



DUVEL MOORTGAT

QUALITY BREWERS SINCE 1871

Brewing for tomorrow

SUSTAINABILITY REPORT 2022

Dear stakeholders.

I am pleased to present Duvel Moortgat's Sustainability Report for 2022. As the CEO of our international brewery group, I am proud to share with you our commitment to sustainability and social responsibility across all aspects of our business.

We are a family-owned company, with myself as the fourth generation leading this company. Those who came before me always ran the business with the next generation in mind, so they always aimed to grow the company in a sustainable way. It is my responsibility to continue doing better every day, for the sake of the generations to come.

As a manufacturing company, we are aware of the impact we have on our planet, its people and their communities. The well-being of the environment, people, biodiversity and communities are essential for the survival of the planet we live on. Preserving and improving nature and society as it exists today is crucial to our future prosperity and quality of life. **We therefore see it as our duty to minimize our impact, and we aim to contribute in positive ways wherever we can.**

In this report, we have chosen not only to give you an overview of the state of affairs of Duvel Moortgat's sustainability engagements of 2022, but also to shed light on what has been happening in the years before that. We are an internationally active brewery, but we care deeply about our local identity. Throughout this report, therefore, you will find examples and stories from each of our individual breweries.

We will share our most important achievements and progress on pressing environmental and social issues over the past years, which include minimizing water waste, reducing our carbon footprint and supporting various environmental and social charities.

During 2023, we are preparing ourselves for the next step in sustainability reporting compliance in the light of the CSRD guidelines for Duvel Moortgat as a group. This will include, among other things, updating our materiality assessment - including double materiality and committing to SBTI's business ambitions.

We will need to adapt, improve and innovate continuously to ensure that our efforts remain meaningful. Sustainability is a team effort and I am sure that, together with our employees around the world, we can make a difference.

Michel Moortgat



Our story

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05 SUSTAINABILITY APPROACH

01 History

Let's go back to **1871**, when **Jan-Leonard Moortgat and his wife founded the Moortgat brewery farm**. Following some experimentation by trial and error, their top-fermented beers soon became very popular in the brewery's hometown and far beyond.

Later on, in the **1900s**, their two sons Albert and Victor joined what was by then a growing family business, heralding the second generation of Moortgat brewers. In the wake of the First World War, and inspired by English ales, the **Moortgat brothers launched** 'Victory Ale' using local Scottish yeast – which was marketed under the name '**Duvel**' from **1923** onwards.

At the end of the **1940s**, the third generation took over the helm and led the company to new heights. In 1963, the brewery acquired the Maredsous License and started to **brew, bottle and sell three different Maredsous abbey beers**. A notable milestone in the company's history occurred in the late **1960s**, when **the iconic Duvel glass** was created, the first tulip-shaped beer glass. This innovative glass is capable of holding the contents of an entire 33 cl bottle. Up until then, such a large beer glass was non-existent. In the mid-**1970s**, the brewery started its international expansion and Duvel Moortgat beers established a name and reputation abroad.



Three generations after Jan-Leonard, with the fourth generation taking over in **1991**, Duvel Moortgat had expanded to become **a leading and well respected Belgian brewery group**. At that time, they were producing beers including **Duvel, Bel Pils, Vedett** and **Maredsous**.

In the years that followed, the company also started working to consolidate their **international position**. Since **2001**, **Czech brewery Bernard**, where more than 15 varieties of Bernard are brewed, including IPA, fruit pilsner beers and non-alcoholic beers, became a permanent partner of Duvel Moortgat. The **French subsidiary** was created in that year. After setting up an office in the Netherlands in **2002**, the brewery consolidated their shareholdership in the neowned **Americal brewery Ommegang**, which they co-founded in **1997**, thus establishing its US foothold. Not long after that, **Achouffe** beers were also added to Duvel Moortgat's portfolio. This was also the time during which Duvel Moortgat started **exporting to China**. In **2007**, the company won the 'Leeuw van de Export', a prestigious award given by Flanders Investment and Trade to companies that excel in international trade and export activities.

Since **2008**, after the **Liefmans brewery**, which has been brewing fruit beers for more than 300 years, has gone bankrupt, Duvel management decided to save this legacy by acquiring the assets & relaunch products on its historical site. In August **2010** Modest Van den Bogaert entrusted his brewery to Michel Moortgat with the express demand to continue to take the utmost care for the brewery's beers and staff. In addition to brewing their traditional beers such as Triple D'Anvers and Bolleke, the brewers of De Koninck often experiment with unique brews such as Winter Queen and Lost in Spice. In that same year, **2010**, Michel Moortgat was named Manager of the Year 2010 by the Belgian business magazine Trends Tendances.



In **2014**, Michel Moortgat was awarded the Vlerick Award for his leadership in the beer industry - a renowned recognition given annually to outstanding individuals who have made remarkable achievements in business and have made a significant impact on their industry.

Duvel Moortgat's beer portfolio was further expanded in **2014** with the specialty beers of the **Boulevard Brewing Company in Kansas City**, USA. John Mc Donald, founder of Boulevard Brewing Company, found in Duvel Moortgat the ideal partner to perpetuate his legacy. In **2015** Duvel Moortgat became a shareholder of **Firestone Walker** in order to support Adam Firestone and David Walker in the growth & development of their brewery.

In the same year, **Amsterdam-based craft brewery 't IJ** joined the family as well. In **2018**, Duvel Moortgat acquired a 70% majority stake in multiple award-winning **Italian brewery Birrificio del Ducato** in Italy.

Only a few months later, in **2019**, the **office in Spain**, located in Madrid, opened its doors. At the end of the same year, the company won the Family Business Award of Excellence, presented by EY, for its clear family vision combined with plenty of ambition, authenticity and passion.

Duvel Moortgat's 150th anniversary was celebrated in **2021** with a big party at its headquarters in Puurs-Sint-Amands, attended by numerous employees from all over the world. At the end of **2022**, Duvel Moortgat took over a **brewery in Tianjin** with the aim of relocating part of the production of Vedett White to China.



12 **21**
breweries brands
worldwide

Since the establishment of the Duvel Moortgat brewery in Puurs-Sint-Amands, Belgium, by Jan-Leonard Moortgat and his wife Maria De Block in 1871, 12 breweries and 21 brands worldwide have now become part of this family.



SSST...

HIER RIJPT DEN

Duvel

Mission & values



In late **2022**, we organized **workshops worldwide** to renew our corporate values. Together with our employees across the world, we came up with answers to the questions:

How
do we work
together at Duvel
Moortgat?

How do we want
to see our colleagues
behaving, both towards
each other and when
working with external
partners and
stakeholders?

1

Passion

We are a family of ambassadors. Whenever we see people enjoying our beers, it gives us a feeling of pure pride. We dream, inspire others, and take the plunge!

2

Quality

We strive for perfection in everything we do. We set the bar high to achieve our goals without compromising on quality. Our consumers deserve nothing but the best!

3

Entrepreneurship

We have a 'dare to' mentality. We embrace change because it is the only way to achieve continuous improvement. We seek opportunities, define solutions and take ownership.

4


Integrity

We trust each other and the organization, and we work together towards an open, fair and inclusive working environment. Always do the right thing!

5

Sustainability

We strongly believe that sustainable growth is not just one of the paths for our future, it's the only one. That's why taking our societal and ecological responsibility to make the world a better place for future generations is one of our key priorities.



**Driven by quality and led by passionate people,
Duvel Moortgat is an independent family of authentic
craft breweries, determined to create world-class
beers for our consumers and committed to making
this planet a better place for generations to come.**

Activities & brands

We brew, it's what we do

We care about protecting our local identity. We don't just want to be a global player – we want to play **a leading role in a globalized world by becoming and remaining hyper-relevant locally**. We are continuing to grow our network of breweries – each of which is managed autonomously and independently to ensure fast decision making and flexibility in the face of changes in their local markets.



**Production volume,
employees & financial
results of the Duvel
Moortgat Group**

2016

2017

2018

2019

2020

2021

2022

Total volume of beer (hl)

1.783.746

1.891.733

2.036.412

2.197.281

1.943.423

2.201.345

2.306.334

Employees (FTE, on 31/12)

1.469,0

1.552,5

1.643,6

1.756,4

1.599,1

1.663,5

1.884,5

Turnover (Euro, thousands)

401.437

428.733

454.688

500.967

432.836

505.481

582.921

Ebit* (Euro, thousands)

80.178

97.843

96.403

102.752

71.047

103.988

100.131

Ratio ebit/turnover (%)

20,0%

22,8%

21,2%

20,5%

16,4%

20,6%

17,2%

04


Quality first, quality always

We've said it before – it all comes down to **offering consumers worldwide an amazing taste sensation**. The quality of a beer depends on the quality of its ingredients. That's why we at Duvel Moortgat only use the best malt, hops, water, yeast and spices for our brews.

When you are aiming for the highest quality and taste, there is no room for compromise. We therefore **cooperate with carefully selected producers of raw materials** and make sure that our high quality standards are met at all times. Working together closely with our suppliers allows us to guarantee that our passion and commitment to quality is ensured every step of the way.



Working together closely with our suppliers allows us to guarantee that our passion and commitment to quality is ensured every step of the way.

A scientist in a dark lab coat and blue gloves is using a pipette to transfer a yellow liquid into a test tube. The scientist is looking intently at the test tube. The background is a laboratory setting with various pieces of equipment and a white lab coat hanging on a rack.

We are pioneers in implementing new technologies. We don't always wait for them to appear on the market; we partner up with top-end suppliers who can deliver the best possible technologies and solutions for our brewing and filling processes.



Innovative improvements

Quality improvement is a central part of in our innovation policy, because the quality of our beer isn't just determined by the quality of our ingredients – it also depends on our brewing and production processes. That's why we don't always wait for them to appear on the market; we partner up with top-end suppliers who can deliver the best possible technologies and microbiological solutions for our brewing and filling processes.

A few examples from the Duvel Moortgat brewery:

- A **state-of-the-art filtration technique** allows us to avoid the use of traditional processing aids such as kieselguhr, reducing potential negative impact on taste and quality and avoiding an additional waste stream.
- We operated the **first high-speed, heated bottle filler** in the world. After heated filling, the fermentation process can begin immediately, instead of having to provide extra heat to the warm cells to compensate for cold beer.
- Our microbrewery enables us to **test new ingredients, processes, technologies and recipes** on a small scale before upscaling, resulting in less waste in the trial-and-error phase. It also enables us to make limited editions of special brews.

05

Sustainability approach

01

Water

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Zero waste & circularity

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Talent development

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Healthy & enjoyable work environment

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Inclusion & diversity

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An aerial photograph of a water treatment plant during the golden hour of sunset. The foreground is dominated by two large, rectangular aeration basins filled with dark water, showing intricate patterns of white foam and bubbles from the aeration process. The basins are separated by concrete walls. In the background, several large, industrial-style buildings with flat roofs are visible, along with several tall, cylindrical storage tanks. The sky is a mix of orange, yellow, and blue, with the sun low on the horizon, creating a warm, hazy atmosphere. The overall scene conveys a sense of industrial scale and environmental stewardship.

**As global demand rises and supply becomes uncertain,
we prioritize minimizing water usage and recycling as
much as possible.**

5.1 Water

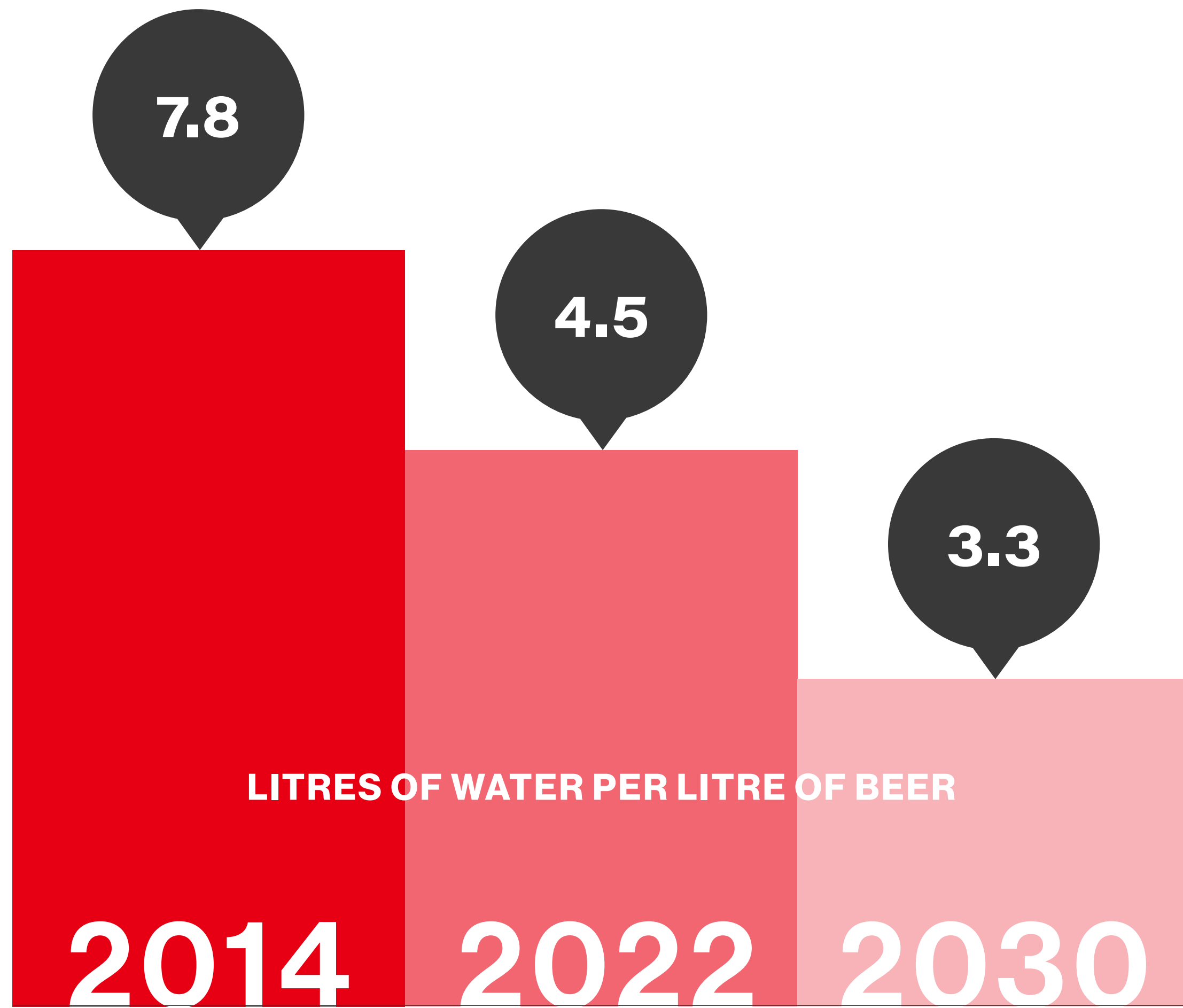


We operate in countries that are classified as having high baseline water stress by the WRI, so it is imperative that we assume responsibility in minimizing our water use.

Minimizing water waste

Beer production is very water intensive across its value chain, from barley to beer – and not just as an ingredient in the beer, but also to clean installations, bottles and kegs. Water is also crucial for growing the crops that are essential to beer, such as barley and hops.

However, water is an increasingly pressured resource as worldwide demand grows while supply becomes less predictable due to factors such as climate change and deforestation. We operate in countries that are already classified as having high baseline water stress by the WRI, so it is imperative that we assume responsibility in minimizing our water use.



Successful past, ambitious future

In 2022, we brewed **44% more beer** than in 2014. Our water consumption, however, did not increase. In terms of specific water use that means we are using **34% less water** for each liter of beer we brew now than we did nine years ago. While we are proud of the progress we have made in recent years, we realize that there is still a lot of work ahead of us. That is why we are setting ambitious targets to reduce our water consumption by **another 50% by 2030**.

3 guiding principles

1

REDUCE

The first step in reducing water use is to know how much water is consumed throughout the brewing process, and where. That is why we track our water use, not just globally or per production site, but also on a per department or even per process basis using strategically placed water flow meters. This knowledge allows us to pinpoint and prioritize the processes that we can optimize to reduce our water consumption most effectively. Projects in the 'reduce' category are diverse and range from optimizing cleaning frequencies to replacing installations with more water-saving alternatives and fine-tuning cleaning durations, while always ensuring impeccable quality.

2

REUSE

A second important aspect of optimizing water use is the reuse of process water. While we are very strict about the quality of the water that can come into contact with our beers, we are more flexible when it comes to less critical processes. For example, we reuse water that has been used to rinse bottles to wash the exterior of kegs and crates, and we recover the water used to clean our tanks if it meets certain quality criteria.

3

RECYCLE

Inevitably, a large fraction of water finds its way into the sewage system, from where it is directed to one of our wastewater treatment plants. Whenever possible, we upcycle the organic material still present in the wastewater to biogas through anaerobic digestion. But we don't stop there. Uptreating water to drinking water quality by installing ultrafiltration and reverse osmosis techniques will even allow us to aim for water neutrality one day.

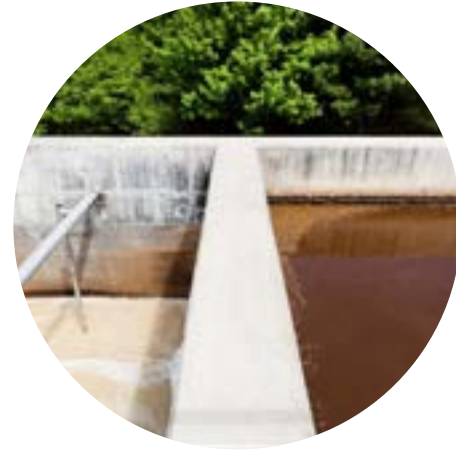


Ultrafiltration & reverse osmosis

📍 Puurs-Sint-Amunds, Belgium

Duvel Moortgat has recently invested in a state-of-the-art ultrafiltration reverse osmosis installation at the site in Puurs-Sint-Amunds. This allows us to further purify wastewater to almost drinking water quality, ready to be used as process water. The brewery is currently expanding and optimizing our water piping network so that we can supply ever more processes with this recycled water. Last year, 6.54% of the total water demand at the brewery in Puurs-Sint-Amunds came from its own recycling plant. By the end of 2024, we aim to have at least 20% of our water useage to come from our iwn water reclamation plant. In addition, we are working to reduce our fresh water consumption to the maximum by optimizing the water useage in our bottle washer, installaing dry condensors, and optimizing CIP procedures. Our aim is the redcue our water consumption with at least another 30% by 2030.

On the roofs of the office buildings in Puurs-Sint Amunds, we also aim to maximize the green surface areas, as this contributes to better water drainage and buffering, while at the same time improving biodiversity and providing extra insulation to the buildings.



Water purification

📍 Ommegang, USA

Constructed in 1997 on a 136-acre farmstead, Brewery Ommegang's 567.8 m3 aeration basin serves as the final destination for all production waste. Here, a fascinating transformation occurs as the alcoholic beverage leftovers are converted back into clean water. The wastewater treatment relies on a combination of microorganisms to break down the liquid waste. Through an aerobic fermentation process, oxygen is introduced into activated sludge containing bacteria, rotifers, and nematodes. These tiny living creatures efficiently consume the waste, leading to the remarkable removal of almost all of the nitrogen and phosphorus from the water before it is released into nearby water bodies.

This eco-friendly approach keeps excess nutrients out of Susquehanna River and Chesapeake Bay, surpassing regulatory requirements with an impressive 99.9 percent removal rate. Moreover, the excess sludge produced during the process is harvested and transformed into valuable biomass, benefiting local farmers. With the brewing process predominantly reliant on water, Brewery Ommegang prioritizes the protection of the aquifer it sits on, ensuring a consistent supply of high-quality water. The commitment to sustainable practices and environmental responsibility showcases the marriage of science and artistry in the world of brewing.



Water treatment plant

📍 Birrificio del Ducato, Italy

Birrificio del Ducato is constantly investing in research to find the best technologies for achieving constant improvement of quality while observing the greatest respect for the environment and its biological balance. The design, sizing and construction of the new water treatment plant were carried out taking into account the most advanced technologies. On the basis of the type of by-product, a discontinuous biological process was chosen. The plant's operating cycle will therefore consist of an aerobic phase, during which oxygen will be supplied, and an anaerobic phase, during which the clarified water will be separated. Significant investments in the automation process will allow us to have continuous control over everything that happens in the water treatment plant, guaranteeing that our daily work has a very low, virtuous and respectful impact on the environment.

Green Deal Brewers

📍 Puurs-Sint-Amunds, Belgium



In Belgium, we are proud partner of Green Deal Brewers, a place where we share insights and experiences with other Belgian breweries to speed up improvements in water management on an industry-wide level.



Wastewater treatment in USA

📍 Firestone Walker, USA

Water is one of the most precious resources in California. Firestone Walker views water conservation as a vital responsibility for the health of our environment and communities. Fresh water is sourced from a local reservoir, saving the use of about 28,000 m3 of fresh city drinking water. In 2015, the brewery installed a water treatment facility on campus to process its waste water, for our local utilities and community to use for municipal and agricultural purposes. The remainder is processed, separating out the fine organic material and leaving the water acceptable for delivery back into the city's wastewater infrastructure. This facility also provides up to 65 kW of energy through anaerobic digestion, where the biogas is used to power a cogen unit.

Reducing our freshwater consumption in mostly water scarce regions is of the utmost importance. Our efforts this year will be focused on optimizing the current wastewater treatment plant(s) and reclamation techniques that we have in place; extending the water redistribution networks in our factories to make better use of our treated water; engaging with our suppliers; and continuing to conduct research on the deployment of more advanced water recuperation techniques and legislative frameworks that will allow our industry to strive for water neutral operations.

A Linde forklift operator is driving a truck. The truck's cargo area is filled with blue crates, each featuring the Duvel logo. The operator is visible through the windshield, wearing a light-colored shirt and a high-visibility vest. The Linde logo is visible on the top right of the forklift's mast. The background shows a cloudy sky and some trees.

In our commitment to reducing our carbon footprint, we are actively implementing emission reduction efforts across our value chain, striving for a more sustainable brewing industry.

5.2 Carbon footprint



Carbon reduction strategies

Climate change is among the most urgent challenges our world is facing. While it is an extremely complex topic and the severity of the consequences is difficult to predict, it is increasingly unlikely that we can avert large-scale social and environmental impacts. Increased pressure on the availability of crops such as barley and hops, as well as on water and other natural resources crucial for brewing, is just one such impact. **The main driver behind climate change is the world's reliance on fossil fuels.** On combustion, fossil fuels release previously stored carbon sources into the atmosphere as carbon dioxide. Carbon dioxide, along with other greenhouse gases (GHGs) effectively trap heat from the sun that would otherwise diffuse into space, thereby causing the earth to heat up.

As an international brewer, we are currently preparing to establish the baseline of our value chain emissions in line with the GHG Protocol. **It is our ambition to accurately calculate our baseline emissions across all scopes according to auditable standards,** and also to align our commitments with the Paris Agreement target to limit global warming to 1.5 degrees.

2 Emission categories

Emissions in the beer value chain are divided into 2 main categories:

Scope 1 & 2 emissions

resulting from energy consumption in our own production process account for about 10-15% of our total emissions across the value chain (according to sector studies). Scope 1 emissions are the result of the fossil fuels used to produce the heat required for the wort boiling, while scope 2 emissions are the result of the intrinsic carbon footprint caused by the production of the electricity used in the brewing and packaging process.

Scope 3 emissions

relate to the purchase of raw materials (malt, yeast, hops, etc.), the use of packaging (bottles, carton, plastics), in- and outbound logistics, and even the cooling of our products at the retailer or point of consumption.

100%
renewable electricity

Electricity generated by
solar panel fields covering

5300m²

100% of the electricity consumed by our Belgian breweries is renewable. On the site in Puurs-Sint-Amands, we generate our own electricity through two solar panel fields: one on the roof of the brewing hall and one on the roof of the fermentation cellars, covering 5,300 m². Besides generating our own electricity, we buy clean power (through guaranteed certificates of origin) from the grid to match 100% of our operations.

3 guiding principles

Lowering our carbon emissions will be done in line with the guiding principles of reducing, reusing and recycling, whether we are dealing with energy, raw materials, packaging or any other scope.

1

REDUCE

If energy and raw materials are not being used, they are not emitting carbon emissions either. In the breweries, we are focused on reducing the kWh of energy needed by installing more efficient pumps and heat exchangers. Any waste of energy must be avoided, whether it is in production processes (scopes 1 & 2) or in our value chain (scope 3). Optimizing routes and increasing filling rates, for example, are initiatives that contribute considerably to reduced emissions in logistics processes.

2

REUSE

As part of our commitment to reuse, we recognize the significance of minimizing our indirect carbon footprint, mainly derived from growing and malting raw materials, production and disposal of (packaging) materials, product cooling and transport and distribution. Understanding that scope 3 emissions represent a substantial portion of the carbon emissions in our value chain, we have taken proactive steps to reduce our impact in this area.

3

RECYCLE

We continuously strive to minimize our reliance on fossil fuels. One way we achieve this is by optimizing the energy efficiency of our processes, continuously improving and streamlining our operations to minimize energy waste. Moreover, we have implemented innovative energy recycling initiatives, such as harnessing the heat produced during fermentation to warm our offices, and utilizing the vapor generated during wort boiling to preheat subsequent boils. These efforts have not only reduced our carbon footprint but also contributed to overall energy savings.



Climate neutral by **2050**

With the Green Deal, the EU has set the ambitious but necessary goal of becoming climate neutral by 2050, **with an intermediate emission reduction goal of 55%** (compared to 1990 levels) **by 2030**. At Duvel Moortgat, we are working towards these goals as well, with projects aimed at reducing emissions in our own production process as well as across our value chain. A detailed assessment of the full supply chain emissions of Duvel Moortgat across the 3 scopes and our international corporate footprint will be presented in the next sustainability report.

It is essential to promote far-reaching reduction measures that take place outside of the value chain of each company

Beyond value chain mitigations

While we are working hard to drastically reduce our carbon emissions along the value chain, we know that such changes take time while emissions continue.

Despite the increasing number of companies setting emissions reduction targets in agreement with the 1.5°C pathway, a large proportion of global emissions remain untouched. For this reason, it is essential to promote far-reaching reduction measures that take place outside of the value chain of each company, in order to meet the goals of the Paris Agreement. According to the Intergovernmental Panel on Climate Change (IPCC), **there is now a 50 percent chance that global warming will exceed 1.5°C over the next two decades if we do not significantly decrease our emissions in the next few years.** This is a reason why the SBTi highly recommends engaging in Beyond Value Chain Mitigation as well.



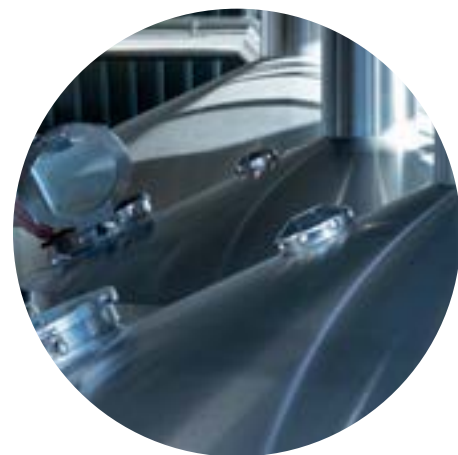


restoration of
625 ha
of land, growing
an estimated
750.000
TREES

We do this by taking a more curative kind of climate action, by **planting trees** that remove carbon dioxide from the atmosphere by locking it in their biomass. To do so, we are collaborating with organizations **Bos+** and **WeForest**. Bos+ helps us to carry out projects in Belgium, the most recent of which is the plantation of the **'Duvel Forest'**, less than 2 km away from our brewery at Puurs-Sint-Amunds. To complement local initiatives, we are also **supporting a large-scale project** in the **Copperbelt province in Zambia**, where local smallholder farmers are engaged in **reversing deforestation**. Since 2018, we have assisted with the restoration of 625 ha of land, growing an estimated 750,000 trees.

An aerial photograph of a dense, lush green forest. The trees are tightly packed, creating a textured canopy of various shades of green. The lighting is natural, highlighting the intricate details of the foliage.

We are supporting a large-scale project in the Copperbelt province in Zambia, where local smallholder farmers are engaged in reversing deforestation.



Energy & carbon reduction

📍 Puurs-Sint-Amands, Belgium

Our commitment to reducing carbon emissions in our biggest plant in Europe goes beyond a one-off effort. We have formalized our commitment to energy reduction through the Energy Policy Agreement scheme (EBO Vlaanderen). This agreement ensures that, each year, we identify and implement projects that make our breweries even more energy efficient. By staying true to our 'reduce' principle, we aim to continually optimize our energy consumption and make meaningful strides towards a more sustainable brewing process.

By focusing comprehensively on energy efficiency, we have achieved a remarkable 21% decrease in the energy required to brew one liter of beer compared to 2014. This achievement has been complemented by a strategic shift toward renewable energy sources, resulting in a 21% reduction in greenhouse gas (GHG) emissions per liter of beer brewed since 2014. While we have made great improvements in recent years, when expressed in absolute terms we still emitted the equivalent of 8,556 tons of carbon dioxide (market-based, scope 1 & 2), as calculated using the GHG protocol standards. However, we understand that the purchasing of certificates from existing installations is not enough to drive substantial change. Therefore, we continue to push to increase the share of on-site renewable electricity generation.

At our site in Puurs-Sint-Amands, we already generate biogas from our wastewater through anaerobic digestion in our two anaerobic reactors. In 2022, we were able to replace 11% of our natural gas demand with biogas, and we intend to further increase this share in the future. That is why we have invested in a third anaerobic reactor that will be operational in 2023.

To further reduce our carbon emissions, especially for the production of heat, we are continuing to investigate the potential for electrifying our heat requirement using heat pumps or for using solar thermal applications in sunny areas where land is available.



Own trucks on HVO100 since 2021

📍 Duvel Logistics – Ruisbroek, Belgium

In 2021, we switched our own fleet of heavy load trucks from diesel to hydro-treated vegetable oil, a renewable fuel made from vegetable waste, preventing 90 tons of emissions annually since then.

Relocating production to China

📍 Tianjin brewery, China

Another important contributor to emissions is transport and distribution. Long distance shipping comes with a particularly high environmental cost. For non-returnable bottles shipped to China, which is an important part of our export market, this can represent as much as 25% of the emissions derived from packaging and logistics. According to the abovementioned study, approximately 2.7 kCO₂ is emitted per hectoliter of beer shipped to China. Our recent investment in a brewery in the Tianjin region in China will allow us to produce our beers locally, thereby significantly lowering our emissions resulting from long-distance exporting.

218kW photovoltaic array

📍 Boulevard, US

At our Boulevard brewery in Kansas City, Missouri, the first 18 kW photovoltaic array was installed in 2011 on the roof of Boulevard's Brewhouse Two and, in 2019, a much larger 200 kW system was added atop the 24,000 square foot Canning Hall. This clean, renewable energy source reduces our dependence on fossil fuels and the electricity grid and speaks to who we are and our calling to serve as environmental stewards. Furthermore, it allows us to offer a free electric car charging station to employees and guests!



Over 50% on-site renewable electricity

📍 Firestone Walker, US

Firestone Walker's commitment to clean, renewable energy begins with our on-site solar array, ensuring that all of the beers are now brewed using California sunshine. In 2021, we commissioned a 2.3 MWp solar tracker installation, which already provides around 50% of the plant's energy consumption, reducing its scope 2 carbon emissions by 850 tons of CO₂ annually. Together with the electricity generated from the biogas-fired small cogeneration unit, this means that over 50% of our electricity production is self-generated and renewable. The solar array installation is currently being expanded, allowing the site to be 100% renewably powered by 2024.



Green roof

📍 Boulevard, US

One of the most visible expressions of our commitment is over our heads...literally. The green roof on Boulevard's brewhouse and packaging building reduces our heating and air conditioning loads (lowering our energy consumption) by increasing the insulation value where it is needed most—on the roof. The surface also absorbs rainwater, thus reducing runoff, while sustaining a variety of plant life. The plants, in turn, lower the overall thermal footprint of the building, absorb CO₂, and produce oxygen, all positively impacting quality of life in the surrounding area.



Focus on the circularity of packaging

📍 Puurs-Sint-Amands, Belgium

To tackle the environmental impact associated with packaging, we have undertaken a thorough assessment of the carbon footprints of various packaging types. A 'cradle-to-grave' analysis was executed, taking into account all life cycle stages from creation to the end of life of the products. The analysis of Duvel Moortgat's products included the following packaging components: closure, containers, inner packaging, labels, outer packaging, plastic film, trays, crates and pallets. This evaluation, performed through a Product Carbon Footprint (PCF) analysis, has shed light on the importance of sustainable packaging practices. Products are mainly packs of cans or bottles (reusable or single use) and kegs. For each product, the carbon footprint has been assessed for 1 item and for 1 hL of beer produced in Belgium in 2021.

An assessment of the environmental impact of internal transport, washing the container, distribution to clients and end-of-life of the packaging is also included in the study. The impacts are herewith displayed per hL to compare the different products. The results show that the impact per hL can vary significantly between the different types of packaging: single-use bottles especially can have an impact up to four times higher than other products, for the same quantity of beer. The kegs have the lowest emissions per hL of beer, while cans and reusable bottles show a similar impact. Indeed, most impact comes from the packaging itself; thus reusable containers allow significant lowering of the footprint of the products. For most products, the other steps don't account for a large share of the total impact.

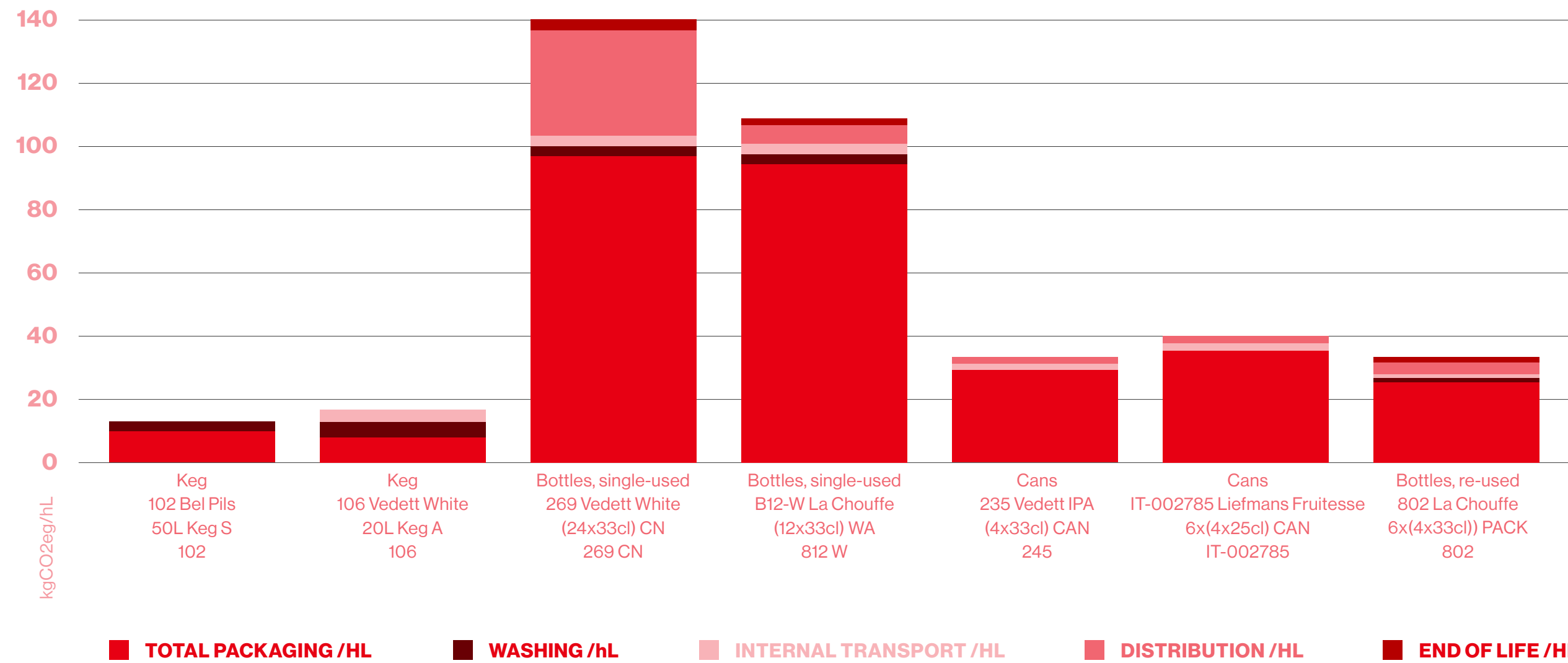
A couple of initiatives are being taken in the coming months and years to reinforce and accelerate our commitment to further decarbonating our value chain. A full group-wide baseline assessment will be conducted, ambitious carbon reduction targets will be set in line with Paris Agreement 1.5 degree scenarios, and efforts toward long term carbon removal beyond our value chain will be multiplied.

In terms of concrete projects that are in the pipeline for the short term: our new warehouses in Fontenaille will be equipped with over 1 MW of solar arrays; the capacity of the solar field in our brewery in California will be doubled; and to make our electricity demand even greener, especially the fraction that we cannot generate ourselves, we are looking to double our on-site energy generation capacity by 2025 and to sign Power Purchase Agreements for our electricity in order to guarantee additionality in the energy market. This will go hand in hand with increased efforts in logistics decarbonization, and we aim to actively engage with our suppliers in regenerative agricultural practices in order to reduce the carbon footprint of our natural raw materials as well.

Most of the thermal energy required nowadays comes from the combustion of natural gas or LPG. We are focused on reducing this fossil fuel-derived energy. As it is a major source of emissions, we are aiming to find viable alternatives for heat production. This involves exploring technologies that recover waste heat and enable the replacement of fossil fuel consumption as a heating agent with renewable heating sources such as biomass, biogas, solar heat and/or electrification of our heat demand.

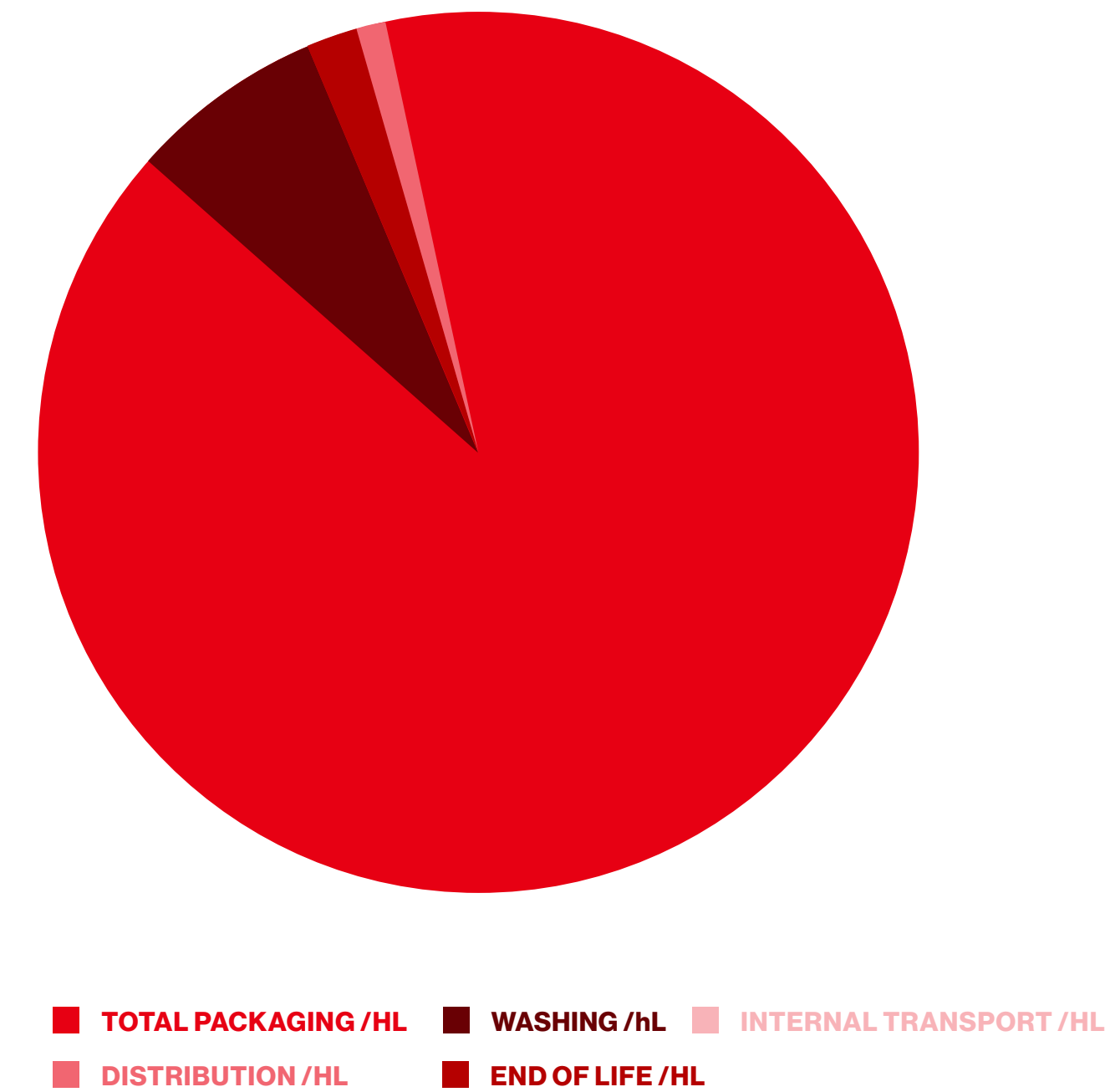
In next year's sustainability report, we are aiming to present you with the full supply chain emission calculations, including the roadmap for achieving those carbon reduction targets.

PRODUCT CARBON FOOTPRINT - PER HL



The study found that the container is by far the largest contributor to packaging-related emissions - much more than how the container itself is packaged. Within this category, the material type, composition and especially the weight of the container determine its final footprint.

PRODUCT CARBON FOOTPRINT OVER THE LIFE CIRCLE



We recognize the significant role of reusable containers in minimizing packaging-related emissions. By promoting and utilizing reusable packaging solutions, we can considerably lower the overall footprint of our products.

A dark glass bottle of Duvel Moortgat beer lies on a rustic wooden plank surface. The bottle is surrounded by a large quantity of green hop cones, some whole and some broken apart, scattered across the wood. The lighting is natural, highlighting the textures of the hops and the wood.

At Duvel Moortgat, we aim to prevent, reduce, reuse and recycle as much as we can to support the transition to a more circular economy.

5.3 *Circularity & zero waste*



A greener &
more sustainable

FUTURE

At Duvel Moortgat, we are committed to promoting a more circular economy by focusing on waste prevention, reduction, reuse, and recycling. Recognizing the global challenges of resource scarcity, we prioritize responsible and sustainable practices. To reduce our carbon footprint, we are gradually **reducing the weight of glass bottles** produced in Puurs-Sint-Amands, while carefully **evaluating** other **packaging materials** such as **cardboard** and **plastic**. Our emphasis on reuse is evident through our extensive use of returnable packaging, ensuring that damaged bottles and crates are recycled into new ones. Moreover, we **actively recycle organic waste streams** as animal feed, contributing to waste management and food security. By following the waste management hierarchy and implementing comprehensive recycling efforts, we aim to build a greener, more sustainable future.

3 guiding principles

1

REDUCE

Most of our beer is sold in (returnable) glass bottles, which represent one of the biggest contributors to carbon emissions in our total value chain. Reducing the weight of these bottles and reusing them as much as possible is therefore a key strategy for reducing those emissions. Just because the container is the largest contributor to emissions does not mean that we are blind to other aspects of packaging, such as the choice of using cardboard or plastic. Which packaging type is the most sustainable depends on the situation, and that is why we are not committed to prioritizing one over the other. Instead, we are constantly evaluating where we can increase the share of recycled material in our packaging products or reduce their weight, while still maintaining our quality standards.

2

REUSE

The largest proportion of the beer produced at the Duvel Moortgat brewery is sold in returnable packaging. When bottles or crates are damaged or no longer meet our standards, they are recycled into new bottles and crates so absolutely nothing goes to waste.

3

RECYCLE

Our primary packaging materials are recyclable, and our secondary packaging consists primarily of cardboard boxes and plastic crates. We mainly use glass bottles, plastic key kegs, stainless steel kegs and aluminum cans to pack and transport our beers. By recycling organic waste streams as animal feed, we convert food waste into safe and nutritious feed products that simultaneously address the issues of waste management and food security. In addition to organic by-products, we also generate other waste streams at our Duvel Moortgat brewery. We always follow the waste management hierarchy to divert these away from disposal and repurpose them as much as we can, hereby reducing their impact on the environment.



Ripple Glass

📍 Boulevard, US

Before Ripple Glass, Kansas City discarded 150 million pounds of usable glass annually, including Boulevard beer bottles, which ended up directly in landfills. Lack of a local processing facility hindered recycling efforts, creating a cycle of inactivity. To address this problem, John McDonald, founder of Boulevard, co-founded Ripple Glass with support from local businesses and community organizations. Its state-of-the-art processing facility and innovative metro-wide collection system have dramatically improved glass recycling in Kansas City and the region. Ripple gathers over 700 tons of glass every single week from residents and businesses in the KC area and the surrounding region, and then processes it into usable materials for remanufacturing as new glass, insulation, countertops, and more. We're proud to report that since its inception, Ripple has saved over 1 billion Boulevard glass bottles from landfills.



From tarp to chair

📍 Puurs-Sint-Amands, Belgium

In 2022, we recycled old tarps for Duvel trucks that could no longer be used in their original form. That gave us a hundred unique designs. Thanks to the fantastic Joachim Froment, these old Duvel tarps were given a new lease of life as comfortable lounge chairs, which can be found in Plein Publiek, an event venue in Antwerp (Belgium).



Project Eagle Vision

📍 Puurs-Sint-Amands, Belgium

Project Eagle Vision: A particularly innovative solution which was installed a couple of years ago is also guaranteeing the optimal recyclability of glass bottles. Return bottles can come with a lot of 'foreign' labels, preventing proper cleanliness of the glass bottles before being refilled. As "bad" return bottles can easily account up to 5% of our return, Eagle Vision easily reduces the rejected bottles between 5 and 10%. By eliminating bottles with bad labels before they reach the bottle washer, we avoid contaminating the other bottles, considerably improving the reuse numbers of beer glass bottles for the whole sector. Venice location. Similarly, we use reclaimed city water tanks at our wastewater treatment facility.

Recyclable/circular packaging and POS material

📍 Duvel Moortgat China, Shanghai

Duvel China has been able to buy its own repackaging and POS items locally for many years thanks to its convenient location in the 'factory of the world'. E-commerce and off-trade have been among the fastest-growing channels in the last few years, leading to an increase in demand for packaging. To address the urgent issue of excessive CO2 emissions that cause global warming, Duvel Moortgat China decided to shift away from non-renewable materials in their express delivery and packaging of gift boxes by collaborating with local suppliers to create sustainable packaging solutions that cover all its needs. The plastic cups used for events have also been bioplastic-(PLA-)based for the last couple of years, and the next objective is to reduce plastic usage in local point of sale material purchases.



Zero landfill

📍 Boulevard, US

In the fall of 2010, Boulevard began the process of becoming a zero landfill company. In early 2011, the last dumpster was removed from the main brewing facility. The brewery now recycles or composts almost all of its waste with a variety of local companies. The fraction that can't be recycled or composted is incinerated by a local cement manufacturer to generate energy, with the ash used as an ingredient in concrete.

Minimizing waste

📍 Firestone Walker, US

Brewers have long been resourceful by nature. In that tradition, we divert as much from landfill as possible through the recycling, reuse and repurposing of excess materials and equipment. Each year, 20 million pounds of spent grains and yeast are converted into feed for local livestock. Additionally, we have most supplies delivered in bulk – including 90% of brewing grains, bottles, and cans – which cuts down on incoming materials waste. Our processed plastics, aluminum, glass, and cardboard are 100 percent recycled. We also aim to minimize waste throughout distribution by streamlining packaging, removing excessive cardboard and plastic, and maintaining our fleet of steel kegs that are reclaimed and maintained in-house. An essential part of our waste program is The Boneyard – an area devoted to the storage of old equipment that is repurposed in various projects. For example, an old whirlpool has been transformed into seating at our Venice location. Similarly, we use reclaimed city water tanks at our wastewater treatment facility.



Recycling tarps into thermos bags

📍 Bernard Brewery, Czech Republic

At the Bernard Family brewery, they came up with the innovative idea of reusing old advertising tarps by making thermos bags for beer out of them. Lukáš Zavadil, the brewery's purchasing manager, came up with the idea. "After all the billboards were removed, we saw the pile of material left over and didn't want it to end up as waste without any further use. That's why we came up with the idea of thermos bags for beer," he says.

Zero landfill

📍 Puurs-Sint-Amands, Belgium

At the brewery in Puurs-Sint-Amands, our primary packaging materials are 100% recyclable, as is our secondary packaging, which consists mainly of cardboard boxes and plastic crates. Most of the brewery waste consists of organic by-products such as excess yeast from our fermentation process and spent grain from our filtration process. Both are highly nutritious materials to which we give a second life as animal feed. Besides organic by-products, we also generate other waste streams in our Duvel Moortgat brewery. The waste collection processes at the plant allow for perfect triage of every waste flow, which means that all organic and anorganic products leaving our site are being revalorized, either in animal feed, biofuel, fertilizer and/or recycling, making us a zero landfill plant.

Duvel Moortgat will continue to prioritize waste reduction and enhance circularity initiatives, whether this is from our packaging materials, by-products or other waste streams. By gradually reducing the weight of glass bottles, we are minimizing carbon-intensive emissions in production and transport. Packaging materials are chosen carefully, favoring cardboard or plastic based on context. Emphasizing our reusable packaging policy, damaged bottles and crates are recycled into new ones, leaving no waste.

Our commitment extends to comprehensive recycling efforts in every country where we operate. Research is also ongoing to increase the value of our by-products, distilling the most precious ingredients from it for nutritional purposes, and revalorizing other side streams as (organic) fertilizer and/or biofuel; this also contributes to food security and reduction of carbon emissions along the total value chain.



19.000

tons of draff was sent animal feed

8.902,08

tons of waste generated

41%

recycled

55%

digestion

4%

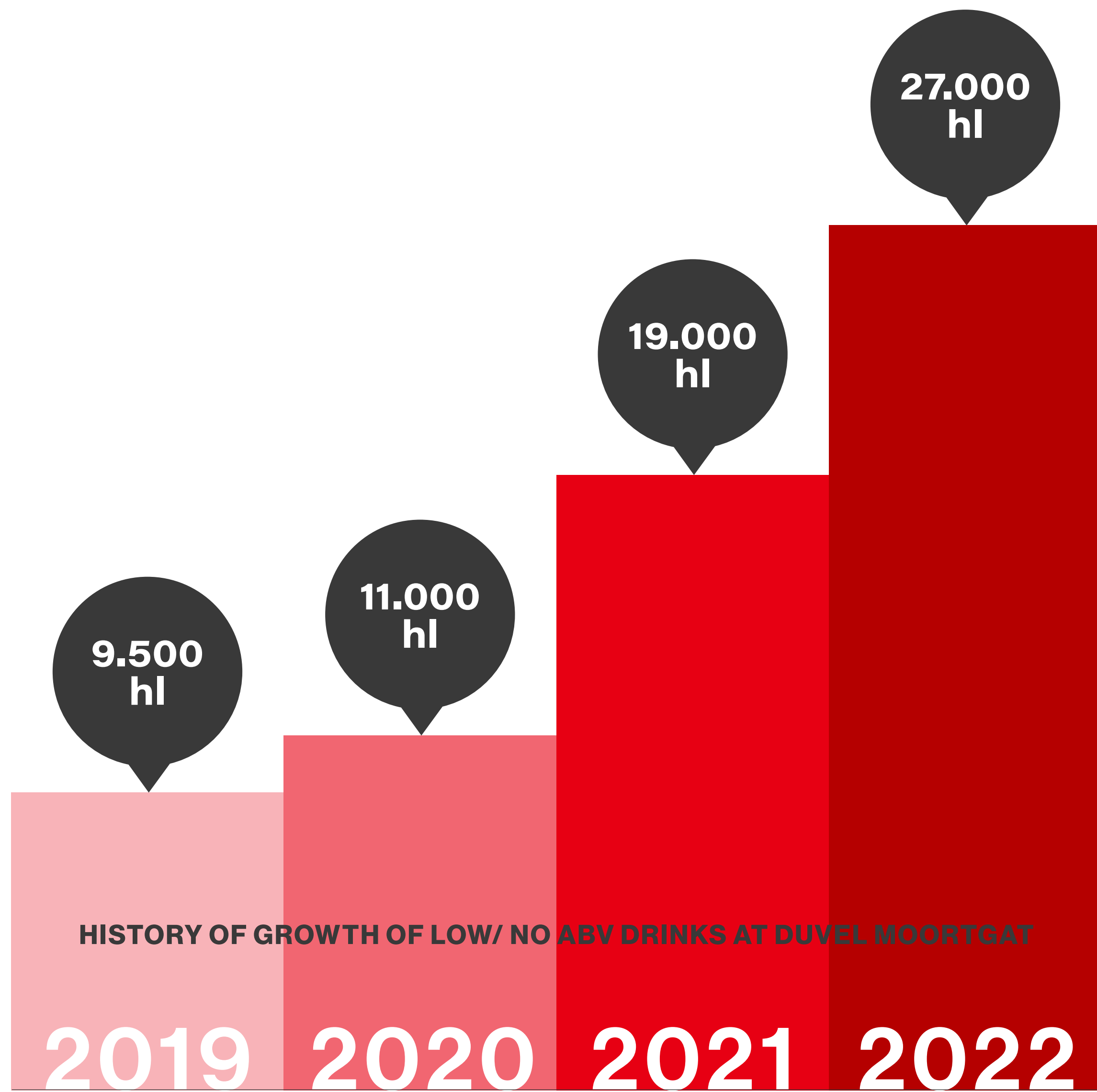
burned with
energy
recovery

From our site in Puurs-Sint-Amands, 19.000 tons of draff was sent to animal feed. A total of 8.902,08 tons of waste was generated, of which 41% was diverted from disposal through recycling, 55% through digestion, and 4% was burned with energy recovery.

A group of cyclists is riding on a city street. The cyclists are wearing various colored jerseys and helmets. In the foreground, a cyclist in a red and white patterned jersey is riding a black bicycle. To the left, another cyclist in a yellow and black jersey is riding. In the background, there are other cyclists and pedestrians. A large white text overlay is centered on the image.

At Duvel Moortgat, we prioritize responsible alcohol consumption by offering brews with reduced or no alcohol content, while also promoting a balanced lifestyle through our organized sport events.

5.4 Responsible enjoyment



Low- and non-alcoholic brews

Duvel Moortgat proudly presents a diverse range of alcohol-free beers, catering to the growing demand for flavorsome and refreshing non-alcoholic options. These brews provide the perfect alternative for those seeking enjoyable beer experiences without the alcohol content.



Chouffe Sans Alcool

A refreshing alcohol-free version of La Chouffe, retaining its spicy and fruity notes.



Liefmans On the Rocks 0.0

Bursting with natural fruit flavors, a delightful alcohol-free choice.



JARR

A unique, tangy, and effervescent kombucha-inspired brew.



Berrie ('t IJ)

A citrusy wheat beer

Free I.P.A.

A hoppy alcohol-free India Pale Ale

Vrijwit

A refreshing Belgian-style white beer.



Flying Start (Boulevard)

A low alcohol beer, capturing the essence of traditional beer flavors.



Bernard's Plum

An amber red beer with no alcohol that is mixed with plum juice and sweetened with Stevia;

Sour Cherry

Red beer with no alcohol, mixed with cherry juice and sweetened with Stevia

Free Amber

A semi-dark, non-alcoholic beer; and Free - a non-alcoholic beer whose taste is so close to alcoholic beer that you can hardly tell the difference.

Great Breweries Marathon

Since **2015**, we have been teaming up with **Bosteels** and **Palm** to organize the Great Breweries Marathon for sporty beer lovers. Participants sign up for a 25 or 42 km walk or run in countryside areas close to the breweries.

**SINCE
2015**



SINCE 2011



+5.000
participants last year

€5.000
donated to Harpa vzw

Duvel on tour

Since **2011** we have been organizing a **bike ride** for the whole family under the name 'Duvel on Tour'. Thousands of people from our local communities – including friends, families and colleagues – take part in an active ride along some of the loveliest routes around the river Scheldt. More than 5,000 people joined our latest event and enjoyed a well-deserved glass of Duvel beer at the finish. As the goal of these sporting events is to lower barriers to exercise, **we provide support for an organization that shares this goal every year**. Last year, we donated sports material worth of €5000 to Harpa vzw. Harpa vzw is one of the largest patient associations promoting, supporting and encouraging physical activity for cardiovascular patients. Harpa wants to help these patients to be active but, above all, to encourage them to persevere and stay fit for as long as possible.



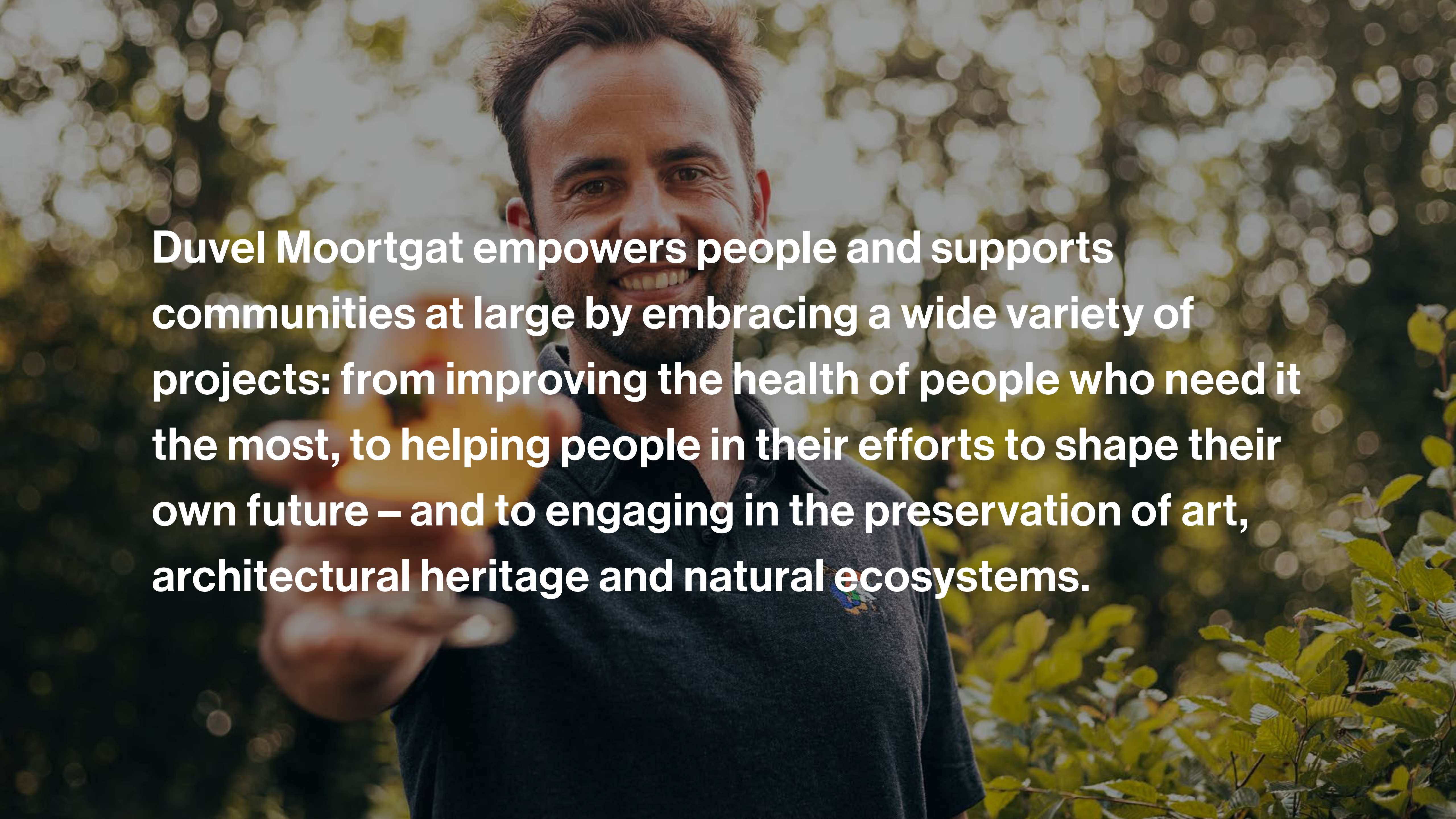
Upcoming actions

We believe it is important to give our consumers choices in our offerings. Therefore, we want to also offer beers without or with low alcohol content without having to compromise on taste or quality. In the coming years, we will therefore continue to expand our offering so that our consumers can enjoy Duvel Moortgat's brews at any time and during any occasion in a responsible way.

Two penguins are standing side-by-side against a blue sky background. The penguin on the left is wearing a dark grey puffer jacket with the word 'VEDETT' printed on the chest. The penguin on the right is wearing a bright red puffer jacket, also with 'VEDETT' printed on the chest. The penguins are looking in opposite directions.

**Supporting our community means investing in
a better tomorrow for everyone.**

5.5 Community engagement

A photograph of a man with a beard and short brown hair, smiling warmly. He is wearing a dark grey polo shirt and is holding a small, colorful bird (possibly a parakeet) in his right hand, which is extended towards the camera. The background is a soft-focus outdoor setting with green foliage and sunlight filtering through the leaves, creating a bokeh effect. A dark, semi-transparent rectangular overlay covers the middle portion of the image, containing white text.

Duvel Moortgat empowers people and supports communities at large by embracing a wide variety of projects: from improving the health of people who need it the most, to helping people in their efforts to shape their own future – and to engaging in the preservation of art, architectural heritage and natural ecosystems.



Vlerick Business School

Each year, we **donate a full scholarship** for one student and we **welcome two students** from Vlerick Business School to conduct a project within our organization. This contributes to their education and gives them the chance to gain insights and experience.



Vocatio

Vocatio **supports passionate, talented young people** with a **life project** or a **true vocation**. Every year, the foundation awards nearly 20 grants of 10,000 euros to young people aged between 18 and 30 who have a talent and/or a social ambition. Vocatio aids them within different disciplines: performing arts, plastic arts, science and engineering, medical science and humanities. The grant represents a decisive 'push' for these young people, but also serves as a form of recognition and a stepping-stone.



Campus 19

Campus 19 is an **innovative coding platform**, open 24/7 all the year round. The platform is part of the 42 network, which currently has 44 campuses in 26 countries around the world. The whole process is **based on a peer-to-peer participative way of working that allows developers to unleash their creativity by working on projects together**. It is an impactful platform, contributing to local job creation and digital transformation. Campus 19 offers high-level opportunities and, thanks to its partners, it is completely free for participants. The grant represents a decisive 'push' for these young people, but also serves as a form of recognition and a stepping-stone.

44
campuses

26
countries

Kamiano

Kamiano is a Belgian chain of **social restaurants**, offering people in need **free meals and all kinds of services** for acute relief and support, administrative help, first-line medical care, a laundry service, etc. Convinced that every individual is more than the sum of their problems – illnesses, handicaps, unemployment, addiction, etc. – **they help people in need reclaim their place in society.** We share the same values of integrity and respect, so we have supported Kamiano since 2012.

Tajo

TAJO introduces **young people aged 10 to 14** to a wide variety of **professions** and the **skills** and **talents** that go with them. Experienced guest teachers deliver these workshops in an enthusiastic, experiential way. This allows young people to experience for themselves which occupations appeal to them and they are encouraged to engage in **training that will take them further, at school and in life.**

Children are
our future



Habbekrats

For **every visit** to our brewery, we **donate 1 euro** to Habbekrats, a Belgian youth organization that supports children with smaller and bigger challenges from the age of 8. Additionally, we donate money to support their operations every year.



ART

What would happen if you gave an artist a Duvel glass instead of a regular canvas? That is exactly what we at Duvel Moortgat were wondering when we launched the Duvel Collection 17 years ago. Since then, Duvel Moortgat has provided numerous **artists** with the opportunity to **unleash their creativity on a limited-edition Duvel glass**.

Our CEO Michel Moortgat restores remarkable examples of heritage properties and makes them accessible to the general public. Even as a youth, Michel Moortgat, CEO of the Duvel Moortgat Group, felt drawn towards Belgium's architectural heritage. Now, as **a president of the heritage fund of the King Baudouin Foundation**, he gives his all to conserve and protect it. In his leading role at Duvel Moortgat, he restores remarkable examples of heritage properties and makes them accessible for the general public.

We support the **Trinkhall Museum** in Liège, which has an international collection of **works made by artists with mental disabilities**, so-called 'art brut' or 'outsider art.' It organizes temporary exhibitions to show the works of art to the mainstream world and has a documentation center to raise awareness about art by artists with mental disabilities and other 'non- standard' forms of expression.

A bartender with glasses and a white long-sleeved shirt is pouring beer from a bottle into a Duvel glass. The background features a bar with hanging glasses, a sign that says "LOST FREQUENCIES", and a mural of a devil. The text is overlaid on the image.

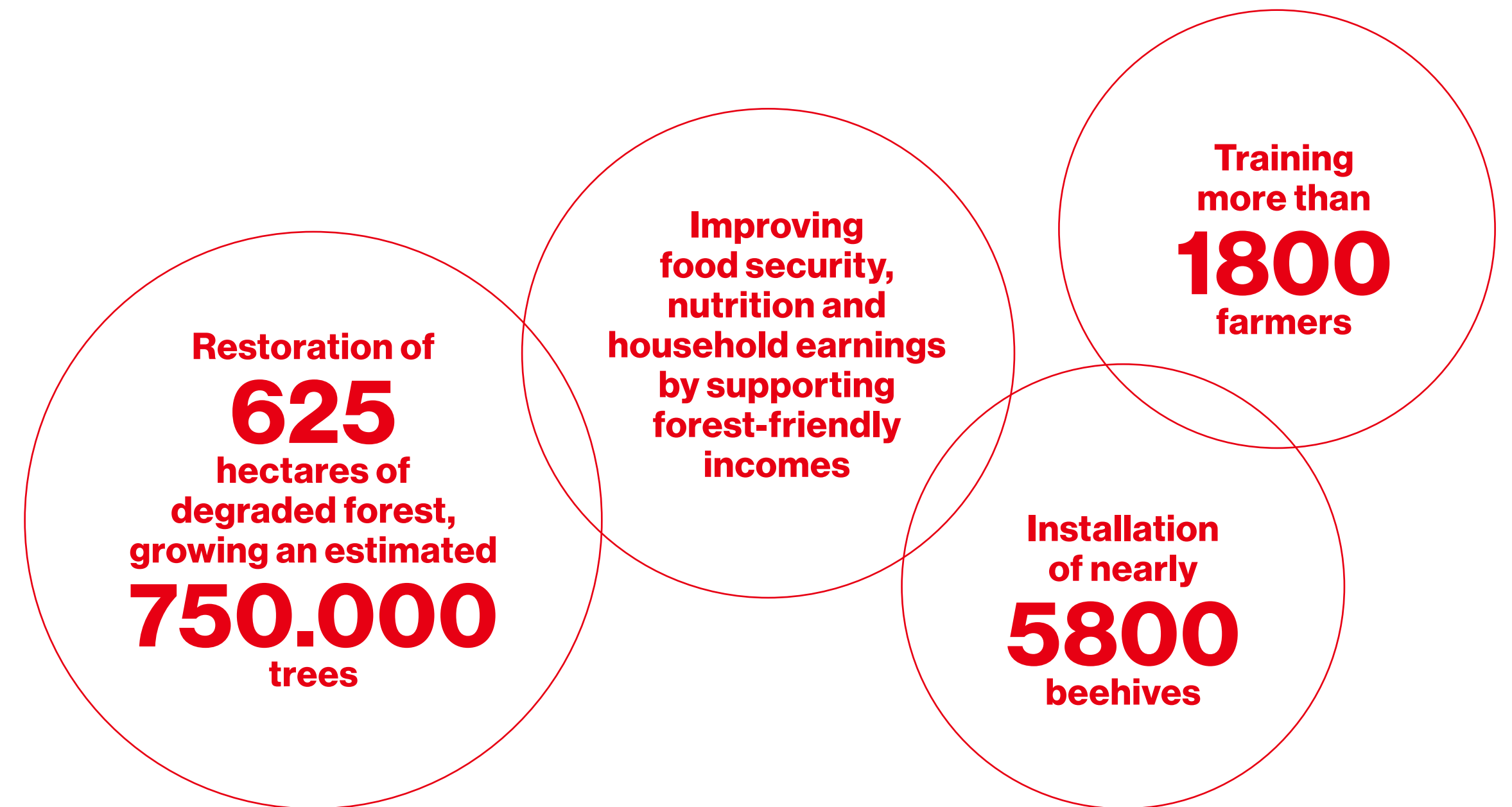
In 2022 the multi-talented Felix De Laet,
also known as **Lost Frequencies**,
gave our iconic Duvel glass a unique design.




© Ruben Foquet

Reversing deforestation in Zambia

We've been working with **WeForest** to fund the **Copperbelt project** in Zambia, with **funding of €75,000 per year** since 2018. WeForest is a social enterprise dedicated to reforestation and sustainable land use involving local communities. Through the Copperbelt project in Zambia, WeForest aims to **restore damaged trees** and **improve water, soil, and air quality**. They also provide training to **local farmers** so they can sustainably maintain the forests and generate a **long-term income**. This project has already realized a number of significant changes:





625ha
of forest restored

representing about
750.000 trees

Thanks to the support of Duvel Moortgat, we have already been able to restore 625 hectares of forest, representing about 750,000 trees.

That area is equivalent to 750 football fields. Fainess Lumbwe, Country Director Zambia at WeForest.

Reforestation in Belgium

We also partner up with the Flemish non-profit organization BOS+ to support local reforestation programs in Belgium. In November 2022, a group of Duvel Moortgat volunteers planted **a Duvel forest in the shape of our famous D** in collaboration with BOS+. In a little over three years, our partnership has already resulted in the planting of 12,126 trees locally.

12.126
trees locally planted



NATURE



Space Camper brand

📍 Boulevard, US

In 2019, Boulevard Brewing Company launched Space Camper Cosmic IPA with a clear mission - to "Save the Earth, the Only Planet with Beer". The brewery's commitment to environmental practices, such as recycling and energy conservation, aligns with Space Camper's purpose. Beyond the brewery, Boulevard actively contributes to sustainable causes, donating over \$70,000 to initiatives such as tree planting and water protection.

Their two major missions are "Green Up!" and "Protect Our Water!" With the release of Cybersonic C-Hops, they promote tree planting and encourage the use of local, pollinator-friendly plants. The second mission, "Protect Our Water!", coincides with the release of Terror From the Deep, advocating water conservation and reducing single-use plastics. Partnering with Bridging The Gap in 2023, Boulevard supports a more sustainable Kansas City. Arbor Day Foundation collaborations in 2022 and 2021 led to the replanting of 63 acres and adding thousands of trees in various locations.



Ijtje voor Karweitje

📍 Brewery 't IJ, Netherlands

Litter has been a big problem in Vondelpark for years, which is why 't Blauwe Theehuis, Brewery 't IJ's tasting room, wanted to do its part to make Vondelpark cleaner. Whenever they want, visitors can pick up special garbage bags that they can use to clean up the park. Together with waste processor Renewi, Brewery 't IJ makes sure that the litter gets a new life. For each bag filled with trash, park visitors get a consumption for free at 't Blauwe Theehuis. They have continuous control over everything that happens in the water treatment plant, guaranteeing that our daily work has a very low, virtuous and respectful impact on the environment.

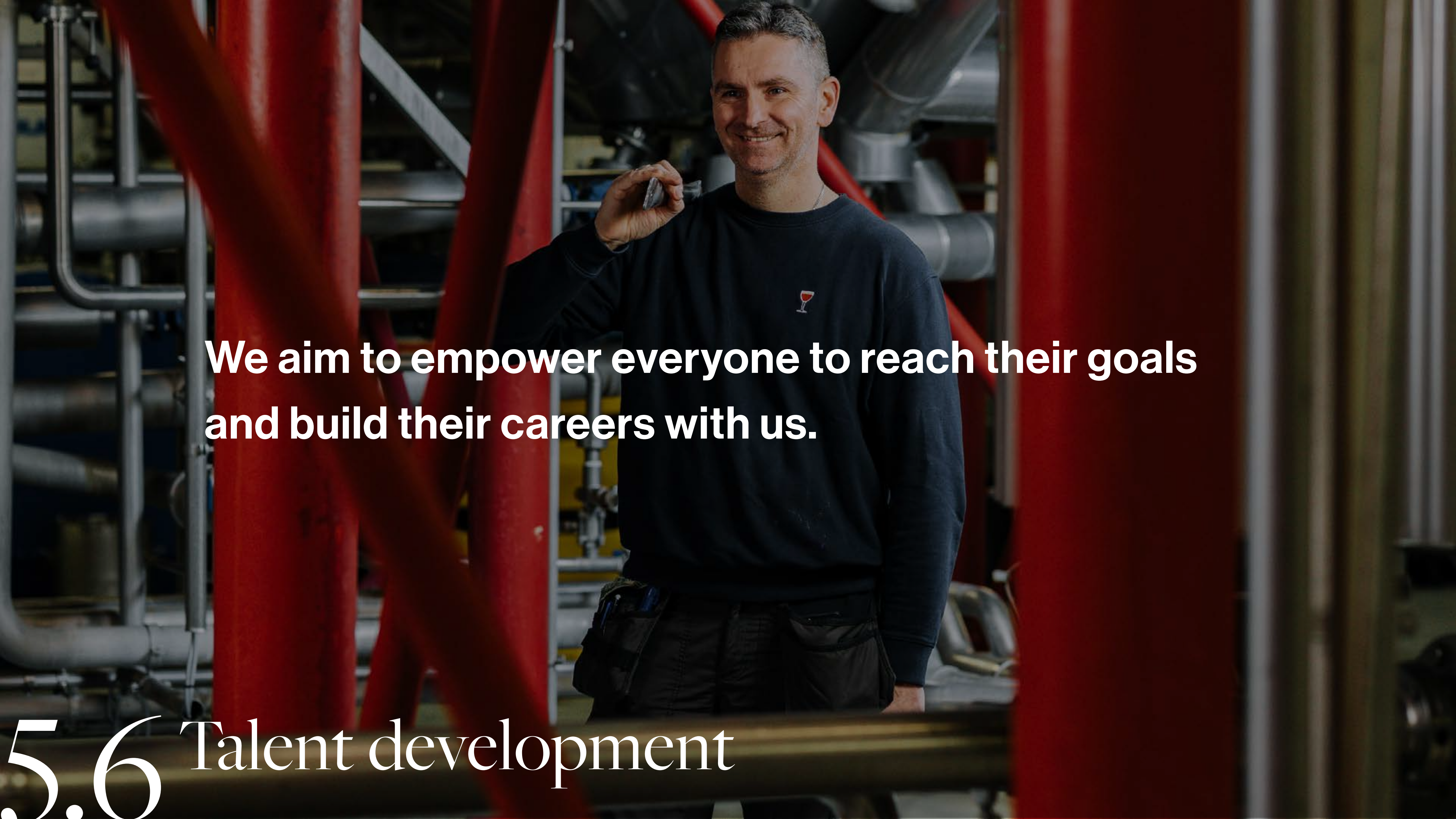
Bernard Fund

📍 Brewery Bernard, Czech Republic

The Bernard Family Brewery is strongly connected with the town of Humpolec and its inhabitants. Bernard wants to offer a helping hand for those who need it. The Endowment Fund is directed at individuals from Humpolec and its surroundings, and offers support to those who find themselves in a difficult life situation, and who have the will to change that, but lack money, a material donation or professional advice.



We have been supporting the same organizations for quite some time and will continue to do so. We believe in their purpose and the positive impact they are making, whether on people, nature or the arts community.



**We aim to empower everyone to reach their goals
and build their careers with us.**

5.6 Talent development



We want our employees to continuously evolve, developing the right skill sets and experience to support our business now and in the future.

At Duvel Moortgat, we value learning agility and want our employees to continuously evolve, developing the right skill sets and experience to support our business now and in the future. We don't have fixed training programs for each employee or function. When it comes to individual development, each one of our employees is in the driving seat and actively shapes their own career, either by **leveraging the existing training programs**, or by **seeking one that is tailored to future career growth**.

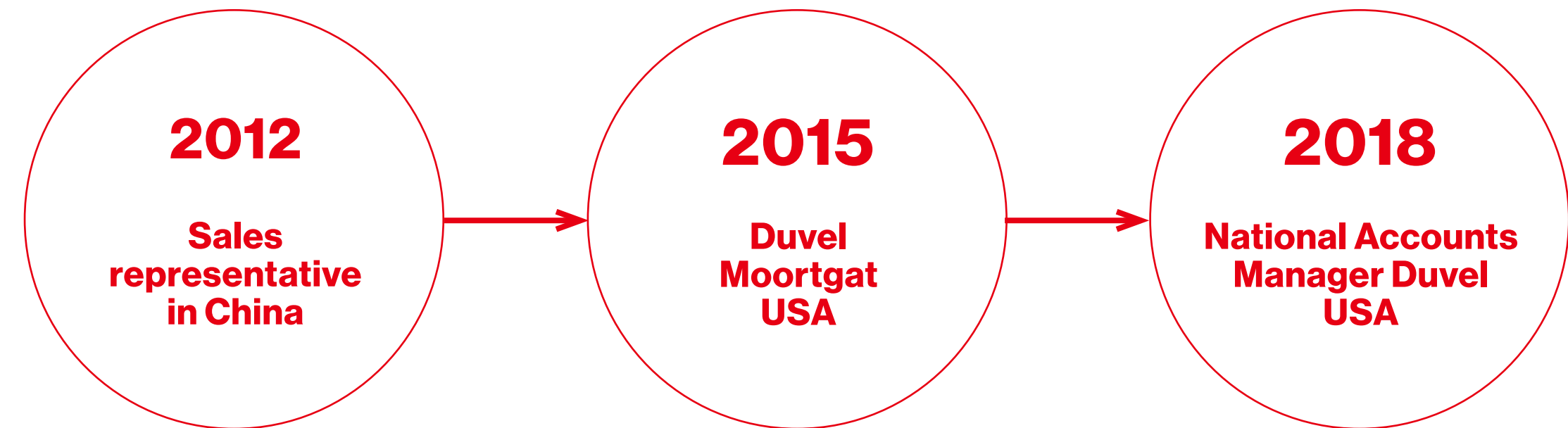
Our training offer consists of 10 building blocks, each of which contains several training programs that employees can subscribe to.

We are in the midst of implementing an **HR Information System** that will enhance **continuous dialogue between managers and employees**, allowing real-time feedback and helping to further increase our **focus on well-being and development**.

As an international group of breweries, we embrace internal mobility by giving our employees the opportunity to develop within the company while working in other roles, breweries or countries.



MEET MARIE HUYSENTRUYT

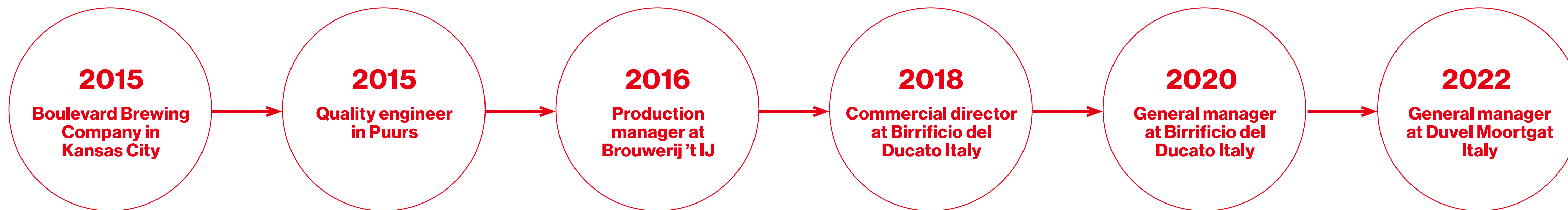


“I met Daniel Krug, CCO of Duvel Moortgat, at a hospitality fair in Ghent. Based on my work background and my knowledge of the Chinese language, he introduced me to the team at Duvel Moortgat China - with success: I worked as a sales representative in China from 2012 until 2015. After three years, I was looking for a new adventure but really wanted to keep working for Duvel Moortgat, and they advised me to get in touch with Duvel Moortgat USA, where I started working in the summer of 2015. In 2018 I was given the opportunity to become National Accounts Manager Duvel USA, in the central division, and that’s what I’m still doing today. **I am curious to see where Duvel Moortgat will take me in future.**”

“I am very proud to be part of the Duvel Moortgat family. Ever since the start of my professional career I have been able to push my own boundaries and acquire knowledge in different fields of our business. I am very grateful for the trust and for the amazing people that I am able to work with every day.”

Meet Eline Warrinnier, one of the great examples of personal growth within Duvel Moortgat. Her journey at Duvel Moortgat began in April 2015 at the Boulevard Brewing Company in Kansas City, where she participated in a greenfield warehouse design project. From August that year until July 2016, Eline served as a quality engineer at Duvel Moortgat in Puurs, honing her skills and ensuring top-notch product quality. She then transitioned to become the production manager at Brouwerij 't IJ, the Dutch basis of Duvel Moortgat, from July 2016. In June 2018, Eline took on the role of commercial director at Birrificio del Ducato Italy, where she managed a sales team of 8, crafted effective sales strategies, and oversaw financial planning and key partnerships. From September 2020, Eline continued her journey with Birrificio del Ducato as the general manager, skillfully managing multiple departments and client relations. In January 2022 Eline assumed the role of general manager at Duvel Moortgat Italy. **Her journey exemplifies Duvel Moortgat’s commitment to nurturing talent and fostering personal growth within the company.**

MEET ELINE WARRINNIER






Upcoming actions

To further develop the talented people at our organisation, we will continue to build our Growth Academy next year. This academy will contain a set of educational activities, ranging from online trainings to on-the-job learnings, that our employees can leverage for personal and professional growth. Through this initiative, we will further invest into the many talented people we have and prepare them for future jobs by equipping them with the right skills to perform to the best of their abilities and to reduce skill gaps.

In addition, the implementation of our new HRIS system Workday will make it easier for employees to build and follow their own career path.

In 2023, we will form a working group with our own employees with the objective to further implement diversity and inclusion in our organization. This group will take actions to ensure that everyone had and continues to have equal opportunity to work in our company and feel at home. The first actions for this are planned for the beginning of 2024.



Keeping our employees safe, healthy and engaged is one of our main priorities. Therefore, we want to create a work environment that underlines this priority.

5.7 Healthy & enjoyable work environment



Every five years, we conduct an employee well-being survey among our brewery employees.

As we strive for the continued engagement of our workforce, we collect feedback from our employees and use the resulting insights to drive the right actions. Together we can then build a sustainable company. We gain insights in two ways: the first being **a survey on the well-being of our employees**, and the second **a survey asking about the level of trust** that employees have in their leaders, the **level of pride** they have in their jobs, and **the extent to which they enjoy working with their colleagues** (Great Place To Work).

Every five years, we conduct an employee well-being survey among our brewery employees, **resulting in a concrete action plan** around the topics that resonate most. The survey helps us to understand how we are doing as an employer and where we can improve. Looking forward, we will continue to listen to our employees and empower our managers with the insights they need **to work effectively and improve engagement in their teams**.

CHEERS!

An online platform connecting all Duvel Moortgat employees globally

We also anticipated the increasing need for internal communication on a global scale, which was revealed by the Great Place To Work survey conducted in 2021. To meet those needs, we began developing an internal communication platform named "Cheers!". **This online platform connects all Duvel Moortgat employees globally** and provides them all with **access to information** about the company, their fellow **employees abroad**, and **the sector**.





The health and safety of our employees is our **PRIORITY**

The health and safety of our employees is our number one priority. We are committed to training our employees to make the right choices regarding safety at all times, for themselves and for others. Whether they are brewing beer, filling bottles or kegs, transporting our products or operating machinery, safety always comes first.

We aim to build a strong safety culture through **intensive training courses and workshops** so that all our employees are on board. Alongside this, we have **an extensive network of safety structures** in place.

We aim to empower our employees to identify unsafe behavior and take action to help their co-workers adopt safe ways of working. Managers at all levels lead by example – it is part of their role to ensure that every team member complies with the safety rules. Key risks are managed through training and safety walks.

“The company goes to great lengths to make sure its employees can work in an environment that is healthy and safe.”

Viktor Meersschaert, prevention advisor at the brewery in Puurs-Sint-Amands: “I joined the company in 2022 to strengthen the safety team and **take safety to an even higher level**. After a year of working for Duvel Moortgat, **I can only conclude that safety really is a number one priority**. When investments or additional safety material are needed to increase the safety of our employees, it’s never an issue. The company goes to great lengths to make sure its employees can work in an environment that is healthy and safe.”

MEET VIKTOR MEERSCHAERT





Duvel Kiosk

📍 Puurs-Sint-Amands, Belgium

In 2022, we started building our new social space. This space will become a meeting-place for all employees at the brewery in Puurs-Sint-Amands (and beyond) and will provide more interaction. We also partnered with GUS, a Belgian company that provides our employees with fresh salads, healthy snacks and hot meals.



Duvel Moortgat China teambuilding

📍 Duvel Moortgat China, Shanghai

From time to time, our employees in China have fun together on a teambuilding. Going camping, having dinner together or playing soccer, it doesn't matter to our colleagues, as long as they have a good time together!



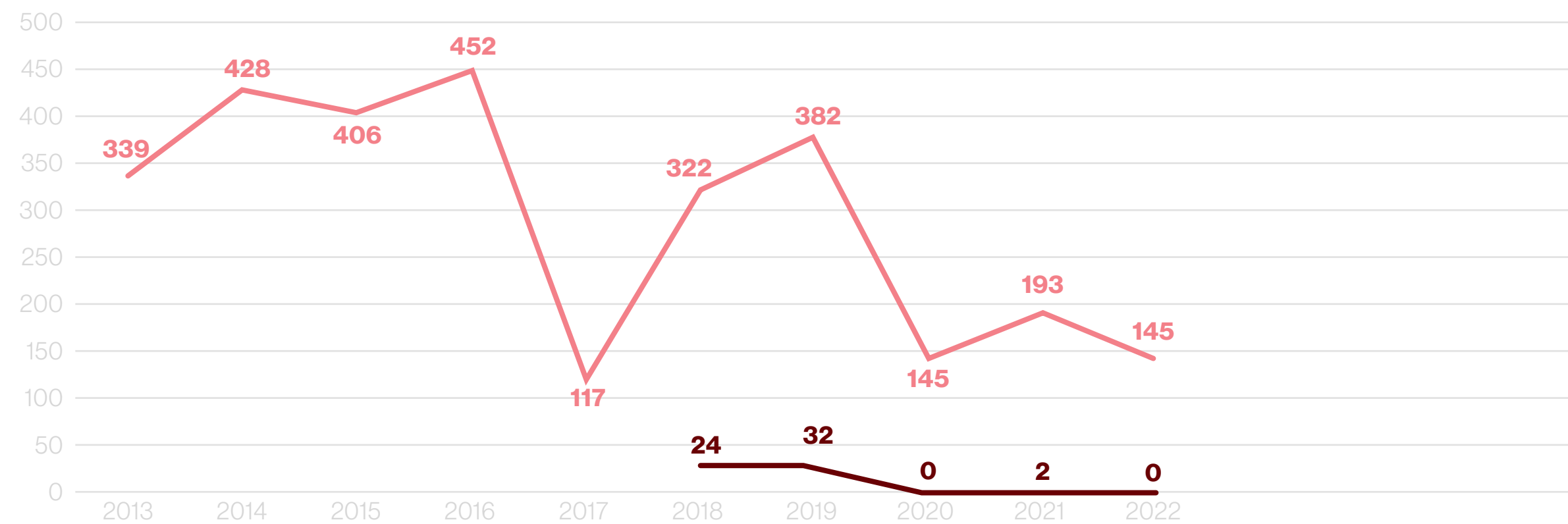
Safety training

📍 Puurs-Sint Amands, Belgium

In 2022, over 1000 hours of safety training have been organised, ranging from fire safety, evacuation protocols, to working on heights and in closed environments.

Occupational accidents

Lost time injuries - internal & interim 2013 - 2022



Duvel Moortgat absolutely wishes to continue on the above trend. With an extra focus on Incident management, with even more attention being paid to awareness creation, involvement and ownership on the floor when investigating incidents and consequential action plans. More self control leads to incident prevention and safer behavior.

In addition, access and evacuation control will be further optimized and the internal traffic management plan for each site will be evaluated – and adjusted where necessary. The safety of our existing and new filling lines will be closely monitored and for all new factories and investments, clearly defined safety standards will be taken along in the contracting process.

The background image shows two men standing in front of a white delivery truck. The man on the left is younger, with dark hair, wearing a grey zip-up hoodie and dark pants, with his arms crossed. The man on the right is older, with light brown hair and a beard, wearing a grey sweatshirt and dark pants, also with his arms crossed. The truck has 'DANWATER' written in large, stylized letters on its side, with 'STERK BLONDE' below it. There are also yellow tree-like graphics on the truck's side panel. The overall scene is dimly lit, suggesting an indoor or nighttime setting.

At Duvel Moortgat, we're built on individuals from diverse backgrounds, and we prioritize inclusion and diversity by promoting gender equality and creating an inclusive work environment where every single one of our employees can thrive and contribute their unique perspective.

5.8 Inclusion and diversity



An inclusive workplace where **EVERYONE** feels accepted

We aim to be an inclusive workplace where everyone feels they are accepted and everyone has equal access to development opportunities. We value a diverse working population in which everyone can demonstrate their potential to the fullest. Our inclusion efforts go beyond **gender** equality. We embrace different **cultures**, people with **disabilities** and those of **all ages**.



Cheers to remarkable women

📍 Puurs-Sint-Amands, Belgium

strength within the Duvel Horeca Team. A Duvelle like no other. Always ready to dive into the unknown (and the cold). But equally ready to offer warmth, through refreshing advice and genuine conversation.



Mireille, the embodiment of grace and strength within the Duvel Horeca Team. A Duvelle like no other. Always ready to dive into the unknown (and the cold). But equally ready to offer warmth, through refreshing advice and genuine conversation.

Lieselot: never afraid to go straight for the goal, and always runs with reliable positivity and team spirit. Watching from the sidelines? No way. As a lab manager, she's an amazing team player.



Ellen, who is always ready to go the extra mile in her own duvelish manner, with strength and determination. And always a ready smile. Every day she keeps the wheels of the Events Team turning smoothly to make the most of every day.

Another truly great example is the story of **Sofie**, one of our quality engineers at our brewery in Puurs, with over 5 years ensuring Duvel's exceptional quality. In 2022, she was knighted by the Knighthood of the Roerstok der Brouwers - a proud moment for Sofie and Duvel Moortgat alike. This esteemed recognition reflects her significant contribution to the brewing profession and passion for maintaining the highest standards. As a Duvelle, Sofie inspires us all and serves as an ambassador for brewers in Belgium and beyond. Her dedication and excellence make us truly proud to have her as part of the Duvel Moortgat team.



Gabriëlla Moortgat Award

📍 Puurs-Sint-Amands, Belgium

It's not surprising that we have a focus on our Duvelles. Remarkable women have been part of our brewery since the beginning.

Gabriëlla Moortgat, granddaughter of the founder of the brewery and daughter of Duvel's inventor was very active in her own community. Among other things, 'Gaby' was alderman of Puurs-Sint-Amands, chairwoman of the local Red Cross, and patron of the Emile Verhaerenmuseum, and devoted her whole life to Flemish art heritage. Even after her death, the tradition of making extraordinary awards to women who render special services to their community has continued. Every two years we present a cheque for €15,000 to two women who have made remarkable contributions to society.

In 2021, Dominique Kerremans (Mercy Ships) and Hannah Vandewiele (Stichting Hubi & Vinciane – Aquaponics) were recognized for their extraordinary dedication. Each laureate received a grant of €15,000, empowering them to make a meaningful impact. Hannah's innovative Aquaponics projects in South Africa and Benin foster self-sufficiency through sustainable agriculture, while Dominique's volunteer work with Mercy Ships improves global access to medical care.



In 2023, we will establish a working group within our own employees whose responsibility it is to further implement diversity and inclusion in our organization. The goal of this working group is to take actions to ensure that everyone has the opportunity to work in our company and feel at home. The first actions for this are planned for early 2024.



A Duvelle is a woman who really knows how to be herself, stays true to herself, makes confident choices and follows her passion without being discouraged by stereotypes and prejudices. Let them say what they want, Duvelles will do it anyway!



DUVEL MOORTGAT

QUALITY BREWERS SINCE 1871

Want to know more
about our progress
in sustainability?

WWW.DUVELMOORTGAT.COM/SUSTAINABILITY

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