



July 15, 2025

To
BSE Limited
Scrip Code: 532478

National Stock Exchange of India Limited
Symbol: UBL

Dear Sir,

Sub: Sustainability Report for the Financial Year 2024-2025

We are submitting herewith the Sustainability Report of the Company for the financial year ended March 31, 2025, presenting a comprehensive overview of the Company's sustainability strategy, Brew a Better India. This Report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards 2021 and outlines progress across non-financial indicators.

The Sustainability Report annexed herewith is also forming part of the Annual Report for the FY 2024-2025, which is available on the website of the Company at www.unitedbreweries.com

Kindly take the above on record.

Thanking you,
For UNITED BREWERIES LIMITED

Nikhil Malpani
Company Secretary & Compliance Officer

Encl: As above



BREW A BETTER INDIA

SUSTAINABILITY REPORT FY 2024-25



Inside this report

Executive pour : In Conversation with our Chairperson	325
Executive Pour: Insights from our Managing Director	326
Our story of purpose and pints	327
Steering the craft	328
Corporate governance	328
Business ethics	328
Risk management	328
Data security and privacy	328
Our impact in every pour	329
Raising the bar on sustainability	330
Brewing environmental impact	331
Transitioning to net-zero carbon	332
Moving towards circularity	333
Healthy watersheds, thriving ecosystems	334
Brewing social good	335
A diverse & inclusive workplace for every voice	336
Fair practices, safe spaces	337
Strengthening community relationships	338
Brewing responsible choices	339
Enabling informed choices	340
Partnerships to address harmful use	340
Making moderation cool	340
Crafting a sustainable future	341
Annexure	342

About the report

This FY 2024-25 Sustainability Report presents a comprehensive overview of UBL's sustainability strategy, Brew a Better India. This Report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards 2021 and outlines progress across non-financial indicators.

Reporting boundary and period

This Report covers UBL's operations and activities across 21¹ owned manufacturing locations in 13 Indian states, 56 offices, and the corporate headquarters at UB City, Bangalore, Karnataka, India. It highlights our sustainability ambitions, initiatives, and progress during the period - April 1, 2024, to March 31, 2025.

External assurance

Selected Key Performance Indicators (KPIs) for FY 2024-2025 have been assured by SGS India Private Limited. The reasonable assurance report and conclusions are provided in the Annexure section of this Report.

Showcases SGS India assured data.



Executive pour : In Conversation with our Chairperson

How has United Breweries' sustainability strategy evolved in the last year? What were the key drivers for this shift?

Over the past year, our sustainability strategy has become more focused and integrated. We have shifted to sharper, measurable targets that are grounded in India's socio-environmental priorities. Whether it's enhancing water stewardship, driving circularity, or deepening our social impact — our approach has been to act with purpose and deliver outcomes that matter. The clarity brought by HEINEKEN's global Brew a Better World 2030 ambitions has been a key enabler, helping us prioritise areas where we can drive scalable change.

What were some of the key sustainability milestones achieved by United Breweries this year?

FY 2024–25 was a year of meaningful progress across our environmental and social priorities. We achieved a 100% reduction in Scope 2 emissions, with 98.06% of total energy consumption now coming from renewable sources. Our water efficiency efforts delivered a water intensity of 3.10 kl/kl, and our community water projects generated a volumetric benefit of 77,765 kl. Projects like SAKhEE and Kartavya demonstrate the power of partnerships in enabling impact whether in women's livelihoods or responsible alcohol consumption. Internally, we advanced inclusion by maintaining 21% women in senior management and deepening leadership engagement on fairness and wellbeing.

As geopolitical factors continue to impact companies around the world, how will United Breweries respond to these challenges?

We recognise that sustainability today requires agility, resilience, and foresight. Climate disruptions, shifting regulations, and evolving social expectations demand that we stay responsive without losing sight of long-term goals. At UBL, this means strengthening local sourcing, investing in sustainability and maintaining close collaboration with communities, governments, and partners. Our ability to balance global vision with local relevance has always been our strength, and it continues to guide us through uncertainty.

What is your vision for United Breweries' sustainability strategy going forward, to 2030?

Looking ahead, I see UBL becoming a benchmark for sustainability in India's beverage industry not just in terms of targets achieved, but in the way we engage, innovate, and lead. Our focus will remain on advancing our Brew a Better India ambitions: reaching net-zero operations, closing the loop on waste, restoring water ecosystems, and building a workplace that reflects diversity, fairness, and care. I'm confident that with the energy of our people and the clarity of our goals, we're brewing more than great beer—we're brewing long-term value for all.



Geetu Gidwani Verma
Chairperson,
CSR & ESG Committee

¹As on March 31, 2025 - Out of 21 owned manufacturing plants, 2 plants viz., 1 at Naubatpur and 1 at Cherthala are currently not operational.



Executive Pour: Insights from our Managing Director

UBL adopted new sustainability targets this year. How are these reshaping the company's long-term priorities and operational decisions?

The new targets have brought sharper focus and accountability to our sustainability agenda. We no longer view sustainability as an add-on; it is now embedded into how we make both strategic and operational decisions. Clear goals have helped align capital planning, site-level priorities, and supply chain engagement around outcomes that matter most, such as improving water security, scaling renewable energy, and deepening social investments through our CSR initiatives.

They also help us focus on areas where we can lead. With HEINEKEN's Brew a Better World 2030 ambitions as our compass, we have tailored our roadmap to India's context by driving water resilience where it is needed most, investing in sustainable technologies, and expanding reuse and recycling systems. These targets are not just directional, they are reshaping how we define value and progress across the business.

What strengths make United Breweries well-positioned to navigate today's sustainability challenges such as climate impact, regulatory shifts, and evolving consumer expectations?

Our biggest strength lies in combining global expertise with local responsiveness. As part of the HEINEKEN network, we benefit from robust frameworks, technical know-how, and peer learning from across markets. At the same time, our local teams deeply understand the unique environmental and social context of India.

This dual lens helps us respond quickly to changing regulations, build strong community partnerships, and design solutions that are both relevant and scalable. Whether it's accelerating our transition to renewables, managing water stress, or expanding returnable packaging, we act with agility, backed by a clear sense of purpose and long-term vision.

Where do you see the biggest opportunities for UBL to lead in Sustainability?

There's a real opportunity for leadership in areas where business impact and environmental outcomes intersect. For us, that starts with water and circularity. With several of our breweries located in water-stressed regions, we are scaling water balancing and watershed projects that benefit both our operations and the communities we serve. These interventions go beyond efficiency, they help build long-term resilience in critical geographies.

In circularity, we are making strong progress in packaging reuse and recyclability. With 71% of our volumes sold in reusable formats and 99% of our packaging recyclable by design, we're well on our way to creating a closed-loop packaging system. These efforts not only reduce waste but also offer a tangible connection to consumers and communities, creating shared value and sustainable growth.

What bold moves or strategic shifts are you excited about as UBL looks toward 2026 and beyond?

What excites me is the increasing alignment between what's good for business and what's good for the planet. We are investing in areas that build long-term resilience, like scaling renewable energy, accelerating water balancing in high-stress locations, and advancing circularity in our packaging and operations.

Equally important is the cultural shift we're seeing within the company. Sustainability is becoming a shared mindset, not just a functional priority. That energy, combined with strong governance and a focus on innovation, will help us scale impact and create lasting value across our value chain.



Vivek Gupta
Managing Director &
Chief Executive Officer

Our story of purpose and pints



Our brewing grounds



Our Brew a Better India (BaBI) strategy is as compact and impactful as the coaster it fits on. Aligned with HEINEKEN's Brew a Better World vision, BaBI is structured around three pillars and nine ambition areas, each tied to tangible, measurable goals. It is the cornerstone of our sustainability strategy — shaping our ambitions, addressing India's unique sustainability challenges, and driving meaningful change.

With bold targets across key areas, we are strengthening our focus on transparency, accountability, and governance. Through an effective Speak Up framework, zero-tolerance approach to bribery and corruption, and robust human rights due diligence, we uphold high ethical standards.

This year, we further sharpened our approach and updated our targets to maximise circularity and enhance sustainability performance. BaBI continues to guide our journey, transforming ambition into action and setting the course for long-term impact.

Steering the craft



Corporate Governance

Our approach to sustainable governance goes beyond regulatory compliance. We proactively implement strategic initiatives aimed at enhancing long-term shareholder value. Our Board of Directors plays a leading role in the Sustainable Governance Body by supporting and upholding the core foundations of our way of working.

By fostering a culture of openness and ethical conduct, the Board ensures that the Company's operations meet the highest standards of governance. Additionally, the Managing Director/CEO oversees UBL's sustainability initiatives and business operations, with support from our Management Team (MT) sponsors across departments. This body is responsible for embedding sustainability considerations into the decision-making processes. It collaborates across departments to identify and address sustainability risks and opportunities, including setting goals, monitoring progress, and developing policies.



Business Ethics

We emphasise the importance of a robust compliance monitoring system, meticulously overseen by our Board of Directors, to uphold the highest standards of ethical conduct and legal compliance. Our comprehensive approach is built on a foundation of clearly defined policies, procedures, and controls, designed to ensure strict adherence to applicable laws, regulations, and industry standards. To support this, we have implemented targeted training programmes to equip employees with the knowledge and skills required to navigate a complex regulatory landscape. These programmes are further supported by rigorous internal audits and external assessments, which play a critical role in the continuous evaluation and enhancement of our compliance practices.



Risk Management

At UBL, we proactively identify, assess, and mitigate risks across all facets of our operations, recognising that effective risk management is essential for achieving sustainable and balanced growth. Our Risk Management Committee plays an integral role in addressing emerging challenges related to sustainability factors. By leveraging advanced analytics and scenario planning, the committee conducts comprehensive periodic reviews. Our dynamic risk management process is designed to provide flexibility and responsiveness, allowing us to navigate a complex and ever-changing landscape with confidence. By enabling swift adaptation to changing conditions, this framework supports our ambition of sustainable growth while safeguarding the interests of our stakeholders.



Data Security and Privacy

Protection of consumer data and privacy is fundamental to maintaining and strengthening stakeholder trust. We demonstrate our focus on data security through the implementation of cutting-edge Information Technology Management Systems and robust Cybersecurity Protocols, designed to prevent unauthorised access and mitigate potential breaches. Our Cybersecurity Framework aligns with global standards, such as those set by the National Institute of Standards and Technology (NIST), ensuring that our practices meet internationally recognised benchmarks for data protection. Complementing this technical foundation, our comprehensive Privacy Policy is crafted to provide strong safeguards against vulnerabilities while respecting and upholding the privacy rights of individuals. We invest in regular training programmes to empower our employees with the knowledge and skills necessary to navigate the complexities of data protection effectively. As we continue to prioritise data security and privacy, we have received zero complaints related to consumer data breaches.



Governance and sustainability are rooted in integrity and guided by impact. At UBL, we are building systems that anchor our ambition in accountability and drive progress with purpose.

Garima Singh
Director – Corporate Affairs

Our impact in every pour

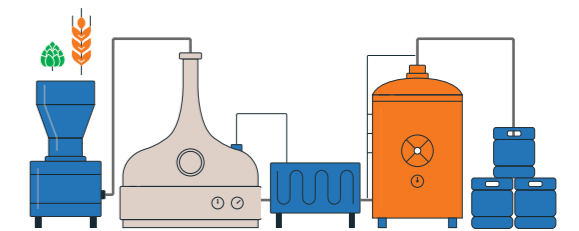


Agriculture

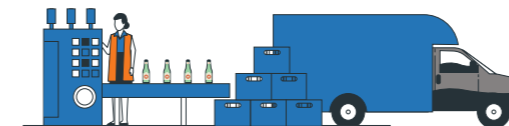
- 17% of the total barley procured, is through the Kissan Unnati (collaborative farming) programme
- 7,898 farmers are part of the Kissan Unnati programme

Brewing

- 1,277,496 kl of beer produced
- 1,441 total employees, of which 25.1% are women
- 15.52% of the total gross wages are paid to women employees
- INR 116.95 million spent on wellbeing initiatives, accounting for 0.06% of total revenue
- 89,319 hours of learning & development sessions conducted
- 48% of all executive hires in the FY were women
- 33.78% of the jobs created during the FY were for semi-urban and rural areas



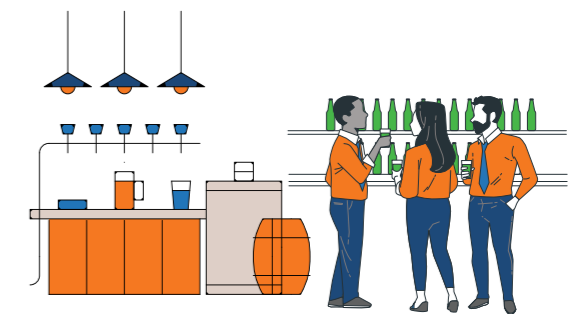
Packaging & distribution



- 6,560 suppliers and vendors across the value chain
- 93% of input materials are directly sourced from within India
- 34.74% of input materials have been directly sourced from MSMEs

Customers

- 99.7% of grievances resolved during FY 2024-25
- 26 products in the portfolio



Community and other stakeholders



- INR 80.42 million spent towards Corporate Social Responsibility (CSR) initiatives
- Over 32,000+ lives impacted through CSR programmes
- INR 1,188 million paid in Direct Taxes
- INR 14,072 million paid in Indirect Taxes

Raising the bar on sustainability

Environmental

Reach net zero carbon

Goals:

- Reach net zero in scope 1 and 2 by 2030
- Reach net zero across our value chain by 2040

Progress:

Scope 1 and 2¹: 5389.81 MTCO_{2e} ✓

-93.68%

reduction vs 2022 baseline

Maximise circularity

Goals²:

- 43% of volumes sold in reusable format by 2030
- 50% recycled content in bottles & cans by 2030
- 99% of all packaging is recyclable by design by 2030

Progress:

71%

Volume sold in reusable format

35-50%

Recycled contents in bottles

85%

Recycled contents in cans

99%

Packaging recyclable in design

Towards healthy watersheds & nature

Goals:

- Reduce average water usage to 2.6 hl/kl in water-stressed areas, and 2.9 hl/kl in other areas by 2030
- Fully balance water used in our products in water-stressed areas by 2030

Progress:

- Average water usage across breweries is 3.1 kl/kl ✓

Social

Embrace diversity, equity & inclusion

Goals:

- Gender balance in senior management 30% women by 2025 and 40% women by 2030
- Continue assessments and actions towards achieving equal pay for equal work

Progress:

Women in senior management

21%

A fair & safe workplace

Goals:

- Continue to confirm 100% of our employees earn at least a fair wage
- Create fair living and working standards for third party employees and brand promoters
- Shape a leading safety culture to drive zero fatal accidents and continue reduction in injury rate

Progress:

100%

Employees earn at least a fair wage

Zero Fatalities

Positive impact in our communities

Goal:

- A social impact initiative every year

Progress:

Project SAKhEE advances women empowerment in marginalised communities and has benefitted over 380 lives.

Responsible

Always a choice

Goals:

- A zero-alcohol option for one strategic brand by 2025
- Clear and transparent consumer information on 100% of our products by 2024

Progress:

Heineken® 0.0

75%

of our products by volume have clear and transparent labels

Address harmful use

Goal:

- A partnership to address alcohol-related harm every year

Progress:

Project Kartavya promotes positive behavioural change among citizens regarding road safety, including the dangers of driving under the influence of alcohol.

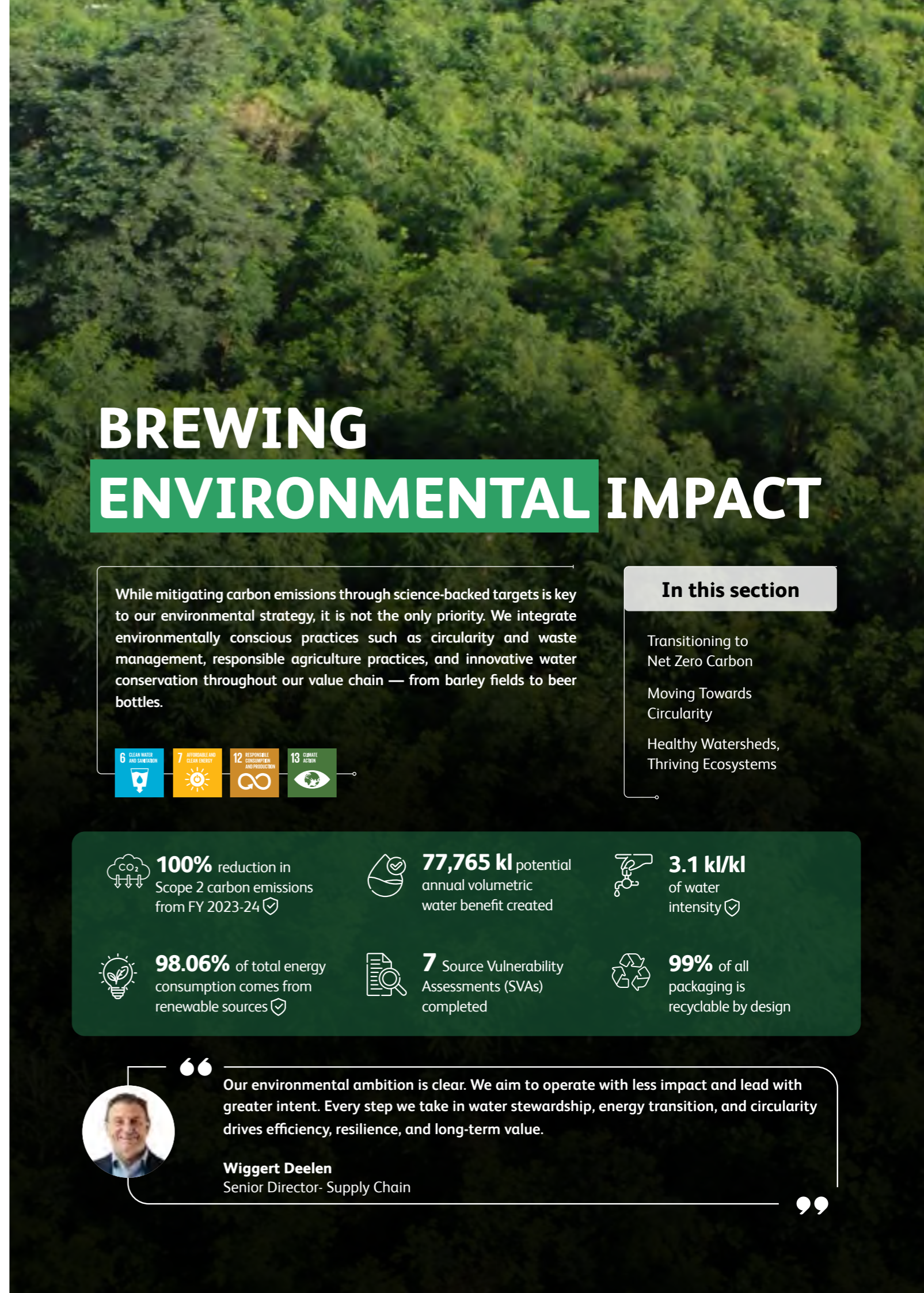
Make moderation cool

Goal:

- 10% of Heineken® media spend invested every year in responsible consumption campaigns

Progress:

- 10%** of Heineken®'s media spends was invested in driving 'When You Drive, Never Drink' campaign in the Indian market



BREWING ENVIRONMENTAL IMPACT

While mitigating carbon emissions through science-backed targets is key to our environmental strategy, it is not the only priority. We integrate environmentally conscious practices such as circularity and waste management, responsible agriculture practices, and innovative water conservation throughout our value chain — from barley fields to beer bottles.



In this section

- Transitioning to Net Zero Carbon
- Moving Towards Circularity
- Healthy Watersheds, Thriving Ecosystems

100% reduction in Scope 2 carbon emissions from FY 2023-24 ✓

77,765 kl potential annual volumetric water benefit created

3.1 kl/kl of water intensity ✓

98.06% of total energy consumption comes from renewable sources ✓

7 Source Vulnerability Assessments (SVAs) completed

99% of all packaging is recyclable by design

“ Our environmental ambition is clear. We aim to operate with less impact and lead with greater intent. Every step we take in water stewardship, energy transition, and circularity drives efficiency, resilience, and long-term value. **”**

Wiggert Deelen
Senior Director- Supply Chain

Baseline year for all our ambitions is FY 2022. Net zero is defined as minimum 90% emission reductions by the Science Based Target initiative (SBTi) Corporate Net Zero Standard. ¹The total scope 2 emissions for the year are 65,513.56 Metric tons of CO₂ equivalent. The company purchased IRECs (International Renewable Energy Certificates) of 173.7 GWh for the period April 2024- March 2025. As a result, net Scope 2 emissions for FY2024-25 are zero. ²In alignment with the global HEINEKEN circularity ambition, we have updated our targets under 'Maximise Circularity'. This marks a clearer articulation of our circularity and packaging goals, aligning timelines with the global strategy and ensuring long-term feasibility across markets.

Transitioning to net zero carbon

Our path to sustainable brewing is fuelled by transitioning to renewables, emission management and strong roots in climate-resilient agriculture. Cheers to a more sustainable tomorrow – crafted today.

This year, we made significant progress in decarbonising operations, reducing Scope 1 and 2 emissions by 61.02% compared to last year, and achieving 98.06% renewable energy use - through sustained investments, local implementation, and strategic partnerships. These results underscore our early mover advantage and reinforce India's role as a key contributor to HEINEKEN's global ambition of reaching net zero carbon emissions in production (Scope 1 & 2) by 2030 and across the value chain by 2040.

Our journey so far

Lever 1

Scaling process optimisation across sites

We continued to invest in reducing primary energy demand across our sites. Through enhanced heat recovery systems, condensate reuse, and technology upgrades, we reduced thermal losses and improved steam efficiency. Breweries are embedding energy KPIs into daily routines, supported by training and performance tracking to drive sustained improvements. Targeted efficiency investments with <3-year payback periods ensure operational and financial resilience.

Lever 2

Smart, sustainable thermal energy

In FY 2024–25, over 98% of our thermal energy came from renewable sources such as paddy husk, briquettes, and pellets, with biomass accounting for more than 73% of our total energy consumption. All our breweries have now transitioned to renewable thermal sources, with fossil fuels used only as a standby in rare cases like seasonal restrictions. Looking ahead, we plan to further reduce our carbon footprint by transitioning to battery-operated forklifts across all sites next year.

Lever 3

Expanding renewable electricity access

Renewable electricity grew significantly to 24.2% of our total energy mix, up from 8.8% last year. We achieved this through a blend of rooftop solar installations, open-access Power Purchase Agreements (PPAs), and International Renewable Energy Certificates (iRECs).

Lever 4

Connecting locally, sourcing sustainably

Through our 2R Barley cultivation initiative, we bolster climate resilience for 7,898 Indian farmers by enhancing food security, offering training in sustainable agriculture, and boosting local adaptive capacity. Under our Kissan Unnati programme, 17% of barley—a key ingredient in our operations—is sourced directly from these farmers. Direct collaboration with farmers and local suppliers enhances transparency, traceability, and local economic growth, promoting responsible consumption.

Spotlight

Green revival – from concrete blight to lush life

Supported by Maharashtra Industrial Development Corporation (MIDC), our 'Project Oxygen Zone' has transformed a former dump yard into a 4.94-acre thriving urban forest. This was implemented using the Miyawaki technique, planting 50,000 trees from over 80 native species with a 90% survival rate. It includes advanced water conservation measures, such as a 2-lakh-litre water storage pond and a deep trench. The project has created a habitat for biodiversity and enhanced environmental quality for nearby communities.

"This area had become a dumping yard, but with the implementation of the project, it has been transformed into a beautiful space for people and a habitat for biodiversity."

- Rahul Rajendra, Community Member, Maharashtra



Moving towards circularity

We are embedding reuse, recyclability, and recovery into our packaging system closing the loop for long-term value and impact.

At UBL, circularity is more than waste management, it's how we future-proof our packaging and operations. Aligned with HEINEKEN's 2030 ambition, our circularity strategy focuses on maximising reuse, increasing recycled content and designing for recyclability. In FY 2024–25, we strengthened our returnable glass bottle system, advanced packaging innovation, and recovered over 92% of the waste generated. Our packaging continues to lead the way, with 71% of our volumes sold in reusable formats and 99% of our packaging recyclable by design.

Building a circular tomorrow

Lever 1

Scaling reusable packaging formats

Returnable glass bottles (RGBs) made up 71% of total volumes in FY 2024–25. Return rates ranged between 45–93% across markets, reflecting variation in infrastructure and collection systems. To strengthen reuse, we expanded our collector network, piloted full-for-empty trade models, and continued to support policy reforms such as Deposit Return Schemes (DRS) that promote structured and scalable recovery. We aim to achieve an 80% return rate by 2030.

Lever 2

Increasing recycled content in packaging

We are progressing steadily towards our 2030 goal of 50% recycled content in bottles and cans. As of FY 2024–25, our packaging includes 35–50% recycled content in bottles and 85% in cans. We continue to collaborate closely with suppliers to ensure traceability, compliance, and availability of high-quality post-consumer recycled materials.

Lever 3

Designing for recyclability

We remain ahead of our 2030 target, with 99% of all packaging already recyclable by design. In FY 2024–25, we continued to phase out hard-to-recycle components and worked with suppliers to improve material traceability. Our design decisions are guided by functionality, circularity, and alignment with India's evolving EPR² regulations.

Lever 4

Diverting operational waste from landfill

In FY 2024–25, we generated 286,111 MT of waste, of which over 92% was either recycled or reused. Landfilling was limited to just 8%, with zero incineration. We achieved a waste intensity of 0.22 MT/kl, supported by strong vendor partnerships and on-site segregation. Our focus remains on maximising recovery and reducing waste at source.

Spotlight

Waste to opportunity, action to impact

At UBL, we exemplify the power of collaborative, community-focused efforts in addressing waste management challenges. By enhancing waste processes and empowering women, we aim to not only contribute to environmental sustainability but also foster social development. Some of our key initiatives are as follows:

Bin it better

Launched in collaboration with the Goa Waste Management Corporation and the Goa State Pollution Control Board, this initiative addresses waste management challenges faced by local communities. The project streamlines the waste supply chain including collection, segregation, and disposal while promoting social empowerment through upskilling and formal employment opportunities for women in Ponda, Goa.

Waste collection drives

Employee volunteering has played a vital role in encouraging community involvement. Over the past year, more than 60 colleagues dedicated over 88 hours to waste collection drives across Maharashtra and Kerala. These efforts were organised to coincide with Daan Utsav, underscoring the importance of community service and environmental stewardship.



²Extended Producer Responsibility

Healthy watersheds, thriving ecosystems

We are actively safeguarding water from source to sip with innovation stewardship, efficient wastewater management and investments in water conservation. Every drop counts and we are making each one matter.

At UBL, we continue to prioritise water stewardship across our operations and communities. With over two-thirds of our breweries located in water-stressed areas, our approach focuses on efficiency, balancing, and community access. This year, we deepened our investments in high-risk sites, advanced technology adoption for water reuse and expanded watershed restoration through CSR. Our water strategy is built on long-term resilience for our business, for communities, and for the ecosystems we depend on.

Championing watershed health

Lever 1

Advancing water efficiency across operations

We continued to prioritise water efficiency across our breweries, achieving an average water intensity of 3.10 kl/kl in FY 2024-25. Guided by SVAs, brewery-level action plans focused on optimising high-use processes and adopting advanced technologies.

Lever 2

Strengthening water balancing at priority sites

Water balancing remains a core pillar of our water strategy, especially in India's water-stressed regions. In FY 2024-25, we advanced two site-level balancing projects focused on groundwater recharge and watershed restoration. Guided by SVAs, our efforts prioritise high-risk sites and align with community needs, ensuring long-term water security

Lever 3

Enabling community access

Through CSR, we implemented 8 water projects across 6 states, supporting water conservation, recharge, and sustainable use. Tailored to local needs, our watershed interventions and access to safe drinking water project, delivered a potential 77,765 kl of annual volumetric water, benefitting over 7,400 people.

Lever 4

Enhancing water circularity in operations

We deployed advanced technologies to increase water recovery and reuse across sites. CCRO³ systems achieved 96% and 90% recovery in water and wastewater treatment, while new projects enabled the reuse of reject water and boiler condensate in bottle washer rinsing. ZLD⁴ and Reject Management Systems continue to support circular use by reducing freshwater draw and maximising internal reuse.

Spotlight

Advancing water stewardship in every sip

Jal Unnati is a community-based water security initiative focused on improving access to safe drinking water and enhancing groundwater sustainability across 11 habitations in Nanjangud, Karnataka.

Gram Swavalamban advanced sustainable agriculture for 75 farmers in three Rajasthan villages. Support included soil testing, agricultural inputs, land levelling, vermi-compost pit construction, and revitalising a borewell, benefiting over 400 people.

Haritha Samruddhi Phase 3 in Palakkad Kerala revitalised two ponds, built a check dam and two gabion weirs, and maintained five plantation zones, enhancing water availability and supporting biodiversity.

Building on the success of phase 1, **Jal Shakti Phase 2** was launched to strengthen water management and farmer resilience. Two renewable energy-powered centres of excellence were established in Sangareddy, Telangana.

The **Safe Drinking Water Project** was launched in 5 villages of Kalyani, West Bengal. This project installed three safe drinking water systems powered by solar energy and equipped with arsenic filtration.




³Closed Circuit Reverse Osmosis
⁴Zero Liquid Discharge


BREWING SOCIAL GOOD

We strive to build a workplace where people feel safe, valued, and empowered to grow. Our approach focuses on fostering inclusion, promoting fairness, and enabling continuous learning and development. We uphold strong labour practices, prioritise wellbeing, and create opportunities for all. Beyond our workplace, we aim to create positive impact through sustained engagement with the communities we serve.


5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



In this section

- A diverse and inclusive workplace for every voice
- Fair practices, safe spaces
- Strengthening community relationships

 **21%** of senior management comprises women


 **100%** of people managers have completed training in inclusive leadership

 **15.52%** of gross wages paid to women employees

 **Over 32,000** beneficiaries supported through CSR programmes

 **INR 80.42 million** spent on CSR interventions programmes

 **Zero** fatalities and high consequences work-related injuries

 **A sustainable business starts with people. We believe that a fair, safe, and inclusive workplace is the foundation for innovation, growth, and a stronger connection with the communities we serve.**

Kavita Singh
Director-People

A diverse and inclusive workplace for every voice

We build a workplace where all backgrounds, voices and talent come together to create something greater. By breaking down barriers and lifting each other up, we cheer to a future where everyone has a seat at the table.

We recognise that diversity and inclusion enhance workplaces by fostering a welcoming environment and attracting top talent. Through established policies, we focus on employee well-being, development, equal opportunities, inclusive mentorship, and comprehensive training. This year, we restructured our DEI Council to accelerate progress in creating an inclusive, equitable, and psychologically safe workplace. The Council operates through four workstreams—Safety & Security, Emotional Wellbeing, Growth, and Belonging—each led by cross-functional representatives and supported by the People team. This Council leads initiatives on inclusive hiring audits, mentorship programmes for women, safe space conversations, awareness workshops, and employee listening forums.

Crafted by many, united as one

Lever 1

Unlocking employee potential

We empower employees to grow through initiatives like Career Week, which offers development pathways across functions and roles. Programmes such as Ankuran support new joiners with cultural integration, while U-Brew and LEAD offer continuous learning and leadership tools to strengthen manager effectiveness and team engagement.

Lever 2

Closing the gender gap

We continued to advance gender balance, with 25% of our executive workforce and 48% of new executive hires being women in FY 2024–25. We continue upholding equal pay for equal work and increasing representation at all levels. Eight POSH complaints were reported during the year, of which seven were upheld, amounting to 2.08% of our female workforce. All sites maintain active Internal Complaints Committees (ICCs), with mandatory POSH training in place.

Lever 3

Recognising excellence

We cultivate a culture of appreciation by embedding recognition into everyday work through our Recognition Framework, which celebrates outstanding performance. Our MyRewards platform offers structured recognition across four categories: Functional Excellence Awards, Exemplary Performance Awards, Stronger Together Appreciation, and Milestone Awards—ensuring a meaningful and equitable celebration of exceptional contributions.

Lever 4

Listening and acting with intent

We place a high value on employee feedback. Through the Climate Survey, Pulse Survey, and regular forums such as CEO Connects, roundtables, and town halls, we stay closely connected to employee sentiments. Feedback is translated into clear actions at both team and organisation levels, with progress reviewed regularly. This approach helps us continuously improve the employee experience and strengthen trust through transparency and shared accountability.

Spotlight

Digital transformation in HR

We have embraced technology to enhance the employee experience and streamline HR processes. Our digital strategy emphasises agility, data-driven decision-making, and self-service capabilities, providing a seamless experience for employees, managers, and HR teams. Over the past year, UBL has successfully integrated digital solutions across the employee lifecycle, reinforcing its position as a forward-thinking organisation.

Empowering by experience:

Through 'MyHR', we empower employees by providing a self-service platform that centralises personal and professional management. This facilitates self-reliance, faster support, and greater transparency.

Operational accuracy:

The deployment of 'MyTime' and 'CLMS' has streamlined HR operations, reduced administrative overheads, and improved data accuracy. This standardisation has aligned HR processes across locations, enhancing control and compliance.

Enabling strategic shift:

By adopting digital platforms like 'MyHR', 'AskHR', 'DocuHR', and 'CLMS', we have freed up HR resources to focus on strategic initiatives such as talent development, workforce planning, and employee engagement—allowing greater contribution to growth and success.

Fair practices, safe spaces

At the heart of every great brew is a team that is treated with respect. We are committed to fair labour practices and a safe working environment, because great beer begins with a great place to work.

At UBL, we believe a safe, respectful, and fair workplace is the foundation of a thriving business. We continue upholding strong safety systems, fair labour practices, and a culture where every employee feels protected, valued, and heard. Our approach goes beyond compliance and embeds behavioural safety, proactive risk management, and wellbeing-focused policies across operations. Safety Committees at each site ensure consistent application of the 5Rs of safety behaviour: Regularly, Recognise, Reward, Rarely, and Reprimand. From in-plant safety to mental health check-ins and inclusive grievance mechanisms, we continue to strengthen how we care for our people.

Creating a foundation of safety and fairness

Lever 1

Hitting the mark on safety excellence

We reinforced key safety metrics, including the Accident Frequency Rate and Accident Severity Rate, expanding coverage across all functions, including Sales and Marketing. A new category, 'Hi-Potential Near Misses' was introduced to improve incident visibility and prevention. Site audits and safety committee reviews ensured consistent implementation of the 5Rs of safety behaviour. In FY 2024–25, we recorded a Lost Time Injury Frequency Rate (LTIFR) of 0.74 for employees and 0.27 for workers, with a total of 9 recordable work-related injuries and zero fatalities or high-consequence incidents.

Lever 2

Promoting safety for our people and beyond

Through structured Hazard Identification Assessments, we addressed key operational risks including pedestrian-vehicle separation, dock safety, and forklift movement. Our Life Saving Commitment (LSC) safety rules ensure that proactive incident prevention is achieved by learning from failure and strengthening safeguards to protect employees. We also collaborate with contractors and suppliers in our value chain to uphold high safety standards for our extended workforce.

Lever 3

A safe environment to speak up

Preserving integrity, transparency, and fairness is a key priority in our operations. This year, we updated our Code of Business Conduct and rolled out multilingual training to ensure all employees understand their rights and responsibilities. Our SpeakUp policy remains a key channel for raising concerns around misconduct, supported by clearly identified and confidential points of contact across the organisation. We continue to reinforce that speaking up is both safe and encouraged.

Spotlight

Tapping into industry synergy

We have maintained harmonious and constructive industrial relations across all brewery locations over the past year. This was achieved through continuous upskilling and structured engagement with workmen. Development programmes and cross-functional exposure played a key role in preparing a motivated and future-ready workforce.

Culture of shared success:

Implementing productivity-linked incentives has been effective in building a culture of shared success, driving motivation, and fostering collaboration.

Upskilling, a business imperative:

We launched Industry Relations trainings for brewery leadership and capability-building programmes for Permanent Workmen in partnership with local ITI colleges, focusing on enhancing technical and behavioural skills.

Continuous communication

Regular and transparent communication, in collaboration with APRAJITHA—an independent third-party compliance partner—continued to strengthen and monitor labour law compliance across operations.

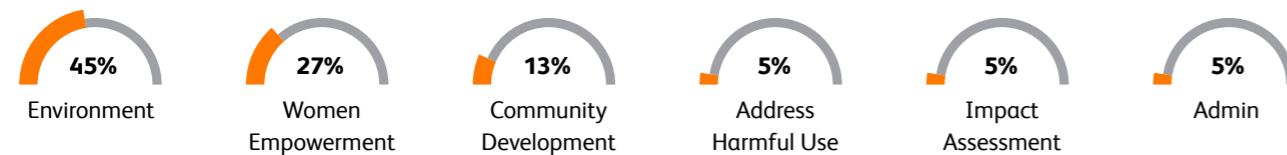


Strengthening community relationships

Building strong relationships with local communities is a priority at UBL. We work together to drive lasting change by strengthening livelihoods, protecting resources, and fostering a more inclusive future.

At UBL, we believe that thriving communities are essential to sustainable business. Our CSR strategy focuses on creating and executing various initiatives across four focus areas- Environment, Women Empowerment, Community Development and Address Harmful Use. Programmes are co-designed with communities and implemented in partnership with credible non-profits and development agencies to ensure relevance and long-term impact. All projects are monitored end-to-end, from need assessment to impact evaluation. We assess infrastructure quality, participation levels, and outcomes through systematic reviews and third-party assessments, ensuring every initiative delivers measurable progress.

CSR spending across our focus areas



SAKHEE⁵

In Khordha and Jatni municipalities, Odisha, we enhanced livelihood opportunities, improved access to finance and advanced women's roles in urban marginalised communities. Last year, we trained over 350 women in entrepreneurship, facilitated credit linkages and supported over 100 women in securing work orders under the MUKTA⁶ scheme. Additionally, 45 women were shortlisted as 'Subidha Sakhis', assisting with government welfare access. The project benefited over 380 lives.

"Under SAKHEE programme, we streamlined our efforts, focused on one product, improved packaging, and started tracking our finances. Today, 'Sunayana Snacks' reflects our hard work—and the support that helped us grow."

– Nayana Behera,
President, Narichetna SHG



EmpowerHer

In Aurangabad, Maharashtra, we upgraded the infrastructure of a women's ITI by providing a 20 kW solar panel and modern training equipment. This will result in estimated annual financial savings of ~INR 2,00,000. We installed interactive smart panels and trade-specific tools to enable hands-on training. We also strengthened faculty capabilities and equipped students with industry-ready skills through training. We positively impacted over 260 lives.

"The support in upgrading machinery, introducing modern equipment, and fostering skill-based training programmes has empowered both students and faculty. The contribution of a 20 kW solar panel has made a significant impact on our sustainability efforts."

– Pandit Mhaske,
Principal



Prerna

The project, introduced in Haryana, empowered over 120 underprivileged women by providing skill development training in tailoring and soft skills through two training centres. The aim was to equip these women with the tools needed to enhance their professional capabilities and improve their livelihoods.

"When I came to know about the training centre in my village, I enrolled and began learning sewing. It has given me the opportunity to learn a new skill and become independent in the future."

– Simran,
Community member,
Haryana



⁵Strengthening and Advancement of women in Khordha by Entitlement and Enterprise;
⁶Mukhya Mantri Karma Tatpara Abhiyan

BREWING RESPONSIBLE CHOICES

At UBL, we promote mindful and moderate alcohol consumption through our products, our campaigns, and our partnerships. We believe that responsibility starts with giving consumers a real choice, supported by clear product information and easy access to non-alcoholic alternatives. In line with our global goals, we continue to invest in awareness campaigns, partner with credible organisations to address alcohol-related harm, and build a culture where moderation is not only possible but aspirational.



INR 3.72 million

spent on a CSR initiative to address harmful use

In this section

- Enabling Informed Choices
- Partnerships to Address Harmful Use
- Make Moderation Cool



Promoting moderation isn't just the right thing to do, it's the smart thing to do. As brand custodians, we have a unique opportunity to shape choices, and we choose to do that with responsibility and integrity.

Vikram Bahl
Director- Marketing



Enabling informed choices

We continue to empower consumers to make informed and mindful choices through our zero-alcohol offering, Heineken® 0.0. This non-alcoholic option delivers the same familiar taste without alcohol, supporting moderation for conscious consumers. In line with our responsible marketing code, we updated and implemented the Global Labelling Policy (GLP) across our mainstream brands, covering 75% of our volume. We ensure that all product information is transparent, accurate and compliant with local regulations.

Partnerships to address harmful use

Since 2017, we have directed CSR programmes to promote moderation in alcohol consumption. These initiatives aim to educate communities on the benefits of drinking moderately, knowing one's limits, and understanding when to stop. They also promote non-alcoholic options, encourage consuming food and water alongside alcohol, and strongly discourage drinking and driving. In FY 2024–25, we strengthened our efforts to tackling alcohol-related harm through Project Kartavya – Phase 2 in Uttar Pradesh. This multi-stakeholder initiative focused on awareness and behavioural change.

Making moderation cool

Heineken® continues to lead the way in promoting responsible consumption through its global 'When You Drive, Never Drink' campaign. In FY 2024–25, we ran the campaign across digital media platforms, ensuring that 10% of the brand's media spend supported responsible consumption messaging. Through impactful storytelling and targeted reach, the campaign reinforces moderation as a smart and aspirational choice.

Spotlight Our 'Kartavya'

Following the successful completion of Phase 1 of 'Kartavya', we have now launched Phase 2 in Uttar Pradesh. This phase focuses on promoting positive behavioural change among citizens regarding road safety. Three driver sensitisation labs have been established at RTOs in Kanpur, Prayagraj, and Aligarh to educate citizens on key road safety practices—including the dangers of driving under the influence of alcohol, the importance of speed regulation, and other critical safety guidelines.



Crafting a sustainable future

United Breweries is moving into FY 2025-26 with greater clarity, and a stronger intent to delivering sustainability at scale. Our journey so far has been about setting the foundation, the next phase is about accelerating impact.

What lies ahead



This next chapter is not just about achieving targets it's about transforming how we grow, operate, and engage. We believe that bold action, grounded in collaboration and guided by purpose, will shape a future-ready business that is more resilient, inclusive, and sustainable. The momentum is building, and we are just getting started.



Annexure

GRI Index

GRI Standard Number	Disclosure number	Description	Section/Subsection Title	Page No
General Disclosures				
	2-1	Organizational details	Sustainability report: Our story of purpose and pints	327
	2-2	Entities included in the organization's sustainability reporting	Sustainability report: Reporting boundary and period	324
	2-3	Reporting period, frequency and contact point	Sustainability report: Reporting boundary and period	324
	2-4	Restatements of information	Sustainability report: About the report	324
	2-5	External assurance	Sustainability report: External assurance	324
	2-6	Activities, value chain and other business relationships	Sustainability report: Our impact in every pour	329
	2-7	Employees	Annual Report: BRSR	107
	2-8	Workers who are not employees	Annual Report: BRSR	107
	2-9	Governance structure and composition	Annual Report: Corporate Governance Report	146
	2-10	Nomination and selection of the highest governance body	Annual Report: Nomination and Remuneration Committee	170
GRI 2 - General disclosures	2-11	Chair of the highest governance body	Annual Report: Corporate Governance Report	146
	2-12	Role of the highest governance body in overseeing the management of impacts	Annual Report: Corporate Social Responsibility and Environmental, Social & Governance Committee	166
	2-13	Delegation of responsibility for managing impacts	Sustainability report: Steering the craft	328
	2-14	Role of the highest governance body in sustainability reporting	Sustainability report: Steering the craft	328
	2-15	Conflicts of interest	Annual report: BRSR	113
	2-16	Communication of critical concerns	Annual report: BRSR	121
	2-17	Collective knowledge of the highest governance body	Annual report: Corporate Governance Report	157
	2-18	Evaluation of the performance of the highest governance body	Annual report: Board Evaluation	171
	2-19	Remuneration policies	Annual report: Remuneration Policy	171
	2-20	Process to determine remuneration	Annual report: Remuneration Policy	171

	2-22	Statement on sustainable development strategy	Sustainability report: Our story of purpose and pints	327
	2-23	Policy commitments	Annual report: Code of Business Conduct and Ethics	97
	2-24	Embedding policy commitments	Sustainability report: Steering the craft	327
	2-25	Processes to remediate negative impacts	Annual report: BRSR	108
	2-26	Mechanisms for seeking advice and raising concerns	Annual report: BRSR	108
	2-27	Compliance with laws and regulations	Annual report: BRSR	113
	2-28	Membership associations	Annual report: BRSR	132
	2-29	Approach to stakeholder engagement	Annual report: BRSR	122
	2-30	Collective bargaining agreements	Annual report: BRSR	122

Material Topics

	3-1	Process to determine material topics	Annual Report: BRSR	109
GRI 3: Material Topics	3-2	List of material topics	Annual Report: BRSR	109
	3-3	Management of material topics	Sustainability report: Steering the craft	328

GRI 200 Economic Standard Series

	201-1	Direct economic value generated and distributed	Sustainability report: Our impact in every pour	329
GRI 201 - Economic performance	201-2	Financial implications and other risks and opportunities due to climate change	Annual report: Opportunities, Threats, Risks, and Concerns	93
	201-3	Defined benefit plan obligations and other retirement plans	Annual report: Retirement and other employee benefits	218
GRI 203- Indirect Economic Impacts	203-2	Significant indirect economic impacts	Sustainability report: Our impact in every pour	329
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	Annual report: BRSR	136
	205-1	Operations assessed for risks related to corruption	Annual: Statutory Compliance Monitoring Tool	160
GRI 205: Anti-Corruption	205-2	Communication and training about anti-corruption policies and procedures	Annual: Statutory Compliance Monitoring Tool	160
	205-3	Confirmed incidents of corruption and actions taken	Annual report: BRSR	112



GRI 206: Anticompetitive Behavior	206-1	Legal actions for anticompetitive behavior, antitrust, and monopoly practices	Annual report: BRSR	132
GRI 300 Environmental Standards Series				
GRI 302 - Energy	302-1	Energy consumption within the organization	Annual report: BRSR	126
	302-2	Energy consumption outside of the organization	Annual report: BRSR	131
	302-3	Energy intensity	Annual report: BRSR	126
	302-4	Reduction of energy consumption	Sustainability report: Transitioning to net zero carbon	332
GRI 303 - Water and Effluents	303-1	Interactions with water as a shared resource	Sustainability report: Healthy watersheds, thriving ecosystems	334
	303-2	Management of water Discharge-related impacts	Sustainability report: Healthy watersheds, thriving ecosystems	334
	303-3	Total water withdrawal by source	Annual report: BRSR	127
	303-4	Water discharge	Annual report: BRSR	127
	303-5	Water consumption	Annual report: BRSR	127
GRI 305 - Emissions	305-1	Direct (Scope 1) GHG emissions	Annual report: BRSR	128
	305-2	Energy indirect (Scope 2) GHG emissions	Annual report: BRSR	128
	305-3	Other indirect (Scope 3) GHG emissions	Annual report: BRSR	131
	305-4	GHG emissions intensity	Annual report: BRSR	128
	305-5	Reduction of GHG emissions	Sustainability report: Raising the bar on sustainability	330
	305-7	Nitrogen Oxides (NOX), Sulphur Oxides (SOX), and other significant air emissions	Annual report: BRSR	128
	GRI 306 - Waste	306-1	Waste generation and significant waste related impacts	Annual report: BRSR
306-2		Management of significant waste-related impact	Annual report: BRSR	129
306-3		Waste generated	Annual report: BRSR	129
306-4		Waste diverted from disposal	Annual report: BRSR	129
306-5		Waste directed to disposal	Annual report: BRSR	129

GRI 307- Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	Annual report: BRSR	130
GRI 308: Supplier Environmental Assessment	308-2	Negative environmental impacts in the supply chain and actions taken	Annual report: BRSR	131
GRI 400 Social Standards Series				
GRI 401 Employment	401-1	New employee hires and employee turnover	Annual report: BRSR	108
	401-2	Benefits provided to full-time employees	Annual report: BRSR	115
	401-3	Parental leave	Annual report: BRSR	117
GRI 403 - Occupational health and safety	403-1	Occupational health and safety management system	Annual report: BRSR Sustainability report: Fair practices, safe spaces	118 337
	403-2	Hazard identification, risk assessment, and incident investigation	Annual report: BRSR	119
	403-3	Occupational health and services	Annual report: BRSR	118
	403-4	Worker participation, consultation and communication on occupational health and safety	Annual report: BRSR	118
	403-5	Worker training on occupational health and safety	Annual report: BRSR	118
	403-6	Promotion of worker health	Annual report: BRSR Sustainability report: Fair practices, safe spaces	118 337
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Annual report: BRSR	120
GRI 404- Training and education	404-2	Programs for upgrading employee skills and transition assistance programs	Annual report: Unlocking the Potential of our People	86
	403-3	Percentage of employees receiving regular performance and career development reviews	Annual report: BRSR	118

