

# Become the best-connected brewer



Digitally transforming  
our business “front-end”...

...whilst modernising & simplifying  
the “back-end”

Digitise  
our Route to  
Consumer

Data Driven  
Insights  
& Foresights

Simplification  
& Automation

Secure  
Digital  
Backbone

Digitally  
Enabled Organisation

# HEINEKEN D&T STRATEGY

The company's digital dream is to become the most connected beer producer, starting with the EverGreen strategy, which is divided into five key areas: **Growth, Value, Sustainability and Responsibility, People and Culture, and Digital & Technology.**

Over the past four years, digitalization has become fundamental in the company's strategy, addressing business challenges, creating value, and simplifying processes.

In a constantly evolving context, where consumers shop online, stream content, and interact on social media, digitalization is essential. **HEINEKEN employees expect simple and intuitive digital solutions, with quick access to information.** HEINEKEN's digital goal is to enhance connections and simplify operations through digitalization.

The new initiatives include the digitalization of **Route to Consumer, Data and AI, Hyper Automation, Industry 4.0, and Robotics.**"





# DIGITIZE THE ROUTE OF CONSUMER

## Eazle e-commerce for points of consumption

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**EAZLE** is the global platform of the **HEINEKEN** group that unites over 40 B2B e-commerce realities.

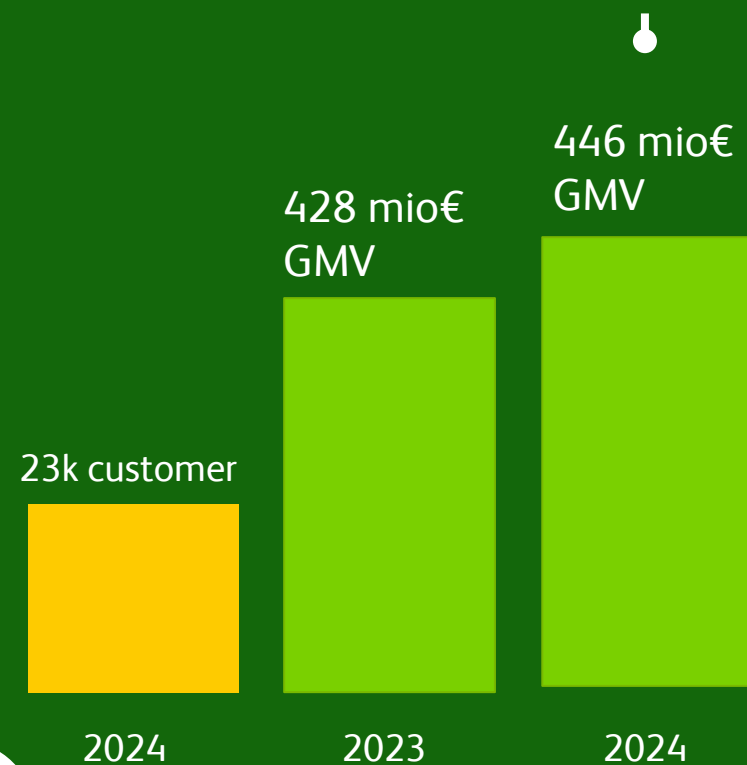
- It allows managers to order and pay online 24/7 independently.
- It offers a complete catalog with descriptions, images, and real-time availability, proposing substitute products in case of product unavailability.
- It suggests products, never purchased before, based on the type of venue.
- It simplifies and speeds up operational activities, for example, by suggesting a pre-filled cart based on purchasing behavior.
- It allows customers to dedicate more time to serving consumers and growing their business.
- It also allows sellers to free up time for value-added activities such as consulting, previously dedicated to simple order collection.



# Becoming the best-connected brewer

446 mio€ GMV  
23k active customers

Gross Merchandise Value (GMV)



Building scale digital  
platforms

**eazle**  
Business made easy

**81%**

% of Fragmented Trade Net Revenue  
online  
Dec 2024

Capturing value through  
AI driven products

**+1,6%**  
Sales Uplift<sup>1</sup>

Improved AIDDA  
upselling

**+1,14%**  
Sales uplift

B2B revenue B2B

X%

# DATA DRIVEN & INSIGHT

## Artificial Intelligence Data Driven Advisor

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AIDDA is an artificial intelligence project to enhance our business, a digital assistant that supports the sales force by providing strategic insights for more informed decisions:

- Suggests actions based on changes in customer purchasing routines.
- Proposes products never purchased by the customer as opportunities to increase sales.
- Analyzes customer performance trends, allowing the seller to intervene in time in case of negative trends.



Artificial intelligence is transforming the way companies operate, but it raises important challenges for privacy and data protection.

**The European Union has introduced the AI Act** to ensure that artificial intelligence systems are safe, ethical, and respectful of fundamental rights, integrating with the GDPR to protect personal data and promote the ethical use of technology.



# SIMPLIFICATION & AUTOMATION

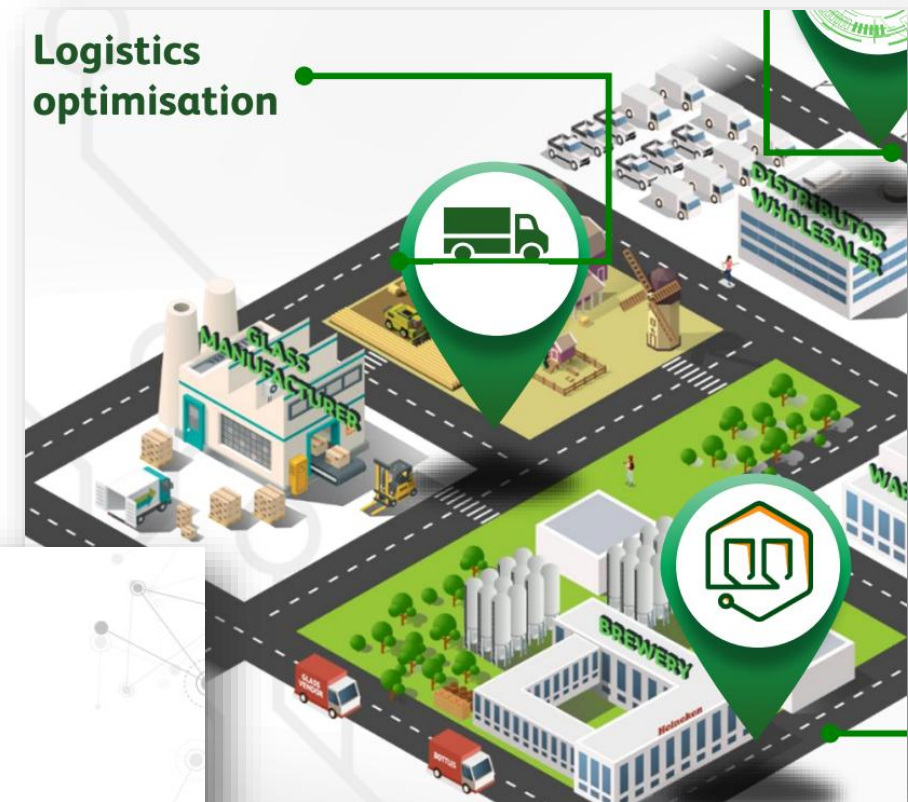
## Connected Brewery

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HEINEKEN's "Connected Brewery" program is a groundbreaking initiative that digitalizes our four breweries leveraging on 2 pillars:

- **The Smart Brewery** → is an industrial facility with very high efficiency and very low maintenance time that can be monitored, diagnosed, and improved on-site or remotely thanks to digital.
- **The Connected Worker** → is a more efficient, safer, and smarter worker because he has access to apps, devices, wearables and remote knowledge unburdening him of low-value tasks.

We believe this move will improve people's lives by intelligently supporting our shop floor in their increasingly complex tasks and unlocking unprecedented opportunities through new insights. This creates powerful synergies for an efficient and sustainable future.



**CONNECTED  
BREWERY**



# D&T PROJECTS


## Connected Brewery







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CONNECTED WORKER



SMART BREWERY



- TPM Processes
- POWERED BY 
- Recurring jobs
- POWERED BY 
- Digital Work Instructions
- POWERED BY 
- 3D Printing
- POWERED BY 
- Remote live support
- POWERED BY 
- Maintenance management
- POWERED BY 

ONE2IMPROVE



TASK MANAGEMENT



ASSET CARE



IIOT PLATFORM



DASHBOARDS & ANALYTICS





ROBOTICS





Data management

POWERED BY  

Advanced analytics

POWERED BY  


SPOT

POWERED BY  

Inspection Drone

POWERED BY 

Floor Cleaner

POWERED BY 



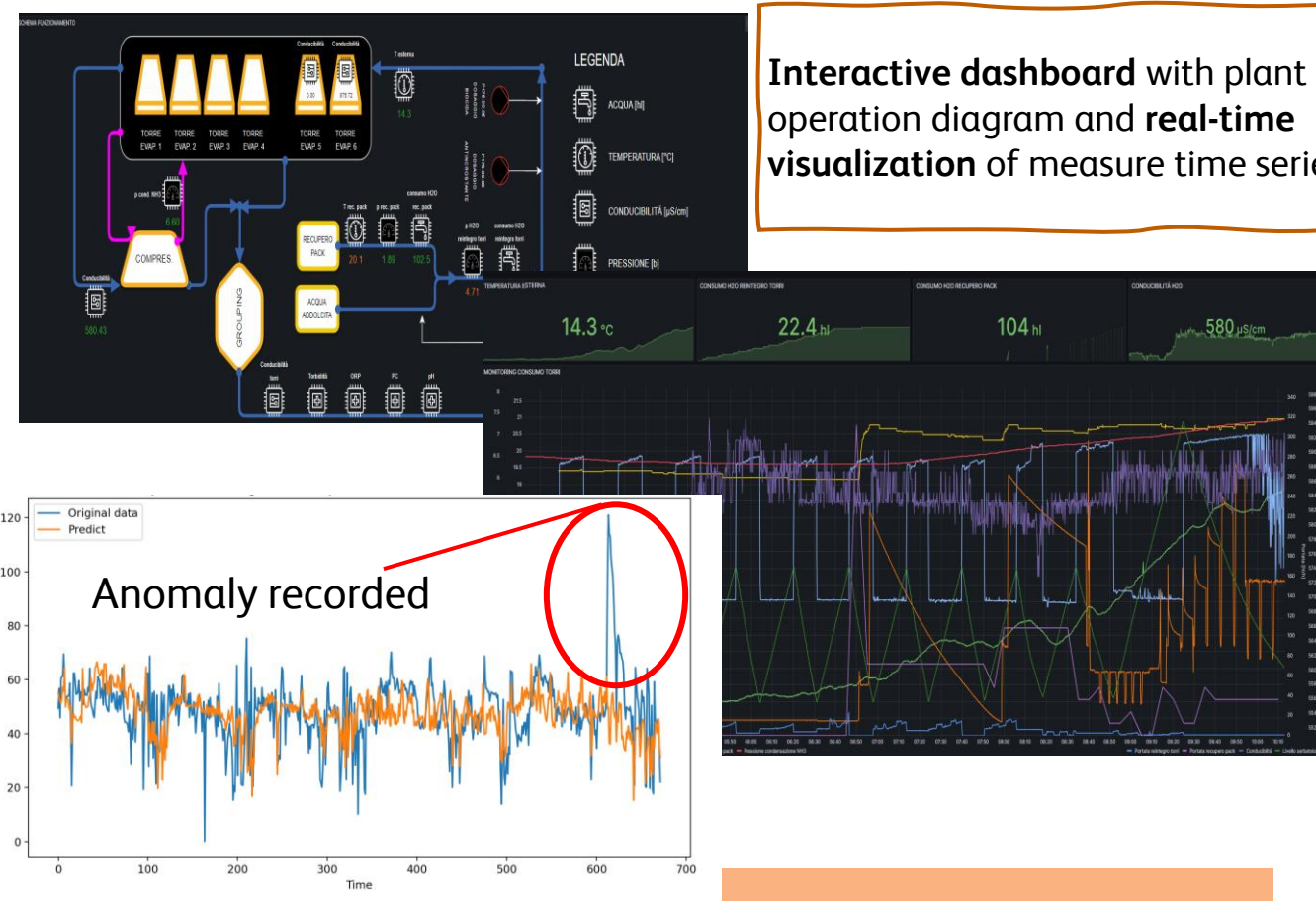
# Water Consumption Use Case

## Objective

Supporting Massafra brewery in the continuous **optimization** of **water consumption**.

## Deliverables

- The connection of all process data impacting water consumption to **IoT** for Cooling Towers and Pasteurizers
- Dashboards on Grafana that allow **real-time visualization** of data (data per second, stored up to 90 days).
- Development of **predictive algorithms** for real-time monitoring of consumption of different plants.
- A **set of alarms** based on algorithms that signal abnormal consumption



## VALUE The solution has led to:





- A rapid identification of anomalies or leaks in the plant.
- Reduction of manual reporting work.
- Faster and more effective Root Cause Analysis on alarms.




**Saving: 60k HL**

# ECOSYSTEM FOR SUCCESS

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-  > Business
-  > People
-  > Data & Tech
-  > Environment



Actionable  
**BUSINESS VALUE  
CREATION**

Change Management and Agile Mindset	Business Engagement	Data & Analytics Skills
High Quality Harmonized Data & Robust Governance	Platform Technology to Scale	
Mind-set / Culture / Adoption		

