

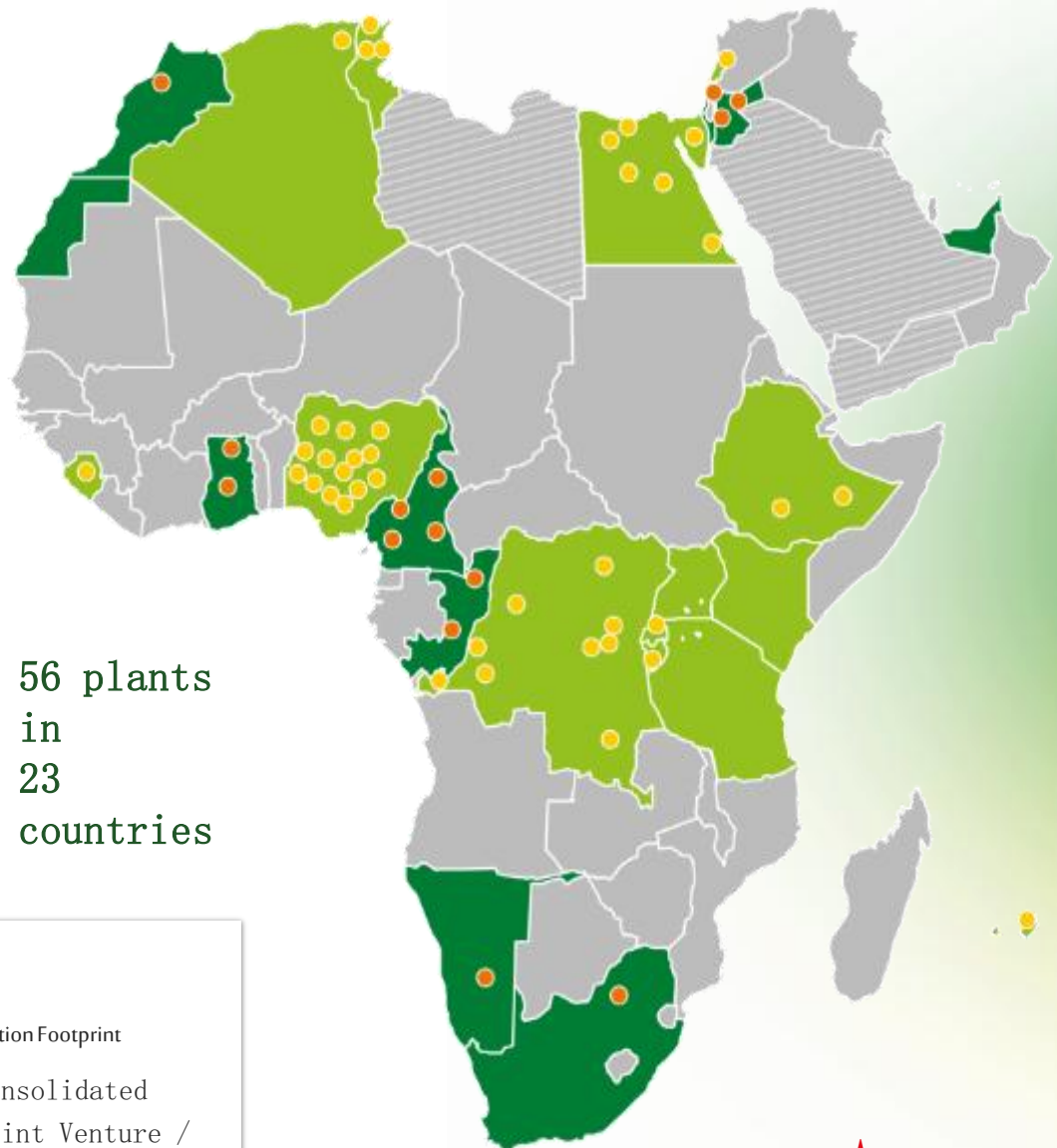
# Local Sourcing in Africa

29<sup>th</sup> October 2014

**Paul Stanger**

Local Sourcing Director  
Africa & Middle East

# Long-standing presence in Africa



56 plants  
in  
23  
countries

## Legend

### Operations

- Consolidated
- Joint Ventures / Participations
- Export

### Production Footprint

- Consolidated
- Joint Venture / Participations

Market leader  
positions

Thirteen #1 Nigeria  
positions: DRC Egypt  
Burundi Sierra Leone Lebanon  
La Réunion United Arab Emirates\*  
Congo Israel Namibia\* Ghana\* Rwanda  
Four #2 South Africa\* Tunisia  
positions: Ethiopia Algeria

Significant part of  
HEINEKEN's total  
business..



Legend

- Africa & Middle East
- Other regions

# #1 Employer in the private sector

HEINEKEN  
BRALIMA:  
  
in DRC  
since 1923

Contributes  
to 2% of GDP

3000  
employees

2% of the  
labor force

174,000 jobs  
generated

6 breweries

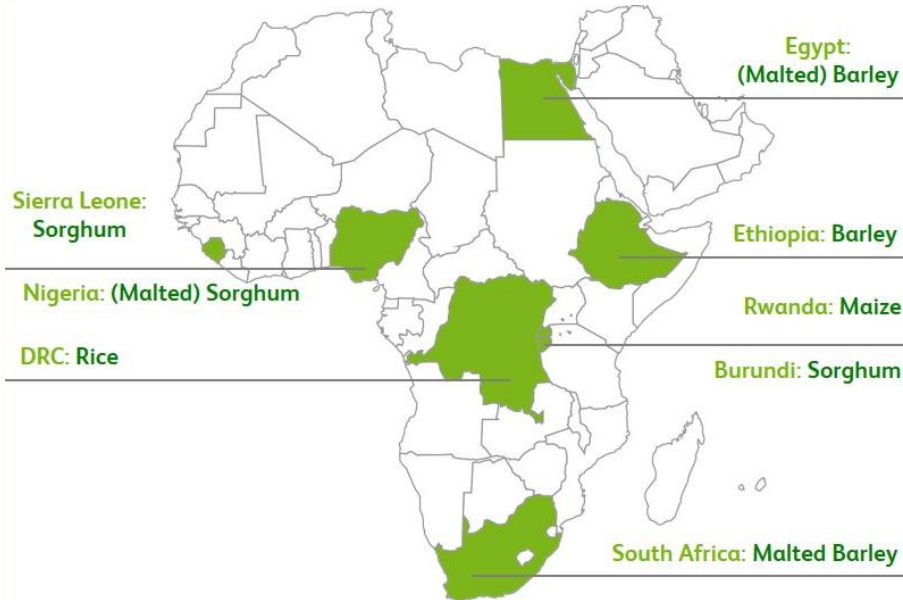
30 products 69,000 outlets

Driving inclusive & sustainable growth:



# Local Sourcing in Africa

60% by 2020



Total farmer families involved: +/- 100.000

## Benefits local farmers

Knowledge, productivity, profitability, food security, improved livelihoods.

## Benefits HEINEKEN

Shorter supply chain, reduced forex & price volatility, lower transport costs, improved carbon footprint.



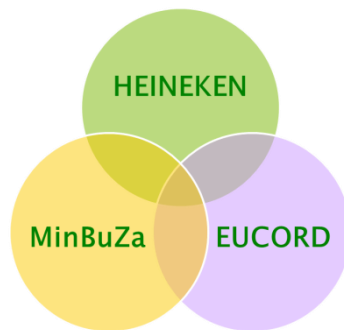
# Local Sourcing in Africa

DRC & Burundi



## Public – Private Partnership

- HEINEKEN / BRALIMA
- Dutch Government
- EUCORD (NGO)



## Challenges & Results









# Looking ahead in DRC

- Rice
  - PPP project ends December 2014
  - Transition to 'business as usual'
  - Monitoring to ensure sustainability
- Sugar
  - Next major local sourcing opportunity
    - raw & refined sugar
  - Looking for support and partners



**GROWING  
TOGETHER**