

CHAIRMAN'S STATEMENT

The Heineken Collection leverages over 120,000 objects that illustrate the rich history of The HEINEKEN Company, the Heineken family, and the Heineken® brand. These artefacts provide invaluable insights into the corporate evolution of the company, its cultural impact, and the enduring legacy of its brands. Understanding HEINEKEN's past is crucial for strategic planning. By studying its history, we can identify the values, practices, and innovations that have driven the company's success over the years.

B uilding on the groundwork laid by our strategic plan for 2022-2024, the Heineken Collection Foundation continues to significantly contribute to HEINEKEN's ambitions and its related brands. Activities include training, storytelling sessions, innovative projects, events in the Heritage Quarter, and the ongoing registration, preservation, and digitalisation of the historic collection.

In 2023, my first year as Chairman, the team focused on three significant projects: completing Season 1 of the 'Green Giants' oral history project, launching the 'Archive Revive' initiative to restore our historic company archives, and continuing the digitalisation of our collection. These endeavours demonstrate our commitment to innovation, preservation, and global accessibility.

The team's commitment shines through in executing the Strategic Plan 2022-2024, further cementing the Foundation's role as a key partner and the leading authority on Heineken® heritage. This is reinforced by ongoing support from the Executive Board of Heineken N.V.

Our success would not be possible without the continuous encouragement of Mrs. De Carvalho-Heineken and the close involvement and guidance of Mrs. Lieke Westendorp, Managing Director of the Heineken Experience.

I extend my heartfelt thanks to the Collection Manager, Mrs. Demelza van der Maas, and her team for their motivation, professionalism, and unwavering dedication. Their contributions are vital to our organisation's success.

As we look to the future, we remain dedicated to preserving our valuable heritage, sharing knowledge worldwide, and encouraging storytelling to spread our wealth of insights. We are well-positioned to achieve these objectives and ensure the Foundation's lasting impact in the years to come.

Cheers!



MARC KOSTER

CHAIRMAN HEINEKEN COLLECTION

REFLECTIONS FROM OUR COLLECTION MANAGER

DEAR FRIENDS AND SUPPORTERS,

As we present this year's annual report, I am filled with pride and gratitude for the collective achievements of the Heineken Collection Foundation and the Heineken Collection team. This year has been a successful period for our Foundation. We solidified our reputation as expert storytellers, invested in our digital infrastructure, and made significant steps towards our 'one collection, two locations' ambition.

Our motto to "**spark connections beyond the barriers of time and place**" has never been more poignant. Despite the challenges posed by the ever-changing global landscape in which HEINEKEN operates, we have continued to serve as thought leaders and inspirators for our target audiences.

The Heineken® brand celebrated its 150th anniversary in 2023, launching a global campaign called "H150 – One Way or Another." The HEINEKEN Company acquired Distell and Namibia Breweries to form HEINEKEN Beverages in South Africa, and HEINEKEN exited Russia. These pivotal moments, among many others, have been meticulously documented by our team to preserve our rich history for future generations. The Heineken Collection team, supported by passionate volunteers and generous supporters, has been instrumental in this effort.

Capturing Heineken's heritage through oral history

One of our most significant accomplishments this year is the successful kick-off of our oral history project called **Green Giants**. This video series is all about real conversations between different generations of HEINEKEN employees. We shot 6 episodes, that showcase a diverse range of voices and perpectives on the past, present, and future of HEINEKEN. We are excited to launch the series in 2024 and finally share the wisdom and stories that we were able to capture.

Connecting our collection to the digital world

In our efforts to become the most connected collection, we have invested in our digital infrastructure and the standardisation of our metadata towards the Linked Data standard. We've moved forward with the **digitalisation of our collection** and expanded our online presence, thanks to our newly implemented communication strategy. Now that more and more of our collection and stories are accessible to a global audience, we're confident that our work remains relevant in the digital age.

Preserving our heritage for future generations

Sustainable and future-proof collection management continues to be at the heart of our mission. This strategic focus has enabled us to invest in the preservation of our collections, the improvement of our storage facilities, and the enhancement of our collection management policies. We are particularly proud of the strides we have made in safeguarding the future of **HEINEKEN's art collections and historical archives**. We are thankful that the Executive Board of HEINEKEN has decided to allocate resources towards these projects.

As we look to the future, we remain committed to our mission to preserve and present the heritage of HEINEKEN. Your ongoing support and enthusiasm are crucial to our success, and we are deeply grateful for your unwavering commitment to the work of the Heineken Collection Foundation.

Thank you for being a part of our journey.

Warm regards,



DEMELZA VAN DER MAAS

COLLECTION MANAGER

MISSION, VISION & MOTTO

MISSION

The Heineken Collection Foundation preserves and presents the heritage of Heineken.

VISION

The HCF wants to inform and inspire a worldwide audience by preserving, collecting & sharing compelling and authentic objects and stories about Heineken (company, brand & family) and certain incorporated breweries.

Through the promotion of knowledge, understanding and enjoyment of the Heineken collection, the HCF enriches the understanding of Dutch entrepreneurship in a global context.

MOTTO 2025

THE HEINEKEN COLLECTION EXISTS TO SPARK CONNECTIONS BEYOND THE BARRIERS OF TIME AND PLACE.

WHAT WE DO



SNEAK PEEK IN OUR DEPOT

Learn about how the Heineken Collection evolved from a humble start to a vast archive located in the Heineken Experience. You'll hear about the diverse range of historical artifacts, films, and digital files, many donated by former employees, and see how they preserve the stories of HEINEKEN and its people, and what the Collection's role is in sharing the company's rich heritage.



OUR OWN HISTORY

The Heineken Collection consists of a collection of over 150.000 heritage objects that bear witness to the rich history of The HEINEKEN company. The core of what we do is preservation (physically taking care of all the objects and documenting all the stories that go with them) and presentation.

About 50% of our collection resides in the former Amsterdam brewery, now the Heineken Experience, with the rest in different storage locations all over the Netherlands. It includes items ranging from bottle caps to brewing kettles, with a focus on historical photography, packaging materials, and advertising prints. The collection began in the early 1970s when the PR department planned a museum at the new Zoeterwoude brewery. Employees were asked to contribute items. By the 1980s, the collection was moved to the building on Stadhouderskade, Amsterdam, then still a brewery. It was somewhat neglected until the brewery's closure in 1988 and its transformation into a visitor centre in 1991. Management of the collection was gradually professionalised for exhibition purposes.



AN UPGRADE

In 2000, the visitor centre closed for renovation and reopened in 2001 as the Heineken Experience. Initially, a museum was planned for the fifth floor, but this never materialised.

The Heineken Collection Foundation was finally established in 2008, marking a significant step in the professionalisation of collection management and recognising the collection's importance to the company. By 2017, the collection outgrew its space again, prompting a need for an upgrade.



THE HERITAGE QUARTER

The result was a significant renovation, creating a climate-controlled (visible) depot with workspaces, exhibition areas, and hospitality spaces, each designed to tell the remarkable story of The HEINEKEN Company and its incorporated brands.



PRESERVATION

Our team handles daily management, registration, documentation, and loans of physical objects. We also have a digital asset manager for the digital collection.



PRESENTATION

Presentation involves storytelling in various forms: exhibitions, lectures, VIP receptions, training, book publications, video series, live social media tours, media engagements, and supporting company campaigns and purpose-building.

WE ARE THOUGHTLEADER & INSPIRATOR

e live in a time of information overload, yet trust in nearly all information sources is at a record low. Research shows that amidst the mistrust and misinformation, companies hold a unique position. Compared to governments, media, and NGOs, businesses are the most trusted institutions, seen as both ethical and competent.

Businesses are increasingly expected to ensure the quality of information, providing reliable, trustworthy data to their employees and the wider community. The Heineken Collection Foundation embraces its role as the central historical information hub within HEINEKEN. We collect and preserve reliable information and offer our expertise in interpreting it for various purposes. In doing so, we aim to be thought leaders and sources of inspiration both within and outside of HEINEKEN.

STORYTELLING HIGHLIGHTS

Since 2017, the Heineken Collection Foundation has been steadily building a learning network that includes the training and development of Heineken Experience staff, onboarding of new HEINEKEN staff, talks and lectures about various historical topics for audiences within and outside of HEINEKEN, and sharing our knowledge and expertise to help answer questions from colleagues, consumers, and media.

A warm welcome: onboarding new colleagues, leaders and VIPs through storytelling

In 2023, we've contributed to the onboarding of new joiners within HEINEKEN and the Heineken Experience. Special deep dive onboarding sessions were organised for the new Chief Corporate Affairs Officer and the Director Global Change & Communications.

We hosted a significant number of storytelling sessions for external VIPs like the Board of Directors of United Breweries India, the HEINEKEN Supervisory Board, UN Studio, the Economic Development Board of Singapore, the CEO of ASML, multiple ambassadors and (prospective) Horeca clients of HEINEKEN Netherlands.

Fostering connections: internal sessions and collaborations

Internally, we hosted sessions for the global and Dutch e-business teams, the global and Dutch Heineken® and Amstel brand teams, the global Export team and partners, several agencies (like Butterfly and Publicis) working on new visual identities and line extensions for HEINEKEN's international brands, and colleagues from other HEINEKEN Operating Companies like Mongolia.

We concluded a series of storytelling sessions for the regional sales teams of HEINEKEN Netherlands. Through these storytelling sessions, we equip account managers with a deeper understanding of the history of our brands and the regions in which they operate. We debunk (or confirm) myths surrounding certain events or historical figures and provide background information on the relationship between HEINEKEN and the outlets or regions. This enriched knowledge helps our account managers build stronger connections and offer more informed service to their clients.

Over the course of one year, the team welcomed more than 100 sales colleagues and maintained an **average rating of 4.90 out of 5 stars** for these sessions.

THE HERITAGE QUARTER

When guests book a VIP Tour at the Heineken Experience, they visit the Heritage Quarter's permanent exhibition. Led by a Brand Ambassador, the tour covers the Heineken family history, company expansion, brewing process, and the origins of Heineken® marketing. These tours enable us to continuously share HEINEKEN's rich heritage with a diverse audience.



Guests visiting our Heritage Quarter in 2023



PRESS & MEDIA

The Heineken Collection team showcased its love for storytelling in several media productions last year. Most notably, the collection was featured in a nice video and article on Euronews Culture, and our Collection Manager was interviewed by Het Parool, which resulted in a beautiful spread, dedicated to 150 years of HEINEKEN in Amsterdam. The article was published on 12 September 2023.

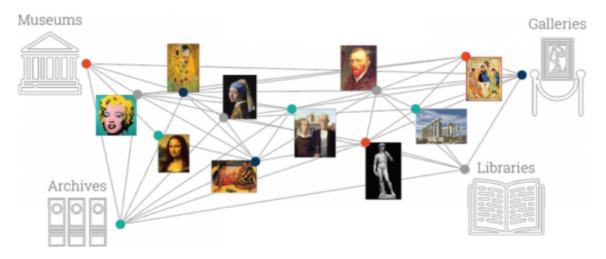


WE ARE THE MOST CONNECTED COLLECTION

MEMORIX - LINKED DATA

In June 2023, we embarked on a Linked Data consultancy project with Picturae. The objective was to lay the groundwork for transitioning from Memorix Maior, our current system, to Memorix Nexus. Memorix Nexus is designed with Linked Data at its core, ensuring that all data entered adheres to Linked Data standards. This will facilitate seamless integration with databases both within and outside The HEINEKEN Company that utilise the same standards.

Standardising and structuring data enables consistent understanding, combination, and integration. One effective method for exchanging this data is through Linked Data. Linked Data is a way of structuring and interlinking data so that it can be easily shared and understood across different systems and organisations. It is not inherently open but can be used in a closed and secure environment. The data owner determines which information can be shared and made accessible. When data is shared publicly, it is termed Linked Open Data.



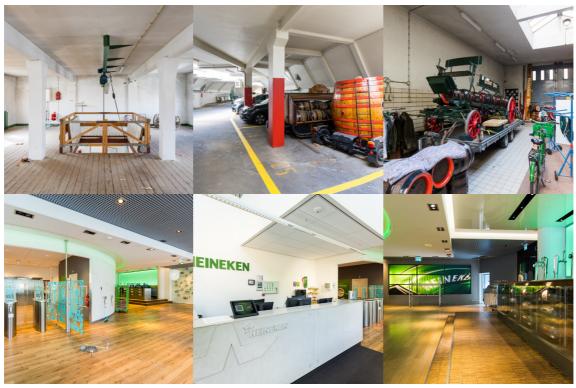
By aligning our practices with Linked Data principles, we can more easily share information within the cultural heritage community and across HEINEKEN. We can also integrate information from external sources adhering to these standards. For instance, data from the Amsterdam City Archives can enrich our own records and knowledge base. Similarly, digitised data within the Heineken Collection Foundation's databases can be leveraged by HEINEKEN for analysing trends in consumer behaviour and procurement developments. Adopting Linked Data principles provides a robust foundation for a single source of truth, enhancing data reliability and utility across various applications.

By implementing Linked Data practices, we not only improve the accuracy and consistency of our data but also unlock the potential to tell richer, more compelling stories. When information and knowledge are linked and shared efficiently, we can weave together diverse data points to create comprehensive narratives that resonate with our audience. This enhanced storytelling capability allows us to better communicate our heritage, values, and achievements, both within The HEINEKEN Company and to the wider world. Ultimately, the power of linked data lies in its ability to transform isolated pieces of information into a cohesive and engaging tapestry, enriching our understanding and appreciation of the stories we tell.

In 2024, we will commence the actual conversion to Memorix Nexus, marking the beginning of our Linked Data journey and our active participation in the future of sharing digital heritage data.

DOCUMENTING MILESTONES

To capture significant moments in HEINEKEN history, including the sale of the Quellijnstraat property in Amsterdam and the renovation of several Amsterdam HEINEKEN offices, we enlisted a photographer to visit these locations. The images from these visits enrich our collection, highlighting recent chapters in HEINEKEN's ongoing story.



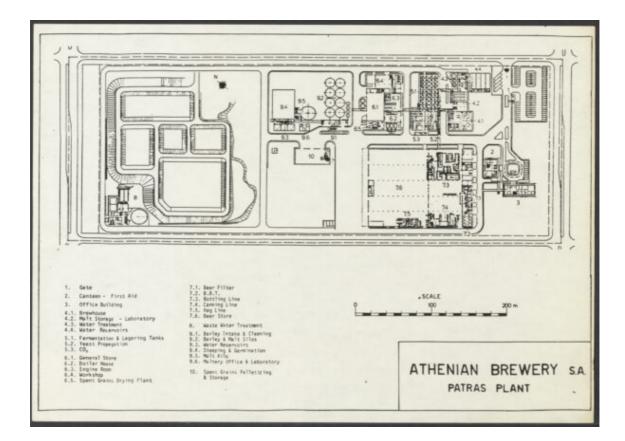
DIGITISATION OF HEINEKEN'S COLLECTION

PHOTO ALBUMS

As custodians of our corporate heritage, digitisation of analogue photo albums and objects from our vast collection is essential for preserving and sharing our company's legacy with a global audience.

Heineken Technical Services (Heineken Technisch Beheer) was responsible for the development and construction of breweries worldwide. In 2023, we digitised 82 photo albums from that team, providing an overview of the diverse countries, breweries, and situations in which they operated. This material allows us to compare photographic records from different periods, making it invaluable for illustrating the development of HEINEKEN breweries and creating timelines to support our storytelling.

These pictures enable us to weave together the narrative of HEINEKEN's international success. By digitising these materials, we ensure their accessibility for future generations and enhance our ability to convey the rich history and achievements of the Heineken® brand worldwide.





AMSTEL POSTERS

For the opening of Amstel's Flagship Cafe, **Amstel1**, our team was asked to provide a selection of Amstel advertisements. This selection of analogue prints has been digitised and can now be seen in Amstel1 in Amsterdam.



EXPLORING HEINEKEN'S LEGACY WITH 3D TECHNOLOGY

At the Heineken Collection Foundation, preserving and sharing The HEINEKEN Company's rich heritage is a top priority. We're always exploring innovative ways to keep our legacy vibrant and accessible globally. One such innovation is our recent 3D scanning project, which revolutionises how audiences engage with our treasured artefacts. 3D scanning makes it possible to bring notable objects to life, fulfilling our motto to '**spark connections beyond the barriers of time and place**'.

This cutting-edge technology extends the reach of our heritage far beyond physical exhibitions. A virtually enhanced collection allows enthusiasts, scholars, and curious minds worldwide to explore these treasures in unprecedented detail and immersion.

For our team, this initiative is more than a technological exploration; it's a testament to our commitment to storytelling and preserving our brand's essence. Through these digital replicas, we'd not merely showcase these artefacts—we'd share narratives, spark conversations, and foster connections across generations and cultures in a way we currently cannot.

In 2023, together with the Heineken Experience Sales & Marketing team, we undertook a significant initiative by selecting ten objects from our collection for scanning, aiming to assess their suitability for digitisation and explore potential applications. These objects hold immense historical significance for our company, representing pivotal moments in our journey. Furthermore, the 3D scans offer exciting opportunities for enhancing visitor experiences, whether through reproducing objects in physical spaces or virtually in our digital platforms.

In an ever-evolving digital landscape, the importance of preserving our heritage cannot be overstated. The 3D scanning project ensures that our legacy remains dynamic, relevant, and accessible to future generations.

For example, iconic items such as the World Bottle (WoBo) can be replicated using materials like foam or wood, enabling interactive experiences where visitors can construct their own WoBo wall. Additionally, advancements in technology allow us to cater to diverse audiences, such as creating tactile experiences for visually impaired individuals to engage with objects safely.

Moreover, the potential extends to our digital platforms, where we can animate objects or incorporate immersive experiences, such as a virtual Heineken[®] truck driving through our facilities in augmented reality (AR).

However, navigating the complexities of historical preservation presents challenges, particularly concerning the suitability of original materials for 3D scanning and addressing variations in object sizes that require different scanning techniques. Our focus remains on achieving the highest quality scans through non-destructive methods.

Looking ahead, the scanning process is scheduled for 2024, following the final selection of objects and the identification of specific challenges associated with each. This marks a crucial step in our ongoing commitment to preserving and innovating our heritage for future generations.

We look forward to further embracing digital innovations to unlock our collection in new and inspiring ways.

WE ARE ROBUST & FUTURE-PROOF

EXPANDING COLLECTION

DONATIONS

Nearly all additions to the collection are donations. In 2023, of the registered objects, 15 were donated in 2021, 2 in 2022, and 160 in 2023. Approximately 150 items were donated by the Heineken Group, including items from events like Formula 1 and Lowlands Festival. Notable additions include a guitar from Lowlands, specially designed shoes for the Heineken crew at F1 Zandvoort 2022, and sneakers designed by Adidas for Heineken Brazil in light of the 150th anniversary of Heineken®. Another significant donation was a photo album in memory of Arco van Ipenburg-Reijken, a beloved Heineken Experience employee who sadly passed away in 2023.



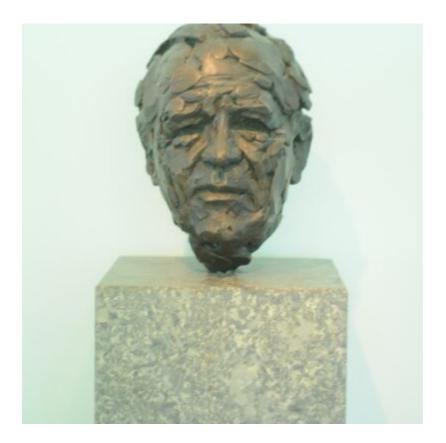
BRAND COLLECTION

In the Brand Brewery in Wijlre, 140 paintings, prints, and drawings were discovered and registered. HCF decided to keep only about 60 items directly linked to the brewery's history. The remaining 80 works, mainly by Limburg artists and purchased by Mr. Thijs Brand, remain the brewery's property. Registration was necessary as part of the Brand Brewery will be demolished in 2024, requiring many objects to be moved to external storage.

LOANS OUT & RESTORATION

A tapestry by Eugène Laudy, depicting the Geul Valley and three hop cones representing the De Leeuw, Gulpener, and Brand breweries (circa 1970), was cleaned and fitted with a new hanging system before being loaned to Museum Valkenburg for a temporary exhibition.

Nine objects, including a 2003 bust of Freddy Heineken by Kees Verkade, were loaned to Hotel de l'Europe for the interior design of Freddy's Bar. The bust was relocated from the head office in Zoeterwoude.



117 books on brewing history, on loan to Hotel de l'Europe since 2013, have been returned to the Collection.

All loans with the Heineken Experience were reviewed and contracts extended. Currently, 523 objects from the Heineken Collection are on loan to the Heineken Experience.

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TOTAL # RECORDS IN OUR DATABASE:

37.886

RECORDS ADDED TO THE DATABASE:

498

PHOTOS ADDED TO THE DATABASE:

1.771

AUDIOVISUAL COLLECTION

Thirty-three new film titles, along with their digital files, were added to the HCF catalogue. In 2023, we celebrated Heineken®'s 150th anniversary, and the commercials created for this milestone are now part of our collection. Additionally, we provided historical images to Publicis for the international 'H150' campaign.

We acquired a series of short films titled "Brandianen," showcasing interviews with Brand colleagues. These films were created after the announcement of the brewery's partial demolition, which left only a microbrewery and 't Kelderke intact. Through these interviews, our colleagues share their experiences during the fully operational days of Brand Brewery.



PRESERVING A CINEMATIC GEM.

The 1931 film "Dorst!..." is the only known film of the 'De Gekroonde Valk brewery' where Van Vollenhoven beer used to be brewed. This film is notable for its stunning cinematography.

Thanks to the excellent condition of the original nitrate film, we collaborated with Haghefilm Digital to create a new polyester negative, ensuring its preservation for many years, even if the original nitrate deteriorates. Additionally, we now have a high-resolution digital file to further safeguard this valuable piece of our heritage, enabling us to share it with the world easily.

ARCHIVE REVIVE

As part of the HCF's ambition to find sustainable solutions for orphaned archives within HEINEKEN, DOCFactory conducted a baseline scan of HEINEKEN's paper archives in the Netherlands from March to June 2023. Commissioned by HEINEKEN's Executive Board and coordinated by the HCF, this scan mapped over 1,900 linear meters of archives across nine locations. Although outside HCF's formal scope, the Foundation advised HEINEKEN on this matter. In November 2023, the Executive Board allocated resources for processing these archives. This project is set to roll out in 2024 and 2025 and includes the selection & destruction, cleaning, repacking, and inventorying of this archival material.

PROJECT UPDATES

PREVENTIVE CONSERVATION

In line with the project 'Sparkling Collections,' all external storage locations were visited to ensure the integrity and preservation of our corporate heritage collection. Preventive conservation is crucial in maintaining a clean and stable environment for our valuable assets. It involves proactive measures to prevent damage and deterioration, thereby extending the lifespan of our collections. Detailed schemes for preventive conservation have been developed, focusing on controlling and mitigating environmental factors such as temperature, humidity, and light exposure. These measures help safeguard the collection against potential threats like mould, pests, and physical damage. The scheme for the Heineken Experience has already been implemented. By prioritising preventive conservation, we protect our heritage and ensure that future generations can continue to enjoy and learn from our rich history.

EXTERNAL STORAGES

As part of the 'Sparkling Collections' project, our ambition is to relocate the art collections from multiple external depots to one single external depot. An overview of this relocation has been prepared, and the decision paper has been approved by the Executive Board. The transfer of over 300 artworks is scheduled for 2024.

Recently, several objects were moved from the old stables on Quellijnstraat in Amsterdam to another external storage facility. Among these items, a significant stone plaque was discovered, listing the names of the directors of Heineken's Beer Brewery Mij. N.V. from 1873 to 1948. A similar plaque is displayed in the Heineken office in Rotterdam, with this particular one originating from the former head office in Amsterdam.

GREEN GIANTS - OUR ORAL HISTORY PROJECT

CELEBRATING OUR LEGACY AND OUR FUTURE

At the Heineken Collection, we preserve, collect & share compelling and authentic objects and stories about The HEINEKEN Company, brand & family.

Our stories mainly rely on archival resources, which, though detailed, can often be dry. Oral history, despite potential biases and memory lapses, is essential for preserving the human aspect of our history. It provides the emotional depth that factual accounts often lack.

In recent decades, the decline of paper periodicals has highlighted the importance of oral history as a valuable source of additional information. Oral histories provide rich, firsthand accounts from employees who witnessed key events, offering perspectives that complement our archival resources. Including oral history allows us to tell more comprehensive and engaging stories, capturing the emotional and human elements that traditional documents may overlook. By integrating these personal recollections with our archival materials, we ensure a deeper and more nuanced preservation of our legacy.

In comes **Green Giants**, our latest video series in which (former) employees engage in candid conversations about their time at The HEINEKEN Company.

SHOWCASING HEINEKEN'S EVOLUTION THROUGH 'GIANTS'

Our team embarked on a quest to identify potential 'giants' within HEINEKEN, asking employees to nominate current and former colleagues. We delved into historical resources like <u>HEINEKEN periodicals</u>, consulted with current leadership and HR, and reached out to the nominees to introduce them to the concept. This marked the beginning of pairing duos and briefing them for the shoot.

Their conversations are unscripted but guided by HEINEKEN's core values: 'Passion,' 'Care,' 'Courage,' and 'Enjoyment of Life.'

In each episode, we highlight different disciplines or geographical regions. Each one illustrates the company's evolution over recent decades and examines how societal changes have affected the giants' personal and professional lives. Sharing their experiences and challenges provides a unique perspective on how The HEINEKEN Company has adapted and thrived in a dynamic global environment.

Each participant was encouraged to bring a significant personal object to the filming, enriching their narratives with tangible connections to our company's history. These donated artefacts, along with their personal anecdotes, now form part of our collection. We hope to one day curate a Green Giants exhibition, telling their stories through video materials, photographs, and their donated objects.



s part of our communication plan, all six episodes filmed in 2023 will be launched on the Heineken Collection website in 2024, also leveraging other inand external communication channels.



COMMUNICATION PLAN

OUR COMMUNICATION APPROACH

In 2023, we adopted a more strategic approach to communications. Our objectives for the year were to:

- Launch a Communication Plan for 2023 2024
- Produce the video series "<u>Green Giants</u>"
- Leverage the HCF website content and HEINEKEN's internal and external social media channels
- Create a content calendar
- Continuously optimise the HCF website
- Collaborate closely with Heineken Netherlands, Head Office, and Heineken Experience communications teams

KEY INITIATIVES AND ACHIEVEMENTS

Collaborative Communication Initiative: In February, we launched a joint effort to share stories and historical facts on global HEINEKEN and Heineken Experience social media channels. We reinstated regular posts on our internal channel to educate and inspire HEINEKEN employees about the Heineken® brand's heritage. The '<u>Stars of the Collection</u>' section of our website provides inspiration for these 'Weekly Star' posts.

Leveraging 'Behind the Star' Videos: <u>These videos</u> continue to inspire HEINEKEN town halls, team meetings, and onboarding sessions, and are shared on both internal and external social media channels.

Green Giants Video Production: Aiming to create authentic User Generated Content (UGC), our "<u>Green Giants</u>" video series offers a wealth of valuable content extending into 2024 and beyond.

HCF Website Improvements: We enhanced the menu structure for better navigation and a fresher look. In collaboration with Smartshore – Ability, we created a dedicated environment for the "Green Giants" video content. The launch of these episodes in January 2024 is expected to drive increased website traffic.

Stars Of The Collection: Continuously seeking to share our extensive collection with a wider audience, our team collaborates with historical copywriter Marie Baarspul to reveal the stories behind our artefacts. Known for her work on our '<u>It Could Only Be</u> <u>Heineken</u>' publication in 2019, Baarspul researched carefully selected objects for us again last year and penned concise narratives to convey their historical significance. These narratives, titled 'Stars of the Collection', are prominently featured on the Heineken Collection website.

Internal Channel Growth: Our internal channel membership grew from 319 to 1,042 members, surpassing our goal of 1,000 members by the end of 2023. We accomplished this by following a content planning, regularly sharing engaging written content as well as video posts, polls and a history quiz.

HISTORY QUIZ

To mark the 'H150' anniversary, commemorating 150 years of the Heineken® brand, we launched a monthly history quiz on our global intranet last July, inviting all employees to join in. The aim is to encourage engagement, testing their knowledge of HEINEKEN heritage, while also driving traffic to our Heineken Collection Workplace channel and the HCF website. Prize winners received a limited edition copy of the 'It Could Only Be Heineken' book, further contributing to the education and inspiration of colleagues worldwide.

Prizewinners to date were from Brazil, Papua New Guinea, Suriname, Malaysia, South Africa and the Netherlands.

KNOWLEDGE LIBRARY

To support our employees with recurring questions about HEINEKEN's history, last year we created a comprehensive 'Knowledge Library' on our intranet. This resource compiles frequently asked questions, detailed answers, and other valuable materials. By centralising this information, our team can efficiently refer employees to the Knowledge Library, ensuring they have quick and easy access to accurate and insightful information about our rich heritage.

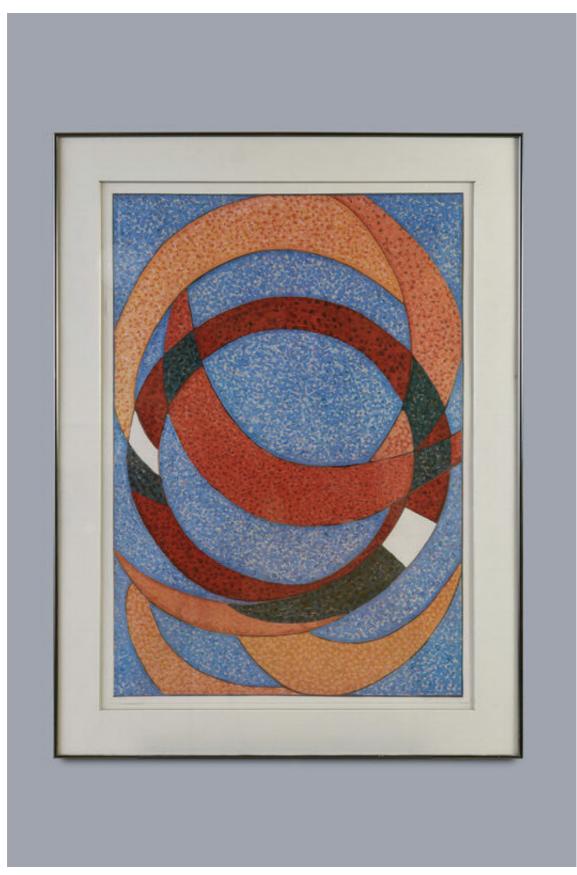
STARS OF THE COLLECTION

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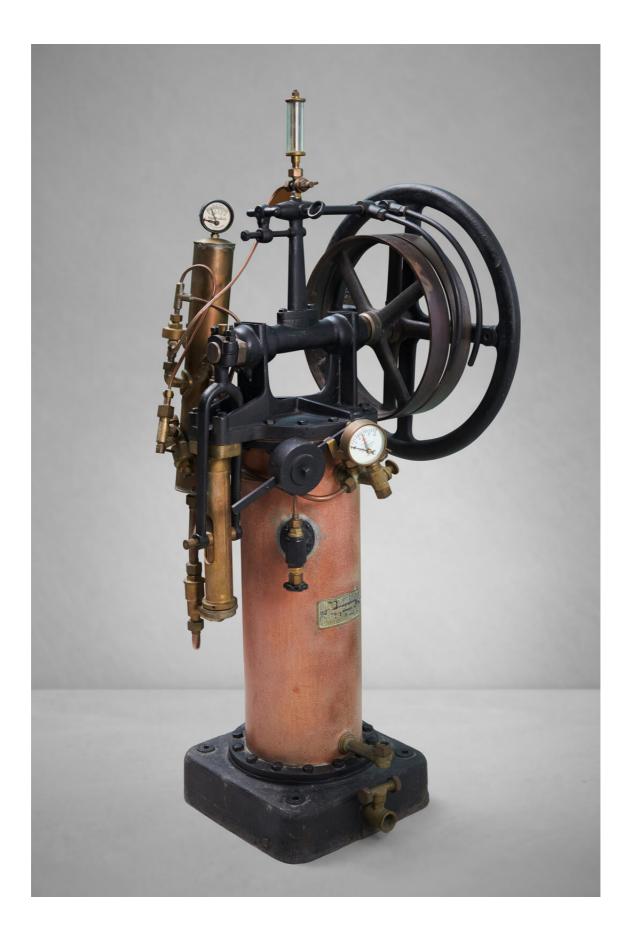
One example of such an artefact, photographed for this segment in 2023, is a large print by Jan Wolkers. Additionally, more than 20 objects from our collection were photographed to enhance our storytelling capabilities.





Visit our <u>Stars of the Collection</u> segment on the Heineken Collection website.













MANAGEMENT

he HCF operates without a dedicated staff, relying on a volunteer board. The Collection Manager and her team are on secondment from Heineken N.V.

Additionally, the HCF engages freelance experts for collection registration, conservation, restoration, and research tasks.

THE TEAM

Demelza van der Maas – Collection Manager Frédérique Urlings – Registrar Marieke van Vlierden – Registrar Olaf Slijkhuis – Digital Asset Manager

Lissa Mackie - Communication Specialist

THE BOARD

Marc Koster - Chairman Jan Willem van Riemsdijk - Treasurer Francis Tjaarda - Board Secretary