



We are committed to working closely with our supply chain partners in order to achieve a sustainable value chain with long-term benefits for all our stakeholders.

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Group Supply Chain Policies Manager

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Beer is a natural product. It consists of pure water, malted barley, hops and yeast. In some local brands, part of the malted barley is replaced by other cereals. We depend on a sufficient flow of good-quality raw materials to be able to brew superior beers. At Heineken we do not take the availability, quality and environmental provenance of the raw materials for granted.

The information included in this section has been compiled on the basis of insights, data and background material that is available on Group level.

Availability

2006 was not a good year for the production of barley, our most important agricultural ingredient. Adverse weather conditions in Europe, specifically a hot and a dry month of July and an extremely wet month of August, significantly lowered both the quality and the total quantity of the barley harvest. In addition, the poor harvest in Australia compounded the problem, which resulted in significant higher barley and malt prices. Another factor also started to influence the price and

