambitions depends on a variety of factors and may be affected by foreseen and unforeseen current and future risks.

Reporting Period, Scope and Boundary

The scope of the Report is Bud APAC, consolidated subsidiaries and other companies within the scope of consolidation. Details regarding the entities encompassed in this reporting scope can be found in the list of fully consolidated subsidiaries, as shown on pages 170 to 171 of our 2024 Annual Report.

The environmental data from newly acquired operations is not included in the running cycle and will be incorporated in future reports. However, safety data is an exception: it is immediately tracked, monitored, and included for all sites, unless specified otherwise in the text or footnotes. End-of-year incident data is collected in January of the subsequent year and validated based on information from that point in time, as injury statuses may change due to further medical evaluations or treatments. This can ensure a consistent and accurate year-over-year comparison. Any reclassification of injuries in subsequent years does not alter the current year's report or affect the comparative data of previous years.

Our Sustainability Goals, including metrics on water, energy, and greenhouse gas (GHG) emissions, cover our beverage operations, unless stated otherwise. Based on the requirements of European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD), heat and electricity exported to third parties and large projects are not excluded from 2024. But such updates will not change the way we develop our Sustainability Goals and the progress disclosure. In our beverage and vertical operations, including malting and packaging, we employ the Voyager Plant Optimisation (VPO) system. The key performance indicators – energy usage, water usage, and Scope 1 and 2 emissions per hectolitre of production – are reported exclusively for beverage operations. Additional details and specifications are provided in footnotes accompanying specific data tables.

Business operations with low transaction volume or specialised product or processes will be excluded from our reporting scope. The assumptions for calculating environmental impact percentages include: 1) the country's average Scope 1 and 2 emissions per hectolitre, 2) average production volume per country, 3) for experimental centres, CO₂ tonnage applied akin to that of the smaller facilities, and 4) for standard operating procedures in verticalized operations, emission averages from larger sites are used.

Materiality and Reporting Structure

This Report delves into how Bud APAC manages and responds to sustainability related matters critical to both our business and our stakeholders. The structure of the Report is designed to correspond with our sustainability priorities, underpinning the reporting principles and criteria set by the previously mentioned guidelines and standards. A comprehensive materiality assessment was undertaken to pinpoint the sustainability issues of greatest significance to our stakeholders in various regions. This assessment was fundamental in shaping the Report's content.

To view our Materiality Assessment, please see pages 11 to 16. Please refer to the performance tables on pages 57 to 59 of this Report for the actual KPI achievement figures. Our Reporting Content Index, which encompasses the HKEX C2, can be found on pages 63 to 66.

The contents of the Report have received approval from our Sustainability Committee and were later approved by the Board of Directors on 7 April 2025. For environmental data, heat and electricity exported to third parties and large projects are not excluded from 2024. Key data within this Report has undergone limited assurance by PwC to ensure its accuracy and reliability. Further insights into our sustainability initiatives, including past reports, performances, policies, and responses to the CDP Water Security and Climate Change Questionnaires, can be accessed on our official website.

We welcome your feedback

You can access our 2024 Annual Report, historical Sustainability Reports and policies on our website (www.budweiserapac.com). Our website showcases our sustainability journey and how our priority areas align with the UN SDGs. We welcome any suggestions, comments and questions about our Report and our sustainability performance. Inquiries to us may be directed to IR@budweiserapac.com.

Letter to Shareholders



For Bud APAC, all of our efforts are closely aligned with our overarching purpose, “We dream big to create a future with more cheers.” We work towards our 2025 Sustainability Goals by advancing resource efficiency and empowering our communities to benefit both this generation and future ones.

The Board of Directors



All of our efforts have been closely aligned with our overarching purpose **“We dream big to create a future with more cheers”**. This is our guiding principle. It inspires every team member to embrace dreams, pursue innovation while adhering to high standards, and uphold our dedication to partners, consumers, and society at large.

At Bud APAC, we adopt a long-term perspective. In 2024, we celebrated our 40th anniversary in China. We innovated and launched a series of products that embody the heritage of our leading brands, allowing more people with diverse needs to enjoy our offerings and experiences. We also consistently launched a series of campaigns to promote smart drinking and moderation in our key markets, including China, South Korea, India and Vietnam. These initiatives have raised awareness about road safety and advocated for responsible alcohol consumption in local communities across the Asia Pacific region (APAC).

Our 2025 Sustainability Goals aim to drive impact across our value chain in our major sustainability pillars: climate action, water stewardship, circular packaging and smart agriculture. By delivering environmental initiatives, we have not only worked to address our own environmental footprint but also collaborated with partners for our ambition to achieve net zero across our value chain by 2040.

Reducing emissions across our whole value chain is essential for our ambition to achieve net zero across our value chain by 2040. A prime example is that one of our strategic suppliers, Supertime Baoying, has achieved China’s first “carbon-neutral malt house” in 2024. It demonstrates our pioneering efforts in creating a closed-loop sustainable production chain.

Decarbonization Across the Value Chain

Focusing on seamlessly integrating sustainability into our business strategy and operations, we have also been investing in solutions to low-carbon transition, from “Value-chain Programmes” and “Circular and Lightweighting Packaging”, to “Carbon-Neutral Technological Innovation” and “Raising Consumer Awareness”.

We recognise that collaborating with our value chain partners to jointly explore emerging technologies is crucial for advancing the circular economy. That is why we have established the ‘Can-to-Can’ recycling programme and a glass bottle recycling system with our upstream and downstream partners.

Contribution to a Better Society

By building trusting relationships with consumers, customers, communities and other critical stakeholders, Bud APAC aims to maximise the positive impact of our sustainability initiatives.

Since 2019, we have initiated the “Corona Extra Lime” project to support farmers in China’s Sichuan province to cultivate high-quality limes. The initiative not only improves farmers’ livelihoods but also enhances consumers’ Corona-drinking experience. To date, we have successfully helped Sichuan lime farmers achieve a fourfold increase in income per unit area through an innovative closed-loop model of agricultural assistance.

While continuing to promote the “Lime Model”, we are also exploring other innovative solutions for rural revitalisation tailored to local communities, contributing to the overall prosperity of rural economies.

Sustainability Approach and Highlights

As our business is closely tied to the natural environment and local communities, we focus on areas that matter to our business and where we are best positioned to drive impacts.

Climate Action

Our Approach

We aspire to transition towards a more sustainable, low-carbon business. We strive to enhance climate resilience through our 2025 Sustainability Goals and our ambition to achieve net-zero across our value chain by 2040. From our own operations to all participants in our value chain, we are dedicated to leveraging innovative solutions to make efficient progress. We are working to achieve our goals and ambitions through the following pathways:

- Advancing energy efficiency at the brewery level.
- Utilising and integrating low-carbon energy sources, including installing solar panels and increasing the percentage of electricity from renewable sources.
- Empowering our value chain to implement energy-saving and carbon-reduction initiatives (Scope 3).
- Applying carbon reduction technologies such as Carbon Capture, Utilisation and Storage (CCUS).
- Collaborating with suppliers and other business partners to drive decarbonization innovation.

2025 Sustainability Goal

100%

of our purchased electricity will come from renewable sources

25%

GHG emissions per hectolitre of production will be reduced across our value chain

Our Achievement

32%

reduction in carbon emission intensity per hl across our value chain (Scope 1, 2, and 3) against the baseline year 2017

65%

reduction in carbon emission intensity per hl within our own operations (Scope 1 and 2) against the baseline year 2017

Six

carbon neutral breweries

78.2%

of our electricity was sourced from renewable energy through contracts

Sustainability Approach and Highlights

Water Stewardship

Our Approach

We focus on addressing global water challenges across our communities and supply chain, recognising the significance of water resources. Our Water Policy provides a framework for our approach to water stewardship and water use across our breweries and operational sites, including those located in high-water-stress areas within our own operations and upstream value chain. We aim to address water treatment through responsible discharge, reduce water intensity and improve water availability and quality. This policy is regularly reviewed and updated to maintain its relevance. We pursue our goals through the following pathways:

- Sourcing water from various sources across breweries and implementing tailored solutions to address water resources challenges, based on annual water risk assessment results in each community.
- Collecting, analysing and managing water stewardship data across our operation and supply chain stages.
- Actively collaborating with local governments and institutions to improve water access in communities.
- Striving for zero liquid discharge at our production facilities.

2025 Sustainability Goal

100%

of our communities in high stress areas will have measurably improved water availability and quality

Our Achievement

Lowered water usage for beer production to

1.89 hl/hl across APAC

37%

decrease compared to the 2017 baseline

Sustainability Approach and Highlights

Circular Packaging

Our Approach

We continue to promote innovative packaging solutions, pioneering a more sustainable and circular future for the industry. To enhance long-term sustainability across markets, we work with suppliers, clients and consumers to collaborate in the circular use of packaging materials. Guided by the 4R principles of “Reduce, Reuse, Recycle, and Rethink”, we strive to achieve our 2025 Sustainability Goals through the following pathways:

- Utilising recyclable and reusable packaging for our products.
- Increasing the proportion of recycled content in packaging materials.
- Reducing the use of packaging materials.
- Transforming our breweries into Zero Waste facilities.

2025 Sustainability Goal

100%

of our packaging will be in returnable formats or made from majority recycled content (more than 50%)

Our Achievement

63.4%

of our packaging are in returnable formats and made from majority recycled content (more than 50%)

Smart Agriculture

Our Approach

To ensure the long-term growth and resilience of Bud APAC’s business for the next century, we support preserving vital ecosystem services and securing the stable supply of raw materials and natural resources essential to our operations, such as barley, hops and water. To this end, we focus on local farmers, supporting the development of sustainable agriculture and advancing smart agriculture practices. We advance our smart agriculture approach through the following pathways:

- Enhancing farmers’ skills, connectivity and financial capabilities.
- Promoting a Soil Health Framework to support our growers, improve water quality and sequester greenhouse gas emissions.
- Advancing smart agriculture initiatives to enhance the quality of locally produced goods.
- Encouraging farmers to adopt sustainable practices by offering premium pricing for their produce.

2025 Sustainability Goal

100%

of our direct farmers will be skilled, connected and financially empowered

Our Achievement

100%

of farmers we partnered with in China and India are skilled, connected and financially empowered

Sustainability Approach and Highlights

Workplace

Our Approach

We integrate safety considerations into every aspect of our operations and require contractors to adhere to the same measures. We implement safety measures across all levels and assign different roles and responsibilities within departments and breweries, aiming to provide a safe workplace for all employees. We aim to realise our ambitions through these pathways:

- Establishing the Bud APAC Safety Management System and regularly assessing the effectiveness of the system.
- Focusing on zero risk exposure, and ensuring 100% on-site inspections of critical safety equipment and zero risk taken.
- Incorporating the health and safety pillar of the Voyager Plant Optimisation system into routine operations to better manage the status of both employees and contractors.
- Prioritizing a safety-first culture and mindset by regularly conducting safety workshops and awareness training sessions.

Our Achievement

100%

of full-time employees received training

47

hours of training were, on average, completed by each employee

Sustainability Approach and Highlights

Responsible Drinking and Community Engagement

Our Approach

We remain committed to promoting moderation through our Smart Drinking initiatives. Since 2016, we have collaborated with public health experts and launched effective initiatives and measures to fulfil this commitment. Through close cooperation with various stakeholders, investing in communities across our region, social norm marketing and educating consumers, we continuously strive to improve social norms, drinking culture and road safety. By championing responsible drinking and promoting a balanced lifestyle, we support communities in creating a future with more cheers. We anticipate achieving our smart drinking goals through these pathways:

- Implementing the [Responsible Marketing and Communications Code](#) (RMCC), the standards set for our marketing and commercial communication ensure that commercial communications are aimed only at individuals above the legal drinking age and are carried out responsibly. Bud APAC's marketers, distributors, and customers share similar responsibilities and are subject to the same legal drinking age requirements. Employees and our relevant contractors and agencies are trained periodically in matters related to the RMCC. The RMCC applies to all consumers.
- Leveraging social norms marketing to highlight the role of community involvement in driving meaningful behavioural change and reinforce our commitment to promoting moderation. We aim to improve consumption patterns by promoting social norms that produce positive outcomes.
- Continuously enhancing product labelling information to help consumers make informed choices.
- Focusing on initiatives such as road safety programmes designed to help governments improve their road safety management systems.
- Expanding our portfolio of no-alcohol and lower-alcohol products to provide consumers more choices, enabling them to exercise moderation and responsible drinking.
- Innovating our brewing process with advancements that allow us to rapidly scale non-alcohol offerings with superior taste.

Our Achievement

23

smart drinking initiatives were launched across APAC

675,210

kg of limes were sold through the 'Corona Extra Lime' project in 2024

3.4

million cans and bottles of emergency drinking water donated to communities in need since 2015

24,639

hours of volunteering under various initiatives

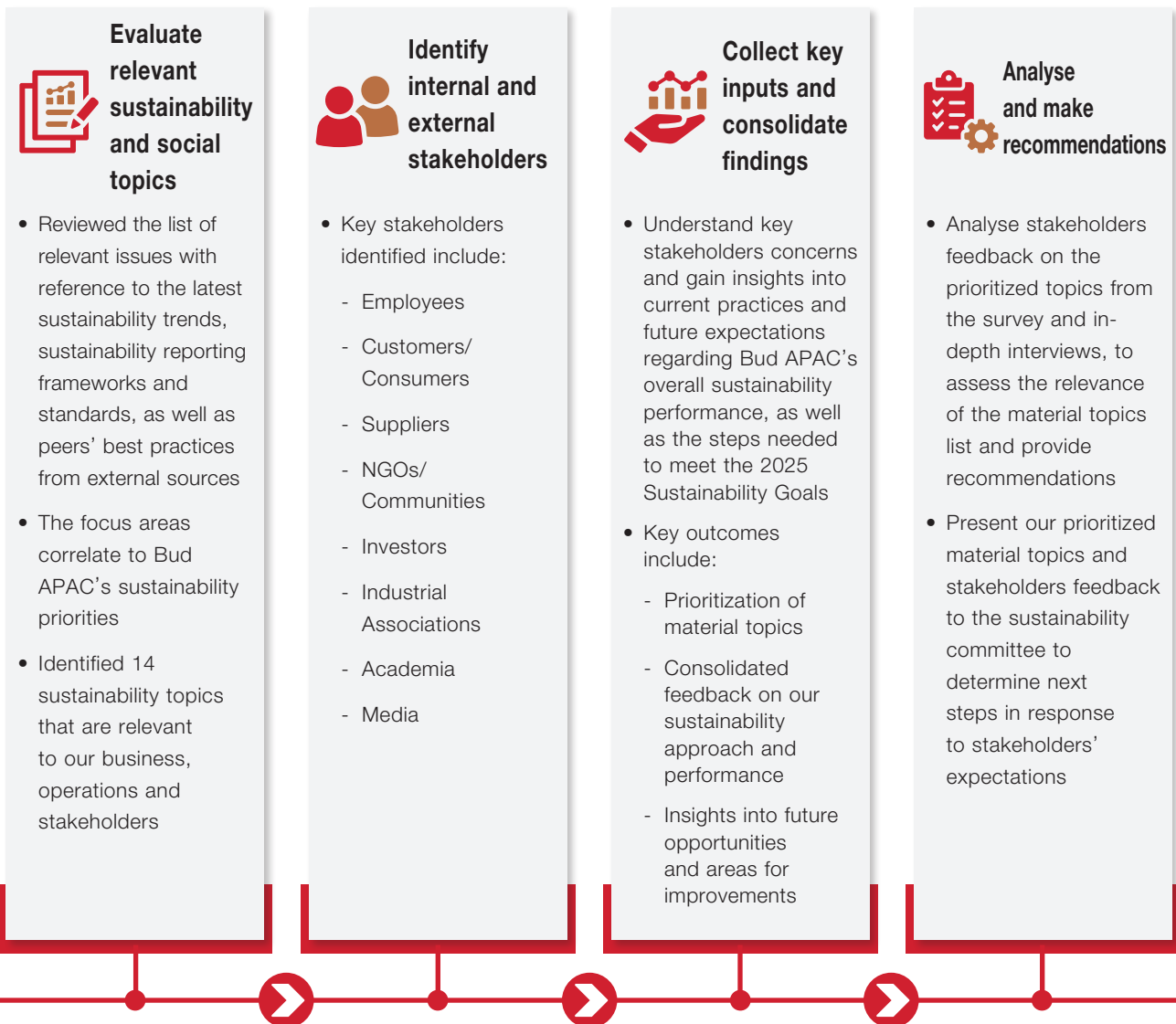
Stakeholder Engagement Approach

Bud APAC has various beer products, and our stakeholders have many different expectations. We are committed to stakeholder engagement — a process through which we aim to earn greater trust from stakeholders and cooperate with them to achieve common goals.

To sustain our operations amidst an ever-changing competitive landscape, we aspire to anchor our decision-making process on the adept identification of risks and opportunities, while accommodating the expectations of our stakeholders.

Consequently, we enlisted external consultants to undertake a comprehensive materiality assessment for Bud APAC. We conducted internal and external stakeholder surveys through questionnaires in 2024, as well as through a series of in-depth interviews. We found that stakeholders have unique needs and expectations for Bud APAC.

Based on a comprehensive analysis of international sustainability reporting frameworks and industry-specific characteristics, we combined and optimised 14 material issues. Compared to the 23 issues identified last year, our analysis has become more precise and focused. This assessment enables us to clearly identify the issues that have significant impacts on Bud APAC and to prioritize our actions accordingly.



Materiality Assessment

Materiality Matrix 2024

This chart illustrates how our Sustainability topics align with the priority areas, and the level of materiality of each topic.

First-tier Sustainability topics

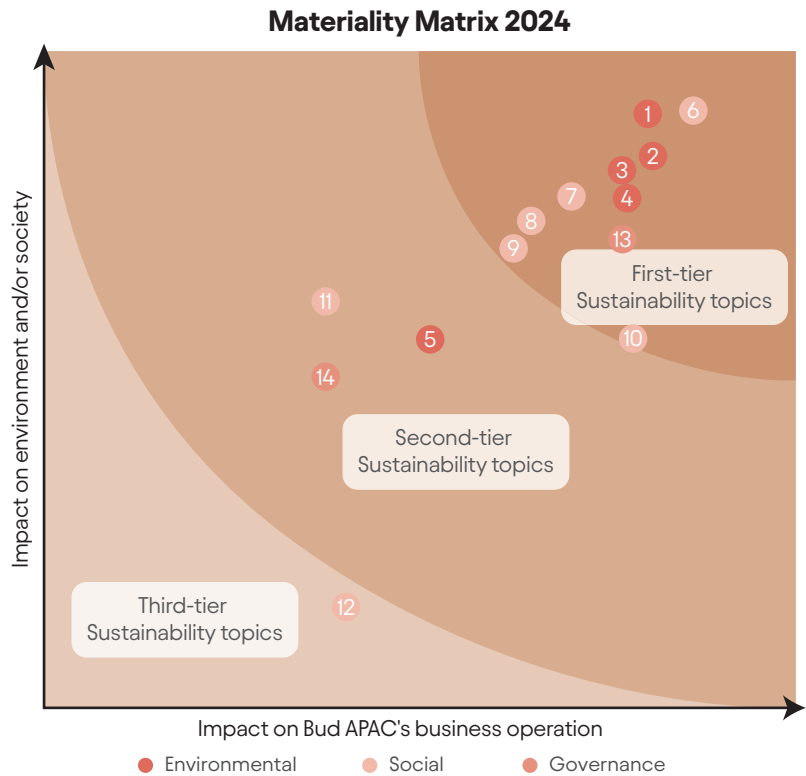
Topics with high priority for us to address and integrate into our sustainability approach.

Second-tier Sustainability topics

Topics with moderate priority to address in the near term.

Third-tier Sustainability topics

Topics with relatively lower priority to keep in view and reassess.



NO.	Bud APAC: topics by tiers			Stakeholder Groups							
	Environmental	Social	Governance	Employee	AB InBev	Investors	Consumers	Suppliers	NGO	Academia	Media
First-tier Sustainability topics											
6	Product Quality			✓	✓	✓	✓	✓	✓		✓
1	Climate			✓	✓	✓	✓	✓	✓	✓	✓
2	Water			✓	✓	✓		✓	✓	✓	✓
3	Agriculture & Natural Ecosystem			✓	✓	✓	✓	✓	✓	✓	✓
4	Circular Packaging			✓	✓	✓	✓	✓	✓	✓	✓
7	Our People			✓	✓				✓		
13	Business Conduct			✓		✓	✓	✓		✓	
8	Human Rights & Fair Labour Practices				✓	✓	✓	✓		✓	
9	Responsible Drinking & Moderation					✓					✓
10	Entrepreneurship & Innovation					✓	✓		✓		✓
Second-tier Sustainability topics											
5	Circular Economy			✓	✓	✓		✓		✓	✓
11	Responsible Sourcing					✓	✓	✓		✓	✓
14	Corporate Governance					✓		✓		✓	✓
Third-tier Sustainability topics											
12	Community Engagement			✓					✓		✓

Our Initiatives to the Top Material Topics in 2024

Material Topics	Risk and opportunities	Our Initiatives
Product Quality	<p>Risks: Poor product control and food safety management may compromise product quality, leading to potential damage to brand reputation and loss of consumer trust. Stricter product regulations could result in legal disputes and challenges with market access.</p> <p>Opportunities: We invest in technology research and development, optimising quality control process to monitor and refine product quality. This helps meet high consumer demand, foster brand loyalty and support market expansion.</p>	<ul style="list-style-type: none"> • Implemented the Food Safety Policy to cultivate a robust food safety culture across operations. • Established a food safety risk assessment methodology, which involves conducting process reviews, identifying hazards, assessing risks, implementing control measures, evaluating residual risks and updating food safety plans. This aim is to minimise food safety risks. • Dedicated to providing high-quality and secure products to customers by embracing and executing the Operational Management System, Voyager Plant Optimisation and Distribution Process Optimisation frameworks, encompassing the entire journey from cultivation to consumption. • Leveraged the Data Factory concept to implement a Laboratory Information Management System, adopt online instruments and utilise automated quality control equipment, enhancing the efficiency and stability of product quality management. • Developed a traceability platform to enable both reverse and forward tracing of products, allowing for a rapid response to production anomalies.

Materiality Assessment

Material Topics	Risk and opportunities	Our Initiatives
Climate	<p>Risks: Climate-induced extremes such as floods and droughts may disrupt Bud APAC’s supply chain, increase business costs and potentially destabilise operations. High emissions may lead to regulatory scrutiny and damage our reputation.</p> <p>Opportunities: Collaborating with value chain partners to advance the low-carbon transition via digital capacity-building and carbon footprint mapping reduces our overall greenhouse gas emissions. This proactive approach helps us gain a competitive edge in anticipation of future regulatory trends. Moreover, it can lead to long-term cost savings, especially in the face of potential high carbon tax trends.</p> <p>Supporting local farmers in adopting sustainable farming practices improves the quality and reliability of agricultural resources. This reduces supply chain risks and costs, ensuring a stable supply of raw materials for us. Additionally, it can lead to long-term cost savings and improve our financial resilience.</p>	<ul style="list-style-type: none"> • Our Scope 1 and 2 emissions have further decreased due to our continuous efforts in decarbonising. For detailed information about our initiatives and progress in this area, please refer to the “Climate Action – Our Initiatives” section on page 33. • Under our Supplier Strategic Alliance, we have implemented a plan to reduce Scope 3 emissions and are actively assisting suppliers in their transition to low-carbon practices, including initiating projects to replace natural gas with biomass fuel. • Supported one of our strategic suppliers in successfully achieving China’s first “carbon-neutral malt house”, in 2024, a result of our efforts in creating a closed-loop green production chain. • Accelerated the adoption of RE100* initiative by deploying innovative sustainable technologies in breweries and further developing green logistics solutions, with 16 breweries in China that have already joined the RE100 initiative.

* RE100: 100% renewable energy

Materiality Assessment

Material Topics	Risk and opportunities	Our Initiatives
<p>Water</p>	<p>Risks: As the core ingredient of our production, water shortages may threaten our manufacturing and supply chain due to scarcity and pollution issues.</p> <p>Water shortages can lead to increased costs associated with sourcing alternative water supplies or implementing water conservation measures.</p> <p>Opportunities: By optimising water use through advanced technologies and collaborating with communities on water resource protection programmes, we could help minimise water risks, improve cost efficiency and promote sustainable development.</p> <p>Regularly conducting comprehensive water withdrawal and risk assessments allows us to identify and address water-related risks in our operations and supply chain. This proactive approach helps us to avoid potential disruptions and costs associated with water shortages, ensuring stable production and supply.</p>	<ul style="list-style-type: none"> • Conducted regular water supply risk assessments and water usage reviews across all facilities to minimise water risks. • Performed water management due diligence and promoted water reduction programmes among our suppliers, encouraging the reduction of water usage throughout the value chain. • Partnered with local communities and increased investment in creating water recharge capacity in areas experiencing high-water stress.

Materiality Assessment

Material Topics	Risk and opportunities	Our Initiatives
Agriculture & Natural Ecosystem	<p>Risks: Nature may disrupt supply chains and result in cost fluctuation.</p> <p>Opportunities: We invest in sustainable agriculture practices, which help improve raw material quality and stabilise supply. We also participate in biodiversity conservation projects.</p>	<ul style="list-style-type: none"> • Conducted comprehensive soil assessments to evaluate nature-related risks, gaining insights into impacts on and dependencies on natural resources. • Avoided sourcing materials and operating in designated World Heritage Sites. • Provided financial and technological support to local farmers to enhance their capabilities in sustainable sourcing and manufacturing. • Implemented mitigation measures to minimise habitat disturbance, degradation, and indirect impacts from operations and the supply chain. • Collaborated with academic institutions to develop low-carbon and smart agriculture projects.
Circular Packaging	<p>Risks: We may face higher taxes or penalties due to stricter packaging regulations. Additionally, our reputation may be affected by increasing consumer awareness of packaging and waste management issues.</p> <p>Opportunities: We collaborate with our value chain partners to explore circular packaging solutions, including the use of returnable and recyclable materials.</p>	<ul style="list-style-type: none"> • Assessed waste generation and landfill diversion to identify opportunities for waste reduction. • Invested in circular packaging solutions and adopted green procurement practices to reduce waste, phase out single-use items, and collaborate with suppliers. • Promoted incorporation of recycled content, achieving approximately 55% recycled content in our primary packaging. • Implemented a 'Zero Waste' approach in China to handle and repurpose waste materials.

Governance Structure

Bud APAC has consistently focused on effective group management and strives to strengthen our corporate governance system based on the understanding that corporate governance is an essential basis to lead business development and fulfil our purpose over the long-term.

The Board of Directors (the “Board”)¹ focuses on effective oversight of management’s operation of the business and maintains a sound governance framework by the roles of the Nomination Committee, the Remuneration Committee and the Audit and Risk Committee. These committees are primarily composed of Independent Non-Executive Directors (INEDs) and oversee the business, operational, and financial activities of Bud APAC, with support from the Executive Committee.

The Executive Committee is responsible for managing Bud APAC’s day-to-day operations and executing the directives of the Board. Additionally, it steers the Management Committees, which include the Sustainability, Risk, Ethics and Compliance Committees, to uphold our values and Sustainability Goals. This well-structured governance framework promotes a timely and efficient decision-making process to conduct Bud APAC’s business operations broadly in line with the management level’s respective responsibilities.

For more information on our corporate governance structure, please refer to the Corporate Governance Report on pages 26 to 64 of our Annual Report 2024.

The INEDs constitute more than one-third of the Board of Directors. Throughout the Reporting Period, there are no significant connections (financial, business, familial, or other relevant connections) among the Directors beyond their own inherent professional relationships. Detailed biographies of the Directors can be found in the “Corporate Governance Report – Board of Directors” section of the Annual Report 2024 on pages 31 to 37.

During the Reporting Period, Bud APAC held four Board meetings, four Audit and Risk Committee meetings, three Remuneration Committee meetings, two Nomination Committee meetings and one Annual General Meeting (AGM). Each of the Directors participated in professional training. Details of Directors’ training and meeting attendance records are available on page 43 in the Annual Report 2024.

To secure effective input and oversight by the Board, Board appointment criteria are based on the [Terms of Reference of the Nomination Committee](#) and the [Board Diversity Policy](#), candidates’ qualifications, and their potential contributions. The Nomination Committee annually reviews the Board’s composition when evaluating the Board’s performance and effectiveness.

¹ On 26 February 2025, the Board of Directors announced Mr. Yanjun Cheng, AB InBev’s Global Supply Operations Chief, to succeed Mr. Jan Craps as the Chief Executive Office and Co-Chair, effective from 1 April 2025. Please refer to the Annual Report 2024 on pages 31-32 for more information.

Governance Structure

Average Board Tenure

Board tenure reflects retention and continuity, while it also presents the refreshment of skills and perspectives together with Board independence.

The average tenure of board members in years:



Skills and Expertise of the Board

The Board and its Committees comprise highly experienced and distinguished individuals, ensuring a balanced distribution of power and authority.



Financial expert

5



Industry expert

5



Expertise in risk management

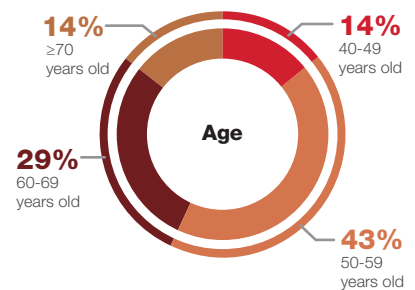
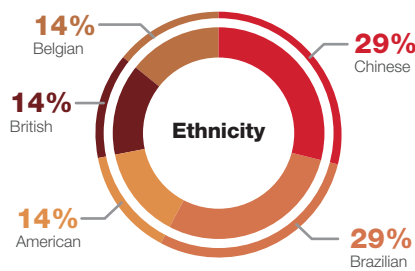
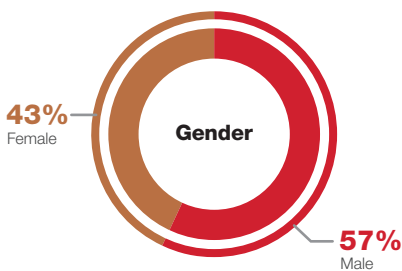
3



Sustainability expert

7

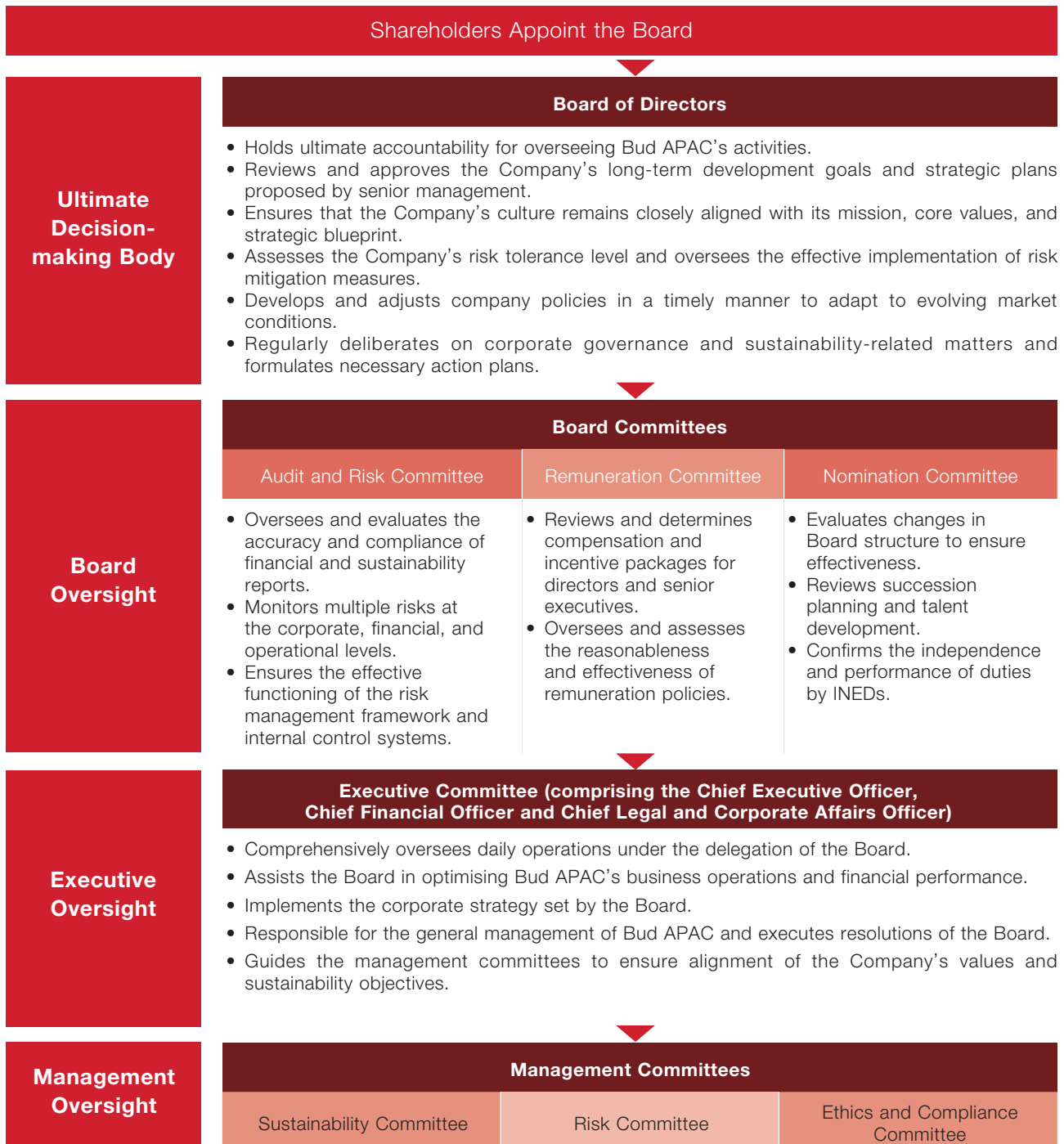
Composition



Board Structure and Governance

The Board, which is made up of a well-balanced combination of Executive and Non-Executive Directors, presently consists of seven members.

For Board Committee details, please refer to pages 47 to 50 of our 2024 Annual Report.



Please refer to pages 30 to 47 of our Annual Report 2024 for more details on board governance. The following pages will mainly elaborate on the management committees, which provide reports to the Board that are crucial to the governance of sustainability and social impacts.

Management Committees

Board Oversight

Board Statement

The Board, as the ultimate governing body for the Company's sustainability issues, annually assesses the impacts of sustainability topics related to the Bud APAC's core business, determines management priorities based on the significance of the risks, impacts and financial importance, and reviews and develops relevant Sustainability Goals correspondingly. Furthermore, the Board regularly receives reports from the Co-Chairs of the Sustainability Committee, monitors and evaluates the progress of Bud APAC's Sustainability Goals and targets and approves strategic decisions.

The Sustainability Committee holds meetings at least four times annually to deliberate on Bud APAC's sustainability approach and to review the performance. The Committee also presents sustainability efforts to the Board semi-annually and to the Audit and Risk Committee of the Board on a quarterly basis. These sessions are dedicated to discussing Bud APAC's sustainability approaches and conducting timely performance reviews. The Sustainability Working Group keeps the Sustainability Committee informed throughout the year about Bud APAC's performance and improvement areas, as well as global and local sustainability trends.

Our Audit and Risk Committee has embedded sustainability-related risks into Bud APAC's risk management processes. The Chair is an INED with extensive experience in financial and corporate risk management who helps drive the Board agenda for risk management and internal controls. Comprising executives from various risk-related departments within the Company, as well as the Directors with deep financial and risk expertise, we are equipped not only to identify potential risks but also to assess their potential financial impacts. We believe that increased focus on risk management will help us foster more sustainable growth and support our approach to lead and grow the category and optimise our business.

Management Committees

Sustainability Committee

At Bud APAC, sustainability is incorporated at the highest management level, allowing for strategic management of non-financial issues for long-term value creation. The cross-departmental Sustainability Committee reports directly to the CEO and Co-Chair of the Board of Directors, who ultimately reports to the Board.

During the Reporting Period, the Sustainability Committee spent its time on the topics of 2025 Sustainability Goals, sustainability governance, health and safety, among other topics.

To ensure effective integration of sustainability across Bud APAC, a Sustainability Working Group, composed of representatives from all departments and operational units, is responsible for providing the Sustainability Committee with updates on target achievements, challenges, risks, opportunities, and local sustainability trends.



Duties

Board of Directors

- Oversees and approves the overall sustainability approach.
- Evaluates the progress of sustainability efforts.

CEO & Co-Chairs of the Board of Directors

- Supervises the Sustainability Committee and all department leads.

Sustainability Committee

- Monitors the implementation of internal and external sustainability initiatives.
- Executes actions to achieve Sustainability Goals and targets.
- Collaborates with partners to enhance internal and external sustainability performance.
- Ensures compliance with environmental and social laws, regulations, and standards.
- Identifies and addresses climate-related risks, opportunities, and financial impacts.

Sustainability Working Group

- Supports the execution of sustainability initiatives and data collection.
- Communicates the latest trends in sustainability to various departments.

Management Committees

Risk Committee

To support the Audit and Risk Committee in executing its risk management responsibilities, we have established a Risk Committee consisting of management representatives from different functions, co-chaired by the Chief Financial Officer and the Chief Legal and Corporate Affairs Officer. This Committee adopts a cross-departmental approach, gathering multiple perspectives and expertise from key functions across Bud APAC.

Duties

The Risk Committee convenes quarterly to synthesize and evaluate risks, formulate risk-related recommendations, and ensure their implementation. Where deemed necessary, the Co-Chairs will present recommendations to the CEO and Co-Chair of the Board, and the Audit and Risk Committee regarding the risk appetite, profile, and tolerance established for Bud APAC.

At the operational level, internal audit teams are tasked with conducting targeted audits of each business unit’s operations, guided by the findings of the annual Enterprise Risk Management (ERM) assessment. Additionally, we conducted an impartial evaluation of the efficacy of our risk management framework, incorporating a comprehensive benchmarking analysis against relevant industry peers.

Regarding our non-financial risk management, we engaged a third-party agency to verify our performance on carbon reduction, water usage, packaging management, and health and safety, and provide an independent assurance report on certain data points. Please refer to pages 60 to 62 of this Report for detailed information. Further information on our risk management and internal control systems is available on pages 54 to 61 of our Annual Report 2024.

Composition of the Risk Committee



Three Levels of Controls of Risk Management and Internal Control



Management Committees

Ethics and Compliance Committee

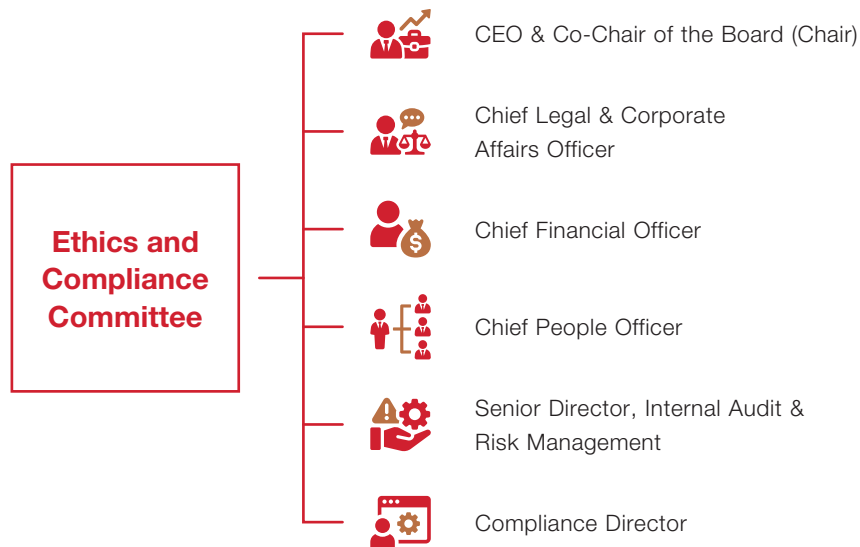
Bud APAC strictly adheres to all applicable laws and regulations, diligently identifies and assesses risks associated with our operations, and employs appropriate technologies to implement monitoring measures, thereby minimizing compliance risks.

We have established an Ethics and Compliance Committee that is chaired by our CEO & Co-Chair of the Board and comprises of senior members of management. The Committee is responsible for overseeing the Company’s compliance with applicable laws and regulations to ensure that all business activities align with ethical and compliance standards.

To ensure our values are fully embedded, we regularly provide Code of Business Conduct trainings for employees and value chain partners, promoting the awareness regarding Bud APAC’s relevant policies and procedures. During the Reporting Period, the employee participation rate for the Code of Business Conduct training was 100%.

There were no material adverse judgments with respect to ethics and compliance matters (including corrupt practices) against the Group or our employees in 2024.

Composition and duties of the Ethics and Compliance Committee



Duties

- Promotes compliance with applicable laws and regulations and the Bud APAC Code of Business Conduct.
- Assesses regulatory, ethical and compliance risks for Bud APAC and provides strategic direction for the activities of the Ethics and Compliance team.
- Exercises comprehensive management oversight of compliance with Bud APAC’s internal policies.
- Reviews the operation of the Compliance programmes and approves follow-up actions (such as disciplinary actions) from the reports submitted through Bud APAC’s Compliance Helpline (a confidential whistle-blowing platform).

Our Approach to Ethics and Transparency

Policy	Expectations
Code of Business Conduct	All employees are expected to uphold the highest standards of business ethics and integrity, including protecting intellectual properties.

Grievance Mechanisms and Non-Retaliation

In accordance with our ethics values and compliance regulations, any violations must be reported via Bud APAC's dedicated compliance helpline. We maintain rigorous confidentiality measures for whistleblowers and enforce a policy of zero tolerance to prohibit any form of threatened or actual retaliation against whistleblowers.

Supervision and Audit for Business Ethics

We engage an independent external audit firm to undertake comprehensive compliance audits across all Business Units annually, with a particular emphasis on evaluating adherence to our Anti-Corruption Policy. Through meticulous document reviews and comprehensive interviews, we verify that all Bud APAC operational units rigorously adhere to the Anti-Corruption Policy and uphold our pledge to sustainable development initiatives.

Intellectual Property Protection

We rigorously safeguard our intellectual property (trademarks, patents, copyrights) and R&D innovations through proactive registrations, systematic maintenance, and multi-pronged enforcement. Our dedicated IP Team ensures compliance through data analysis (tracking internal metrics and external legal/industry trends), cross-departmental collaboration, and targeted training. By aligning strategic IP governance with stakeholders — from executives overseeing approvals to suppliers clarifying co-development rights — we foster collaboration, ensure full regulatory compliance, and build market confidence by upholding brand values.

Employee Training as a Key Component of Business Ethics

We provided regular anti-corruption trainings to the Directors through Board and Committee meetings, covering topics such as internal compliance policies and investigation trends, annual compliance month and various compliance initiatives. During the Reporting Period, we achieved an employee compliance training rate 100%.

Compliance Month

In 2024, more than 12,000 colleagues across all our markets participated in online trainings covering a range of topics, including conflicts of interest, digital ethics, responsible marketing, and our Code of Business Conduct. Additionally, over 6,000 colleagues engaged in live training sessions or Zoom webinars training sessions focused on our key principles and policies.

Our Approach to Data Governance

Data Management

Jointly led by the Vice President of Technology & Analytics, the Director of Technology & Analytics, and the APAC Info Security & Compliance Lead, Bud APAC's information security and data management system is grounded in a company-wide governance structure. To ensure the comprehensiveness and effectiveness of our cybersecurity approaches a director with extensive IT expertise on our Board conducts a thorough review of Bud APAC's cybersecurity approaches.

To further strengthen our data protection framework, we have established a dedicated Personal Information Protection Group. This group, comprising professionals in information security, legal, and compliance fields, is responsible for implementing rigorous data security procedures, conducting internal training, and regularly reviewing national laws and regulations to promptly update compliance clauses. Furthermore, through real-time monitoring dashboards on our data management platform, we can instantly track data quality, rectify any discrepancies and continuously enhance the accuracy of directly sourced data.

Bud APAC's information security and data management practices are governed by a set of policies and standards based on internationally accepted industry best practices. These policies set forth Bud APAC's commitment to information security and define the practices and procedures to be followed by executives and employees to protect information resources and systems from unauthorised access, leakage, falsification, loss, destruction and other security risks. We conduct a quarterly review of all operation-related laws and regulations, adjusting relevant policies in real time to ensure compliant operations. To practically enhance information security defences within our operations, we organised three attack-defence exercises and one comprehensive information security drill in 2024.

During the Reporting Period, we successfully obtained the ISO 22301:2019 Certificate, which covers Bud APAC's operational sites. Furthermore, we conducted a rigorous internal review of our critical applications, such as BudSpace, BEES and Harbin Community, which are certified under the Multiple-Level Protection Scheme systems in accordance with relevant legislative requirements.

In FY24, there were no reported incidents of non-compliance in relation to laws or regulations on privacy matters relating to products and methods of redress which had a material impact on Bud APAC.

Our Approach to Data Governance

Data Security and Privacy Protection

Physical Security Protection	Committee Deliberation
The Data Centre is secured with restricted access, using man-trap doors, CCTV coverage and electronic card access systems, supported by a strict access authorisation process for security and prompt incident resolution.	The brewery's Security and Safety Committee meets weekly to assess incidents, pinpoint essential operational and administrative requirements, uncover potential vulnerabilities, and devise risk mitigation approaches.

Information Security Emergency Drill

We conduct routine security activities, including quarterly phishing simulations to annual tabletop exercises and yearly cyber drills to enhance email security awareness, clarify roles during cyber incidents, and improve response processes, helping employees prepare to manage security threats.

Training

Bud APAC requires all personnel to participate in annual information security training to stay updated on data security. Additionally, we provide customised security training sessions for specific teams and specialised training on data masking protocols for project managers and developers.

Third-party Cybersecurity Lifecycle Management

Bud APAC employs a comprehensive Third-Party Risk Management (TPRM) Lifecycle framework for APAC supply chain partners. This includes identifying and tiering third parties based on their access to our data or systems, followed by tailored risk assessments and corrective actions. Additionally, we conduct annual reviews and continuous monitoring of third-party tiers and cybersecurity risks, ensuring timely TPRM assessments and decisions on acceptance or rejection based on post-remediation risk levels.

Digital transformation initiatives

In 2024, Bud APAC prioritized digital transformation across our operations, with a particular focus on enhancing internal systems for downstream retail and B2B teams.

BrewDat System Optimisation	One Process Centre (OPC)	Bees Digital Sales Platform
Bud APAC leverages real-time data to optimise operational and sales approaches, guiding product placement and inventory adjustments to meet consumer demands.	Through the OPC, we streamlined our online procurement process, enhancing procurement transparency and operational efficiency with a unified approach to order placements and related workflows.	This tailored online system integrates order placement, inventory tracking and sales analytics, simplifying processes and strengthening the digital sales ecosystem for B2B and downstream retailers.

Disclosure Items: HKEX A1, A2, A4

Environmental Management

We established comprehensive policies including our [Environmental Policy](#), [Packaging & Waste Policy](#), [Water Policy](#) and [Climate Policy](#), which are available on our website. These policies are regularly reviewed considering legislation, public policies and organisational changes and best practices. All Bud APAC's employees and related suppliers must strictly adhere to these standards.

We have been implementing Operations Management Systems, Voyager Plant Optimisation (VPO) and Distribution Process Optimisation across our APAC operations. The environment pillar of VPO aligns with the ISO 14001 Environmental Management Systems standards and our environmental management relative policy.

In 2024, Bud APAC had no major accidents or environmental violations related to air emissions, wastewater discharges, soil pollution, waste disposal, hazardous chemical substances, or other environment-related areas.

Please refer to Note 4 to the consolidated financial statements at page 131 of our annual report for details on contingencies (if any).

Climate Action



Our Goal	KPI Measurement	2017 Baseline	2022	2023	2024	2025 Target
To increase purchased electricity from renewable sources	% of purchased electricity from renewable sources	0.1%	36.1%	66.4%	78.2%	100%
To reduce carbon emissions across our value chain	% of GHG emissions per hectolitre of production will be reduced across its value chain	0%	19.7%	23.8%	31.7%	25%

Our Ambition	Measurement	2017 Baseline	2022	2023	2024	2025 Ambition
To reduce absolute carbon emissions within our operations	% reduction of absolute carbon emissions (tCO ₂ e) within our operation (Scope 1 and 2)	0%	45.9%	60.8%	64.1%	35%
To reduce the energy intensity of our own operations	% reduction of energy intensity (megajoules/hectolitre) of production of our own operations	0%	26.6%	30.9%	33.8%	36%

Climate Action

Our Risks and Opportunities

Climate change resulting from increased concentrations of carbon dioxide and other greenhouse gases in the atmosphere, to which our operations and value chain may contribute, could have an adverse impact on global temperatures, weather and precipitation patterns and the frequency and severity of extreme weather and natural disasters. We conducted scenario analysis in accordance with TCFD Recommendations, analysed and identified climate-related risks and opportunities, and have been reviewing the countermeasures.

Our reliance on agricultural commodities such as barley, hops, rice, corn, wheat and various fruit makes us susceptible to weather fluctuations, droughts, and plant diseases. Additionally, the impact of energy transition laws and regulations is substantial. We will continue to explore innovative solutions to effectively adapt to market requirements.

Our Policy

Please refer to our publicly available [Climate Policy](#) for more information about our position regarding climate action.

Our Vision and Ambition

We pursue an ambition to achieve net zero across our value chain by 2040, with an approach of achieving 100% renewable electricity within our operations and reducing GHG emission intensity by 25% across our value chain by 2025, aligned with our Science-Based Target. This ambition prioritizes the reduction of GHG emissions from our operations as well as across our value chain. Additionally, we continually identify and prioritize climate-related risks and opportunities that are of significance to us.

Our Approach

To help decarbonise our operations, including our breweries and vertical operations, and its supply chain, we have identified the following decarbonization levers, including:

Energy Efficiency

- Adopting low-carbon technologies and innovative ways to increase efficiency in breweries.

Use of Low-Carbon Energy

- Incorporating low-carbon energy sources throughout our operations and value chain.
- Increasing the percentage of electricity from renewable sources.

Supply Chain Decarbonization

- Supporting suppliers in developing their carbon baseline and decarbonization roadmap through the Eclipse platform.
- Pioneering innovative cooling solutions that offer viable alternatives to traditional refrigerants.
- Exploring nature-based solutions such as forestry carbon sink and soil carbon sequestration to help remove carbon from the environment.
- Promoting and assisting value chain partners to carry out research or practical programme related to carbon footprint verification.

Other Actions

- Fostering innovation and driving meaningful actions in reducing GHG emissions through collaboration with industry stakeholders, policymakers, non-governmental organisations (NGOs) and other key actors.
- Implementing circular initiatives to mitigate GHG emissions from packaging and waste.

Climate-related information in accordance with S2 Climate-related Disclosures standard

We strive to enhance climate resilience through our 2025 Sustainability Goals and our ambition to achieve net-zero across our value chain by 2040. We address responses related to climate change themes with the climate-related information concerning the recommendations of the TCFD and IFRS S2 Climate-related Disclosures under four categories – Governance, Approach, Risk Management and Metrics and Targets.

To assess the impacts of climate change across Bud APAC, each brewery assessed the degree to which both physical and transition risks impact its business, and all breweries are taking action to align the decarbonization targets with a 1.5°C emission reduction pathway.

Climate Governance

Bud APAC has established a robust governance structure to ensure proper oversight by the Board of Directors in assessing and managing climate-related risks and opportunities, including strategic decisions and operational management related to climate change.

Board of Directors	The Board reviews sustainability-related issues and performance every quarter, or as necessary, approves approaches and implements action plans, including annual budgets, public policy engagement, setting of corporate targets, guiding scenario analysis, innovation/R&D priorities, and overseeing major capital expenditures, among others.
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This also includes our Climate Action approach and related goals.

CEO and Co-Chair of the Board of Directors	Oversees the Sustainability Committee and all departmental managers.
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Sustainability Committee

The Sustainability Committee convenes quarterly to discuss sustainability matters and the new initiatives. It aligns with the Risk Committee on risk management, especially on climate risks with reference to the TCFD framework.

The purpose of the Sustainability Committee is to:

- (a) Oversee sustainability initiatives internally and externally;
- (b) Implement actions to achieve Sustainability Goals and targets;
- (c) Drive sustainability performance internally and externally with suppliers;
- (d) Oversee Bud APAC's compliance with relevant environmental and social laws, rules, regulations and standards; and
- (e) Identify climate-related risks and opportunities with financial planning.

Climate Action

Climate Approach and Risk Management

We used the TCFD framework to assess climate-related risks and opportunities over the short- (one to five years), medium- (six to 10 years) and long-term (more than 10 years) views across geographies and value chain segments selected based on a risk-based approach.

Physical Risks

In accordance with the TCFD’s recommendations, we have conducted brewery/distribution centre-level modelling of the physical risks associated with the two Shared Socioeconomic Pathways (SSPs) used by “Intergovernmental Panel on Climate Change”. These pathways broadly represent comprehensive climate scenarios related to two projected global average temperature increases, namely a low emissions scenario and a high emissions scenario separately.

Scenarios	Description
SSP1-2.6	A low emissions scenario, consistent with the current ambitions outlined under the Paris Agreement, aims to limit global warming to below 2°C by 2100. This scenario also aligns with the goal of achieving net-zero emissions in the latter half of the century.
SSP5-8.5	A high emissions scenario, characterised by a “business-as-usual” approach and assuming the absence of additional climate policies, projects a tripling of carbon emissions by 2100. This scenario anticipates a warming of approximately 4.4°C by the end of the century.

Our analysis shows that there is an overall low to moderate level risk of flooding, tropical cyclones, extreme heat and water stress and drought for our portfolio in the APAC region in all assessed climate scenarios. This is attributed to the relatively adaptive capacity and mitigation measures we have integrated into our operations.

Physical risk in 2 SSP scenarios and risk adaption and mitigation

Physical Risk	Potential Impacts on Business Operations of Bud APAC (unmitigated impacts)	Risk Adaptation and Mitigation
Extreme heat Extreme cold	<ul style="list-style-type: none"> Higher energy consumption for indoor climate control, whether for personnel or temperature-sensitive equipment, can result in increased operational expenses. Decreased availability of raw materials (e.g. reduced crop yields at supplier locations) and efficiency of temperature-sensitive equipment can lead to an increase in the cost of sales, a decrease in beverage production and a decline in revenue. 	<p>For Assets:</p> <ul style="list-style-type: none"> Develop contingency plans to ensure uninterrupted business operations, including measures like adjusted work schedules and stop work procedures. <p>For Supplier Sites:</p> <ul style="list-style-type: none"> Engage in partnerships with academic institutions and farming communities to introduce and implement sustainable breeding practices that are both low-carbon and resilient to heat.

Physical Risk	Potential Impacts on Business Operations of Bud APAC (unmitigated impacts)	Risk Adaptation and Mitigation
<p>Flooding, including coastal flooding, extreme rainfall flooding and river flooding</p>	<ul style="list-style-type: none"> Higher capital expenditures may be necessary to address repairs or equipment and infrastructure replacement. Production and supply chain disruptions can result in decreased revenue. Additional operational expenses may be incurred for debris cleanup on critical access routes or rerouting product deliveries. 	<ul style="list-style-type: none"> Establish an emergency mechanism and procure for necessary flood control materials to ensure preparedness. Maintain the effectiveness of the drainage channel through regular dredging and clearing of debris from the outlet to prevent clogging and ensure optimal flow. Enhance the drainage capacity by expanding the network of drainage channels and outlets and conduct routine inspections to identify and address any potential issues. Elevate electrical equipment to a level above the designated emergency water level.
<p>Tropical cyclones</p>		<ul style="list-style-type: none"> Develop comprehensive risk management plans to address extreme wind speeds and flooding, including evacuation protocols and identifying alternative storage facilities for products and valuables. Incorporate building design regulations that include measures to protect against high winds. Establish a business continuity plan to ensure uninterrupted operations during adverse events.
<p>Water stress and drought</p>	<ul style="list-style-type: none"> Impacted by this chronic risk, increased operational expenses can arise from elevated water costs during periods of water scarcity. Additional expenses may be incurred in procuring alternative water sources. Decreased operational capacity of water-intensive processes can result in reduced beverage production and revenue decline. 	<ul style="list-style-type: none"> Construct water storage tanks to store and conserve water resources. Develop multiple water supply networks, including municipal water supply, groundwater, and reservoir water sources. Ensure adequate water replenishment to enhance water availability in surrounding watersheds, especially for breweries in water-stressed areas of India. Implement an internal closed-loop water treatment system within the factory premises to reduce reliance on external freshwater supply. Constantly improve water efficiency for beer brewing.

Climate Action

Transition Risks and Opportunities

In accordance with the TCFD’s recommendations, Bud APAC has developed two distinct and evident climate change scenarios in order to assess the resilience of our business. We have utilised Announced Pledges Scenario (APS) to project a low emissions scenario and Stated Policies Scenario (STEPS) to develop a high emissions scenario.

Scenarios	Description
APS	This scenario aims to show to what extent the announced ambitions and targets, including the most recent ones, are on the path to delivering the emission reductions required to achieve net zero emissions by 2050. In the APS, countries fully implement their national targets for 2030 and 2050, with the temperature outcome of APS a 1.7°C increase from the pre-industrial level by 2100.
STEPS	The STEPS aims to explore where the energy system might go without a major additional steer from policymakers. The temperature outcome of APS is a 2.5°C increase from the pre-industrial level by 2100.

Key Transition Risks and Mitigation

Transition Risks	Relevance	Risk Adaptation and Mitigation
Technology	<ul style="list-style-type: none"> Technological enhancements for energy-efficient equipment, involving capital and operating expenditures. Adoption of low-carbon transportation, such as electric vehicles (EVs), with associated CapEx (Capital Expenditure) and OpEx (Operating Expense). 	<ul style="list-style-type: none"> Incorporate EVs into our fleet. Collaborate with logistics companies that use EVs. Streamline product distribution planning to minimise unnecessary transportation. Conduct energy-saving measures in distribution centres, such as upgrading lighting systems.
Low carbon heating	<ul style="list-style-type: none"> Decreased reliance on fossil fuels for heating through the promotion of electric power and the integration of renewable energy sources. 	<ul style="list-style-type: none"> Invest in low-carbon heating systems that are not dependent on fossil fuels (e.g., biomass, solar, electric). Install heat pump system for efficiency improvement. Raise heating efficiency ratio and heating recovery methods. Sponsor the innovative pilot study related to low carbon heating in 100+ Accelerator & 100+ Innovation Lab.

Transition Risks	Relevance	Risk Adaptation and Mitigation
Market Recycled packaging	<ul style="list-style-type: none"> Volatility in natural gas, aluminium, and glass prices. Rise in the use of recycled packaging for cost savings. 	<ul style="list-style-type: none"> Develop advanced technologies like Narrow Neck Press & Blow to decrease packaging weights. Allocate resources to packaging methods and processes that are energy efficient. Increase the utilisation of recycled packaging materials such as glass, paper and aluminium. Invest in biodegradable packaging solutions. Collaborate with packaging and materials associations to adopt industry-leading practices. Sponsor the innovative pilot study related to packaging materials in 100+ Accelerator & 100+ Innovation Lab.

Metrics and Targets

Please refer to Our KPIs, Progresses, Goals and Targets of Climate Action on page 27.

Our initiatives

Further Decarbonization

To achieve decarbonization targets, we have implemented multiple initiatives across all our operations.

Electricity from renewable sources
<p>China</p> <ul style="list-style-type: none"> 16 breweries achieved RE100. 16 breweries in China have in place solar panels, with 35.6 Million kWh of electricity generated in 2024. Six of our breweries have been certified as carbon neutral, adhering to the international carbon-neutrality standards (PAS 2060 or ISO 14068). This milestone highlights our ongoing effort to reduce greenhouse gas emissions and transition to low-carbon production. Through various efforts in decarbonization, such as adopting advanced technologies and forming strategic alliances, we are supporting breweries in their progress toward a low-carbon future.

Water Stewardship

Disclosure Items: HKEX A2, A3



Our Goal	KPI Measurement	2017 Baseline	2022	2023	2024	2025 Target
To improve water availability and quality in our communities in high-stress areas	% of our breweries in APAC have conducted local activities, identified water issues specific to their community and found appropriate solutions	0%	100%	100%	100%	100%

Our Ambition	Measurement	2017 Baseline	2022	2023	2024	2025 Ambition
To achieve water usage intensity of 2.0hl/hl in all areas including 100% of high-water stress areas	water use intensity (hl/hl)	2.99	2.20	2.03	1.89	2.00
Promote water reduction programme among our suppliers, encouraging them to reduce water usage throughout their operations	% of operation facilities that applied water reduction programme	100%	100%	100%	100%	100%

Our Risks and Opportunities

Our production and agricultural supply chain requires large amounts of water. Changes in precipitation patterns and the frequency of extreme weather events may affect our water supply, physical operations and the supply of necessary agricultural crops. In our production, we seek to ensure high-quality wastewater discharge to facilitate, where possible, water re-use. Additionally, our role in procuring agricultural commodities may contribute to soil and water health, or degradation, near our operations or sourcing regions. We have identified that three sites in India are in high-water-stress areas¹.

Our Policy

Please refer to our publicly available [Water Policy](#) for guidance on minimizing water discharges, reducing water usage intensity and enhancing water availability and quality.

Our Vision and Ambition

We have reaffirmed our ambition to attain an average water usage rate of 2.0hl/hl in the APAC region, encompassing areas with high water stress by 2025.

¹ To identify the sites in high-stress areas, we conducted a water risk assessment at site-level. It assessed risks related to reputation and regulatory matters using our own methodology, and it assessed physical risks using the World Resources Institute aqueduct methodology. Thirty sites are in scope of our 2025 Water Stewardship Goal based on a 2017 analysis.

Our Approach

Water aspects	Our process	Relevant water users	Our management
Water Withdrawals	Our breweries withdraw water from various sources, including third-party water utilities, groundwater, and surface water. Water withdrawal for the purpose of exporting to third parties is not included in our reporting scope, as it is not utilised by our own operations within the breweries under consideration.	<ul style="list-style-type: none"> Local communities Water utilities 	<p>We quantify and document water withdrawal on a monthly basis for all sites, irrespective of the water source. It is aligned with crucial production levels and conducted on an eight-hour per shift basis, allowing for continuous benchmarking and necessary corrective actions. Additionally, water withdrawals are reported for each site based on the specific water sources utilised.</p> <p>We conduct water risk assessments at all our breweries including the ones in water-stressed regions.</p>
Water Intake Quality	<p>Conversion of Brewing Ingredients and Brewing Operations.</p> <p>Ensuring compliance with food safety standards and adherence to relevant limits is crucial, particularly when it comes to the water utilised in the production of our beverages.</p>	<ul style="list-style-type: none"> Our production and operations 	<p>We have implemented standardised procedures and protocols for the measurement and monitoring of water withdrawal quality. Utilising our advanced Voyager Plant Optimisation data management system, water quality data is meticulously recorded and tracked. For each water intake, any deviations from our internal specifications are swiftly identified and addressed. Additionally, we conduct regular testing of specific parameters, including pH value, ClO₂, conductivity, hardness, etc., across all our breweries to ensure consistent compliance.</p>
Water Consumption ¹ /Water Usage ²	<p>Agriculture and Ingredients (Supply Chain): Water is consumed in raw materials production and agricultural processes for the agricultural products we procure. Nevertheless, this particular process is not accounted for in our water consumption or usage data as it lies beyond the reporting scope for brewery operations.</p> <p>Brewing Operations (Our Operation): Water is utilised in our breweries for production and operational purposes.</p>	<ul style="list-style-type: none"> Our farmers (supply chain) Our production and operations 	<p>We aim to decrease overall water consumption by implementing enhancements in water usage efficiency, including expanding the number of facilities that reuse reclaimed water, upgrading water-saving technology and setting stricter guidelines for increased levels of reclaimed water reuse.</p> <p>We ensure the provision of fully operational and secure WASH (Water, Sanitation and Hygiene) services to all workers.</p>

¹ Water consumption includes water contained in our final product and water loss from evaporation before treatment.

² Water usage includes water consumption (see the footnote above) and water being reused in operation.

Water Stewardship

Water aspects	Our process	Relevant water users	Our management
	<p>Sanitary Water Use (Our Operation): Water is consumed for workers' handwashing, toilet flushing and showering.</p> <p>End of Life (Our Operation): Some wastewater is evaporated into the atmosphere before entering the biological treatment system. During this phase, water is lost and considered as part of our consumption.</p>		<p>We provide our employees with a range of training, such as the World Water Day event, to increase their water-saving awareness.</p>
Water Discharges	<p>The majority of effluent from our breweries is directed to registered third-party treatment facilities, while a smaller portion of treated effluent is discharged into surface water.</p>	<ul style="list-style-type: none"> Local communities 	<p>All wastewater from our breweries is treated and filtered appropriately through an internal biological treatment plant before discharging it into surface waters or municipal wastewater treatment plants. The daily recording of wastewater discharge volume and location is managed in our Voyager Plant Optimisation data management system. Our objective is to decrease discharge quantities by implementing recycling and reuse practices for the treated wastewater.</p>

Circular Packaging

Disclosure Items: HKEX A1, A2, A3, B5



Our Goal	KPI Measurement	2022	2023	2024	2025 Target
100% of our packaging are in returnable formats or made from majority recycled content (more than 50%)	% of our packaging are in returnable formats + made from majority recycled content (more than 50%)	63.2%	64.8%	63.4%	100%

Our Ambition	Measurement	2022	2023	2024	2025 Ambition
To increase % of primary packaging made of recycled content	% of primary packaging made of recycled content	51.4%	54.4%	55.2%	>50%
To increase recycling of by-products and waste	% recycling of by-products and waste	99.96%	99.87%	99.92%	N/A

Our Risks and Opportunities

By embracing circular packaging, we contribute to long-term financial and social advantages. Packaging contributes (51%) to our overall GHG emissions. To effectively tackle packaging and waste issues, including China’s landfill issue and environmental pollution in India, we embrace circular packaging initiatives.

Our Policy

Under the guidance of our publicly available [Packaging and Waste Policy](#), we aim to minimise waste throughout our packaging life cycle by implementing various measures, which contributes to the circular economy. It enables us to mitigate negative environmental impacts and eliminate unnecessary consumption, while ensuring the appropriate reuse and disposal of materials.

Our Vision and Ambition

At Bud APAC, we support waste reduction and circular packaging initiatives.

Our Approach

Waste Management in Our Operation

- Assess waste generation and landfill diversion within our operations and throughout the value chain regularly and identify opportunities for waste reduction.
- Adopt green procurement practices in accordance with our [Responsible Sourcing Policy](#), minimizing waste at the source, eliminating single-use supplies and collaborating with suppliers to innovate on waste reduction.

Circular Packaging

Circular Packaging

We aim to minimise waste throughout our packaging life cycle by implementing various measures, which contribute to the circular economy.

- **Innovate** – Foster collaboration with start-ups to build an innovative ecosystem and promote packaging innovation through our ‘100+ Innovation Lab’ and ‘100+ Innovation Alliance’ platforms.
- **Reduce** – Utilise technological upgrading (e.g. lightweight) and innovative design to minimise material consumption across all packaging types.
- **Reuse** – Increase the reusability of our packaging to extend its lifespan.
- **Recycle** – Integrate recycled and recyclable materials into our packaging, develop circular packaging solutions, implement closed-loop recycling and collaborate with upstream and downstream partners to promote the development of the recycling system.
- **Recover** – Collaborate with local communities and authorities to enhance the recovery of discarded packaging.

Actions	Impacts
Waste Reduction Opportunities in Packaging Design	
<p>Recycled Contents in Packaging</p> <p>We aim to develop innovative technologies that promote the incorporation of recycled content into our packaging materials. By the end of the Reporting Period, our innovative initiatives enabled us to incorporate approximately 56% recycled content in our glass bottles and to use over 90% of recycled paper pulp as papermaking raw material for our cardboard packaging.</p>	<p>Our primary packaging contains more than 55% recycled content.</p> <p>Bud China uses over 56% recycled content in its glass bottle packaging.</p>
<p>Carbon-neutral Paper used in Packaging</p> <p>In 2024, Bud China collaborated with Sunshine Paper, an upstream paper-making supplier partner, to produce beer cartons using carbon-neutral paper products, which are the first carbon-neutral paper products in the beer industry within Mainland-China.</p>	<p>By using carbon-neutral paper in packaging and replacing traditional plastic air column materials with environmentally friendly handles and bases made from wheat straw, we are working towards reducing the weight and carbon footprint of secondary packaging and encouraging consumers to change their packaging usage habits.</p>
Post-Consumer Recovery Opportunities	
<p>Glass Bottle Recycling</p> <p>In partnership with our wholesalers, we have developed a comprehensive system for collecting cullet and disposable bottles. In China, we have improved the glass bottle return process, facilitating direct redelivery to our glass supplier. This approach drives a reliable supply of recycled glass for our suppliers.</p>	<p>Over 8,100 tonnes of cullet were collected by our suppliers for recycling in 2024.</p>

Disclosure Items: HKEX A3



Our Goal	KPI Measurement	2022	2023	2024	2025 Target
To ensure all of our direct farmers are skilled, connected and financially empowered by 2025	% of our direct farmers are skilled, connected and financially empowered	100%	100%	100%	100%

Our Risks and Opportunities

A healthy ecosystem forms the foundation for environmental health, water quality, sustainable agriculture, and overall human well-being. However, biodiversity loss has emerged as a global risk over the next decade. We are championing sustainable agricultural practices among our suppliers that preserve ecosystems and biodiversity. Our farmer-centric approach enable us to educate and financially support farmers, driving large-scale agricultural improvements. In addition, we plan to adopt the framework of the Taskforce on Nature-related Financial Disclosures (TNFD) to align our work on biodiversity.

Our Policy

For further details on our commitment and actions aimed at minimizing our environmental footprint while maximizing opportunities for biodiversity and conservation, please refer to our publicly accessible [Biodiversity Policy](#).

Our Vision and Ambition

Bud APAC is dedicated to ensuring sustainable business growth for the next century and beyond. To achieve this, maintaining the integrity of crucial ecosystem services and the availability of essential raw materials, including barley, hops and water, is a priority. Our production and operations are deeply reliant on these resources, and their stewardship is critical to our long-term success.

Our Approach

In our ambition to achieve net zero across our value chain by 2040, our approach relies on natural solutions with a focus on regenerative agriculture. We are actively integrating regenerative agriculture, sustainable sourcing practices and water stewardship considerations into our operations by identifying, measuring, and monitoring the impacts on biodiversity throughout our value chain.

Smart Agriculture

We have equipped our farmers with the necessary practices and digital tools to assess and enhance soil health. By fostering a stronger connection with them, we aim to gather valuable insights and provide personalised recommendations on sustainable agriculture. The Action Items of our sustainable agriculture are as follows:

- Assess the soil health situation to identify nature-related risks and understand the impacts and dependencies on natural resources that are significant to Bud APAC’s operations and supply chain.
- Refrain from sourcing ingredients or operating in areas designated as World Heritage Sites and International Union for Conservation of Nature (IUCN) Category I-IV Protected Areas.
- Enhance ecosystem restoration by implementing local regenerative practices, providing education to farmers in our supply chain, and optimising our operations to minimise adverse effects on the environment.
- Minimise habitat disturbance, degradation, and indirect impacts such as pollution and atmospheric emissions from our operations and supply chain.

Case Study:

“Seed with Tech, Brew for Future”

Since signing a cooperation memorandum with Jiangsu Provincial Agricultural Reclamation and Development, Bud China has been supporting the research and development of domestic malting barley breeding technological innovation. Since 2019, a five-year screening and breeding programme for high-quality beer barley varieties has been implemented, resulting in the establishment of a breeding system with over 400 combinations. The average annual yield per mu of barley planted in Jiangsu Agricultural Reclamation and Development has increased by 10%. At the same time, actively promoting barley cultivation not only enhances soil nutrients and physical properties, but also plays a significant role in improving local saline-alkali land and advancing regenerative agriculture.

In addition, at the 2024 Barley Day event, themed “Seed with Tech, Brew for Future,” we signed a new cooperation project with Jiangsu Provincial Agricultural Reclamation and Development for the cultivation of hops. This partnership aims to strengthen the collaborative research and development in modern agricultural indoor hop planting technology. Furthermore, by upgrading facilities such as air source heat pump systems, low reflection roofs, and integrated drip irrigation of water and fertiliser, we aim to enhance the sustainability of hop planting.



Disclosure Items: HKEX A3, B5

Our Risk and Opportunities

In our pursuit of producing and distributing high-quality beer, we emphasize leveraging a complex supply chain that comprises high-quality agricultural raw materials, ingredients and packaging materials. We cultivate close partnerships with our value chain stakeholders to ensure the ongoing sustainability of our entire supply network.

Our Policy

For further details on our expectations for business partners regarding human rights, labour standards, health and safety, environmental management and business integrity, please refer to our [Responsible Sourcing Policy](#). Our business partners are accountable for ensuring that their directors, officers, employees and agents comply with our anti-corruption policies and practices.

Our Vision and Ambition

We strive to ensure the ongoing sustainability of our entire supply network through proactive collaboration with our suppliers and business partners and we share our principles and values across our supply chain.

Our Approach

In 2024, existing suppliers reached 100% compliance with non-financial standards, maintaining high management standards across our supply chain. Additionally, all new suppliers met 100% of basic requirements and compliance standards, upholding the same high management standards for new partnerships.

- All suppliers, service providers, contractors and business partners involved in our value chain operations are required to follow our responsible sourcing, human rights and anti-corruption policies.
- We conduct sustainability risk assessments for both new and existing suppliers, service providers, and business partners.
- Sustainability training is provided to our suppliers, service providers and business partners.
- Sustainability considerations are integrated into our procurement process, with a preference for materials incorporating higher recycled content, especially packaging materials.
- We collaborate with our business partners to develop innovative and sustainable products.
- We provide electric vehicle truck battery swap solutions to maintain a leading position in the green transformation of the logistics industry. By piloting breakthrough battery exchange technology with our value chain partners, we aim to reach an estimated CO₂ emission reduction of 130 tonnes annually.
- We conduct annual reviews of contract terms and service agreements with our existing suppliers, service providers, contractors and business partners.

In FY24, 100% of new suppliers met basic requirements and compliance.

In FY24, we worked with 6,683 suppliers, of which around 72.7% were based in China, 8.8% in India, 17.2% in South Korea, and 1.4% in Vietnam.

Our Suppliers

Supplier Strategic Alliance Programme



By effectively collaborating with upstream suppliers of malt, rice and packaging materials, our innovative SSA platform has bolstered their sales, revenue and profitability. Additionally, this platform facilitates and contributes to their high-quality manufacturing.

Vendor Strategic Alliance Programme



The VSA programme fosters a strong connection between equipment vendors and us, enabling joint focus on the research and development of innovative technologies. This initiative aims to enhance capabilities, drive outstanding performance, and cultivate mutually beneficial success.

Our Initiatives

Actions	Impacts
Responsible Sourcing through Supplier Screening	
<p>We conduct a thorough examination of potential new suppliers' credentials and essential registration requirements. It is imperative that our new business partners adhere to the guidelines in our policies on responsible sourcing, human rights, and anti-corruption. Any supplier that fails to meet these fundamental prerequisites is screened out during the selection process.</p>	<p>In 2024, 100% of new suppliers met basic requirements and compliance.</p>

Case Study:

Supporting our Value Chain partners to Facilitate the Decarbonization

In 2024, leveraging the Supplier Strategic Alliance (SSA) platform of Bud APAC, we worked hard to drive our value chain partners toward achieving new milestones in sustainable operations. Our approaches to green transition with value chain partners included “Eclipse,” “Packaging Lightweighting,” “Circular Packaging,” “Carbon-Neutral Technological Innovation” and “Consumer Awareness Raising.”

As of the end of the Reporting Period, the following achievements demonstrate our efforts to enhance suppliers' capabilities in advancing their decarbonization.

- 141 key suppliers have calculated and disclosed their carbon footprint via the online platform.
- 10 SSA suppliers completed photovoltaic solar projects, totalling 19 megawatts in capacity.
- 2 SSA suppliers transitioned to utilising 100% green steam.
- 14 SSA suppliers formulated and completed a roadmap toward carbon neutrality or net-zero emissions.
- Across all SSA suppliers, we witnessed: a 10% reduction in the average water consumption, a 5% reduction in the average energy consumption, and a 4% reduction in GHG emissions.

Disclosure Items: HKEX B6

Food Safety and Product Quality

Measurement	2022	2023	2024
Percentage of total products sold or shipped subject to recalls for safety and health reasons	0	0	0

Our Vision and Ambition

We are committed to manufacturing products that meet the highest quality standards, ensuring that our customers have access to healthy, safe and genuinely authentic options that fully comply regulatory requirements.

Our Policy

Our commitment to producing products of the highest quality is underpinned by our Quality and Food Safety Standards.

Our Approach

We adhere these guidelines to uphold our standards of “Best Quality and Food Safety”:

Management	We aim to cultivate and strengthen a resilient quality culture that emphasizes accountability for quality at every level of our operations. This involves identifying and efficiently handling key control points, as well as providing annual training on product safety.
System	Across all our production facilities, we implement the Voyager Plant Optimisation System, which incorporates all elements of ISO 9001 and FSSC 22000.
End-to-End Monitoring	We ensure system effectiveness through regular activities such as organising traceability, recall and compliance testing; conducting third-party food safety audits and analysis, and performing bi-annual internal audits.
Learning and Feedback	We foster a culture of benchmarking and knowledge-sharing among our employees and facilities, driving continuous improvements in quality and food safety. In addition, we emphasize meeting performance targets, while actively recognising and rewarding achievements and advancements in these areas.
Stakeholder Engagement	We offer continuous education and training to our employees, holding them accountable for overseeing, assessing, and controlling quality and food safety. We promote collaboration with customers and suppliers by establishing and clearly communicating rigorous standards. Compliance with these standards is closely monitored and regularly assessed.

In FY24, 0% of total products sold or shipped were subject to recalls for safety and health reasons.

During the reporting period, Bud APAC received 497 quality complaints from consumers. Bud APAC handles complaints in accordance with our internal guidelines on product quality. Bud APAC’s Voyager Plant Optimisation (VPO) Quality Pillar enables us to deliver excellence in quality for all our products.

Our Consumers

Our Initiatives

Actions	Impacts
Product Quality	
<p>Digital Quality Management and Data Factory</p> <p>As part of our ongoing commitment to quality management and food safety control, we have implemented a series of initiatives aimed at enhancing operational efficiency and stability. Through the launch of our “Data Factory” programme, we standardised and integrated production process data across various platforms and factories.</p> <p>To further increase the efficiency and accuracy of quality management, we developed an advanced Laboratory Information Management System. This system automates test result analysis, detects anomalies and executes response plan. Additionally, we are exploring and certifying online and automated quality control tools that provide immediate alerts and enable shutdowns when necessary. Additionally, we have established a traceability platform to comprehensively monitor the production process, ensuring transparency and accountability at every stage.</p>	<ol style="list-style-type: none">1. Improving management efficiency and stability of product quality and food safety.2. Ensuring consistent access to data, presented in a unified format across various display and application interfaces.3. Achieving real-time monitoring of product quality and food safety, enhancing the ability to respond to abnormal situations.4. Quickly investigating production anomalies and product control issues to effectively improve problem-handling efficiency.

Actions	Impacts
Food Safety	
<p>Food Safety Risk Identification and Control</p> <p>We remain attuned to regulatory requirements and technological advancements in the food industry across various countries, formulating strict standards for food safety. These standards are clearly defined by Bud APAC and promptly communicated to our suppliers, factories and clients. Additionally, our automated quality control tools deliver instant alerts during manufacturing procedures, ensuring the production of safe and reliable food products.</p> <p>Through alliances with customers and suppliers, we have extended Bud APAC's food safety management system, ensuring end-to-end food safety from farm to table across the entire supply chain. Furthermore, we have developed a food safety risk assessment methodology. This includes process reviews, hazard identification, risk assessments, implementation of control measures and updates to our food safety plans.</p>	<ol style="list-style-type: none"> 1. Raising consciousness about food safety within the organisation. 2. Increasing motivation and engagement among employees. 3. Raising awareness and advocating for food safety among stakeholders.
<p>Quality Training and Reward</p> <p>We provide training to our employees to help them carry out their responsibilities effectively, including monitoring, evaluating and managing quality. In 2024, we organised tailored training sessions in various areas such as material quality, production process quality, quality instruments and statistical tools like Statistical Process Control, enabling employees to enhance their knowledge and skills.</p> <p>We encourage employees to contribute to exceptional quality management through initiatives such as Quality Ambassadors programme. Each month, every business unit or region nominates eight exceptional colleagues as quality ambassadors. From these, exemplary contributors are recognised annual as quality ambassadors, celebrating their significant contributions. By sharing the inspiring stories of these quality ambassadors, we effectively promote our quality culture and ensure the production of high-quality products.</p>	<p>Approximately 2,284 participants from various breweries across APAC were engaged. Over 5,000 external stakeholders, including upstream suppliers and downstream wholesalers, actively participated.</p>

Our Consumers

Disclosure Items: HKEX B6

Responsible Drinking and Moderation

Our Risks and Opportunities

Beer is part of celebrating life's moments throughout the world. It is a driver of economies. Consuming beer responsibly has been part of culture and sociability for thousands of years. As consumers are increasingly embracing moderation as part of their balanced lifestyles, beer is well-suited to meet their needs. We are committed to promoting moderation and responsible drinking.

We engage with consumers and end users through our marketing practices at various stages and frequencies, and input is reflected in the relevant actions.

Our Policy

Our [Code for Responsible Marketing and Communications](#) sets the standards for our marketing and commercial communication to ensure that commercial communications are aimed only at individuals above the legal drinking age and are carried out responsibly. Additionally, we have enacted a [Responsible Drinking Policy](#) that prohibits alcohol consumption in the workplace and permits only moderate drinking in appropriate professional settings.

Our Vision and Ambition

Our goal is to foster a global culture of responsible drinking, which involves encouraging sensible consumption and ensuring our marketing and communication actions align with this commitment. We prioritize individual well-being and protect the reputation of Bud APAC and our brands by consistently promoting our products in a responsible manner.

Our Approach

Since 2008, we have been collaborating with public health experts and local authorities to foster a culture of responsible drinking. In our dedication to this cause, we have crafted localised programmes tailored to diverse contexts across regions.

Governance

Our priority is the well-being of individuals, and we uphold the integrity of Bud APAC and brands through a consistent and clear Responsible Marketing and Communications Code. This code sets the benchmark for our marketing and commercial communications, ensuring that our messages are directed only to those above the legal drinking age and conducted in a socially responsible manner.

Training

Our Sales, Marketing, Legal, and Corporate Affairs teams, as well as contractors and agencies, undergo annual training on the Responsible Marketing and Communications Code and related matters.

Stakeholder Engagement

We cooperated with stakeholders around our operation sites, including government officers, value chain partners, local community residents and more to enforce our culture of responsible drinking.

Our Initiatives

Actions	Impacts
<p>National Responsible Drinking Awareness Week Campaign</p>	
<p>In 2024, Bud China co-organised the National Responsible Drinking Awareness Week as the current Chair of the China Alcoholic Beverage Association’s Alcohol and Social Responsibility Promotion Committee. Additionally, as a branch of the National Responsible Drinking Awareness Week, this event served as the launch pad of Bud APAC’s Global Beer Responsible Day in China for 2024.</p>	<p>Bud China employees acted as smart drinking ambassadors, advocating for the concept of “smart drinking” to customers and consumers nationwide. They also promoted the new Budweiser 0.0 and Corona Cero, offering more smart drinking options for consumers.</p>
<p>Ignition Interlock Device (IID) Awareness Campaign in South Korea</p>	
<p>Our South Korean subsidiary, OBC, made history as the first private company to launch the IID project in South Korea. In collaboration with the Korea National Police Agency and the Korea Road Traffic Authority, OBC successfully implemented the IID pilot project to raise awareness about drink driving prevention and advocate for the implementation of IID laws in South Korea. The IID requires drivers to provide a breath sample before starting their vehicle’s engine. Ahead of the implementation of the IID law, OBC conducted an awareness campaign to promote IIDs and foster social consensus. This included releasing promotional videos showcasing the effectiveness of IIDs and hosting IID experience booths at the “Drink Driving Zero” campaign with the Korea Road Traffic Authority and local festivals.</p>	<p>The IID Law was officially implemented in South Korea in October 2024.</p>
<p>Enhancing Product Labelling</p>	
<p>As part of our voluntary guidance labelling initiative, we continue to include smart drinking label designs on primary product packaging where there is currently no legal mandate for legal warnings to provide actionable advice to consumers. Our product labelling includes information for consumers such as alcohol content and health warnings. It also includes information related to specific groups which may be more vulnerable to alcohol-related risks, such as pregnant women.</p> <p>These efforts empower consumers to make informed decisions about safe and moderate alcohol consumption.</p> <p>Additionally, we actively collaborate with public health specialists, government bodies, and other partners to enhance alcohol awareness and improve product information, offering consumers the guidance needed to avoid the risks associated with excessive drinking.</p>	<p>We have achieved 100% implementation of guidance labels in APAC markets, enabling our consumers to make informed choices.</p>

Our Consumers

Case Study:

Beer, the beverage for moderation. More options to celebrate with!

We brew great beer for our consumers to enjoy and are always looking for new ways to meet life's moments and create more occasions – with more cheers. We aim to connect with our consumers by offering meaningful brand experiences while promoting choice, moderation and responsible consumption, as we believe every drinking experience should be a positive one.

As the largest brewer in Asia, our diversified beer portfolio provides consumers with flexibility, allowing them to alternate between our alcoholic beverages and non-alcoholic options over the course of any occasion. We continue to grow our non-alcohol business segment with extensions of our well-known brands, such as Budweiser 0.0, Corona Cero and Cass 0.0.

We believe our core strengths are already making a powerful impact in promoting moderation and responsible drinking. By creating choices for more occasions with consumers through products like non-alcoholic beer and low-alcohol beer, we continue to explore opportunities to expand the beer category and meet evolving consumer needs.



Disclosure Items: HKEX B2

Health & Safety

Our Policy

For further details on our commitment to maintaining a healthy and safe work environment, please refer to our [Occupational Health and Safety Policy](#).

Our Vision and Ambition

To align with our strong “zero injury” conviction, we have established comprehensive health and safety targets that we review each year. Our ambition is to integrate safety into all aspects of operations, cultivating safety leaders at all levels in our organisation, including contractors, to become a safety benchmark within the industry.

Our Approach

In 2024, we advanced our safety approach by focusing on zero risk exposure through 100% on-site inspections of critical safety equipment and zero risk taken. This was implemented by fostering a safety-first mindset and ensuring 100% safe machinery accessibility for all individuals. We have integrated safety considerations into daily operations and require contractors to meet our high standards. We believe that effective safety management relies on group collaboration with clear responsibilities at every level.

Our top management has issued a safety policy, demonstrating our commitment to the health and safety of employees and the community. To adhere to this policy, we have established zone and brewery safety committees, which oversee factory safety management measures and ensure the proper use of Voyager Plant Optimisation tools. Our frontline team members are empowered to take ownership of safety responsibilities, engaging in hazard identification, accident follow-up, risk assessment, safety monitoring and providing one-on-one guidance. Roles and responsibilities within health and safety committees are clearly defined to ensure effective execution and continuous improvement.

In FY24, there was no incident relating to workplace and occupational safety that had a significant impact on Bud APAC. All employees are covered by the occupational health and safety management system that we have in place.

Roles	Responsibilities
APAC Level Health and Safety Committee	<ul style="list-style-type: none"> Oversees and manages Bud APAC’s health and safety programmes to ensure a safe work environment and promote employee well-being. Implements health and safety policies to ensure compliance with relevant laws, regulations, and industry standards. Reviews safety facilities and technical safety measures to ensure adherence to safety standards and regulatory requirements. Evaluates industry best practices and develops plans for continual improvement.
Brewery Level Health and Safety Committee	<ul style="list-style-type: none"> Organises safety education and training programmes to enhance brewery crews’ safety awareness and operational skills. Conducts regular safety production inspections to promptly identify and eliminate potential safety hazards. Facilitates accident investigation to determine root causes, assign responsibilities and prevent recurrence. Ensures full compliance with local safety regulations.

Our Employees

We have integrated the health and safety pillar of the Voyager Plant Optimisation (VPO) system into our daily operations. This comprehensive system fulfils and exceeds the standards outlined in OHSAS 18001/ISO 45001. We have optimised operational procedures and safety standards for both production processes and contractors through the internal audits circle that takes place twice a year. In 2024, we refined and standardised our VPO scoring system, enhancing the relevance of ratings and improving gap analysis. This has enabled more efficient monitoring of daily activities. By the end of 2024, all our breweries were integrated into the VPO system, with 78% obtaining third-party or local work safety standardisation certification. Furthermore, 10 of our breweries attained ISO 45001 standard certification.

The total Lost Time Injuries (LTI) for Supply employees (own), Second-tier Logistics/Sales employees in Bud APAC was 3 in 2024.

Disclosure Items: HKEX B1, B3

Talent Development, Employee Engagement and Wellbeing



KPI Measurements	2022	2023	2024
% of full-time employees received training	91%	98%	99%

Our Risks and Opportunities

We are dedicated to building a workplace that fosters talent growth and development, ensuring respect for employee rights and interests while providing development opportunities. We actively listen and respond to various perspectives and requests to enhance engagement, which allows our workforce to remain up-to-date and thrive in a dynamic and ever-evolving landscape.

Regarding our turnover rates across different regions, the turnover rates are as follows: Mainland China (4%), South Korea (3%), India (15%), and Vietnam (16%). These figures provide valuable insights into our employee retention across various geographical locations.

Our Policies

Policy & Procedures	Expectations
Parental Standard Policy	<ul style="list-style-type: none"> • Maternity Leave – Female employees are entitled to 16 weeks of full-paid maternity leave. • Parental Bonding Leave – Primary caregivers welcoming a new child through adoption or surrogacy are offered eight weeks of 100% paid leave, in accordance with applicable local laws. Birth fathers or fathers of a child one year old or younger, through adoption or surrogacy, are provided with two weeks of 100% paid leave. • Pre-baby Support – Employees undergoing fertility treatments, such as in vitro fertilization (IVF), are eligible for four days of 100% paid leave. This includes two days per treatment cycle, with a maximum of two cycles per year. • Return-to-Work Support – Private rooms are provided for breastfeeding mothers.
Flex Work Policy	The policy is formulated to provide our employees the liberty to choose their work arrangements in respect to timing, location and method. Two flexible work arrangements are available: flexible working time and remote work. Flexible working time enables employees to adjust their arrangement within core business hours without changing the total number of working hours. Remote work allows employees to work outside the office setting.
Training Policy	This policy outlines guidelines to enhance the implementation of corporate learning and development initiatives, ensuring employees have seamless access to these opportunities and fostering a supportive learning environment. It delineates key operational steps and standardised procedures for delivering training via APAC University Training.

Our Employees

Disclosure Items: HKEX B1, B4

Our Workforce



Measurement	2022	2023	2024
Percent of women in our overall workforce	37.2%	41%	39%
Percent of women among our managers	28.3%	28.6%	36%
Percent of women among our senior leadership	9.4%	8.3%	8.3%

Our Vision and Ambition

Bud APAC’s workforce-related impacts and risks were assessed in collaboration with our internal teams responsible for workforce management. We seek to attract and develop great people, and our ability to successfully recruit and retain talent contributes to employment, individual economic opportunities and local economic development in our markets of operation.

Our Policies

Policy	Expectations and updates
Board Diversity Policy	Served as a blueprint for fostering a talented and well-balanced Board of Directors.
Anti-Harassment & Anti-Discrimination Policy	The policy aims to create a workplace free from all forms of harassment, including unfair discrimination, sexual harassment and sexual misconduct. This Policy defines discrimination and addresses inappropriate actions that are unwanted and unwelcome and/or which create an intimidating, offensive, or hostile work environment. The discrimination parameters defined by the policy include, but are not limited to, age, race, and physical or mental disability. The policy also incorporates clear definitions and illustrative examples of bullying behaviors.

Our Approach

- People: Attract, recruit, develop and advance the best talent.
- Safety in the workplace: High standards of occupational safety are maintained throughout Bud APAC.

Bud APAC is not aware of any operations or suppliers that have significant risks concerning issues related to child labour. On an annual basis, we assess existing direct and critical suppliers based on compliance with laws and regulations, as well as requirements stipulated in our Responsible Sourcing Policy.

Disclosure Items: HKEX B8

Community Engagement



Measurement	2022	2023	2024
Community investment	> 593,600 USD	> 424,280 USD	>154,000 USD
Volunteer hours	95,391 + volunteer hours over 184 events	41,450 volunteer hours over 203 events	24,639 volunteer hours over 195 events
Events	Held 56 events across 28 Hope Schools in China	Held 55 events across 29 Hope Schools in China	Held 17 events across 29 Hope Schools in China

Our Risks and Opportunities

Vibrant communities are integral to creating a future filled with joy and celebration.

We place a high priority on fostering strong relationships with the communities in which we operate and effectively addressing their needs. In times of natural disasters, we supply emergency drinking water to fulfil immediate requirements.

Our Approach

Following a comprehensive evaluation of our priorities and available resources, we have identified several key areas of focus. We are dedicating our efforts in these areas through in-kind donations, skills-based volunteering, and creating a future with more cheers.

Smart Drinking

Smart drinking is one of our strategic priorities, and we consistently initiate awareness campaigns with key stakeholders including governments and industry associations.

Emergency Relief

Clean water is an essential resource for the well-being of our communities, and we contribute to the availability of such vital resources in the markets where we operate.

Rural Revitalisation

We contribute to the local economy by implementing both internal and external initiatives that are conducive to ecosystem preservation and the well-being of local communities.

Sustainable Innovation

We utilise our resources to empower and support our value chain partners, facilitating shared growth and enhanced prosperity.

Our Community

Our Initiatives

Actions	Impacts
<p>Corona Extra Lime Project</p>	
<p>Bud China’s “Corona Extra Lime” project has been successfully operating for five years. During this period, we have collaborated with various stakeholders to empower farmers in Anyue, Sichuan Province, to cultivate high-quality limes. This initiative has not only improved the farmers’ living standards but also enhanced the Corona drinking experience for consumers.</p> <p>In 2024, we achieved significant income growth for Anyue farmers through the innovative “Lime Model,” a sustainable closed-loop system encompassing planting, procurement, marketing and community giveback. As we continue to promote the “Lime Model,” we are also exploring innovative industrial revitalisation solutions tailored to the community, continuously driving rural economic prosperity.</p>	<p>As of the end of 2024, the lime cultivation base had expanded to 578 mu, benefiting over 550 rural households and resulting in a fourfold increase in income per unit area compared to 2019. More than 1.73 million kilograms of limes were accumulated and sold through the project.</p> <p>The “Lime Model” has continuously evolved, promoting the scaled-up and standardised development of the local industry in innovative ways.</p>
<p>Emergency Relief across Asia Pacific</p>	
<p>Water is an essential resource for the well-being of our communities. Since 2015, Bud APAC has started the Emergency Water Programme for vulnerable individuals of natural disasters and rescuing units in the communities where we operate.</p> <p>In China, we have been working with local governments and NGOs on delivering disaster relief to areas affected by disasters and water shortages. In 2024, we have donated more than 160,000 cans of emergency drinking water in 16 cities.</p> <p>In South Korea, we have partnered with the Korea Disaster Relief Association to establish a rapid emergency response system, ensuring the timely delivery of relief supplies during disaster situations. This year, we donated over 38,000 bottles of clean water to vulnerable individuals enduring extreme heat and to communities affected by disasters nationwide.</p>	<p>Since 2015, we have provided disaster relief to victims of natural disasters, cumulatively donating more than 3.4 million cans and bottles of emergency drinking water to 59 cities across the region, helping millions of affected people.</p>

Reporting Methodology

Environmental data

- The environmental data related to our recently acquired businesses is not included in the current reporting period but will be incorporated into future reports.
- The environmental data scope in the Report includes the self-operated brewery operations and relative standard operating procedures. The vertical integration activities including malting facilities, container manufacturing (cans and bottles) are excluded from the reporting boundary.
- The usage of renewable electricity is reported based on the percentage of our contracted renewable electricity. The contracted electricity indicator tracks our commitment to achieving the goal of 100% renewable electricity.
- In terms of recycled material calculations, the weighted average of recycled materials is calculated based on the percentage of recycled materials in the procurement and materials from each supplier. Our circular packaging initiatives cover secondary packaging and post-consumer waste, while our packaging goals primarily apply to our primary packaging, which constitutes over 85% of our global packaging volume by weight.
- We commit to a minimum of 50% recycled content for non-returnable packaging including one-way glass bottles, aluminum cans, and PET bottles.
- Packaging procurement related information is tracked in our internal procurement system. The percentage of recycled components is provided by our suppliers, while we monitor and manage on a regular basis. Since 2019, we have implemented a supplier monitoring process to ensure the reliability of the recycled content data.

Social data

- Safety data for all locations is immediately collected and analysed and is included in the Report unless specified differently in the text or footnotes. Incident data at the end of the year is gathered in mid-January of the subsequent year for validation. Work-related injury status may evolve based on further medical diagnosis, treatment, and incident management. We adhere to this consistent convention to enable accurate year-over-year data comparisons at a single point in time. Any revisions in injury classification in subsequent years do not alter the reporting for the current year or affect the comparison with past data.
- Data on workforce diversity and composition are recorded at the end of FY24.

Appendices

Reporting Principles

This Report adheres to the Reporting Standards as outlined by the GRI Standard and the HKEX C2.

Principles	How we address the principle?
<ul style="list-style-type: none">MaterialityStakeholder inclusivenessSustainability Context	<p>We conducted a comprehensive materiality assessment, involving a series of engagements with our key stakeholder groups, to identify and prioritize sustainability topics that our stakeholders consider as material.</p> <p>We focus our disclosures on these prioritized topics and articulate how the context of these topics relates to our operations.</p>
<ul style="list-style-type: none">BalanceClarity	<p>We appointed an external consultant to prepare this Report and suggest relevant contents to be disclosed to reflect the material sustainability topics that we prioritize in a structured and clear manner. This gives an unbiased picture of our initiatives, progress and performance.</p>
<ul style="list-style-type: none">AccuracyComparabilityCompletenessConsistencyReliabilityQuantitative	<p>We have internal processes and procedures in place to review the quantitative and qualitative data disclosed in this Report. We also appointed a third-party to provide limited assurance of the Report and data within the Report, to externally assure the accuracy, completeness, consistency, reliability and quality of our disclosures. In addition, we disclose historical data, including those from the base year of 2017, to compare our performance and present our progress over time.</p>

Performance Tables

Environmental Performance

Metrics	Unit	2024	2023	2022	2021	2020
GHG Emissions						
Total GHG Emissions	tCO ₂ e	5,212,283	6,233,156	6,446,190	6,595,909	6,518,208
Scope 1 Emissions ^[2]	tCO ₂ e	89,745 [✓]	100,777	137,529	158,733	183,980
Scope 2 Emissions ^{[3][5]}	tCO ₂ e	218,973 [✓]	258,315	358,425	433,891	462,137
Scope 3 Emissions ^{[4][5]}	tCO ₂ e	4,903,565 [✓]	5,874,065	5,950,236	6,003,286	5,872,092
GHG Emissions Intensity (Scope 1 and 2)	kgCO ₂ e/hl	3.68 [✓]	4.02	5.66	6.95	8.15
GHG Emissions Intensity (Scope 1, 2 and 3)	kgCO ₂ e/hl	62.07 [✓]	69.73	73.52	77.37	82.2
Energy Consumption						
Total Energy Consumption	Million GJ	6.02	6.09	6.44	6.99	7
Direct Energy Consumption – Non-renewable energy sources	GJ	1,513,905	1,717,650	2,159,004	2,401,959	2,453,610
Direct Energy Consumption – Renewable energy sources	GJ	317,035	288,411	394,019	345,296	588,580
Indirect Energy Consumption – Electricity purchased from non-renewable energy sources	GJ	580,819	950,571	1,443,890	1,867,438	1,953,917
Indirect Energy Consumption – Electricity purchased from renewable energy sources	GJ	1,371,555	1,246,705	747,061	410,423	219,884
Indirect Energy Consumption – Imported Steam	GJ	2,238,240	1,887,255	1,692,320	1,963,702	1,782,398
Energy usage per hectolitre of production	MJ/hl	70.14	73.19	77.73	83.96	87.9
Energy purchased per hectolitre of production	MJ/hl	66.35 [✓]	69.08	73.67	80.06	84.4
Percentage of contracted electricity from renewable sources	%	78.2 [✓]	66.4	36.1	25.6	14.2
Water						
Total water usage	khl	160,102 [✓]	183,272	193,386	204,487	196,004
Total water consumption	khl	78,999 [✓]	90,833	86,281	82,483	84,308
Percentage of water consumption from alternative water sources (i.e. greywater, rainwater)	%	32	20	20	15	8
Water use by hectolitre of production	hl/hl	1.89 [✓]	2.03 ¹	2.2	2.34	2.47
Waste						
Total non-hazardous waste produced	tonnes	1,318,463	1,419,138	1,400,310	1,426,617	1,292,757
Total hazardous waste produced	tonnes	429	590	457	986	2,427
Total non-hazardous waste intensity	tonnes/hl	15.57	–	–	–	–
Total hazardous waste intensity	tonnes/hl	0.0051	–	–	–	–
Packaging						
Total packaging materials used for finished products	tonnes	1,926,468 [✓]	2,163,783	1,900,725	1,992,035	1,395,296
Total packaging material intensity	tonnes/hl	22.75	–	–	–	–
Percentage of products in returnable packaging	%	63.4 [✓]	64.8	63.2	65.1	53.3
Percentage of recycled content used in primary packaging	%	55.2 [✓]	54.4	51.3	50.1	46.3
Percentage of recycled content in packaging – Glass	%	56.3 [✓]	55.8	53.7	52.4	48.6
Percentage of recycled content in packaging – Cans	%	41.4 [✓]	31.3	22.2	18.3	19.5
Air Emissions						
Particulate Matter (PM)	tonnes	95	119	138	114	107
Sulphur Dioxide (SOx)	tonnes	139	124	114	115	56
Nitrogen Oxide (NOx)	tonnes	356	370	368	358	281

[✓] 2024 data assured by PwC (please refer to External Assurance Report on pages 60 - 62)

Appendices

Social Performance

Metrics	Unit	2024	2023	2022	2021	2020
Employment						
Total Employees ⁽⁶⁾	No.	21,407 [✓]	24,902	24,331	26,363	26,489
Number of employees by employment type						
Full-time		16,394	18,416	19,079	21,059	22,004
Male	No.	12,122	13,639	14,163	15,524	16,260
Female	No.	4,272	4,777	4,916	5,535	5,744
Part-time		5,013	6,486	5,252	5,304	4,485
Male	No.	960	1,069	1,105	0	0
Female	No.	4,053	5,417	4,147	5,304	4,485
Number of full-time employees by age group						
Under 30	No.	2,616	3,394	3,894	4,108	4,751
Between 30 and 50	No.	12,321	13,485	13,737	15,020	15,174
Above 50	No.	1,457	1,537	1,448	1,931	2,079
Number of full-time employees by geographical region						
Mainland China	No.	12,939	14,695	15,392	17,381	18,047
South Korea	No.	1,858	1,969	1,939	1,915	1,939
India	No.	1,326	1,404	1,415	1,348	1,593
Vietnam	No.	271	348	333	343	355
Employee Turnover Rate						
Turnover rate	%	5	5	6.6	6.8	6.45
Turnover rate by gender						
Male	%	4	7	6.7	6.9	6.39
Female	%	6	5	8.1	8.4	6.63
Turnover rate by age group						
Under 30	%	12	13	15.2	12.2	11.35
Between 30 and 50	%	4	5	5.8	5.9	5.2
Above 50	%	1	1	1	1.1	2.11

[✓] 2024 data assured by PwC (please refer to External Assurance Report on pages 60 - 62)

Appendices

Metrics	Unit	2024	2023	2022	2021	2020
Percentage of Employees Trained ^[7]						
Percentage of employees trained by gender						
Male	%	99	97	93	89	90
Female	%	99	98	86	93	90
Percentage of employees trained by employee category						
Managers	%	79	73	94	99	97
Non-managers	%	83	100	85	89	88
Average Training Hours						
Average training hours by gender						
Male	Hours	50	49	67	26	11
Female	Hours	44	43	71	27	11
Average training hours by employee category						
Managers	Hours	45	44	65	36	11
Non-managers	Hours	45	49	70	23	10
Health and Safety ^[8]						
Number of work-related fatalities for employees	No.	0 [✓]	0 ¹	0	1	0
Number of work-related fatalities for non-employees (only on sites of the Company) ^[9]	No.	1 [✓]	0	1	0	0
Lost days due to work injury for employees	days	244	0	339	619	383
Number of recordable work-related injuries (TRI) (excluding fatalities) for supply employees (own), second-tier logistics/sales employees	No.	3 [✓]	13	23	15	20
Lost Time Injuries (LTI) for Supply employees (own), Second-tier Logistics/Sales employees	No.	3 [✓]	7	12	-	-

[✓] 2024 data assured by PwC (please refer to External Assurance Report on pages 60 - 62)

- The numbers stated in various tables of the Report may not add up to totals or 100% due to rounding.
- Scope 1 includes CO₂ equivalent ("CO₂e") from fuel used in our manufacturing processes (including the self-operated brewery operations and relative standard operating procedures) and in cogeneration plants that generate on-site electricity.
- Scope 2 represents emissions from purchased electricity and steam.
- Scope 3 emissions constitute estimates based on a mix of supplier-based numbers, APAC emission factors and assumptions. The main categories of Scope 3 emissions include, Purchased Goods and Services, Upstream and Downstream Transportation, Emissions from fuel used not included in Scope 1 and Scope 2, Product Cooling and End of Life.
- Scope 2 and 3 are calculated using a market-based approach.
- The definitions of employees refer to Appendix 3 (Reporting Guidance on Social KPIs) published by the HKEX.
- Percentage of Employees trained=Number of trainees in this category/Total number of employees in this category.
- The scope of H&S data in this performance table covers all employees from 2022, while 2018 to 2021 data only covers supply employees.
- Non-employees include contractors/sub-contractors/service-providers.

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External Assurance Letter

Independent practitioner's limited assurance report

To the board of directors of Budweiser Brewing Company APAC Limited

Limited assurance conclusion

We have conducted a limited assurance engagement on the selected sustainability information of Budweiser Brewing Company APAC Limited (the "Company") listed below and identified with a ✓ in the Company's environmental, social and governance report for the year ended 31 December 2024 (the "Sustainability Information").

Sustainability Information

The Sustainability Information for the year ended 31 December 2024 is summarised below:

Environmental

Environmental Greenhouse Gas (GHG) Emissions

Scope 1 Emissions (in tCO₂e)

Scope 2 Emissions (in tCO₂e)

Scope 3 Emissions (in tCO₂e)

GHG Emissions Intensity (Scope 1 and 2) (in kgCO₂e/hl)

GHG Emissions Intensity (Scope 1, 2 and 3) (in kgCO₂e/hl)

Energy Consumption

Energy purchased per hectolitre of production (in MJ/hl)

Percentage of contracted electricity from renewable sources (in %)

Water

Total water usage (in khl)

Total water consumption (in khl)

Water use by hectolitre of production (in hl/hl)

Packaging

Total packaging materials used for finished products (in tonnes)

Percentage of products in returnable packaging (in %)

Percentage of recycled content used in primary packaging (in %)

Percentage of recycled content in packaging – Glass (in %)

Percentage of recycled content in packaging – Cans (in %)

Social

People

Number of work-related fatalities for employees

Number of work-related fatalities for non-employees (only on sites of the Company)

Lost Time Injuries (LTI) for Supply employees (own), Second-tier Logistics/Sales employees

Number of recordable work-related Injuries (TRI) (excluding fatalities) for Supply employees (own), Second-tier Logistics/Sales employees

Total employees

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information is not prepared, in all material respects, in accordance with the criteria set out in section “Environmental data” and “Social data”, within the “Reporting methodology” heading on page 55 of the Sustainability Report 2024 (the “Reporting Criteria”).

Basis for conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* (“ISAE 3000 (Revised)”), and, in respect of the greenhouse gas emission, International Standard on Assurance Engagements 3410, *Assurance engagements on greenhouse gas statements* (“ISAE 3410”), issued by the International Auditing and Assurance Standards Board (the “IAASB”).

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under these standards are further described in the Practitioner’s responsibilities section of our report.

Our independence and quality management

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

Our firm applies International Standard on Quality Management 1 issued by the IAASB, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the Sustainability Information

Management of the Company is responsible for:

- The preparation of the Sustainability Information in accordance with the Reporting Criteria;
- Designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error; and
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing the Company’s sustainability reporting process.

Inherent limitations in preparing the Sustainability Information

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Practitioner’s responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. We report our conclusion solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this Report. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Sustainability Information.

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As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) and ISAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of the Company's use of the Reporting Criteria as the basis for the preparation of the Sustainability Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Company's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Made enquiries of relevant management of the Company and its subsidiaries as appropriate.
- Obtained an understanding of the Company's processes relevant to the preparation of the Sustainability Information.
- Performed analytical procedures over the Sustainability Information.
- Performed limited substantive assurance procedures on selected information in the Sustainability Information.

Other matter

Certain comparative sustainability information of the Company as at 31 December 2020, 31 December 2021, 31 December 2022, 31 December 2023 and for the years then ended were not subject to an assurance engagement. Our conclusion is not modified in respect of this matter.

PricewaterhouseCoopers

Certified Public Accountants

Hong Kong, 25 February 2025

Content Index for Reporting Guidelines

HKEX Listing Rules Appendix C2 ESG Reporting Index

Subject Areas, Aspects, General Disclosures and KPIs			Chapter
Environmental			
Aspect A1: Emissions	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Climate Action, Circular Packaging
	A1.1	The types of emissions and respective emissions data.	Performance Tables
	A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Performance Tables
	A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Performance Tables
	A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Performance Tables
	A1.5	Description of emission target(s) set and steps taken to achieve them.	Climate Action
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Circular Packaging

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Subject Areas, Aspects, General Disclosures and KPIs			Chapter
Aspect A2: Use of Resources	General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Climate Action
	A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas, or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Water Stewardship
	A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Circular Packaging
	A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Performance Tables
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Performance Tables
	A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Climate Action, Performance Tables
Aspect A3: The Environment and Natural Resources	General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Smart Agriculture
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Water Stewardship
Aspect A4: Climate Change	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Smart Agriculture
	A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate Action
Social			
Aspect B1: Employment	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Talent Development, Employee Engagement and Wellbeing
	B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Talent Development, Employee Engagement and Wellbeing
	B1.2	Employee turnover rate by gender, age group and geographical region.	Performance Tables

Subject Areas, Aspects, General Disclosures and KPIs			Chapter
Aspect B2: Health and Safety	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Health & Safety
	B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Health & Safety
	B2.2	Lost days due to work injury.	Performance Tables
	B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Health & Safety
Aspect B3: Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Talent Development, Employee Engagement and Wellbeing
	B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Talent Development, Employee Engagement and Wellbeing
	B3.2	The average training hours completed per employee by gender and employee category.	Performance Tables
Aspect B4: Labour Standards	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Talent Development, Employee Engagement and Wellbeing
	B4.1	Description of measures to review employment practices to avoid child and forced labour.	Performance Tables
	B4.2	Description of steps taken to eliminate such practices when discovered.	Our Workforce
Aspect B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	Our Suppliers
	B5.1	Number of suppliers by geographical region.	Our Suppliers
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Our Suppliers
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Our Suppliers
	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Our Suppliers

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Subject Areas, Aspects, General Disclosures and KPIs			Chapter
Aspect B6: Product Responsibility	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Our Consumers
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Our Consumers
	B6.2	Number of products and service related complaints received and how they are dealt with.	Our Consumers
	B6.3	Description of practices relating to observing and protecting intellectual property rights.	Our Consumers
	B6.4	Description of quality assurance process and recall procedures.	Our Consumers
	B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Our Approach to Data Governance
Aspect B7: Anti-corruption	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Our Approach to Ethics and Transparency
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Our Approach to Ethics and Transparency
	B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Our Approach to Data Governance
	B7.3	Description of anti-corruption training provided to directors and staff.	Our Approach to Ethics and Transparency
Aspect B8: Community Investment	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Our Community
	B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Our Community
	B8.2	Resources contributed (e.g. money or time) to the focus area.	Our Community

Glossary

“AB InBev”	Anheuser-Busch InBev
“APS”	Announced Pledges Scenario
“Board”	The Board of Directors
“Bud APAC”, “Company”	Budweiser Brewing Company APAC Limited
“CapEX”	Capital Expenditure
“CCUS”	Carbon Capture Utilisation and Storage
“CDP”	Carbon Disclosure Project
“CO ₂ ”	Carbon Dioxide
“ERM”	Enterprise Risk Management
“ESG”	Environmental, Social and Governance
“FY”	The financial year ended or ending 31 December
“GHG”	Greenhouse Gas
“GRI”	The Global Reporting Initiative
“Guide”	The ESG Reporting Guide located in Appendix 27 to the Listing Rules on The Stock Exchange of Hong Kong Limited
“HKEX”	The Stock Exchange of Hong Kong Limited
“hl”	Hectolitre
“IFRS”	The International Financial Reporting Standards
“IID”	Ignition Interlock Device
“INEDs”	Independent Non-executive Directors
“ISO”	International Organisation for Standardisation

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“ISSB”	International Sustainability Standards Board
“IUCN”	International Union for Conservation of Nature
“IVF”	In Vitro Fertilization
“kWh”	Kilowatt-hour
“LTI”	Lost Time Injuries
“NGOs”	Non-governmental Organisation
“OBC”	Oriental Brewery Co., Ltd
“OpEx”	Operating Expense
“R&D”	Research and Development
“RMCC”	Responsible Marketing and Communications Code
“SSA”	Supplier Strategic Alliance
“SSPs”	Shared Socioeconomic Pathways
“STEPS”	Stated Policies Scenario
“TCFD”	Task Force on Climate-related Financial Disclosure
“TNFD”	Task Force on Nature-related Disclosures
“TPRM”	Third-Party Risk Management
“UN SDGs”	The United Nations’ Sustainable Development Goals
“UN”	United Nations
“USD”	Dollars, the lawful currency of the US
“VPO”	Voyager Plant Optimisation
“VSA”	Vendor Strategic Alliance
“WASH”	Water, Sanitation, and Hygiene



BUDWEISER BREWING COMPANY APAC
百 | 威 | 亚 | 太 | 控 | 股 | 有 | 限 | 公 | 司

