Heineken and Transfer Solutions

October 2021

Mark Sleijpen

- Manager Global Portfolio Toolkit, Digital & Technology

- More that 20 years digital & technology experience

- 10+ years at Heineken, before that Sara Lee | Douwe Egberts

Lucy Todorovska

- Global Product Owner Robotics & Automation and Low Code Development, Digital & Technology

- Inclusion & Diversity Ambassador

- Above 15 years of various digital & technology experience – prev. Coca-Cola Hellenic, Travix;

- 3 product teams in Heineken - 3 sons at home

HEINEKEN

HEINEKEN in a snapshot

A growth company, innovating and pioneering in beer industry

Heineken® brand present in over 190 markets

OpCo centric, entrepreneurial model driven by 80+ OpCos
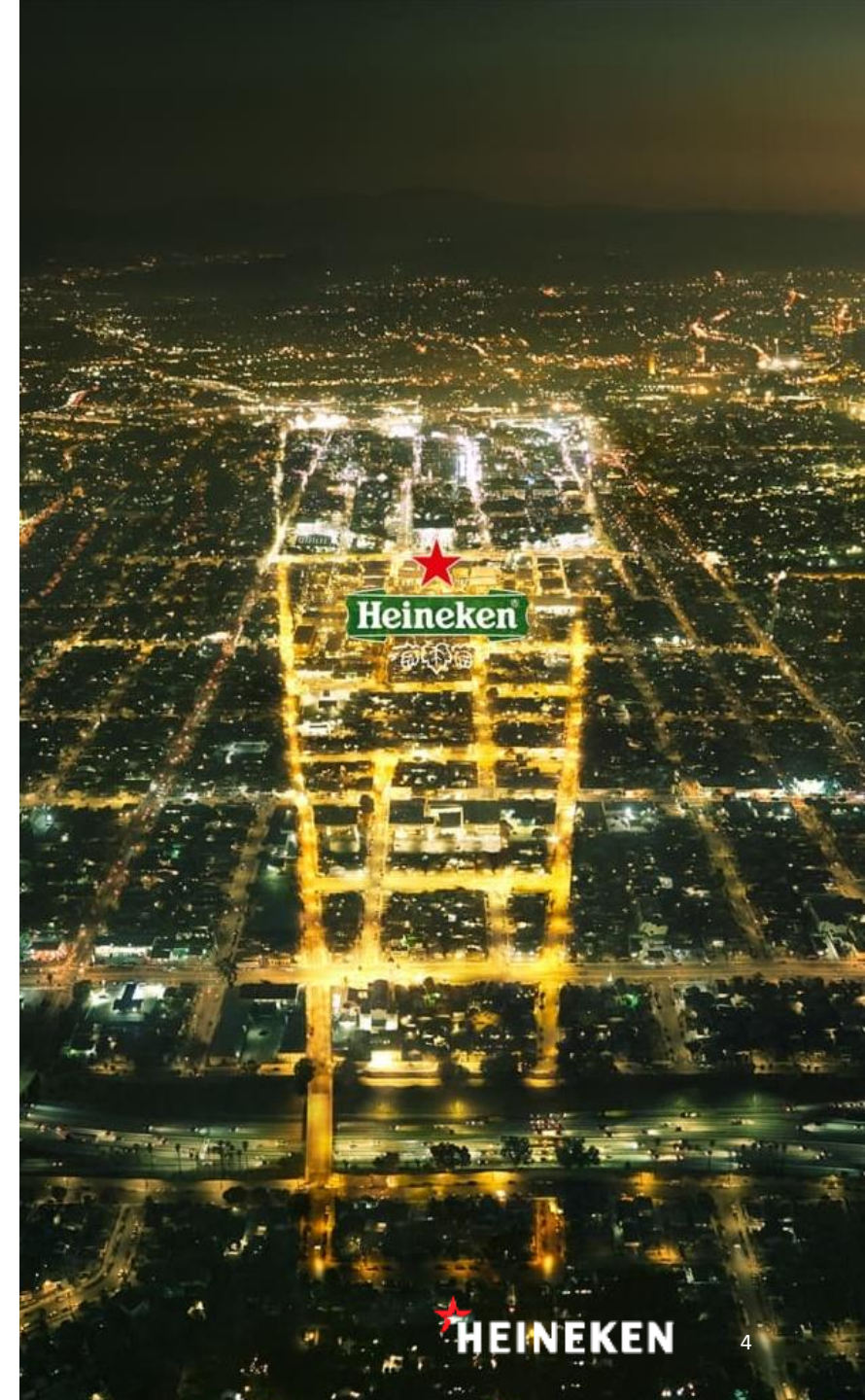
HEINEKEN values, quality and people centric culture

HEINEKEN **employs** 80,000+ employees

Our **long-term focus** rooted in our 156-year history

1) What has happened: 2020, Inflexion Point for all of us!

New Top Management

D&T - ET

COVID - Digital

Market Shift (Off-Trade)

People (all)

GROWTH

VALUE

SUSTAINABILITY & *RESPONSIBILITY*

DIGITAL & TECHNOLOGY

PEOPLE & CULTURE

We…

- …need to be more externally focused and step-up our **consumer and customer-centricity.**

- …must place more continuous **focus on productivity to free up resources and reinvest in growth**

- …can be bolder with our technology agenda and tackle the **digitisation of our business** with more urgency.

- … are also **raising the bar on our environmental and social ambitions**, and will continue to champion moderation and responsible consumption

HEINEKEN EverGreen

5 WORK STREAMS

- GROWTH
- COST & VALUE
- SUSTAINABILITY & RESPONSIBILITY
- DIGITAL & TECHNOLOGY
- PEOPLE & CULTURE

2) What and Why? Our D&T purpose and strategic pillars to achieve EverGreen

EverGreen

- GROWTH
- *VALUE*
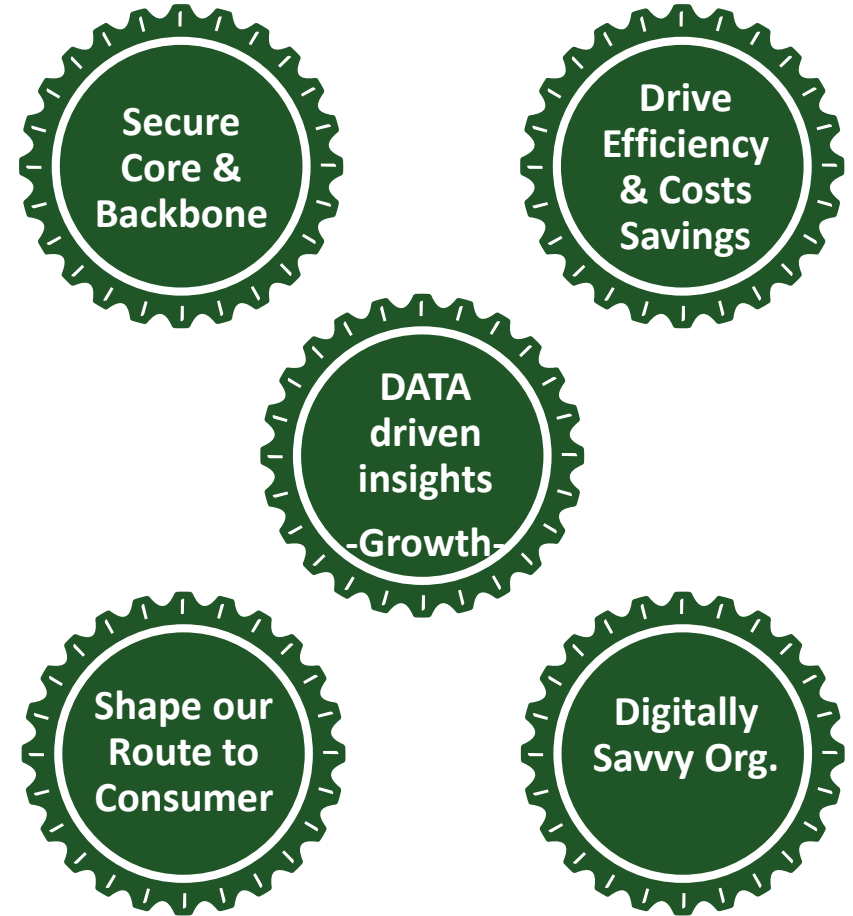- SUSTAINABILITY & RESPONSIBILITY
- *DIGITAL & TECHNOLOGY*
- *PEOPLE & CULTURE*

The world's best-connected brewer

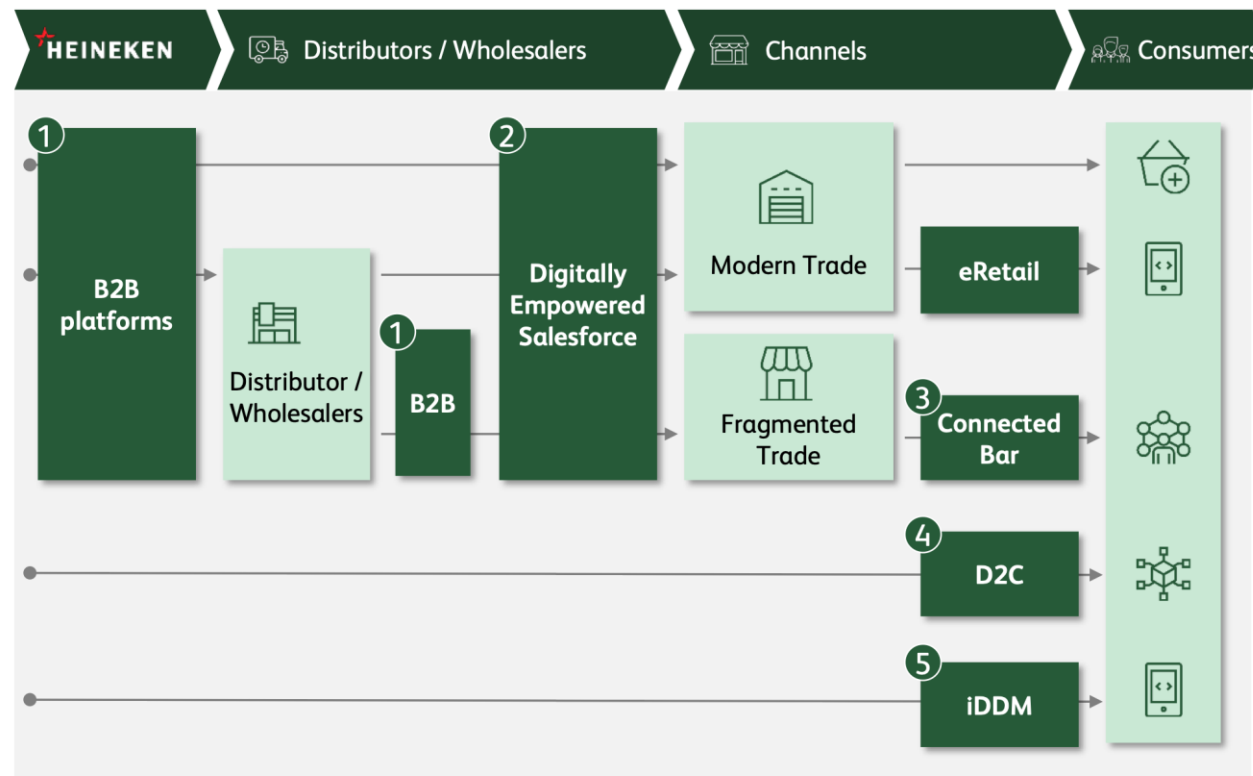*building seamless digital interactions across* **the entire value chain**

- Secure Core & Backbone
- Drive Efficiency & Costs Savings
- DATA driven insights -Growth-
- Shape our Route to Consumer
- Digitally Savvy Org.

HEINEKEN

3) What does good look like?

Become the best-connected brewer
Strengthening our Route to Consumer, digitally enabled

Shape our Route to Consumer

1. Digitally **connect all our customers** via B2B, with €10Bn revenue in 2025

2. **Full sales force digitally empowered** by 2023

3. Shaping our **"Connected Bar"** strategy, which includes ePOS deployments in key markets

4. Invest selectively in **D2C**, with **focus on Beerwulf, SIX to Go** and **Drinkies**

5. **Touch all consumers** with Individual Data Driven Marketing

Case for change: why are we doing this? what are we solving for?

1 Our core strength is our local presence: we operate "close to our consumers"

80% local brands, local production, local sales

2 ...this "localness" has created a lot of fragmentation across our OpCos...

Local IT (ERP) systems | **45**

Different data models, lack of common data definitions

3 ...and also within our OpCos, data and processes are not aligned...

For example **South Africa:** a "greenfield" OpCo, installing 3 Global Systems with **fragmentation of data**

5 ...and HEINEKEN is experimenting with new digital capabilities to capture value ...

BEERWULF | iDDM | Connected Brewery

BASE | DDS | EMPOWER

4 ...but the world is changing...

Consumers, customers and employees expect a superfluid, integrated E2E experience across all connections with HEINEKEN

Artificial Intelligence (AI) will soon be smarter than us, supporting us to make smarter decisions

New tech is available that can be scaled quickly and affordably

6 ...with an avalanche of initiatives as a result...

1,500 projects

True HEINEKEN entrepreneurship: an "avalanche" of **tech-enabled projects** in our AP

7 ... that, without action, will drive even more fragmentation, barriers to scale quickly and drive even higher costs

D&T will help accelerate, mobilize and orchestrate HEINEKEN's journey to become the Best Connected Brewer *by enabling data driven insights and decisions that can be deployed at speed and scale*

A foundation in Digital & Technology…

Kick-started standardisation

27%   ERP standardisation completed since 2017

8   BASE go-lives in 2020, all done remotely

Strong eCommerce momentum

>€1bn   Net revenue from B2B platforms

>3x   Number of orders in D2C
in 2020 vs. 2019

…and opportunity to further unify IT & capture full eCommerce potential

Remaining IT backlog

35 ERP systems

Limited re-use of applications across OpCos

Limited current scale of B2B and B2C platforms
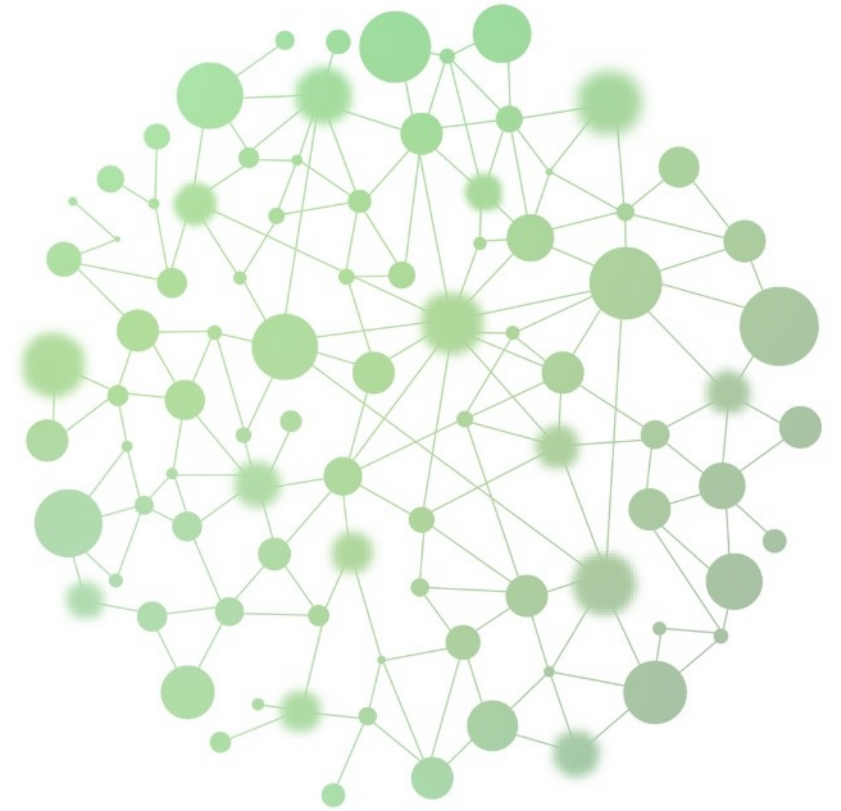
Potential disruption of fragmented trade channels

SHARP-X
HEINEKEN EUROPE

BASE

BEERWULF.COM

HEINEKEN

Global Toolkit Portfolio

We as toolkit team

… accelerate digital transformation

Toolkit strategic principles

Global Toolkit Portfolio

Platform delivery. Product teams deliver <u>easy consumable</u> and <u>evolving digital</u> platforms and services for integrating, automating and simplifying the delivery of business platforms and other digital products.

Platform awareness and adoption. Product teams focus on <u>growing adoption</u> of their platforms enabled by <u>self service and federated delivery</u> models. These models will drive product/opco teams productivity and autonomy but also enabling <u>re-use</u>.

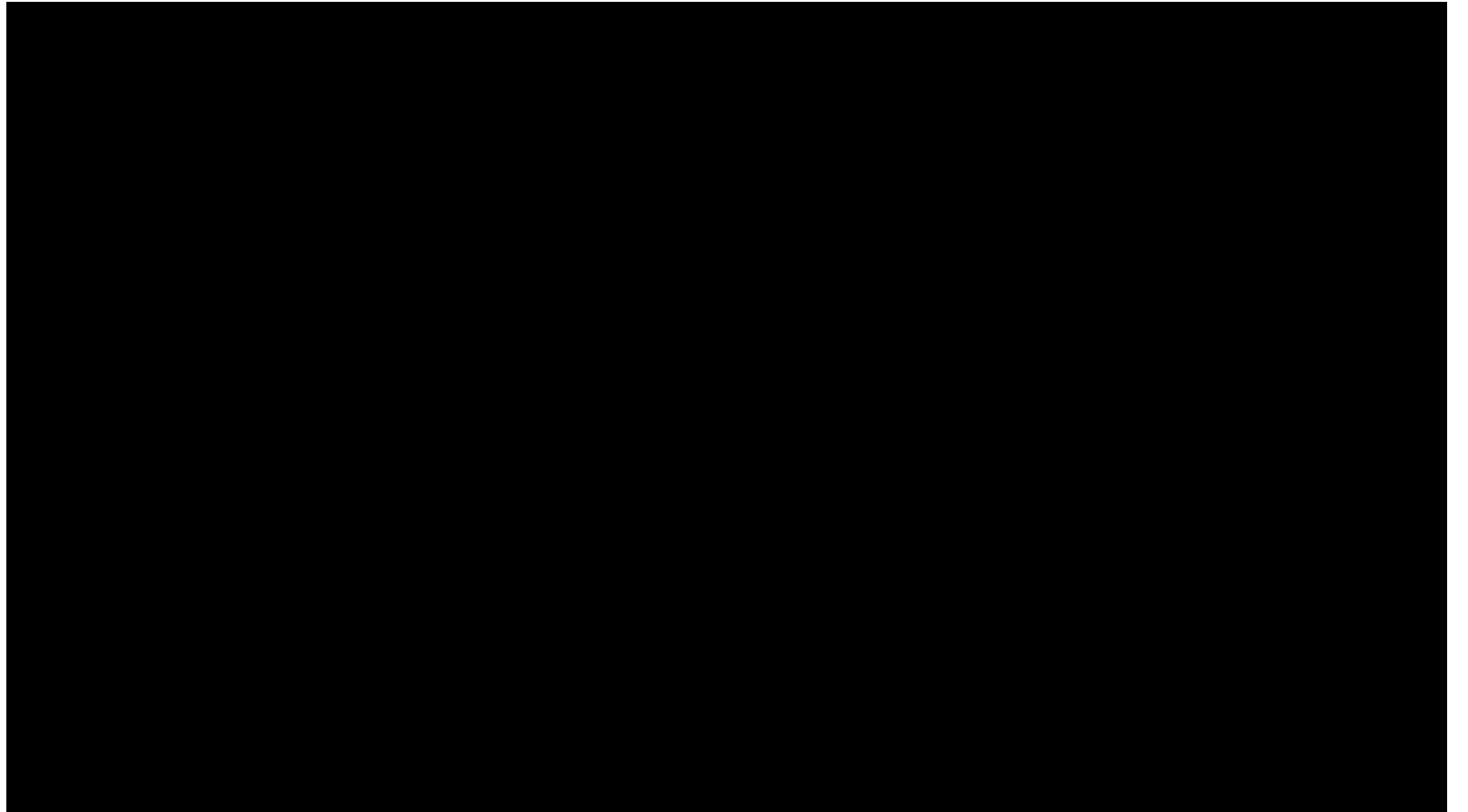Resilient <u>high available</u> platforms. Product teams ensure business continuity by providing secure, stable and high performing tools and platforms.

<u>Agile</u> delivery of value in combination with user/customer centricity

Trip to the moon

Smart Technologies
Solve business challenges and realize value

Toolkit Portfolio

DE Digital Enablement | POWER PLATFORM | R&A Robotics & Automation

SMART TECHNOLOGIES

Solve business challenges and realize value

R&A Robotics & Automation

DE Digital Enablement

Power Platform

Robotics & Automation

- Artificial Intelligance — UiPath
- Optical Character Recognition — UiPath Google Vision ABBYY
- Robotic Process Automation — UiPath

Power Platform

- Comprehensive Bot Development Toolkit — Azure Bot Framework
- Low/no-code Virtual Agents — Power Virtual Agent
- Low/no-code Process Automation — Power Automation
- Low/no-code Applications Development — Power Apps

Digital enablement

- OutSystems
- Low / no-code platform

POWER PLATFORM by Digital Enablement

HEINEKEN

Digital Enablement Team

DE Digital Enablement

Lucy Todorovska
Product Owner
HEINEKEN

Jakub Jakubik
Scrum Master
HEINEKEN

Chris Vinke
Product Architect
HEINEKEN

Giada Binelli
Interim PO
HEINEKEN

Shared

Jolanda Hagemans
Security Officer
HEINEKEN

Fernanda Zanatta
Business Analyst
HEINEKEN

Krzysztof Kaszubowski
Jr. Developer
HEINEKEN

Daan van Dillewijn
Sr. Developer & Tech Lead
TRANSFER SOLUTIONS

Nariman Sanserbayev
Jr. Developer
HEINEKEN – 1st of Nov

Gandeev Boddeti
Developer
HEINEKEN – 1st of Nov

Praveen Kumar Natarajan
Sr. Developer
HEINEKEN – 1st of Nov

Sayant Chedi
Business Analyst
TRANSFER SOLUTIONS

Internal

External

Joris Albeda
Full Stack Developer
TRANSFER SOLUTIONS

Nadia Groenewald
UX/UI
TRANSFER SOLUTIONS

Wieger Tuininga
Developer
TRANSFER SOLUTIONS

Miguel Grilo
Developer
TRANSFER SOLUTIONS

Anne Kreuger
Developer
TRANSFER SOLUTIONS

Rogier Olde Dubelink
Developer
TRANSFER SOLUTIONS

Riccardo Lopez
Developer
TRANSFER SOLUTIONS

Mauro Hazakis
Developer
TRANSFER SOLUTIONS

External
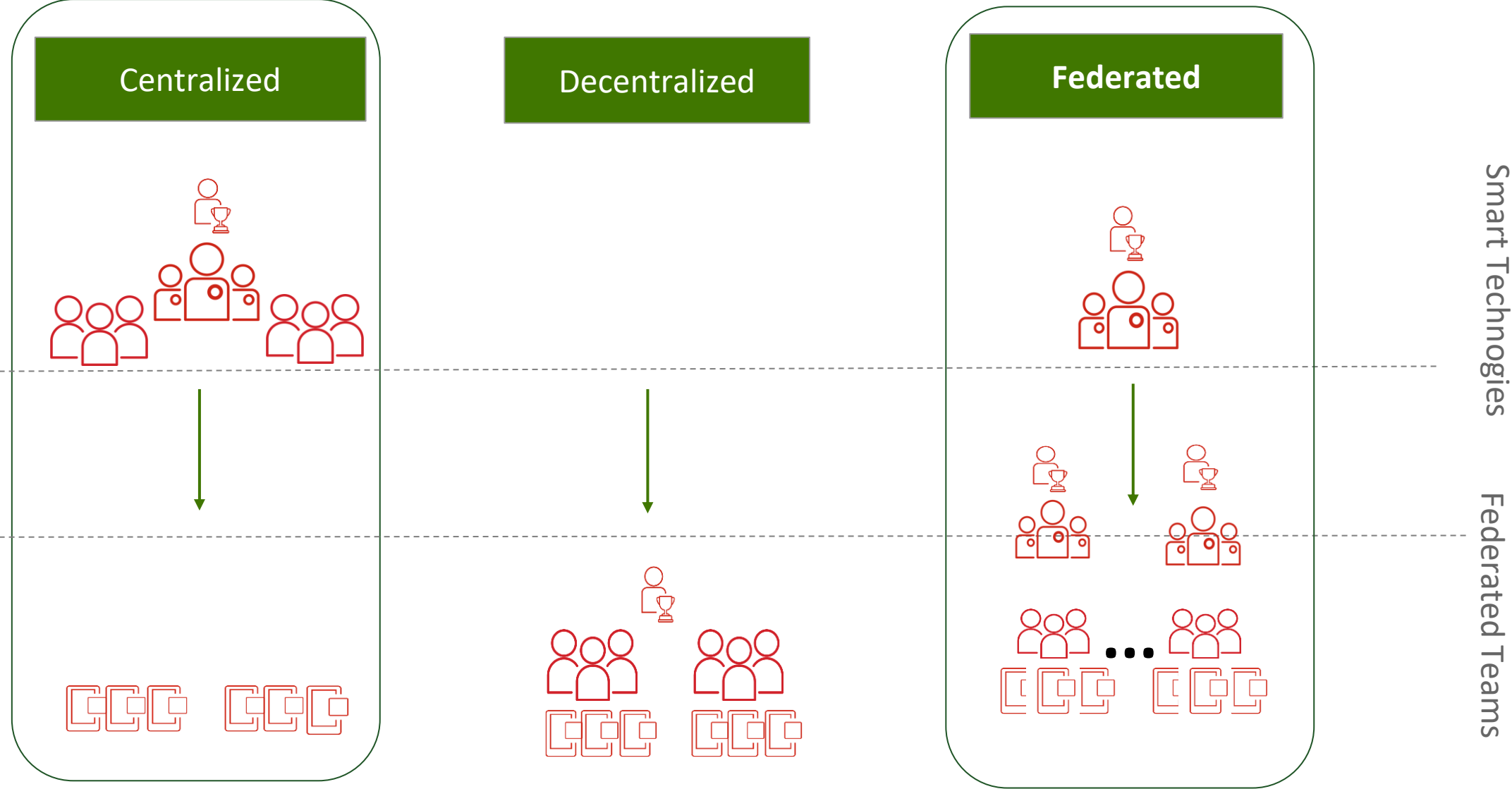
Delivery Models

Federated Way of Working – Citizenship Development 2.0

Demand/ Requirements

Central Poduct team

	• Dev	• Ops	• Governance	• Platform
Federated	• B	• B	• P	P
Centralized	• P	• P	• P	P

HEINEKEN
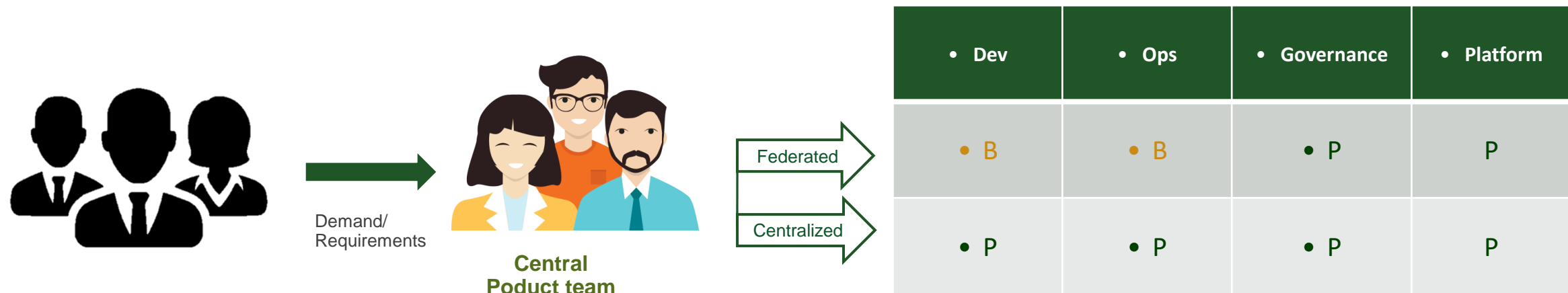
Scaling the federated model

Global Platform

Body of Knowledge

Foundation   **Smart Technologies**

Manage   Processes   Standards   Functions   Practices

"Define and own the Ways of Working"

Governance

"Monitor and enforce the ways of working"

Product Development

Agnostic, Scalable Delivery

Federated Teams

Team 1   Team 2   Team 3   Team 4   Tea

HEINEKEN
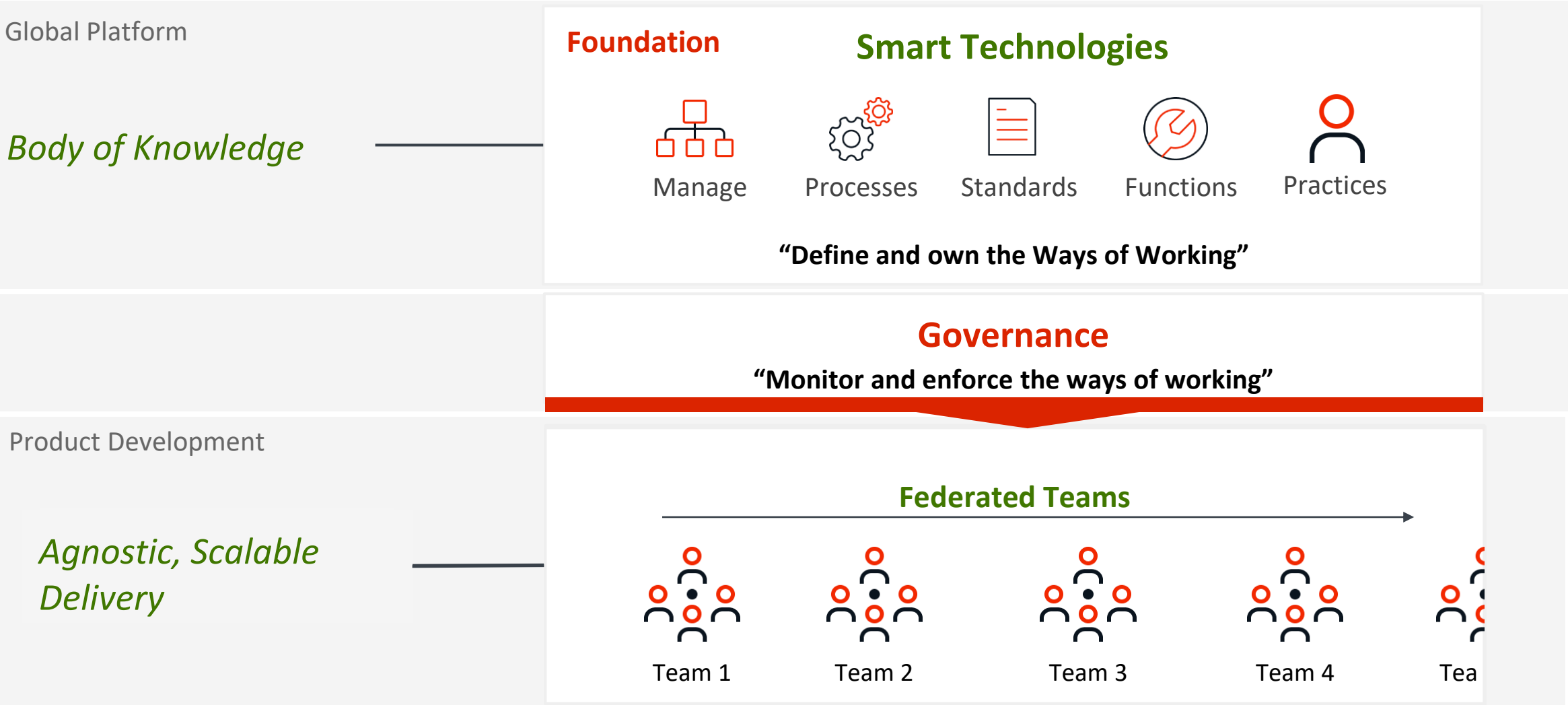
TuMenu app to give outlet owners a **digital platform** for consumers to order food and drinks via **WhatsApp**

TuMenu

Ease of Use

80%

User-Friendliness

92%

Design aesthetics

70%

HEINEKEN

Phone 1 — Wolf Resturant chat

9:41

Wolf Resturant
Last seen today 17:15 PM

Hi Jorge, as discussed, you can create your own online menu within a few clicks. Please folow below link to try it yourself. Happy to support!
17:00

UM

Hey check out UMenu to create your own online menu!
www.UMenu.com/howitworks
17:00

Thank you Tiago, will check it out!
17:25

q w e r t y u i o p
a s d f g h j k l
z x c v b n m
123 space @ . Go

Phone 2 — UMenu.com webpage

UMenu.com   HOME   FAQ   John Doe

Back

Eget urna amet.

Tellus sit fermentum et fames netus.

Tellus sit fermentum et fames netus.

Tellus sit fermentum et fames netus.

Tellus sit fermentum et fames netus.

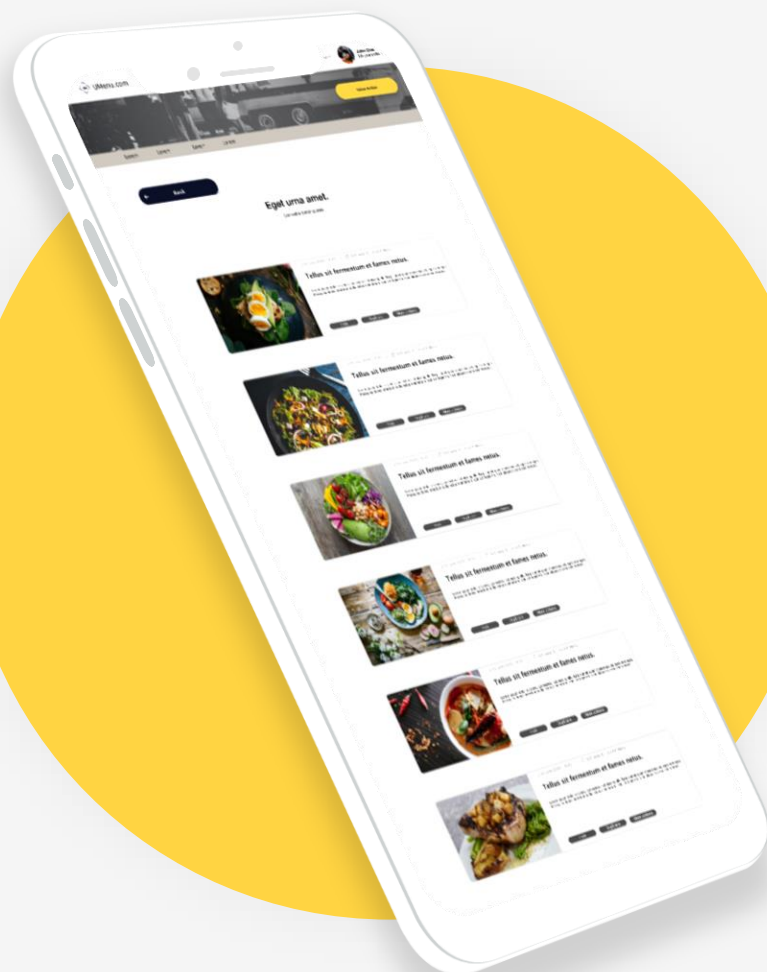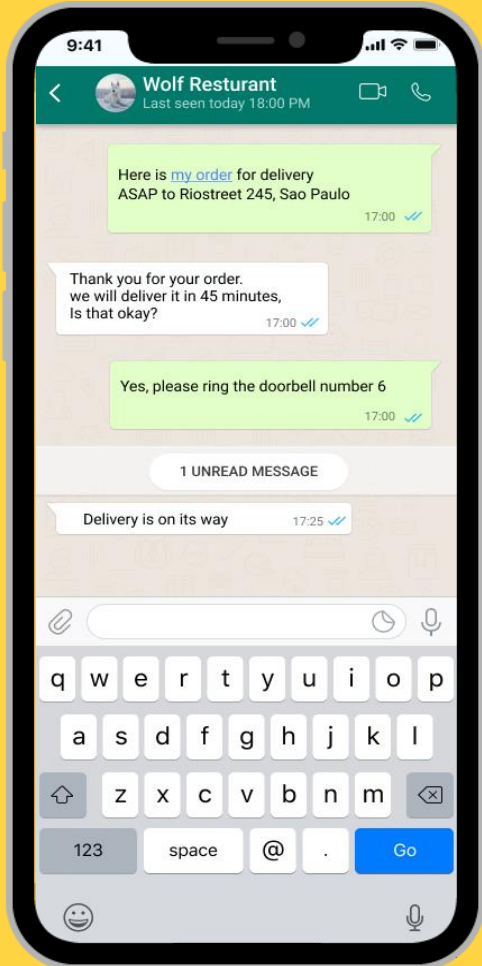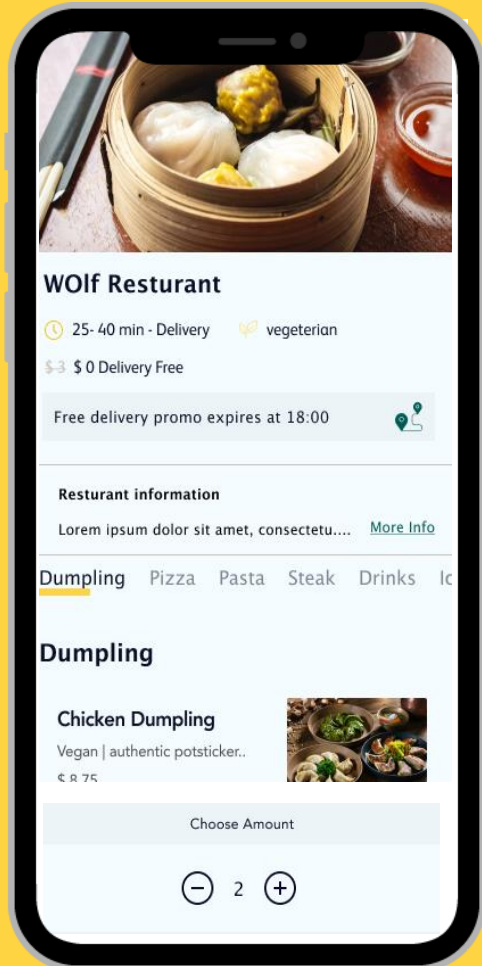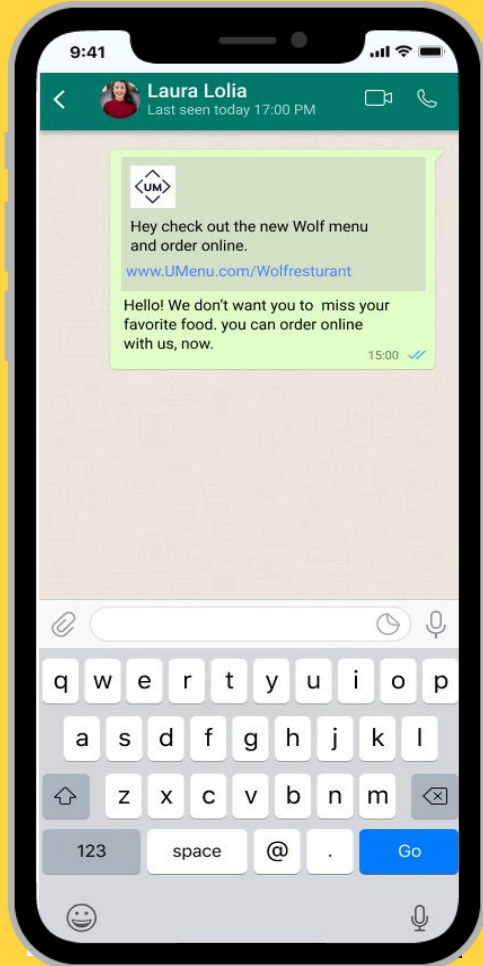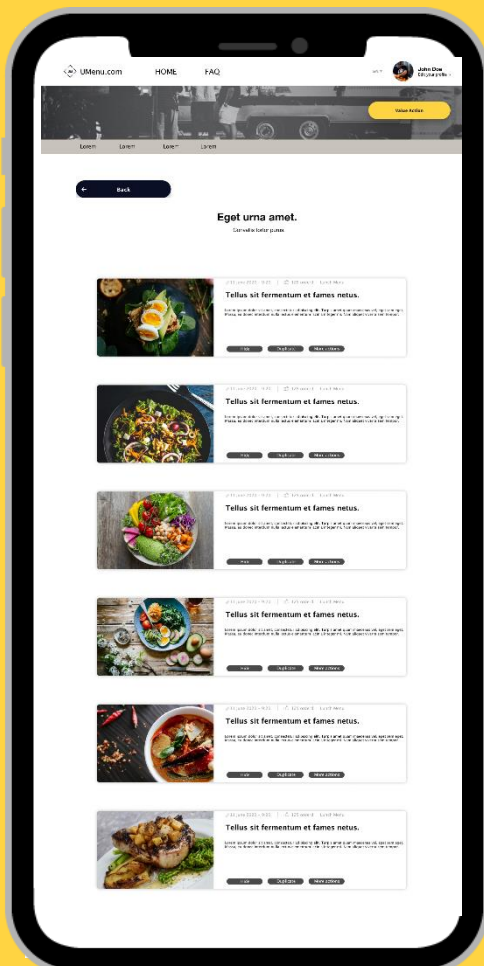Tellus sit fermentum et fames netus.

Tellus sit fermentum et fames netus.

Phone 3 — Laura Lolia chat

9:41

Laura Lolia
Last seen today 17:00 PM

UM

Hey check out the new Wolf menu and order online.
www.UMenu.com/Wolfresturant

Hello! We don't want you to miss your favorite food. you can order online with us, now.
15:00

q w e r t y u i o p
a s d f g h j k l
z x c v b n m
123 space @ . Go

Phone 4 — Wolf Resturant menu

WOlf Resturant

🕐 25- 40 min - Delivery   🌱 vegetarian

$3 $ 0 Delivery Free

Free delivery promo expires at 18:00

Resturant information

Lorem ipsum dolor sit amet, consectetu....   More Info

Dumpling   Pizza   Pasta   Steak   Drinks   Ic

Dumpling

Chicken Dumpling

Vegan | authentic potsticker..

$ 8.75

Choose Amount

⊖ 2 ⊕

Phone 5 — Wolf Resturant order chat

9:41

Wolf Resturant
Last seen today 18:00 PM

Here is my order for delivery ASAP to Riostreet 245, Sao Paulo
17:00

Thank you for your order. we will deliver it in 45 minutes, Is that okay?
17:00

Yes, please ring the doorbell number 6
17:00

1 UNREAD MESSAGE

Delivery is on its way
17:25

q w e r t y u i o p
a s d f g h j k l
z x c v b n m
123 space @ . Go

TuMenu was developed and released within 8 weeks

DE Digital Enablement

App by Digital Enablement team

Tú Menu

Penetration test by SpriteCloud

WAF via Triple

Connectivity thru Orange

Transfer Solutions for the **platform installation**

Infrastructure by T-Systems

Microsoft **Azure** in Western Europe

Questions & Answers

HEINEKEN