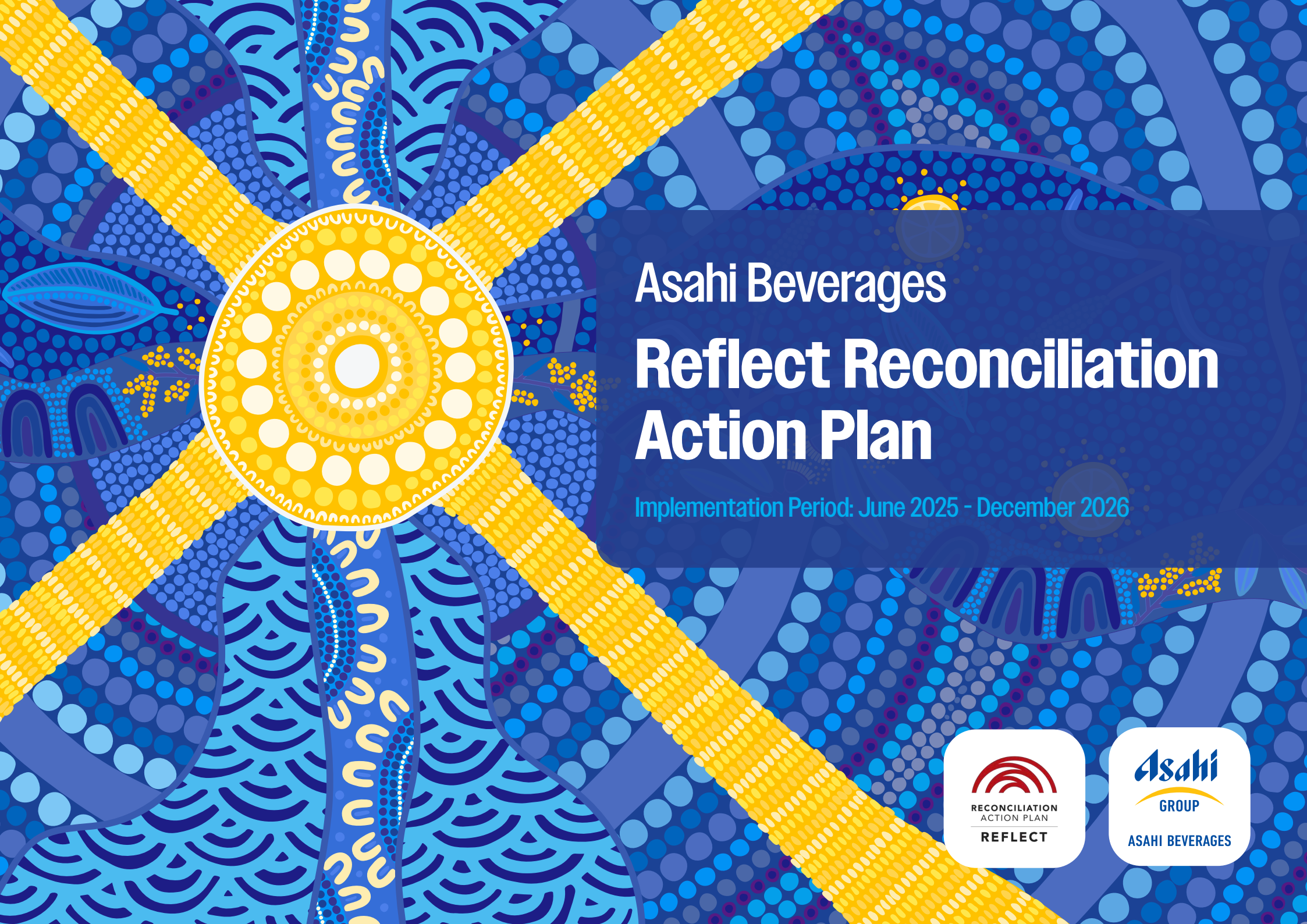


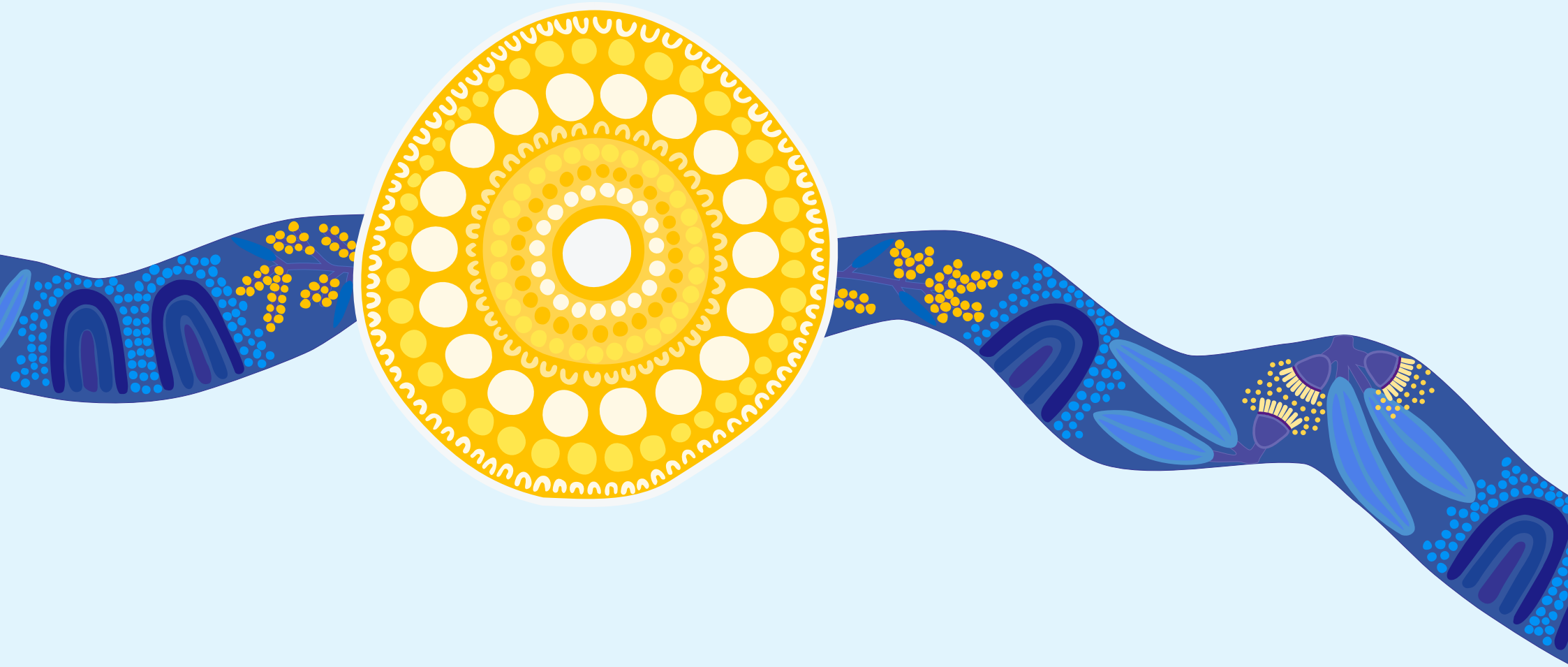
Asahi Beverages

Reflect Reconciliation Action Plan

Implementation Period: June 2025 - December 2026

RECONCILIATION ACTION PLAN
REFLECT

Asahi GROUP
ASAHI BEVERAGES



MAY 2025

Asahi Beverages

58 Queensbridge Street, Southbank, Victoria, 3006

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STATEMENT OF ACKNOWLEDGEMENT

At Asahi Beverages we acknowledge the First Nations peoples of Australia and their connection to land, waters and culture.

We pay our respect to their Elders, past and present. Extending our respect to all First Nations peoples as the original stewards of these lands.

At Asahi Beverages we are committed to learning from and valuing the wisdom of First Nations cultures as we strive to walk together in the spirit of respect, sustainability and reconciliation.

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to create a workplace and community where the cultures, histories and contributions of Aboriginal and Torres Strait Islander peoples are recognised, respected and celebrated.

We are committed to fostering meaningful partnerships, building a culturally inclusive workplace and contributing to meaningful opportunities for First Nations peoples.

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MESSAGE FROM THE GROUP CEO

At Asahi Beverages we are proud to take meaningful steps toward reconciliation with Aboriginal and Torres Strait Islander peoples. We recognise the deep history and cultures of Australia's First Nations peoples, and we acknowledge the Traditional Custodians of the lands on which we live, work and operate.

Our commitment to reconciliation is grounded in our purpose to "bring enjoyment and connection to everyday moments in life." Through our RAP, we aim to strengthen relationships, foster respect and create opportunities that lead to lasting change.

This plan is more than a corporate responsibility – it's an opportunity to learn, collaborate and grow alongside Aboriginal and Torres Strait Islander communities. I look forward to working together to deliver on the commitments outlined in this RAP and ensuring reconciliation becomes a core part of who we are as an organisation.



Amanda Sellers
Group CEO
Asahi Beverages

MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Asahi Beverages to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Asahi Beverages joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Asahi Beverages to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Asahi Beverages, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
CEO
Reconciliation Australia
(Photo courtesy of Reconciliation Australia)

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Jennifer Kent
First Nations Artist and Cultural Storyteller

ABOUT OUR ARTIST & ARTWORK

Jennifer Kent is a proud multicultural Australian with First Nations ancestry from the Quandamooka, Jinibara, and Wakkawakka peoples of South East Queensland, as well as the Taroombal people of the Central East Coast. Jennifer also shares kinship with the Waluwarra and Kalkadoon peoples of North West Queensland, having grown up in Mt Isa and Townsville.

Jennifer's passion for creativity was nurtured during her time at Shalom Christian College in Townsville. With a background in Education and Community, she is deeply committed to sharing cultural art experiences with people of all ages. Her exceptional storytelling ability enables her to connect meaningfully with diverse audiences and bring to life the richness and depth of her cultural heritage.

In 2022, Jennifer designed and created artwork for the Asahi Beverages' Wulkuraka site upgrade in Queensland, marking the beginning of a valued partnership. Building on this relationship, Jennifer led an art immersion session with our Executive Team and Senior Leaders as part of a RAP immersion activity in May 2024. She also created our RAP artwork, titled "Galang Meng" (Good Day), which embodies the spirit of connection and cultural inclusivity central to our vision for reconciliation.



Galang Meng means “good day” in the Jinibara language of South East Queensland. It’s a simple but powerful greeting that reflects connection, culture and respect. Created in collaboration with First Nations artist Jennifer Kent, this artwork tells the story of our people, our purpose and our place. It weaves together elements of the land, mountains, waters, golden wattle and red gum with the native ingredients we use every day, like barley, citrus and spring water. It’s a nod to Asahi sites, where our teams pour passion into crafting beverages that spark connection and joy in everyday moments in life. This piece is a celebration of who we are and a reminder of the role we all play in the reconciliation journey.

‘Galang Meng’

Jinibara language translation - ‘Good Day’

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OUR BUSINESS

Get to know us

Asahi Beverages is a leading multi-beverage company in Oceania. Part of Japan's Asahi Group Holdings' family, we are the creators, sellers and manufacturers of some of Australia and New Zealand's most beloved beverage brands.

From local favourites to global icons, our portfolio offers something for every occasion. Our team of over 4200 staff (3700* based in Australia) works across a wide range of manufacturing sites, distribution centres, offices and hospitality venues, all playing a part in delivering moments of celebration, connection and shared enjoyment.

The map in this document highlights the current locations across Australia and New Zealand where our teams bring these moments to life.

*We are currently unaware of the number of staff who identify as an Aboriginal and/or Torres Strait Islander person. We plan to collect this data through our annual Employee Survey in 2025/26.


PUBLIC DEMAND
CARLTON ALES
Asahi
GROUP
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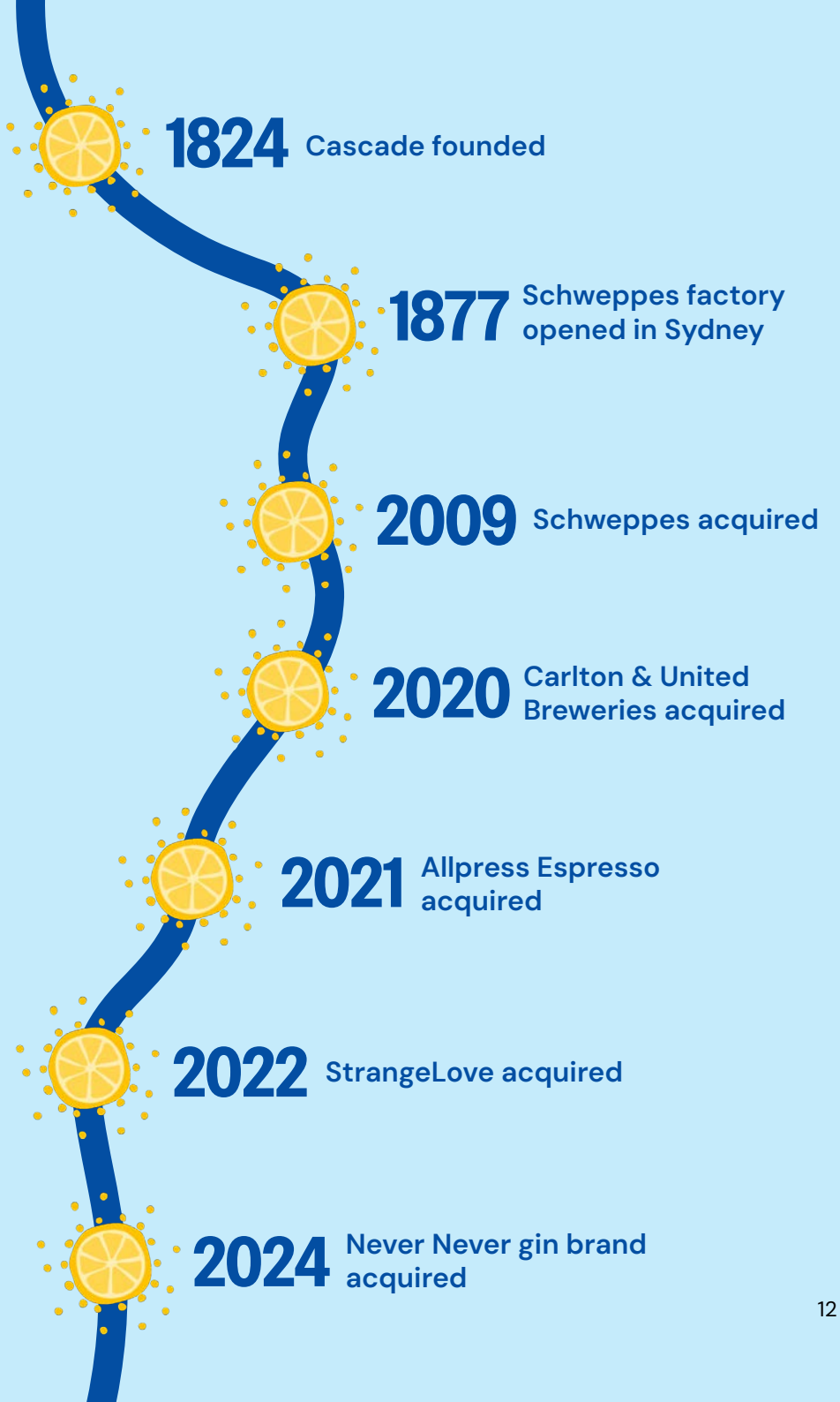
OUR STORY SO FAR

Our history is rich, our stories are varied, and together they make us who we are today. It all started in 1824 with the founding of Cascade, which then commenced brewing in 1832. In 1877 Schweppes established their first Australian factory in Sydney. Over the years these two iconic brands, along with many others, have come together to create the Asahi Beverages of today.

Our story is about uniting iconic brands that bring enjoyment and connection to everyday moments in life. Since Asahi's acquisition of Schweppes Australia in 2009, we've followed our thirst for innovation and creativity, welcoming the passionate people and iconic brands from Carlton & United Breweries (2020), premium coffee specialist Allpress Espresso (2021), producers of adult soft drinks and mixers StrangeLove (2022) and award-winning gin distillers Never Never (2024) to the family.

Every day we're finding new ways to connect with our customers, our consumers, our people and the communities around us.

Every day we strive to do better than we did yesterday.



ASAHI BEVERAGES SITES



- Manufacturing
- Distribution Centre
- Partner Business Manufacturing
- State Commercial Office
- Hospitality Venues

OUR RAP JOURNEY

We have a responsibility for meaningful impact

As a leading beverages company in Australia, Asahi Beverages recognises its responsibility for meaningful impact - in terms of the products Asahi produces, the land it operates on and the relationships it fosters.

Why we are developing a RAP

This is our first Reconciliation Action Plan, and we are excited to be on this path with our people, First Nations communities and allies. At Asahi Beverages, we believe reconciliation is fundamental to building an inclusive and thriving community. This RAP reflects our desire to contribute meaningfully to Australia's reconciliation movement. By deepening our understanding of Aboriginal and Torres Strait Islander cultures, histories and perspectives, we aim to embed reconciliation into our organisational culture and values.

Our commitment

Through this Reflect RAP, we commit to building stronger relationships with Aboriginal and Torres Strait Islander stakeholders, promoting respect for their cultures and creating opportunities to build sustainable partnerships that drive long-term impact.

'Solar Glare'

The solar glare symbol is full of meaning. Representing both the sun and Asahi sites, it embodies the Japanese meaning of 'asahi' – the rising sun. It was inspired by our value proposition 'United We Shine,' which celebrates the joy and little moments of sunshine we help create with every drink shared.

Our approach

The Reflect RAP is our first step in the reconciliation journey. It provides us with a structured framework to set achievable goals, engage with stakeholders, and build the foundations for deeper actions in the future.

We will focus on:

- Raising awareness and understanding among employees.
- Building relationships with Aboriginal and Torres Strait Islander communities and organisations.
- Identifying opportunities to support economic and social inclusion.

Our reconciliation journey to date

We have already begun taking steps to engage with Aboriginal and Torres Strait Islander communities through early partnerships, supplier diversity initiatives and cultural training for our leadership team. These efforts have laid the groundwork for the commitments outlined in this plan to make a greater impact where it matters.

Who's supporting the RAP journey

Roz Lever, Asahi Beverages Chief People & Corporate Affairs Officer, serves as the Executive Sponsor for our RAP, providing leadership and oversight for its development and implementation. She is also an active member of our RAP working group, collaborating with other senior leaders to drive meaningful progress.

"We have a responsibility for meaningful impact"

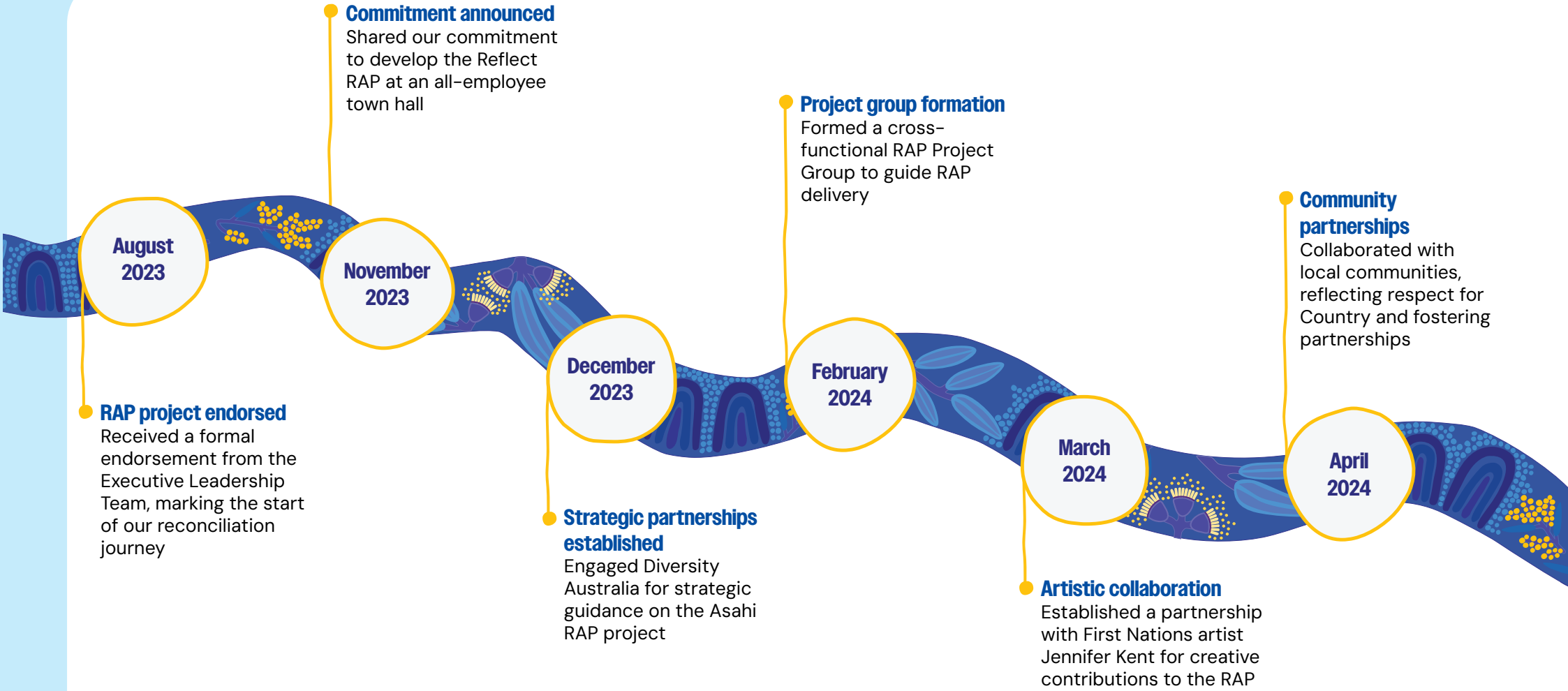
RAP working group members

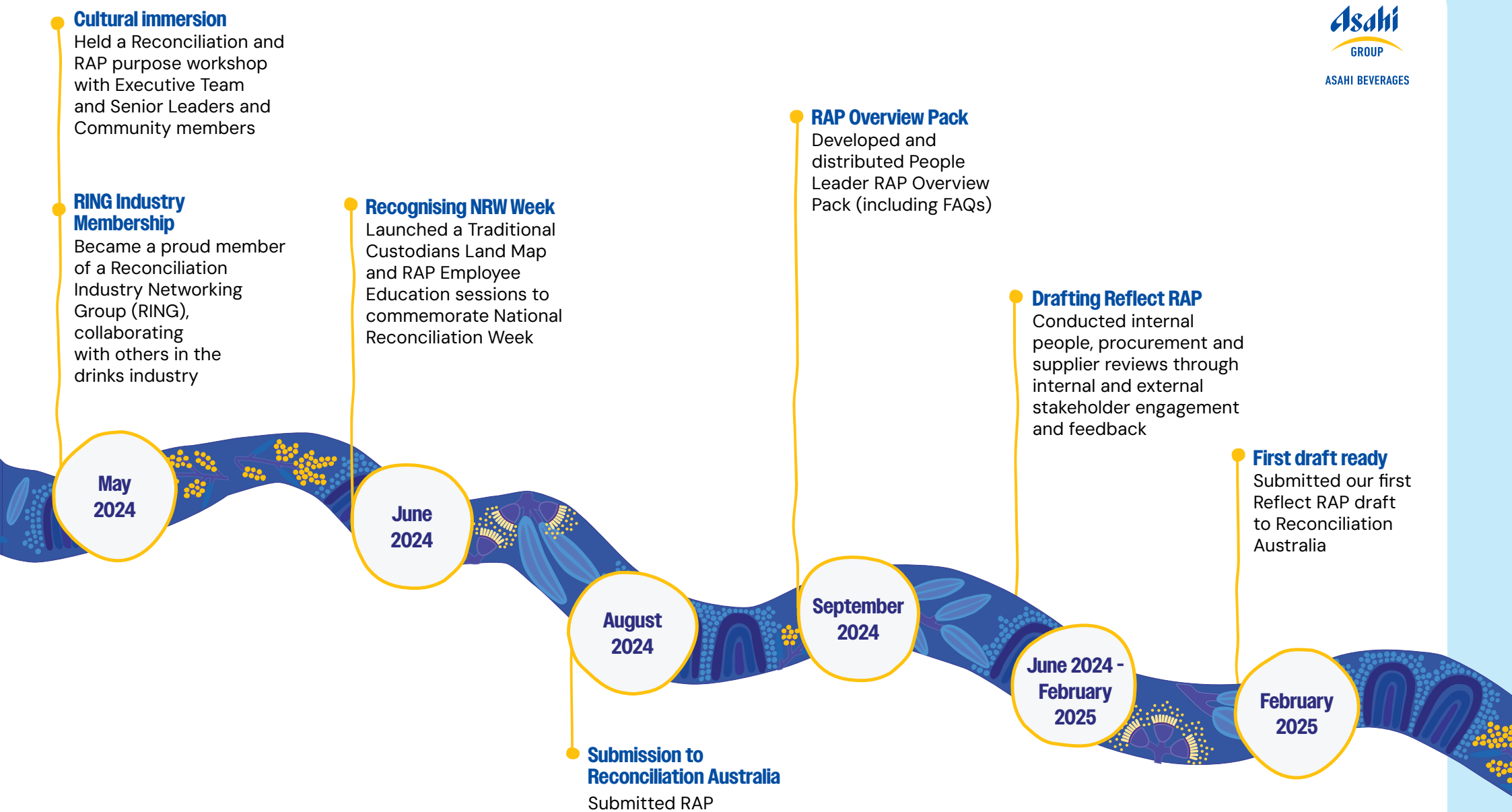
Position	Function
Group Chief Executive Officer	Executive Management
Chief People & Corporate Affairs Officer	People & Corporate Affairs
Chief Financial Officer	Finance
Chief Procurement Officer	Procurement
Chief Supply Chain Officer	Supply Chain
Chief Legal Officer	Legal
Chief Business Development Officer	Business Development
General Manager Corporate Affairs & Sustainability	People & Corporate Affairs
Corporate Affairs Manager, Public Policy & Regulatory Affairs	People & Corporate Affairs
Head of Sustainability	People & Corporate Affairs
Diversity Equity, & Inclusion Partner	People & Corporate Affairs
Diversity Equity, & Inclusion Advisor	People & Corporate Affairs
Internal Communications Specialist	People & Corporate Affairs

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OUR RAP JOURNEY

Timeline




Cultural immersion
Held a Reconciliation and RAP purpose workshop with Executive Team and Senior Leaders and Community members
RING Industry Membership
Became a proud member of a Reconciliation Industry Networking Group (RING), collaborating with others in the drinks industry
May 2024
Recognising NRW Week
Launched a Traditional Custodians Land Map and RAP Employee Education sessions to commemorate National Reconciliation Week
June 2024
August 2024
Submission to Reconciliation Australia
Submitted RAP intentions, achieving a key milestone
RAP Overview Pack
Developed and distributed People Leader RAP Overview Pack (including FAQs)
September 2024
Drafting Reflect RAP
Conducted internal people, procurement and supplier reviews through internal and external stakeholder engagement and feedback
June 2024 - February 2025
First draft ready
Submitted our first Reflect RAP draft to Reconciliation Australia
February 2025

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Create an Aboriginal and Torres Strait Islander stakeholder map for all operational sites in Australia, including suppliers, customers, community partners, peak bodies and industry bodies within our sphere of influence that we could partner with on our reconciliation journey	July 2025	• Diversity, Equity & Inclusion Lead • Community Partnerships Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	July 2025	
	Design community engagement principles to guide respectful and meaningful engagement with First Nations communities, aligned with our RAP commitments	August 2025	
	Identify an internal community relationship owner at our Melbourne Head Office and major Supply Chain sites Identify a key community contact for each site within the Traditional Owner formalised association	June 2026	
	Engage with Aboriginal and Torres Strait Islander communities from the land our Melbourne Head Office is based, to identify key projects for collaboration in future RAPs	June 2026	
Build relationships through celebrating National Reconciliation Week (NRW)	Develop and distribute NRW and Reconciliation tools and resources to employees during NRW	27 May – 3 June 2025 & 2026	• Diversity, Equity & Inclusion Lead • Internal Communications Lead
	RAP Working Group and senior leaders to participate in one external NRW event		
	Promote NRW activities through communication channels, encouraging employees to attend and support cultural events and heritage projects around their location		

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence	Communicate Asahi's commitment to reconciliation through both internal and external communication	27 May – 3 June 2025 & 2026	• Diversity, Equity & Inclusion Lead • Internal Communications Lead • Group Head of External Communications
	Participate in community organisation networks that will assist us to build our capacity to meet our RAP commitments, including the Business Council of Australia's Business Indigenous Network, Drinks Industry RING, Drinks Association and Retail Drinks	June 2026	• Diversity, Equity & Inclusion Lead • Community Partnerships Lead
	Collaborate with businesses and our partners to actively share, learn and implement leading practices in reconciliation	June 2026	• Diversity, Equity & Inclusion Lead • Group Head of External Communications
	Highlight our work with First Nations partners through appropriate communication channels	June 2026	• Internal Communications Lead • Group Head of External Communications
Promote positive race relations through anti-discrimination strategies	Understand best practice for antidiscrimination and race relations that includes specific protections for Aboriginal and Torres Strait Islander peoples	July 2025	• Group Legal Lead • HR Governance Lead
	Conduct a review of HR (People & Corporate Affairs) policies and procedures to identify existing anti-discrimination provisions and future needs- this should take into consideration the Australian context when looking at global documents	December 2025	
	Look at ways to amplify anti-discrimination themes in the existing Asahi Beverages Respect at Work policy and training	June 2026	

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RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	September 2025	• Capability & Learning Lead • Diversity, Equity & Inclusion Lead
	Review cultural learning needs across our organisation	October 2025	
	Develop a cultural learning plan and programs- this includes selecting a provider through a tender process and integrating the initiatives into the Asahi Beverages learning framework	April 2026	
	Rollout the cultural learning plan across the organisation (this may include annual cultural awareness or cultural sensitivity training for employees)	June 2026	
	Regularly develop and distribute educational materials about Aboriginal and Torres Strait Islander peoples histories and cultures to employee via internal communication channels	July 2026	
	Embed our commitment to reconciliation and highlight key initiatives into our virtual induction and onboarding programs, ensuring all new employees understand and engage with our reconciliation journey	July 2025	• Talent Lead
	Conduct an on-country cultural immersion experience for our Executive Leadership Team (ELT) to deepen their understanding and appreciation of First Nations cultures as well as their role in Asahi's Reconciliation journey	June 2026	• Diversity, Equity & Inclusion Lead
	Conduct cultural walks with Local Traditional Custodians and local knowledge holders on lands we operate on during NRW	27 May – 3 June 2026	• Diversity, Equity & Inclusion Lead • Internal Communications Lead
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Undertake an audit to better understand the Traditional Owners or Custodians of the lands in which Asahi operates on, including culturally significant sites	June 2025	• Diversity, Equity & Inclusion Lead • Community Partnerships Lead • Supply Chain lead • Procurement Lead

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Consult with local communities to co-develop guidelines and practices for Acknowledgement of Country or Welcome to Country ceremony implementation	June 2025	• Diversity, Equity & Inclusion Lead • Internal Communications Lead • Community Partnerships Lead
	Provide education to employees on the importance and cultural protocols which need to be followed when conducting Acknowledgment and Welcome to Country ceremonies	May 2025	• Diversity, Equity & Inclusion Lead • Capability & Learning Team
	Ensure that identified company events and town halls include Acknowledgement of Country or Welcome to Country ceremonies	June 2025	• Internal Communications Lead
	Engage with Local Traditional Custodians to commence a 'place name' and artwork project for our Melbourne head office and major Supply Chain sites	June 2026	• Diversity, Equity & Inclusion Lead • Internal Communications Lead • Community Partnerships Lead
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Develop and distribute NAIDOC and Reconciliation tools and resources to employees prior to NAIDOC week	June 2025 & 2026	• RAP Working Group • Internal Communications Lead
	Host virtual cultural awareness workshop for employees to learn about Aboriginal and Torres Strait Islander cultures, languages and traditions	First week in July 2025 & 2026	
	Promote external events and activities during NAIDOC week which employees can engage and participate in		
	RAP Working Group members participate in one external NAIDOC week event		

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OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Review and update recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	June 2026	• Talent Acquisition Team Lead • HR Governance Lead
	Collect employee data to better understand and support employees who identify as Aboriginal or Torres Strait Islander at Asahi Beverages, using these insights to shape future strategies for targeted recruitment, retention and development initiatives	June 2026	• Diversity, Equity & Inclusion Lead • Talent Acquisition Team Lead
	Develop and implement an Aboriginal and Torres Strait Islander recruitment strategy which will include initiatives to attract and retain Aboriginal and Torres Strait Islander applicants	March 2026	• Talent Acquisition Team Lead • HR Governance Lead
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Educate the Procurement team on the value of supporting First Nations initiatives by partnering with Supply Nation (or equivalent) to celebrate Indigenous Business Month	October 2025	• Procurement Lead • Diversity, Equity & Inclusion Lead
	Integrate First Nations support questions into the Asahi Beverages Supplier Onboarding System (Ariba) to assess supplier contributions to First Nations activities	December 2025	
	Become a Supply Nation (or equivalent) member and connect with local Aboriginal Chamber of Commerce to strengthen connections with First Nations businesses	December 2025	

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Explore and develop a supplier diversity plan focussed on partnerships with Aboriginal and Torres Strait Islander businesses, enhancing opportunities for collaboration and procurement	June 2026	• Procurement Lead • Diversity, Equity & Inclusion Lead
	Develop a preferred supplier database focused on Aboriginal and Torres Strait Islander businesses for key categories at Asahi Beverages (e.g. stationery or catering)	June 2026	

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Evolve current Sustainability Committee to include RAP Working Group (RWG) responsibilities, governing the RAP implementation	January 2025	• Diversity, Equity & Inclusion Lead
	Draft a Terms of Reference for the RWG	February 2025	
	Establish Aboriginal and Torres Strait Islander representation on the RWG	February 2025	
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	June 2025	• Diversity, Equity & Inclusion Lead • RAP Working Group
	Engage senior leaders in the delivery of RAP commitments	May 2025	• Diversity, Equity & Inclusion Lead • RAP Working Group
	Appoint an Executive Leader to champion our RAP internally	January 2024	• Diversity, Equity & Inclusion Lead
	Consult with business functions to ensure actions included in the RAP are progressed and assigned to an accountable team member	Ongoing	• RAP Working Group
	Define appropriate systems and capability to track, measure and report on RAP commitments e.g. through a commitment live dashboard sitting on SharePoint	June 2025	• Diversity, Equity & Inclusion Lead

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June annually	• Diversity, Equity & Inclusion Lead
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	1 August annually	• Diversity, Equity & Inclusion Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September, annually	• Diversity, Equity & Inclusion Lead
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	March 2026	• Diversity, Equity & Inclusion Lead

Get in touch

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With thanks to all those who contributed to the development of the Asahi Reflect RAP:

Willie Pepper – **Elder and Community Relations Manager – Boonwurrung Land & Sea Council**
Steven Asnicar – **Director - Diversity Australia**
Nikki Suey - **Consultant – Diversity Australia**
Petra Heywood - **Internal Communications Specialist – Asahi Beverages**
Jordan Eastway - **Corporate Affairs Manager, Public Policy & Regulatory Affairs – Asahi Beverages**
Tara Rako - **Diversity Equity & Inclusion Advisor – Asahi Beverages**

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