

**Heineken**  
NV

# SUSTAINABILITY REPORT 2008



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# FOREWORD

“We intend to maintain our long-term commitment to the overall sustainability of our Company, as this is the basis for successful operations beyond a one- or two-year horizon.”



The worldwide recession is forcing businesses, governments and consumers alike to reconsider their priorities. At Heineken, we have been through this process and alongside the critical business and financial priorities we have identified, we have said that we will not compromise our journey to create a stronger more sustainable company.

Our approach to sustainability is straightforward and embedded in our long-held Company values: Passion for Quality, the Responsible Enjoyment of our brands and Respect for the environment, for people and for our obligations to create a better world. This leads us to focus on seven areas: energy, water, safety, agriculture, supply chain responsibility, responsible beer consumption and our impact on developing markets. This ensures that we address our material risks, our impacts on people and the planet and it enables us to influence our future. As always, we are honest in recognising that we cannot focus to the same degree on every aspect of sustainability.

External stakeholder feedback indicates that so far, we have been on the right track. Our continued leadership of the beverages sector of the Dow Jones Sustainability Index series, as well as our ongoing inclusion in the FTSE4Good Index and many other sustainable investment portfolios, strengthens this belief.

In 2009, we will re-define our sustainability goals for the longer term. These goals will be shaped in a dialogue with key stakeholders and will guide our approach in the coming years. Whatever the specifics of any change, the principles of the UN Global Compact<sup>1</sup> remain fully integrated in our approach.

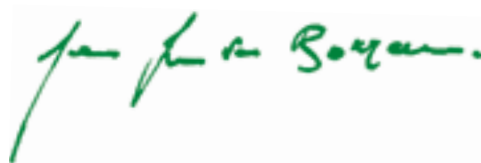
<sup>1</sup> The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and integrity.

For the immediate future, the financial sustainability of our business will feature prominently, as the global economic downturn impacts the industry. Against this backdrop, we intend to maintain our long-term commitment to the overall sustainability of our Company, as this is the basis for successful operations beyond a one- or two-year horizon. A key part in this is the work we do with the industry and as Heineken to promote the responsible consumption of our brands.

During the year, we made a significant step forward in this regard. As Heineken, we implemented a series of concrete international actions to develop our Enjoy Heineken Responsibly platform. These included responsibility messaging on our key local and regional brands and the formation of responsibility partnerships in more than 30 markets. In particular, we were pleased to set new standards through the creation of the world's first international, interactive online responsibility campaign 'Know the Signs'. These initiatives have been underpinned by our continued support of industry action at local and regional level. We undertake these actions for two reasons. Firstly, because we believe that alongside all other stakeholders we have a responsibility to play our part in reducing alcohol-related harm. Secondly, because we strongly believe that beer is a legitimate, enjoyable part of a balanced lifestyle.

We are also clear about our responsibilities with regard to health and safety. Last year, we committed to improving the performance in this area. Although the total number of fatalities in 2008 was lower than in 2007, any fatality is one too many and we offer our condolences to the families and friends of the two employees and three contractors, who died in accidents on our sites in 2008.

As we look ahead, there is much for us to do. I would therefore ask for and welcome your continued feedback on our activities.



**Jean-François van Boxmeer**  
Chairman of the Executive Board/CEO

Amsterdam, 8 April 2009



# ABOUT THIS REPORT



## Transparent and audited

In this report, we have endeavoured to give a sense of both the philosophy and the facts relating to our approach to sustainability.

We have been transparent and clear in setting out both our achievements as well as those areas where we acknowledge we still have more to do. As always, we have had both the facts and the text in the report independently verified to a limited level of assurance by KPMG Sustainability, one of the world's leading assurance providers. You will find their report in a dedicated section of this report (pages 30-31). In addition, our Group Internal Audit function has extended the scope of their activities in providing internal assurance of the information.

## Full data set available

The report provides an overview of our actions and performance against the targets and commitments we published in last year's report, but we cannot cover everything. For a full overview on our approach, objectives, strategies and additional information, please visit [www.heinekeninternational.com/responsibility](http://www.heinekeninternational.com/responsibility) where you will find a comprehensive data sheet based on the G3 Guidelines as issued by the Global Reporting Initiative (GRI). This datasheet also serves as a GRI table.

In reply to remarks made by certain stakeholders and contrary to our normal practice of including data on new acquisitions only after the first full calendar year of consolidation, we have also provided relevant data on new acquisitions, mainly the former Scottish & Newcastle operations where possible. This particularly applies to the sections on energy, water, safety and responsible beer consumption.

This report includes all operations in which Heineken owns more than 50 per cent of the equity, or has management or technical control. These operations are listed in Appendix 2.

## Our dialogue with stakeholders

This year we increased both the number and quality of the conversations we had with stakeholders, focusing the discussions on our focus areas (and hence areas of risks and opportunities) with our 2007 Sustainability Report as the starting point.

In general, this approach has provided us with input for our long-term objectives and has helped us better understand what is asked of us and what we as a business can deliver.

On the basis of our previous report, we have or will conduct discussions with:

- Employees representatives (international trade unions, the European Workers Council, employee workshops and feedback sessions)
- Governmental institutions (e.g. the European Commission, Dutch Government)
- Trade and industry organisations representing suppliers and customers (EuroCommerce, Euromalt and the International Chamber of Commerce (ICC))
- Investors (both sustainable investment and mainstream investors)
- NGOs active in one or more of our focus areas (e.g. International Union for the Conservation of Nature and Amnesty International)
- Our auditors who made several recommendations in the form of a formal management letter.

As a result of these discussions, we have made the following changes in this report:

- In the foreword, we give a clearer outline of what sustainability means to us
- We have included information with regard to stakeholder engagement
- We have given some easy-to-read examples of what our operations are doing in the area of sustainability.

## PORTUGAL IMPROVES CONSUMER CHOICE FOR THE VISUALLY IMPAIRED BY INCLUDING BRAND NAME, SERVE SIZE AND ALCOHOL CONTENT IN BRAILLE ON SAGRES PACKAGING

### Your feedback

We cannot improve performance or reporting without feedback from and dialogue with our stakeholders. If you have any questions or remarks, we would like to hear from you.

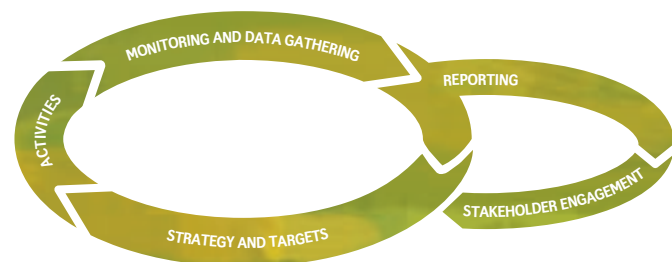
Please send your e-mail to: [responsibility@heineken.com](mailto:responsibility@heineken.com) or write to:

Sean O'Neill, Group Corporate Relations Director  
Sietze Montijn, Head of Corporate Responsibility  
Mark van Rijn, Manager Company and Society

Heineken International B.V.  
P.O. Box 28  
1000 AA Amsterdam  
The Netherlands

### Our sustainability cycle

This report is both the end and the beginning of the governance cycle within Heineken.



We believe that reporting is an important driver of action within a business as well as a tool that encourages and facilitates dialogue. To this end, we will be working with our biggest operating companies during the year to support the development of their own sustainability reviews that will facilitate more local and relevant dialogue.

Thank you for taking the time to read the report. We look forward to hearing your views and suggestions.

### Sean O'Neill

Group Corporate Relations Director, Heineken N.V.



## BUILDING A CULTURE OF REPORTING

Heineken's operating company in Greece, Athenian Brewery, published its first ever Sustainability Report in December 2008, outlining the full range of its CSR activities to stakeholders.

The report covers the Company's internal and external projects, how they are being implemented, and the results that have been achieved. These include the introduction of Heineken's Cool@Work programme aimed at encouraging staff to promote responsible alcohol consumption, an environmental campaign focused on protecting local beaches, and the improvement of waste management and recycling processes.

"We're very pleased with the reception it has had," says Marnie Kontovraki, External Communications and Public Affairs Manager at Athenian Brewery. "The work we do to improve our contribution to the environment and to local communities is very important to us. The report has given us a great platform to showcase these activities."

The report was well received by the Press and it was distributed to external stakeholders including government, NGOs, as well as the Company's wholesale and retail partners, many of whom had been unaware of the full scope of the company's sustainability activities. The report was also presented internally, explaining to employees that their employer is socially and environmentally engaged and strives to have a positive impact on society.

"The results have far exceeded our expectations and we're now looking forward to presenting the 2009 edition," says Marnie.

# HEINEKEN AT A GLANCE

Heineken is one of the world's great brewers and is committed to growth and remaining independent. The brand that bears the founder's family name – Heineken – is available in almost every country on the globe and is the world's most valuable international premium beer brand.

Our aim is to be a leading brewer in each of the markets in which we operate and to have the world's most prominent brand portfolio. Our principal international brand is Heineken®, but the Group brews and sells more than 200 international premium, regional, local and specialty beers and ciders, including Amstel®, Birra Moretti®, Cruzcampo®, Foster's®, Maes®, Murphy's®, Newcastle Brown Ale®, Ochota®, Primus®, Sagres®, Star®, Strongbow®, Tiger® and Żywiec®.

We have the widest presence of all international brewers, thanks to our global network of distributors and 125 breweries in more than 70 countries. In Europe we are the largest brewer and cider producer.

We achieve our global coverage through a combination of wholly-owned companies, licence agreements, affiliates and strategic partnerships and alliances. Some of our wholesalers also distribute wine, spirits and soft drinks. Our brands are well established in profitable, mature markets, whilst the popularity of our beers is growing in emerging beer markets.

Marketing excellence and innovation are key components of our growth strategy. In everything we do, it is the consumers and their changing needs that is at the heart of our efforts.

We also play an important role in society and in the communities in which we operate. Social responsibility and sustainability underpin everything we do. As part of this, we will continue to increase our initiatives to combat alcohol abuse and misuse and we will work hard to reach the highest environmental standards in the industry.

## €14,319 MILLION

Revenue  
+ 27.3%

## €1,932 MILLION

EBIT (beia)  
+ 10.5%

## €1,013 MILLION

Net profit (beia)  
(9.5%)

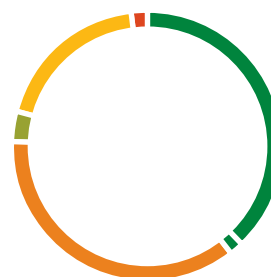
## 125.8 MILLION HECTOLITRES

Consolidated beer volume  
+ 19.4%

## 25.9 MILLION HECTOLITRES

Heineken volume in premium segment  
+ 4.7%

Geographic distribution of personnel  
In numbers



● Western Europe	21,362*
● Head office	854
● Central and Eastern Europe	20,390
● Americas	1,956
● Africa and the Middle East	10,667
● Asia Pacific	979

\* In the Netherlands 3,971



# WHAT WE SAID – WHAT WE HAVE DONE

This section provides an overview of some of our key commitments and our performance against them.

WHAT WE SAID	WHAT WE HAVE DONE
<b>STAKEHOLDER DIALOGUE</b>	
<ul style="list-style-type: none"> <li>More and better structured stakeholder dialogue and reporting on the conclusions</li> </ul>	<ul style="list-style-type: none"> <li>Identified key international stakeholders per focus area. Thirteen dialogue sessions held</li> </ul>
<b>ENERGY</b>	
<ul style="list-style-type: none"> <li>Specific energy consumption 15 per cent lower by 2010 compared with 2002, while simultaneously reducing our CO<sub>2</sub> emissions</li> <li>Greater employee involvement in the energy-saving programme</li> </ul>	<ul style="list-style-type: none"> <li>Realised savings of 11 per cent; on track to reach the 15 per cent target by the end of 2010</li> <li>We prepared a broad employee engagement programme on energy that was launched at Head Office in January 2009</li> </ul>
<b>WATER</b>	
<ul style="list-style-type: none"> <li>Continuation of our efforts to save water and to reduce the number of breweries using more than 7hl of water per hl of beer</li> <li>Completion of our waste water treatment programme for our African breweries by 2012</li> </ul>	<ul style="list-style-type: none"> <li>In 2008, 80 per cent of breweries were compliant</li> <li>One new waste water treatment plant was commissioned and four are under construction</li> </ul>
<b>SAFETY</b>	
<ul style="list-style-type: none"> <li>Review of our long-term targets for accident frequency and severity in line with our Total Productive Management (TPM) programme activities</li> <li>Specific attention to road traffic safety in order to reduce the number of fatalities</li> </ul>	<ul style="list-style-type: none"> <li>The long-term target has been set at less than 2.0 cases/100 FTEs</li> <li>Developed a road safety programme; now being rolled out</li> </ul>
<b>AGRICULTURE</b>	
<ul style="list-style-type: none"> <li>Strict compliance with our Genetically Modified Organisms (GMO) policy</li> <li>Engagement of all our malt suppliers to stimulate sustainable development in their supply of barley</li> </ul>	<ul style="list-style-type: none"> <li>During specific audits, all new materials were found to be in compliance with the EU standards for non-GMO</li> <li>Developed a tool aimed at promoting sustainable barley farming (to be piloted with our key malt suppliers in 2009)</li> </ul>
<b>SUPPLY CHAIN RESPONSIBILITY</b>	
<ul style="list-style-type: none"> <li>Begin the introduction of the Supplier Code to local suppliers in our current operations in Western Europe as well as in Hungary, Bulgaria, Croatia and FYR Macedonia</li> <li>Pilot the Supplier Code in the Africa and Middle East and Asia Pacific regions</li> <li>Finalise the implementation of the Supplier Code by 2010</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Code introduced in all Western European markets (except Ireland and Switzerland). Supplier code introduced in all Central and Eastern European markets</li> <li>Pilot under way in Indonesia; Agreement to pilot in Nigeria in 2009</li> <li>We are ahead of schedule and working towards meeting our target</li> </ul>
<b>RESPONSIBLE BEER CONSUMPTION</b>	
<ul style="list-style-type: none"> <li>Roll-out of locally adapted Enjoy Heineken Responsibly websites for our priority markets as part of an international responsibility campaign</li> <li>Offer continuous online training on the Rules for Responsible Commercial Communication</li> <li>All operating companies with Heineken participation larger than 51 per cent to be fully compliant with the Cool@Work requirements</li> </ul>	<ul style="list-style-type: none"> <li>Website now live in 40 markets and 26 languages</li> <li>989 key employees trained on responsible corporate communication in 2008</li> <li>With the exception of Martinique, all existing companies (acquired before 2008) are compliant</li> </ul>
<b>OUR IMPACT ON DEVELOPING MARKETS</b>	
<ul style="list-style-type: none"> <li>Reach full compliance with the implementation criteria of the Heineken Code of Business Conduct and the Heineken Whistle Blowing Procedure</li> <li>Perform at least two more Economic Impact Assessment (EIA) studies</li> <li>100 per cent delivery of our Selling Beer Safely code in Cambodia</li> </ul>	<ul style="list-style-type: none"> <li>With one exception, all operations in scope in 2005, have the Code of Conduct and the whistle blowing procedure in place</li> <li>EIAs finalised in Greece and Burundi though no new EIAs commissioned</li> <li>Despite considerable progress, not fully delivered on the policy that is in place</li> </ul>

# ENERGY



We are a consumer of energy. Without it, we are unable to operate our breweries, package, transport and distribute our beers or light and heat our offices around the world.

Although it is slowly changing, our current energy consumption derives primarily from non-renewable, i.e. fossil-based sources. Carbon emissions due to burning fossil fuels are a major cause of climate change. Over time, if left unchecked, this will affect how and where we operate and it will continue to have a material impact on our financial cost of doing business.

We therefore have a clear interest in changing and reducing our energy usage. Our work in 2008 reflects these imperatives.

## What we did

We continued our Aware of Energy programme that requires all production units to continuously improve their energy performance. The methodology of making sustainable improvements has been embedded within the Total Productive Management (TPM) programme.

To facilitate the exchange of best practices, we designed a good practices matrix that contains 59 possible improvement actions throughout the production process. This matrix allows for a rough calculation of payback times so that operations can quickly assess the applicability of specific improvements actions.

We have mapped the major carbon impacts of some of our products despite the lack of specific data from suppliers and the lack of a comparable, industry-wide calculation method. It has provided us though with valuable insights into the constituents of our carbon footprint throughout the value chain. We will apply this knowledge in focused improvements over time.

We held an Energy and Carbon Workshop (see case study on page 9), involving production and non-production staff as well as third party experts. The session was focused on developing new ideas to improve future targets and strategy related to energy and carbon.







✓ AUSTRIA

## THE GREEN BREWERY PROJECT AIMS TO MAKE THE GOSS BREWERY EUROPE'S FIRST CO<sub>2</sub> NEUTRAL BREWERY

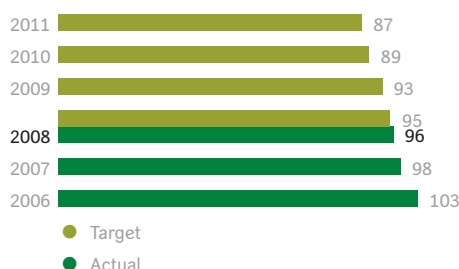
We updated our Utilities Benchmark Model that simulates minimum energy (and water) use per brewery. The model is based on best practices, good housekeeping (including good maintenance) and investments in state-of-the-art technology. We will implement all possible good housekeeping measures that derive from the model within the next three years, leading to further improvements in our energy efficiency.

To a large extent, the savings in specific thermal energy consumption have been caused by the implementation of successful energy-saving measures, such as the insulation of steam pipes, the replacement of equipment and re-use of condensate from steam plants at our production sites in Khabarovsk, St. Petersburg and Novosibirsk (Russia). The site in Santa Fé (Argentina) saved a significant amount of fossil fuel through the optimisation of condensate recovery and the use of biogas from the waste water treatment plant as an alternative fuel for the steam boilers.

We installed energy-efficient equipment in Kinshasa (Democratic Republic of Congo), Lagos (Nigeria), Irkutsk and St. Petersburg (Russia) that contributed to a reduction in electricity consumption. Our new energy-efficient brewery in Sevilla (Spain), which has been fully operational since the beginning of 2008, also contributed positively.

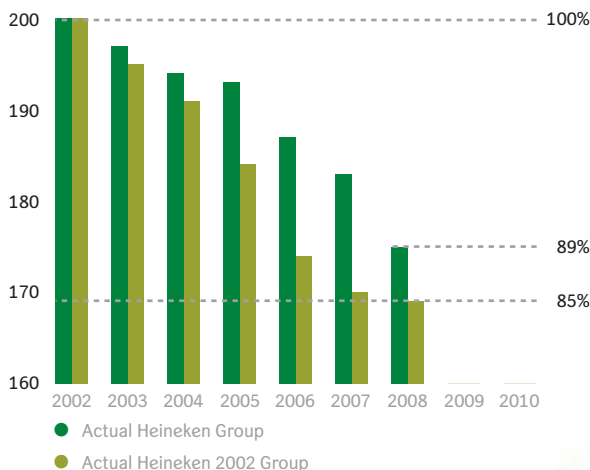
All former Scottish & Newcastle operating units have been integrated into the Heineken approach with regard to policies on Safety and Environment. Where relevant, best practices have been exchanged and where possible, implemented or planned.

### Specific thermal energy consumption MJ/hl beer + soft drink + cider



The performance data of 2008 (actual – target) relate to the companies that were part of the Heineken Group in 2007 and therefore exclude acquisitions made in 2008.

### Specific energy consumption MJ/hl beer + soft drink + cider



## MADRID AND SEVILLA HOLD A 'GREEN DAY' IN THE OFFICE TO RAISE AWARENESS OF ENVIRONMENTAL ISSUES

### What we delivered

#### Thermal energy

The specific thermal energy consumption – the amount of heat needed to produce one hectolitre of beer, soft drinks and cider – further improved from 98 Megajoules per hectolitre (MJ/hl) in 2007 to 96 MJ/hl in 2008. This total is just above our target of 95 MJ/hl for 2008. Next year, the new acquisitions (mainly Scottish & Newcastle) will contribute positively as they had an average thermal energy consumption of 82 MJ/hl in 2008.

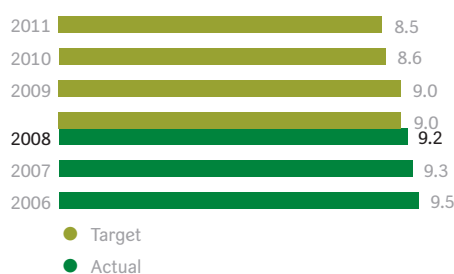
#### Electricity

Specific electricity consumption – the amount of electricity to produce one hectolitre of beer, soft drinks or cider – showed an improvement from 9.31 kWh/hl in 2007 to 9.17 kWh/hl in 2008, marginally above the target of 9.0 kWh/hl we set for 2008. Next year, the new acquisitions (mainly Scottish & Newcastle) will contribute positively as they had an average specific electricity consumption of 8.65 kWh/hl in 2008.

Our Aware of Energy programme aimed at saving 15 per cent energy per hectolitre (i.e. thermal energy and electricity) between 2002 and 2010 is well on track. With another two years left to go, we have to date achieved an energy reduction of 11 per cent.

#### Specific electricity consumption

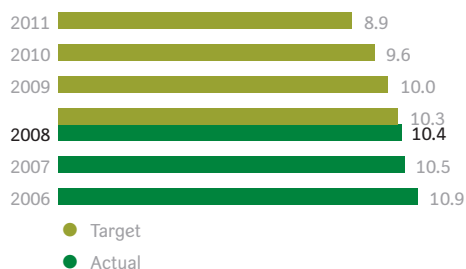
kWh/hl beer + soft drink + cider



The performance data of 2008 (actual – target) relate to the companies that were part of the Heineken Group in 2007 and therefore exclude acquisitions made in 2008.

#### Direct and indirect CO<sub>2</sub> emission: breweries and soft drink plants

kg CO<sub>2</sub>/hl beer + soft drink + cider



The performance data of 2008 (actual – target) relate to the companies that were part of the Heineken Group in 2007 and therefore exclude acquisitions made in 2008.



### Greenhouse gasses

Specific performance in CO<sub>2</sub> emissions (the amount of direct and indirect CO<sub>2</sub> emissions per hectolitre of beer, soft drinks and cider produced) improved from 10.50 kgCO<sub>2</sub>/hl in 2007 to 10.35 kgCO<sub>2</sub>/hl in 2008. Next year, the new acquisitions (mainly Scottish & Newcastle) will have a positive impact as they had lower average emissions of 9.17 kg/hl in 2008.

Overall, as a result of acquisitions and volume increases, our total absolute carbon dioxide emissions increased from 1,670 ktonnes in 2007 to 1,918 ktonnes in 2008 (including our malting plants and new acquisitions).

### What we will do in 2009

- Extended efforts to improve the energy savings in the period 2009 – 2011 beyond what we promised in our Aware of Energy programme
- Redefine the scope of and approach to our energy and climate programme for 2010 – 2020
- Review actions on carbon footprint.

### ✓ FRANCE

## HEINEKEN FRANCE LAUNCHES COMMITMENT PROGRAMME FOR SUSTAINABLE DEVELOPMENT

## HIGH ENERGY INTERNATIONAL WORKSHOP

In September 2008, Heineken invited 25 internal and external stakeholders to Noordwijk in the Netherlands for the Company's first-ever Energy Workshop. The event brought together experts from across all areas of the business to discuss energy issues, gain a clear understanding of how these affect the Company and contribute towards a long-term strategy.

"It was a great success. Along with external experts, we gathered people from supply chain, distribution, logistics and production as well as brewing, agriculture and corporate relations," explains Sietze Montijn, Head of Corporate Responsibility at Heineken.

Representatives from the private sector included senior management from Shell, the Dutch government and the Dutch Institution of Weather, Climate and Seismology (KNMI). They spoke about the global outlook for energy supplies, how the brewing sector would be affected in terms of costs, increasing EU climate regulation and production capabilities.

Delegates split into break-out groups to exchange ideas about ways of reducing energy consumption, and share best practices about renewable energy sources and carbon offsetting. The groups focused on specific areas, such as production, office lighting and transportation. Afterwards, the groups reported the outcomes of their discussions and highlighted opportunities and challenges for Heineken.

"In last year's Sustainability Report we identified the importance of involving people from outside the production process involved in the energy debate. Our energy day facilitated this and allowed people to exchange ideas with experts and departments they might not otherwise come into contact with. Everybody learned a lot," says Sietze.

The results of the day will form part of the input into Heineken's consideration of its climate strategy in 2009.





# WATER

You can't have beer without water. It supports the entire process from growing grain to brewing the beer to cleaning glasses once the beer has been consumed. However, water is also vital for all living organisms. This simple fact means that we must be sure that we do not deprive other users through wastage or pollution.

## What we did

We continued the implementation of our programme aimed at the continuous improvement of our water consumption performance. The methodology of making sustainable improvements has been embedded within the TPM programme.

In Santa Fé (Argentina) and Santiago (Chile), specific water consumption decreased through more efficient water utilisation within the brewery. TPM improvement

## ✓ HUNGARY

**THE SOPRON BREWERY  
OFFICIALLY OPENS  
A WASTE WATER  
TREATMENT PLANT  
USING ANAEROBIC  
TECHNOLOGY TO  
SAVE ENERGY**



✓ USA

## MAJOR MEDICAL INSTITUTIONS JOIN WITH HEINEKEN USA IN THE HEALTH ALLIANCE ON ALCOHOL TO ADDRESS THE UNDERAGE CONSUMPTION OF ALCOHOL

programmes such as in Madrid (Spain), also reduced consumption of water. Repair work in Awo-Omamma (Nigeria) resulted in water savings.

During 2008, we commissioned a new waste water treatment plant at our production unit in Kigali (Rwanda). In addition, four more waste water treatment projects are under construction in Bujumbura (Burundi), Brazzaville (Congo), Kinshasa and Lubumbashi (Democratic Republic of Congo).

Throughout 2008, we conducted internal discussions and made preparations which enable Heineken to sign the UN CEO Water Mandate early 2009. These discussions resulted in the decision to formally endorse the CEO Water Mandate early 2009.

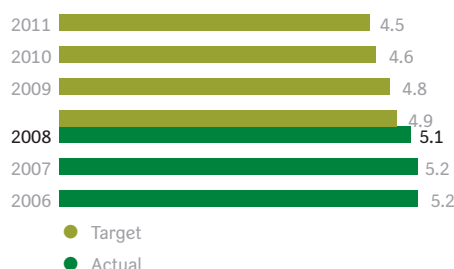
### What we delivered

Our water consumption improved from 5.15 hectolitres per hectolitre of beer in 2007 to 5.06 hectolitres per hectolitre of beer in 2008, which is above our target of 4.9 hectolitres per hectolitre of beer. Next year, the new acquisitions (mainly Scottish & Newcastle) will contribute positively as they had an average specific consumption of 4.07 hectolitres per hectolitre of beer in 2008.

In 2008, more than 80 per cent of our breweries complied with the maximum limit of seven hectolitres of water per hectolitre beer brewed as set out in our 'Aware of Water' programme. Four of the 28 non-compliant breweries are recent acquisitions.

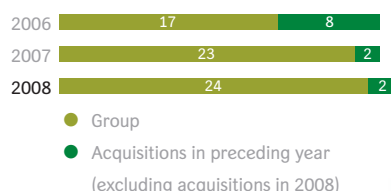
The Heineken Group (excluding the companies acquired in 2008) showed three breweries that reduced water consumption below our norm of maximum 7 hectolitres per hectolitre of beer. The brewery in Skopje (FYR Macedonia) reduced water use from 7.1 to 6.2 hectolitres per hectolitre of beer, the brewery in Tiengiang (Vietnam) reduced water use from 7.9 to 5.3 hectolitres per hectolitre of beer.

### Specific water consumption hl water/hl beer + soft drink + cider



The performance data of 2008 (actual – target) relate to the companies that were part of the Heineken Group in 2007 and therefore exclude acquisitions made in 2008.

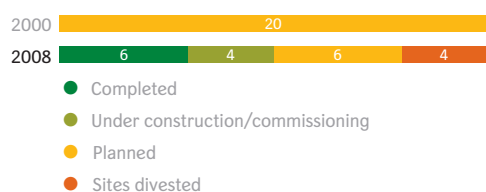
### Production units with water consumption higher than 7 hectolitres of water per hectolitre of beer, soft drink and cider number of production units



✓ FINLAND

# HARTWALL SUPPORTS TWO WATER PROJECTS: OPERATION MERMAID FOR THE BALTIC SEA AND A REGIONAL WATER PROJECT VESIJÄRVI IN LAHTI

## Waste water treatment plants Africa and Middle East Region



## Effluent organic load discharged to surface water ktons COD



\* including acquisitions in 2008.



## ATHENIAN BREWERY ORGANISED A NATIONAL BEACH CLEANING DAY

And thirdly, the brewery in El Obour (Egypt) reduced water use from 7.1 to 6.5 hectolitres per hectolitre of beer. Unfortunately, there were two sites that showed an increase of water consumption to over 7 hectolitres per hectolitre of beer. The site in Boma (Democratic Republic) increased from 6.4 to 7.5 hectolitres per hectolitre of beer due to start up of new equipment. The site in Polein (Aosta in Italy) has corrected water figures from previous year, values are now in line with Heineken definition and values went up from 4.4 to 7.9 hectolitres per hectolitre of beer.

The effluent organic load discharged to surface water increased from 28.1 ktonnes in 2007 to 30.3 ktonnes in 2008, largely as a result of the contribution of acquisitions in 2008.

### What we will do in 2009

- Redefine the scope of and approach to our water and climate programme for 2010 – 2020
- Sign and support the UN CEO Water Mandate
- Continue actions to realise water savings in the period 2009 – 2011 to 4.5 hectolitres of water per hectolitre of beer
- Perform risk mapping on long-term water availability for our sites.



## BUILDING EUROPE'S MOST MODERN BREWERY

Spread out over 71 hectares, Heineken España's new brewery in Seville, is the most modern and technologically advanced in Europe. It has a production capacity of 450 million litres per year, which is 30 per cent more than the old brewery. More importantly, it uses 30 per cent less water, 25 per cent less electricity and thermal energy than the old brewery to achieve these higher production levels.

"In terms of water consumption and energy efficiency, the benefits of the latest technology have been fantastic," says Alfonso García, head of environmental affairs at Heineken España. "The new brewery is located 7 km away from Seville within an industrial area. This means our trucks don't need to drive through the city centre anymore, which was an inconvenience for the local population."

The new brewery reached full operation in March 2008, marking the end of an ambitious four-year project that saw the transfer of operations from its century-old brewery in Seville to the new plant. The old brewery had become absorbed by the city over time, and was located in a high-density residential area in the centre.

The historic 103-year-old buildings of the old Cruz del Campo brewery have now been listed and refurbished to house Heineken España's new corporate headquarters. At the same time, the site of the old brewery has become part of one of the most exciting urban regeneration projects in Spain, which will include almost 2,000 new apartments, a commercial and office area, a 5-star hotel and a 9-hectare public park.

"We have preserved the century-old commitment that Heineken España and Cruzcampo have in this area by keeping our production facilities within the municipality and also by giving back to the community," says Alfonso.

# SAFETY

We must run our business in a way that is safe for our employees and for our host communities. Although brewing is not a hazardous operation per se, each process step has its specific safety risks. Measuring and managing these risks and maintaining adequate preventive measures are the core of our policies and practice.

## What we did

Improvements in safety performance are made sustainable by using the methodology of the Safety Pillar from our TPM programme. Presently, around half of our breweries have started the Safety Pillar.

The obligations in relation to health and safety were highlighted across all breweries and production units, particularly the non-negotiable provision and proper use of personal protective equipment.

We developed and distributed a company-wide booklet, sharing best practices in the area of safety. This has been backed up by posters in local languages that can be used by operating companies to inform and instruct employees on how to work in a safer manner.

Through the year, we organised five training sessions for safety engineers in Central and Eastern Europe in order to equip them with the right knowledge and skills to successfully implement the Safety Pillar of TPM.

We developed a training brochure for operating companies to improve road safety. This tool was discussed and presented during our Global Medical Conference in October 2008. In addition, we have added road safety as a cause for absence and (temporary) disability in our international Incidents and Accidents database.

For larger events such as the UEFA Champions League final and hospitality offered in the Holland Heineken House, we appointed a specific group to consider, plan for and manage risks associated with that particular event. The Group addresses health and safety, as well as security and insurance-related issues connected to organising such events.





## ✓ NETHERLANDS

## HEINEKEN THE NETHERLANDS SPONSORS RESPONSIBLE DRINKING CAMPAIGN AT THE OFFICIAL DUTCH SUPPORTERS' CAMP SITE IN INTERLAKEN DURING THE EURO 2008 FOOTBALL CHAMPIONSHIPS

### What we delivered

In production, our accident frequency rate for company personnel improved from 2.6 accidents per 100 FTEs in 2007 to 2.4 in 2008. Approximately half of our production units met the 2008 Company target of a maximum of 2.0 accidents per 100 FTEs. Next year, the new acquisitions (mainly Scottish & Newcastle) will negatively impact our performance as they had an accident frequency of 2.7 accidents per 100 FTEs in 2008 group figures.

The severity of the recorded accidents of company personnel in production improved from 68 lost calendar days per 100 FTEs in 2007 to 55 lost days in 2008. More than half of the production sites met the Company guide value of 40 lost days per 100 FTEs. The new acquisitions (mainly Scottish & Newcastle) had a similar figure of 54 lost calendar days per 100 FTEs.

The number of accidents involving contractor personnel increased from 143 in 2007 to 180 in 2008. This remains a point of continuous attention for future safety activities.

Regrettably, there were five fatal accidents in 2008 (two Heineken employees of whom one in production and three contractors of whom one in production). A brewery employee in München (Germany) died from CO<sub>2</sub> intoxication. In Russia, an employee working in the Sales and Commerce department lost his life in a road traffic accident. In Kaduna (Nigeria), a contracted safety guard died when a fence collapsed. In Montpellier (France), a contractor in distribution died as a result of an accident during lifting and loading operations. In Krusovice (Czech Republic), a third-party truck driver sustained fatal injuries following a collision with a forklift truck.

### Accident frequency

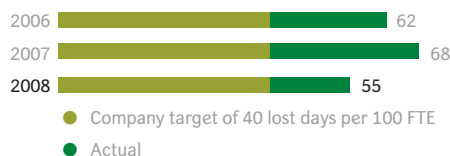
cases/100 FTE for all sites



The performance data of 2008 (actual – target) relate to the companies that were part of the Heineken Group in 2007 and therefore exclude acquisitions in 2008.

### Accident severity

lost days/100 FTE for all sites



The performance data of 2008 (actual – target) relate to the companies that were part of the Heineken Group in 2007 and therefore exclude acquisitions in 2008.





## SAFETY



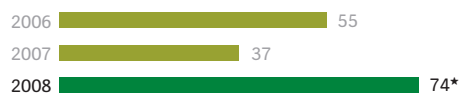
# FOR THE FIFTH YEAR IN A ROW HEINEKEN USA DELIVERS CONSUMERS HOME SAFELY FROM THE NEW YEAR'S CELEBRATIONS

### Safety data on production units Heineken Group

Parameters (absolute values)	Unit	2006	2007	2008*	Targets/Guides
Fatalities of Company personnel	Cases	0	1	1	
Fatalities of Contractor personnel	Cases	1	1	1	
Permanent disabilities of Company personnel	Cases	3	6	2	
Fatalities of Company personnel in commuting	Cases	2	0	0	
Accidents of Company personnel	Cases	677	633	690	
Accidents of Contractor personnel	Cases	84	143	180	
Lost days of Company personnel	Days	15,490	16,336	15,437	
Production workforce (FTE)	FTEs	24,936	24,647	28,054	
Performance indicators (average values)					
Accident frequency	Cases/100 FTE	2.7	2.6	2.4	
Targets accident frequency	Cases/100 FTE				2.0
Accident severity	Days/100 FTE	62	68	55	
Guide values accident severity	Days/100 FTE				40

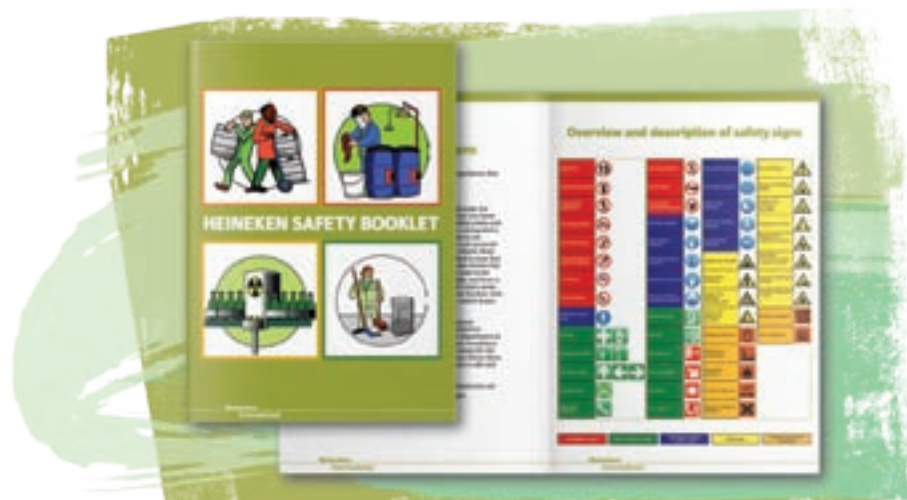
\* Performance data (average values) of 2008 relate to the companies that were part of the Heineken Group in 2007 and therefore exclude acquisitions in 2008.

### Environmental complaints number



\* includes new acquisitions in 2008.





### Safety of installations\*

The majority of reported environmental and safety incidents related to waste water issues. In most instances, the quality of the effluent exceeded legal limits. Twelve production units had to pay fines because of one or more environmental incidents. The associated amount of fines paid in 2008 was €646,000 (in 2007: €1,270,000).

In total, 10 production units reported one or more violations of local safety regulations. Fines were imposed in four of these cases. The total sum amounted to €10,300 (in 2007: €32,600).

The number of registered environmental complaints for nuisance caused by noise, odour emissions and waste water discharges increased from 37 in 2007 to 74 in 2008. This is mainly the result of new acquisitions (mainly Scottish & Newcastle) in 2008. It has been noted during audits that not all operations have appropriate procedures in place which may lead to under reporting of this figure.

### What we will do in 2009

- Heineken Africa and the Middle East has pronounced 2009 as the year of health and safety for the region
- More attention will be paid to the safety of contractors
- We will review our approach to safety and extend the scope of our safety management to the areas outside production
- We will improve communication on road traffic safety and vehicle safety at our sites.

\* Data refers to Heineken Group 2008.

## A NEW APPROACH TO SAFETY IN RUSSIA

The first stage of a new safety management system was implemented across the breweries of Heineken's Russian operations in 2008, resulting in notable performance improvements and new efficiencies. The new system covers plant-wide safety procedures, on-site training, new safety equipment for forklifts and the use of the latest personal protective equipment.

"It began with a risk assessment for health and safety in December 2007," says Aleksandr Khitrov, Group Health, Safety, and Environment Manager at Heineken Breweries in Russia. "During the roll-out phase we held specific training sessions that went through the various controls, safety procedures, audits, the use of Personal Protective Equipment and meetings with suppliers."

Additional safety management measures were introduced as a pilot project at one of the breweries in 2008. These included a trial audit system, a dedicated safety committee and a new electronic safety tag registration (STR) system designed to monitor safety controls across the entire plant. In 2009, these measures will also be implemented at the other nine breweries.

The STR also allows brewery staff to analyse safety information and processes related to specific areas such as the bottling line, the PET line and warehouse. It helps staff avoid unnecessary meetings by granting real-time access to the system from their workplaces.

"The results from the pilot have been excellent and this is reflected in the unprecedented level of communication that now takes place between the technical and production departments," says Aleksandr. "We're aiming to implement STR in all our breweries by 2010."





# AGRICULTURE

We brew beer with natural ingredients. We need cereals, predominantly barley, for brewing and hops for flavour and bitterness. For the continuity of our business, we need access to sufficient, high quality raw materials at an acceptable price. As the world's population continues to rise and many people see their wealth increase, demand for foodstuffs is increasing rapidly. At the same time, the quantity of arable land has remained more or less stable. With biofuels putting extra pressure on the availability of land for foodstuffs in 2008, prices rose significantly.

## What we did and what we delivered

We are constantly broadening our supplier base for raw materials by trying to find suppliers close to our breweries. We have a number of programmes where we support local farmers in becoming a supplier to Heineken. In Africa, we use a fair amount of locally grown rice, maize and sorghum to brew our beers, mainly involving local smallholders (see also [www.heinekeninternational.com](http://www.heinekeninternational.com) under corporate responsibility).

In Greece we launched a programme to engage local farmers in barley farming. We have also established three-year contracts with individual barley farmers to help sustain our supply for the mid-term.

Across the business, we invested in programmes and technologies to increase efficiency in the use of the raw materials that we buy. Extract losses in our brewing and packaging processes are key performance indicators, and therefore a focus in the TPM improvement programmes of our breweries. A global hop programme has resulted in increased yield and efficiency in the use of hops.

Keeping barley farming a valuable proposition for farmers is vital. Our Skylark project was a quest for sustainable arable farming, which resulted in the definition of important sustainability indicators. In 2008, we summarised the key findings of the Skylark project and published these in an international brochure in English, Dutch and French,





✓ SPAIN

## FALCONRY CONTROLS BIRD POPULATION AROUND NEW SEVILLE BREWERY

sharing our experiences to facilitate future expansion of the approach. We have also developed an audit tool/questionnaire that will be piloted with our principal suppliers of malted barley. This tool enables our malt suppliers to measure progress on sustainable development.

We have maintained our strict policy on Genetically Modified Organisms (GMO), which prohibits the use of genetically modified organisms in any of our raw materials. This policy is fully embedded in the recipes and specifications of our beers. All our breweries are subject to internal audits as are the suppliers that meet our stringent criteria. These suppliers are also subject to quality audits where, in the case of maize and rice, emphasis is placed on their management of GMO-free ingredients.

We performed spot checks in 2008 and all raw materials were in compliance with the EU Standards for non-GMO.

### What we will do in 2009

- Translate the outcomes of the Skylark project to specific sustainability requirements and a suitable governance model
- Start measuring the sustainability performance of our most important malt suppliers (to be published in our 2009 Sustainability Report)
- Share the learnings of the Skylark project across other markets via a technical handbook on sustainable barley farming
- Extend GMO audits to local suppliers of maize and rice and focus activities on weak spots with Group suppliers
- Include apple farming in the scope of our sustainable farming programme.

## SUSTAINABLE ORCHARDS PRODUCE GOLDEN APPLES

Bulmers, part of Scottish & Newcastle UK, is based in Hereford in the UK and is one of the oldest and best-known cider makers in the world. The company supports sustainable practices in farming by sourcing its natural raw materials from local farms. This relationship with orchard owners stretches back generations.

"We buy all our apples locally," says Chris Fairs, Growers' Advisory Manager at Scottish & Newcastle UK. "This allows us to work in close partnership with our growers and some of these relationships stretch back 40 years. We have more than 1 million trees planted in our contract growers' orchards and we will be planting approximately 375,000 new trees between 2009 and 2011. In addition, Bulmers has about 1,000 ha of its own orchards."

Bulmers works with farmers to ensure their orchards are producing the right quality of apples, in a sustainable manner, and in a way that adds to the region's biodiversity. In order to reward the most successful contract growers, Bulmers runs its Golden Apple competition.

In this competition, independent judges assess the entrants, with a large proportion of marks awarded for environmental management and contribution to biodiversity. Winners in different categories receive financial recognition and awards. The best overall orchard receives the ultimate prize – a genuine golden apple.

As part of its wider engagement with local farms, Bulmers supports the Farming and Wildlife Advisory Group (an independent UK environmental consultancy), via financial contributions and by offering its orchard expertise during members' training days. This ensures that vital knowledge continues to be passed on through families and farmers.

Nowhere is this knowledge preservation more evident than at the Bulmers nursery. Active since the 1920s, it is a lasting monument to its long-standing commitment to the future of apple and pear cultivation and to biodiversity. The traditional varieties of apples and pears can all be found here, which can add enormous value to a traditional, grazed orchard, while providing a rich habitat for flora and fauna to flourish.



# SUPPLY CHAIN RESPONSIBILITY

We purchase raw materials, equipment and other goods and services in order to meet the needs of our customers and consumers. Through our Economic Impact Assessments and Carbon Footprint studies, we know that the impact of our total supply chain far outweighs our direct impact. Therefore, improvements in our value chain, both in terms of ethics and the environment, are having a positive effect on our cost base and on the goals we set within our sustainability agenda. We believe our approach to supply chain responsibility helps to differentiate Heineken.

## What we did

We introduced our Supplier Code (see [www.heinekeninternational.com/supplychainresponsibility.aspx](http://www.heinekeninternational.com/supplychainresponsibility.aspx) for this Code) in Austria, Greece and Poland. Our operating companies in Western Europe (with the exception of companies acquired in 2008 and those in Switzerland and Ireland) have all started implementation. Dedicated managers have been appointed and will be responsible for performing risk analyses per market, training of local purchasers and translating the Supplier Code into local languages.

We also reviewed the practices from both Scottish & Newcastle and Heineken and found that both share a similar approach. Local implementation focuses mainly on services, maintenance and logistics as we source all packaging materials, raw materials, investment goods and a large part of the merchandise materials for the Heineken brand centrally.

In Central and Eastern Europe, we began implementation of the code in Bulgaria, Croatia, Former Yugoslav Republic of Macedonia, Romania, Hungary, Slovakia, Czech Republic and Russia.

In Indonesia, we commenced a pilot study although we have not yet conducted a pilot in Africa and the Middle East given that a fair amount of the total purchasing spend is sourced centrally and we therefore believe the risks to be moderate.







✓ PORTUGAL

## CENTRALCER INTRODUCES PLASTIC BEER GLASSES THAT BIODEGRADE IN 3 MONTHS, NOT 300 YEARS

We have reworked our approach to auditing. As all our approved packaging and raw materials suppliers are subject to quality audits every four years, we have now built the Supplier Code into our online audit tool. This means we require all preferred suppliers to provide us with evidence (policies and practices) on their compliance with our Code. The tool delivers a standardised supplier rating on Supplier Code compliance.

### What we delivered

In 2008, we conducted audits at 25 per cent of our supplier base versus our target of 20 per cent.

We are working towards meeting our target of full implementation of the Supplier Code in the year 2010.

### What we will do in 2009

- Continue implementation in Western Europe and Central and Eastern Europe
- Start roll-out in Asia Pacific
- Finalise pilot in Indonesia and conduct pilot in Nigeria (originally planned for 2008)
- Start roll-out in the Americas and Africa and the Middle East
- Set long-term targets for supply chain responsibility for 2010 – 2020.



## ETHICAL AND EFFECTIVE SOURCING IN POLAND

Grupa Żywiec, Heineken's operating business in Poland began the roll out of a new Supplier Code for responsible purchasing in late 2007.

The Code is designed to ensure both ethical and effective sourcing processes that reduce the risk of reputational and financial damage through the supply chain. The Code also aims to encourage suppliers that are not fully compliant to work alongside Heineken to achieve the necessary standards within three years. Once achieved, compliance with the Code will be monitored through regular audits.

"Our suppliers and their sales representatives have been very cooperative during the process," says Leszek Bajdowski, head of Group Purchasing at Grupa Żywiec. "That doesn't always mean they know how to organise and present the information for us, so this is an area where we're helping them as much as we can."

During the next stage of the initiative, to be implemented in 2009, support programmes will be developed to help non-compliant suppliers raise their standards. Because the suppliers are starting from different points and operate in diverse areas ranging from packaging materials and raw materials, to maintenance and services, it will be important to offer them a tailored approach.

"Supply chain issues are becoming more important and our approach must be supportive and collaborative. This is the best and most mature way to raise standards generally across the supply chain," says Leszek. "I feel very positively about this initiative because it reflects well on our business in Poland."



# RESPONSIBLE BEER CONSUMPTION

Beer is part of a balanced, healthy lifestyle and has been for thousands of years. That is why we are rightly proud to have enjoyment as one of our core Heineken company values. However, society is also confronted with the negative aspects of alcohol when it is abused or misused by a minority of consumers. Therefore, as one of the world's leading brewers, we – along with all other stakeholders – have a responsibility to play our part in reducing alcohol-related harm.

We do this differently in different markets. Our underlying objective though is always to provide consumers with the knowledge to make informed choices with regard to consuming alcohol. In addition, we also take the time to continually educate our own employees via our internal Cool@Work programme. Through our Code on Responsible Commercial Communication, we ensure that our advertising and promotion does not stimulate inappropriate consumption.

In 2008, we strengthened our already strong reputation in this area through a Company-wide programme of actions built around five key pillars:

- Extend the Enjoy Heineken Responsibly campaign
- Upweight actions on our key portfolio brands
- Increase partnerships at a local level
- Continued investment in coordinated industry action
- Continually educate our own employees.

## What we did and what we delivered

### General

In March 2008, we published a new edition of our Rules on Responsible Commercial Communication and distributed it to all our operating companies and export markets. The new rules can be found on our corporate website [www.heinekeninternational.com](http://www.heinekeninternational.com) in the Corporate responsibility section under Policies (Alcohol).

We revised our online training tool for marketing and sales personnel as well as those new to the business. The tool is available online throughout the year for training new employees.

The responsible consumption programme was the focus of both a presentation and a working session during our leadership forum for the top 130 managers in Bucharest in March 2008.







✓ USA

## HEINEKEN USA AND FLORIDA HIGHWAY PATROL BROADCAST AN ANTI-DRINK AND DRIVE COMMERCIAL DURING HOLIDAY SEASON

### Extend the Enjoy Heineken Responsibly campaign

We embedded the concept of responsibility in the Heineken brand architecture. This means that in our briefing for agencies, to create any new Heineken commercial communication anywhere in the world, responsibility has become an integral part of the brand's identity.

In May 2008, we redesigned our 'Enjoy Heineken Responsibly' logo. We pro-actively display this logo on both our packaging and other means of communication wherever the brand is sold.

We created the world's first international, digital, interactive responsibility campaign 'Know the signs'. This has been designed to raise consumers' awareness of unwanted behaviour with regard to alcohol consumption. During the launch, consumers' exposure to and interaction with the campaign was higher than targeted. Initial results show that the campaign has a positive effect on consumers' attitudes. Visit the site at [www.knowthesigns.com](http://www.knowthesigns.com).

We expanded the reach and content of our Enjoy Heineken Responsibly website. It is now available in 40 markets and 26 languages. We promote the website through our packaging, through commercial communication and as part of other commercial messages.

The 'Enjoy Heineken Responsibly' message is now integrated in the UEFA Champions League sponsorship. We have converted the most viewed 33 per cent of our total stadium advertising to carry the 'Enjoy Responsibly' message. During the matches, we use part of our broadcast rights to promote our 'Enjoy Responsibly' message and have a range of merchandise that carries the message.



## PARTNERING FOR RESPONSIBILITY IN THAILAND

Heineken's minority participation in Thailand, Thai Asia Pacific Breweries (TAPB), has taken a uniquely pro-active approach to encouraging responsible beer consumption, which has culminated in innovative campaigns undertaken in Bangkok, in alliance with government and industry organisations.

"We feel it's not enough to simply encourage responsible drinking in our marketing campaigns," explains Prin Malakul, Corporate Affairs Director at TAPB. "We're forming alliances with organisations that do more to help manage the problems caused by irresponsible drinking and this has led to exciting campaigns aimed at reducing the associated dangers."

Among employees, an alcohol and road safety training was organised and the marketing code of conduct was relaunched. As part of this campaign, portable breathalysers were handed out so that employees can check their own alcohol content. Another, external, campaign was the joining of hands with Nonthaburi Province and District police to build awareness of the 'Don't Drive Drunk' foundation. To help raise awareness on alcohol and road safety, TAPB developed leaflets and posters. It also teamed up with the Federation of Alcohol Control Thailand (FACT), the local Traffic Police and other beverage firms, to patrol the streets and to hand out information leaflets to educate and raise awareness amongst consumers in that area about the dangers of driving under the influence.

The campaigns have put TAPB at centre stage in the fight against irresponsible drinking and highlighted Heineken's commitment in this area. "We understand that with the sale of alcoholic products comes a responsibility to work with other responsible parties minimise the potential negative effects," says Prin. "Our programmes have been a great success and we are now looking to expand them to other regions in Thailand."



### Upweight actions on our key portfolio brands

We introduced responsible consumption messages on primary packaging for most of our key brands covering around 50 per cent of our global volume. We also support the labelling with dedicated local responsibility websites in markets where internet penetration makes this a relevant channel.

### Increase partnerships at a local level

In line with our vision to play our part in reducing alcohol-related harm, we increased the number of market-based partnerships that address alcohol-related issues from 7 to 30. These partnerships address one of three issues: drinking and driving, underage purchase and consumption and alcohol education.

### Continued investment in coordinated industry action

We are members of trade organisations in markets across the world. In many of these, we have instigated or participated in campaigns, programmes and projects that address relevant beer issues. In addition, we participate in international groups active on the issue such as Brewers of Europe, Global Alcohol Producers Group and the International Centre for Alcohol Policies (ICAP).

### Continually educate our own employees

Working in the beer business requires us to be ambassadors for our industry. With the exception of Martinique, all operating companies that were acquired prior to 1 January 2008 have implemented our internal 'Cool@Work' programme. We will modify our Cool@Work manual to make it clearer to operating companies what is required from

✓ FINLAND

## THE FEDERATION OF BREWING AND SOFT DRINKS INDUSTRY LAUNCH A NEW KIND OF ALCOHOL EDUCATION WITH THE 'DRUNK, YOU'RE A FOOL' CAMPAIGN







them on a continuous basis in order to remain compliant with our policy. Our internal 'Alcohol, Company and Society' database continued to play an important role in the design of local implementation and maintenance activities by disclosing best practices from around all our markets.

#### What we will do in 2009

- Build 'responsibility' into the brand architecture of our top 10 brands
- Review and adapt our international media campaign ([www.knowthesigns.com](http://www.knowthesigns.com))
- Upgrade our online refreshment training for the Rules on Responsible Commercial Communication for all relevant marketing and sales staff in the autumn of 2009
- Promote and update the learning tool for the Rules on Responsible Commercial Communication to ensure that new employees learn and understand our policy
- Develop workshops and ensure compliance to our rules
- Maintain our current level of partnerships
- Further expand responsibility activities to local brands (through sponsorships and in commercial communication)
- Secure compliance with the newly defined refresher definition for Cool@Work
- Introduce Cool@Work in operations that were acquired in the course of 2008.



## KNOWING THE SIGNS IN THE NETHERLANDS

In the Netherlands, Heineken implemented the successful international interactive online marketing campaign as part of its ongoing commitment to encouraging responsible drinking.

The message to drinkers was simple: know your limits or be an embarrassment to yourself and your friends.

The campaign was different to other initiatives because of its interactivity. The aim was for consumers to engage with it, rather than passively watch a one-way piece of communication, thereby making it more successful at raising awareness.

It consisted of videos showing characters who displayed differing types of behaviour when they had consumed too much. These caricatures were virally seeded using local social networking sites, particularly the hugely popular [hyves.nl](http://hyves.nl). Members of the site were able to send videos of the stereotypes to their friends with the message: "reminds me a bit of you!"

"The great thing about this campaign is it fulfils our marketing objectives with a message that also encourages the responsible use of alcohol," explains Floris Cobelens, Marketing Manager for Heineken in the Netherlands. "The responsible drinking message is so much more effective when it is delivered by friends or loved ones, and the use of social networking to deliver it has made it that much more effective."

The [hyves.nl](http://hyves.nl) campaign was backed up by innovative online banner ads where the characters appear to leap across the screen. The results were immediate, with thousands of videos being seeded through the viral campaign. "It just shows how effective socially responsible marketing can be when you're creative about it," says Floris.



# IMPACT ON DEVELOPING MARKETS

Heineken operates in many different countries, each with their own customs and culture. As a good citizen, we aim to maintain uniform minimum standards of conduct regardless of where we operate. In addition, we also want to be an integral part of the societies where we conduct our business so we actively contribute to the development of those societies. Doing business in developing countries requires different skills, thinking, approaches and services than in developed countries. Sometimes, particularly in the area of healthcare, being a multinational company means taking on the sort of responsibilities that the Western world traditionally sees as the domain of governments.

## What we did and what we delivered Healthcare

Although the rise in the number of new HIV cases is slowing, prevention and treatment remains a priority. The prevention of transmission of HIV from mother to child has been a focus for us in the past year.

In Nigeria, three supply chain companies are working together with Nigerian Breweries Plc. to implement their own HIV prevention programmes. These programmes include non-discrimination, peer education and access to condoms and HIV treatment. The programme is conducted together with two other international private sector companies, the Nigerian Business Coalition and the Private Investors for Africa.

Malaria is still a major cause of sickness and absenteeism in the Sub-Saharan African operating companies and the continued distribution of impregnated bednets, as well as more precise diagnosis by using rapid tests and improved treatment has contributed to the gradual decline in the number of employee-related cases. Malaria mortality has all but disappeared in our workforce.







## ✓ THAILAND

## TAPB LAUNCHES REUSE BOTTLE CAMPAIGN TO PROMOTE RECYCLING

Chronic diseases though are becoming more prevalent, driven by similar risk factors that exist in more developed markets. We used this information to design a module that outlines concrete interventions that will enhance the health and well-being of our employees.

In October 2008, Heineken Health Affairs organised a global health conference in the Netherlands. Company doctors from around the globe were able to exchange best practices and receive training in new ways of treatment.

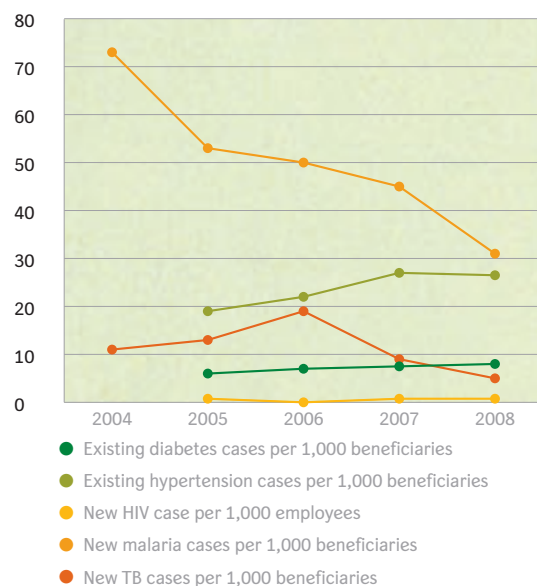
### Beer promoters

The Beer Selling Industry Cambodia (BSIC) has defined clear standards for the safety of women beer promoters in Cambodia. It was established two years ago to confirm and codify the significant improvements in working terms and conditions that signatories to the agreement had made since 2002. It is also a platform on which further improvements continue to be made. However, the BSIC Code is not mandatory for all companies that sell beer in Cambodia. As a result, only six of the more than 20 companies that use beer promoters in Cambodia have signed the agreement: Heineken, Asia Pacific Breweries, Carlsberg, Guinness, CBL and Cambrew.

In real terms, this means that only one quarter of all beer promoters employed in Cambodia are covered by the programme. In order to achieve a significant step in changing the conditions for the 75 per cent of promoters who are currently not covered by the Code, it is essential that those beer businesses who have not signed the Code yet, do so. In discussions with industry players, and stakeholders on the issue, this is high on our agenda.

In the interests of balanced reporting, an independent audit into the BSIC Code was conducted in 2008. It highlighted the fact that in some areas we have still not fully delivered on the policy that is in place. We will therefore take these as the areas in which we have to improve in 2009. As a sign of our commitment, in some more remote locations where we are not able to guarantee delivery of the Code to a

Important diseases in Heineken Sub-Saharan Africa  
in number of cases





# NIGERIAN BREWERIES IMPLEMENTS DON'T DRINK AND DRIVE CAMPAIGN IN COLLABORATION WITH THE FEDERAL ROAD SAFETY COMMISSION

satisfactory level, we have stopped using beer promoters and lost sales. The audit also found that more than 90 per cent of the respondents who had previously worked for non-BSIC members, felt better off under their current BSIC member employment.

### Corporate citizenship

In 2008, we spent €5.3 million on non-commercial sponsorship that supports the communities in which we operate. These activities range from sponsorship of local cultural events to financial assistance of training in the communities in which we operate and excludes employee time and employee giving. This amount was 7 per cent lower than the amount spent in 2007.

To facilitate mutual learning between operating companies in the area of corporate citizenship, we have developed and distributed an electronic workbench that allows operating companies to share their activities within the Heineken community.

### Employee rights

Throughout 2008, we worked hard on the development of our Employee Rights policy. Roll-out for this policy is planned for 2009. Our operations will make use of the Quick Scan of the Human Rights Compliance Assessment Tool in order to make improvements in this area when needed. No human rights-related incidents were reported to the Group in 2008.







## THE LAHTI BREWERY ANNOUNCES THE INTEGRATION OF THE BIO-ETHANOL PLANT INTO THE BEVERAGE PLANT TO INCREASE EFFICIENT USE OF ORGANIC WASTE

### Business ethics

Our Code of Business Conduct is implemented in all but one of the operating companies included in the scope in 2005. Operating companies acquired in 2007 and 2008 will implement the Code in 2009.

We redrafted our Whistleblowing Procedure, taking into account the European privacy regulations and will start the roll-out of this revised policy early in 2009.

We included a number of integrity-related questions in our climate survey and tested this approach in Multi Bintang Indonesia and Heineken Taiwan. Based on the results, we will continue to use the climate survey to measure integrity in our operations every two years.

### Local economic impact

The studies for Greece and Burundi were finalised and we published the results on our Company website. For reasons of budget and local priority setting, we have not conducted the two additional Economic Impact Assessments targeted for 2008.

### What we will do in 2009

- Investigate and launch a new approach for community investment in Africa
- Perform zero measurement on employee rights
- Roll out training on Code of Business Conduct and Whistleblowing Procedure
- Conduct four economic impact assessments



## SAFETY AT THE 2008 OLYMPICS

The Holland Heineken House has been the main hospitality venue for the Netherlands Olympic Committee since the 1994 Summer Olympic Games in Athens. During the Beijing Games in 2008, it received more than 100,000 national and international visitors, including VIPs and members of the Olympic Committee.

Set up in a large exhibition hall in the centre of Beijing, the Holland Heineken House was akin to a small village with numerous restaurants, exhibition stands and entertainment areas. In addition to the cultural and hospitality events, it offered on-site medical support throughout the Games.

"The idea of offering medical assistance really took shape at the 2006 Winter Games in Turin where we had set up an ice rink for the visitors and wanted to be able to respond to any accidents," explains Erik van Vliet, Heineken's Group Medical Adviser. "In China we knew the potential health and safety issues would be very different."

To anticipate the medical support the Holland Heineken House would need in Beijing, van Vliet and his team undertook an exhaustive review of health-related risks, with the support of the local Dutch Embassy. The review covered a broad range of potential problem areas, including respiratory and other infections, road traffic safety, an assessment of local hospital conditions and the challenges of communicating with local medical staff.

Van Vliet was able to advise on the necessary medical facilities for the Holland Heineken House and establish contact between the project team and local health care providers. The project was supported by the Dutch medical volunteer organisation, Service Medical Foundation, and was coordinated with Chinese authorities to secure the services of a local ambulance, doctor and nurse.

Throughout the Games, the Holland Heineken House's medical staff provided over 700 consultations, including 10 hospital referrals and two hospital admissions. "The feedback was fantastic," says Erik, "so now we're seeking to share our experience and expertise in this area with other corporate sponsors of the international Olympic committees, so they can do it too. We're also busy preparing for the 2010 Winter Games in Vancouver."

# APPENDICES

## Appendix 1: Assurance Report KPMG Sustainability

We were engaged by the Executive Board of Heineken N.V. ('Heineken') to provide assurance on the Heineken Sustainability Report 2008 (further referred to as 'The Report'). The Report, including the identification of material issues, is the responsibility of the Company's management. Our responsibility is to issue an opinion on The Report.

### What was included in the scope of our assurance engagement?

Our engagement was designed to provide the readers of The Report with:

- reasonable assurance on whether the financial data on page 4 are properly derived from the 2008 financial statements of Heineken N.V., for which KPMG issued an unqualified audit opinion;
- limited assurance on whether the information in The Report is fairly stated.

Procedures performed to obtain a limited level of assurance are aimed at determining the plausibility of information and are less extensive than those for a reasonable level of assurance. To obtain a thorough understanding of the financial results and financial position of Heineken N.V. the reader should consult the Heineken audited financial statements for the year ended 31 December 2008.

### Which reporting criteria did Heineken use?

Heineken applies its own sustainability performance reporting criteria, derived from the Sustainability Reporting Guidelines (G3) of the Global Reporting Initiative and internal corporate guidelines for reporting, as detailed in the 'Reporting basis' on pages 34-37. It is important to view the performance data in the context of this explanatory information. We believe that these criteria are suitable in view of the purpose of our assurance engagement.

### Which assurance standard did we use?

We carried out our engagement in accordance with Standard 3410N 'Assurance engagements relating to sustainability reports' of the Royal Netherlands Institute of Registeraccountants. This Standard requires, amongst others, that the assurance team possesses the specific knowledge, skills and professional competencies needed to understand and review the information in The Report, and that they comply with the requirements of the IFAC Code of Ethics for Professional Accountants to ensure their independence.



### What did we do to reach our conclusions?

For the financial data we reconciled the financial data on pages 4 with the audited 2008 financial statements of Heineken.

To determine whether the other information in The Report is fairly stated we:

- performed a media analysis and internet search on environmental, safety and social issues relating to Heineken, to obtain information on relevant sustainability issues in the reporting period;
- reviewed the follow-up of the stakeholder dialogue in The Report;
- reviewed the systems and processes for information management, internal control and processing of the qualitative and quantitative information in The Report, at corporate level;
- reviewed the systems used for generating, validating and aggregating the environmental and safety data at corporate level;
- visited six sites in Austria, Germany, Israel, Portugal, The Netherlands and The United Kingdom to assess the quality of the local data management systems and the reliability of the reported data;
- interviewed relevant staff and management at corporate level responsible for the reported information on specific issues in The Report, including agriculture, supply chain responsibility, responsible beer consumption and impact on developing markets;
- collected and reviewed internal and external documentation to determine whether the qualitative information is supported by sufficient evidence.

During the assurance process we discussed changes to the various drafts of The Report with Heineken, and reviewed the final version of The Report to ensure that it reflected our findings.

### What are our conclusions?

Based on the above,

- the financial data on page 4 are properly derived from the 2008 financial statements of Heineken N.V., for which KPMG issued an unqualified audit opinion;
- the other information in The Report does not appear to be unfairly stated.

### What else did we observe?

Without affecting the conclusions presented above, we would like to draw readers' attention to the following:

Heineken currently reports on its CO<sub>2</sub> emissions and safety performance for production units only. For CO<sub>2</sub> emissions Heineken determined that the impact of the total value chain outweighs the impact of the production units. The safety performance currently excludes distribution and marketing activities. In order to effectively manage environmental and safety impact we recommend Heineken to set the scope of the redefined sustainability goals beyond production and to extend the performance information in the sustainability report accordingly.

The data management systems at the breweries can be further improved in terms of documenting data management procedures and recording the results of these procedures, such as the data review by management. We recommend improving the local data management systems on these elements in light of monitoring performance against the redefined sustainability goals.

### KPMG SUSTAINABILITY

Drs. W.J. Bartels RA

Amsterdam, 8 April 2009

## Appendix 2: Overview of reporting units

	Energy	Water	Safety	Agriculture	Supply Chain Responsibility	Responsible Beer Consumption	Impact on Developing Markets <sup>1</sup>
<b>Heineken Group</b>				✓	✓	✓	✓
<b>Western Europe</b>							
Heineken Nederland B.V.	✓	✓	✓			✓	✓
Heineken France S.A.	✓	✓	✓			✓	✓
Scottish & Newcastle UK Ltd.	✓	✓	✓			✓	
Sociedade Central de Cervejas et Bebidas S.A.	✓	✓	✓			✓	
Oy Hartwall Ab.	✓	✓	✓			✓	
Heineken España S.A.	✓	✓	✓			✓	✓
Heineken Italia S.p.A.	✓	✓	✓			✓	✓
Heineken Ireland Ltd.	✓	✓	✓			✓	✓
Heineken Switzerland A.G.	✓	✓	✓			✓	✓
Mouterij Albert N.V.	✓	✓	✓			✓	✓
Affligem Brouwerij BDS N.V.	✓	✓	✓			✓	✓
N.V. Brouwerijen Alken-Maes							
Brasseries S.A.	✓	✓	✓			✓	
Brau Holding International GmbH	✓ <sup>2</sup>	✓ <sup>2</sup>	✓ <sup>3</sup>			✓	
<b>Central and Eastern Europe</b>							
Athenian Brewery S.A.	✓	✓	✓			✓	✓
Brau Union Österreich A.G.	✓	✓	✓			✓	✓
Grupa Żywiec S.A.	✓	✓	✓			✓	✓
Heineken Hungária Sörgyárak Zrt.	✓	✓	✓			✓	✓
Heineken Slovensko a.s.	✓	✓	✓			✓	✓
Karlovačka Pivovara d.o.o.	✓	✓	✓			✓	✓
LLC Heineken Breweries	✓	✓	✓			✓	✓
Starobrno a.s.	✓	✓	✓			✓	✓
Královský Pivovar Krušovice a.s.	✓	✓	✓			✓	✓
Drinks Union a.s.						✓	✓
Heineken Romania S.A.	✓	✓	✓			✓	✓
Bere Mures S.A.	✓	✓	✓			✓	✓
JSC KPBN Shikhan	✓	✓	✓			✓	✓
LLC Company PIT, Kaliningrad	✓	✓	✓			✓	✓
LLC PIT Novotroitsk	✓	✓	✓			✓	✓
FCJSC Brewing Company, Syabar'						✓	✓
OJSC, Rechitsapivo						✓	✓
Žagorka Brewery A.D.	✓	✓	✓			✓	
Pivara Skopje A.D.	✓	✓	✓			✓	



	Energy	Water	Safety	Agriculture	Supply Chain Responsibility	Responsible Beer Consumption	Impact on Developing Markets <sup>1</sup>
<b>Americas</b>							
Heineken USA Inc.	✓	✓	✓			✓	✓
Commonwealth Brewery Ltd.	✓	✓	✓			✓	✓
Windward & Leeward Brewery Ltd.	✓	✓	✓			✓	✓
Cervecerias Baru-Panama S.A.	✓	✓	✓			✓	✓
Surinaamse Brouwerij N.V.	✓	✓	✓			✓	✓
Brasserie Lorraine S.A.	✓	✓	✓			✓	✓
Compania Cervecerias Unidas S.A.	✓	✓	✓			✓	
<b>Africa and the Middle East</b>							
Nigerian Breweries Plc.	✓	✓	✓			✓	✓
Al Ahram Beverages Company S.A.E.	✓	✓	✓			✓	✓
Consolidated Breweries Ltd.	✓	✓	✓			✓	✓
Brasserie Almaza S.A.L.	✓	✓	✓			✓	✓
Brasseries, Limonaderies et Malteries 'Bralima' S.A.R.L.	✓	✓	✓			✓	✓
Brasseries et Limonaderies du Rwanda 'Bralirwa' S.A.	✓	✓	✓			✓	✓
Brasseries et Limonaderies du Burundi 'Brarudi' S.A.	✓	✓	✓			✓	✓
Brasseries de Bourbon S.A.	✓	✓	✓			✓	✓
Sierra Leone Brewery Ltd.	✓	✓	✓			✓	✓
Tango s.a.r.l.						✓	✓
Société Nouvelle des Boissons Gazeuses S.A. ('SNBG')						✓	✓
Nouvelle de Brasserie 'Sonobra'						✓	✓
Brasseries du Congo S.A.	✓	✓	✓			✓	✓
Tempo Beverages Ltd.	✓	✓	✓			✓	
Diageo Heineken Namibia B.V						✓	
Sedibeng Brewery Pty Ltd.						✓	
<b>Asia Pacific</b>							
Grande Brasserie de Nouvelle Calédonie S.A.	✓	✓	✓			✓	✓
P.T. Multi Bintang Indonesia Tbk.	✓	✓	✓			✓	✓
Asia Pacific Breweries Ltd.	✓ <sup>4</sup>	✓ <sup>4</sup>	✓ <sup>4</sup>			✓	

<sup>1</sup> For sections on corporate citizenship and business ethics.

<sup>2</sup> Excludes: Mossautal, Karlsruhe, Poppenhausen, Rosenheim and Bad Brambach.

<sup>3</sup> Excludes: Chemnitz, Kulmbach, Würzburg, Donaueschingen, Mossautal, Karlsruhe, Poppenhausen, Rosenheim and Bad Brambach.

<sup>4</sup> Includes: Cambodia, China (Shanghai, Haikou), India (Hydrabad, Aurangabad), Indonesia, Laos, Mongolia, New Zealand, Papua New Guinea, Singapore, Sri Lanka and Vietnam.

### Appendix 3: Reporting basis

#### Scope

The safety and environmental data presented in this report relate to the years 2006, 2007 and 2008 for the production units of the Heineken operating companies. The term 'production unit' means breweries, maltings and soft drink plants and combinations of these, at which malt, beer and soft drinks are produced. The data covers significant subsidiaries and joint ventures, which are included in the financial statements. The figures for joint ventures relate to their total output. Environmental data for production units where both beer and soft drinks are produced, have been combined. The figures do not include distribution departments nor head offices.

The volume figures presented in the environmental section of this report, based on production, may differ slightly from the figures presented in Heineken's financial report, which are based on sales. This difference is accounted for by exports, volumes produced under licence and a number of recently acquired production units that have not yet submitted data. Newly acquired production units are required to start reporting directly after the first calendar year after the date of acquisition.

The data presented in the sections on Agriculture, Supply Chain Responsibility, Responsible Beer Consumption and Our Impact on Developing Markets are derived from databases that are available at Group level. Additionally, the data provided in 'Responsible Beer Consumption' has been subject to internal audit activities.

If available, the Scottish & Newcastle operations and other acquisitions made in 2008, have been reported separately in these chapters.

#### Reporting systems

The maltings, breweries and soft-drink plants gather the data in accordance with guidelines and definitions formulated by Heineken Group Supply Chain based on the Global Reporting Initiative Guidelines (G3 2006). Their reports are submitted annually to this Group, where they are checked for completeness, similarity of data and accuracy.

A training course is also provided at the request of the production units to instruct employees in the accurate acquisition, verification and filing of data. Visits have been paid to selected production units in conjunction with the external verifier to check the quality of the information they provide by comparing it with invoices, measurements, and calculations.

#### Targets

The Sustainability Report may contain two types of targets: long-term targets and operational targets. Long-term targets have centrally been set at Group Function level like for energy consumption. Operational targets are part of the normal Operational Plan Cycle and are set locally by the production unit to fulfil the long-term targets.

Each production unit sets annual operational targets for a number of parameters (e.g. safety, electricity consumption, water consumption) for the three years to come. The targets are influenced by, for example, changes of production volume and projects. The aggregated company target of a parameter is the volume-average of site targets. Therefore, these targets can differ over the years due also to acquisitions and divestments.



## SAFETY PARAMETERS AND INDICATORS

PARAMETERS	Fatal accidents	Fatalities, own staff and contractor personnel
	Accidents resulting in permanent disability	Permanent disabilities, own staff
	Accidents resulting in absence from work	Accidents, own staff and contractor personnel
	Days absent	Absence, own staff in calendar days
	Workforce	Expressed in Full Time Equivalents
	Number of complaints	External complaints related to nuisance
	Number of external safety-related incidents	Incidents related to safety and environment which had an impact outside the production unit
PERFORMANCE INDICATORS	Accident frequency	Own staff, number of accidents resulting in absence from work per 100 full-time equivalents (FTE)
	Accident severity	Own staff, days absence from work per 100 full-time equivalents (FTE)

### Safety reporting

The safety reporting system is used by the production units to record accidents at their locations and report on the consequences for both their own staff and contractor personnel. 'Own staff' includes both permanent, temporary staff and agency personnel. Overtime is included in the production workforce calculation. Group Supply Chain has defined seven parameters, which must as a minimum be reported at local level, to serve as the basis for measuring the results achieved by our breweries, maltings and soft drink plants. These results are expressed in two performance indicators.

### Environmental reporting

The purpose of environmental reporting is to clarify the environmental effects of producing malt, beer and soft drinks at our production locations. These effects include depletion of resources, emissions and nuisance. To measure the results achieved in these areas, Group Supply Chain has defined seven key parameters for our breweries, maltings and soft drink plants. Performance is measured for four parameters in terms

of production, expressed in hectolitres of beer and soft drinks or tonnes of malt, to facilitate comparison of the results.

The Eco Care Indicator comprises of the following subjects: local environmental policy, environmental management system, legal compliance, violations of law, environmental fines, environmental complaints, environmental accidents, reliability of reporting. The greenhouse effect covers CO<sub>2</sub> and refrigerant emissions. The ozone layer depletion covers refrigerant losses (e.g. HCFCs), acidification covers NO<sub>x</sub>, SO<sub>x</sub>, and NH<sub>3</sub> emissions, nutrification covers Chemical Oxygen Demand (COD), nitrogen and phosphorus in wastewater after treatment, where discharged into surface water. Waste management deals with the destination of our by-products and hazardous waste.

## ENVIRONMENTAL PARAMETERS AND INDICATORS

PARAMETERS	Thermal energy consumption	Consumption of thermal energy in MJ
	Electricity consumption	Consumption of electrical energy kWh
	Water consumption	Water consumption in m <sup>3</sup>
	COD load of effluent	The Chemical Oxygen Demand of the treated or untreated waste leaving the production unit and discharged to surface water in kg
PERFORMANCE INDICATORS	Specific thermal energy consumption	Thermal energy consumption per unit produced in MJ/hl beer plus soft drinks
	Specific electricity consumption	Electricity consumption per unit produced in kWh/hl beer plus soft drinks
	Specific CO <sub>2</sub> consumption	Fossil carbon dioxide emission (direct and indirect) per unit produced in kg/hl beer plus soft drinks derived from the thermal energy and electricity consumption. The corresponding CO <sub>2</sub> emission is derived from this figure using the WBCSD Protocol
	Specific water consumption	Water consumption per unit produced in hl/hl beer plus soft drinks



### Qualified reliability of safety and environmental data

The reliability of the data is subject to certain qualifications, despite the fact that the safety and environmental experts at our production units have reported to the best of their knowledge, in good faith and in accordance with agreed procedures and Group Supply Chain has validated their figures. Heineken is continuing to work on formulating and applying uniform definitions and instructions for reporting purposes, in order to improve the accuracy and comparability of the data. Standard calculation protocols for atmospheric emissions have been developed, for example, to minimise the error in these figures. Standard calculation tools are also present for refrigerant losses and waste discharge.

### Definitions

Differences in the interpretation of definitions have occurred in some cases. On the basis of our internal validation findings, we do not expect these differences at the aggregated level to be material.

### Completeness

Reporting was not forthcoming or incomplete in some cases. Often newly acquired production units need to improve their reporting system, especially on complaint and incident registration, accident severity and COD measurement. In order to provide a realistic representation of Heineken's total environmental impact, the missing data has been estimated in accordance with our internal procedures for incomplete reports. Our operating companies have estimated some data. Production units that report have been listed in Appendix 2.

### Accuracy

The accuracy of the data depends on the method of measurement, the calculation procedure and whether estimates have been used. For some parameters, the sampling method and frequency, as for COD, can also affect the accuracy. The quantity of refrigerant is difficult to establish because it is used in dynamic systems in which it can occur in both the liquid and gaseous phase. Refrigerant losses are determined on the basis of the quantities added

to replenish systems. The scope and workforce size related to the accident frequency can give rise to inaccuracies in some locations due to the misinterpretation of overtime and number of temporary personnel. In a number of cases, the number of lost days could have been reported incorrectly where also the day of the accident is counted as a lost day, which is not in line with our definition. Not all our sites have adequate procedures for the registration of environmental and safety incidents, violations of safety regulations and environmental complaints, which may cause underreporting.

### Comparability

Each parameter to be reported has accurately been defined in the Safety Standards & Procedures and Environmental Standards & Procedures.

The comparability of the data depends on the extent to which estimates have been used in determining the performance indicators. Where estimates have been used in interpreting trends, it is stated in the text of this report. The comparison of data has been carried out over a three-year period such to limit the influence of incidental fluctuations.

Since no material changes have been made to definitions, calculations or estimating procedures, there is comparability from year to year, except when indicated in the text of this report.

## Appendix 4: Overview environmental performance

### Absolute figures

Performance indicator	Unit	Heineken Group**			Breweries, cider and soft drink plants			Malting plants		
		2006	2007	2008	2006	2007	2008	2006	2007	2008
Beer production	Mhl	128.2	135.2	158.9	—	—	—	—	—	—
Cider production	Mhl	—	—	3.8	—	—	—	—	—	—
Soft drink production	Mhl	10.2	11.2	15.5	—	—	—	—	—	—
Malt production	ktons	588	612	600	—	—	—	—	—	—
Water	Mm <sup>3</sup>	74.6	78.1	89.8	72.2	75.5	87.2	2.4	2.6	2.5
Waste water	Mm <sup>3</sup>	53.4	56.0	64.7	—	—	—	—	—	—
Electricity	GWh	1,380	1,450	1,690	1,310	1,370	1,620	75	77	71
Thermal energy	PJ	15.8	16.0	18.2	14.2	14.4	16.7	1.6	1.6	1.5
CO <sub>2</sub> emissions (direct)	ktons	1016	1069	1187	930	982	1115	86	87	72
NO <sub>x</sub> emissions	tons	1,770	1,810	2,070	1,700	1,740	2,000	73	75	69
SO <sub>x</sub> emissions	tons	3,220	3,490	3,160	3,160	3,430	3,140	56	60	16
Organic load before treatment	ktons COD	140	150	179	138	147	176	2.7	3.5	2.7
Effluent organic load*	ktons COD	33.7	28.1	30.3	—	—	—	—	—	—
Effluent total nitrogen*	tons N	973	913	1211	—	—	—	—	—	—
Effluent total phosphorous*	tons P	684	548	689	—	—	—	—	—	—
Effluent suspended solids*	ktons d.m.	7.64	6.77	7.20	—	—	—	—	—	—
Total hazardous waste	ktons	1.89	1.51	1.95	—	—	—	—	—	—
Non-recycled hazardous waste	ktons	0.78	0.36	0.74	—	—	—	—	—	—
Total waste water sludge	ktons d.m.	11.2	10.1	13.0	—	—	—	—	—	—
Non-recycled waste water sludge	ktons d.m.	1.97	2.91	2.22	—	—	—	—	—	—
Total co-products, packaging and industrial waste	ktons	2,590	2,790	3,180	—	—	—	—	—	—
Non-recycled industrial waste	ktons	140	132	151	—	—	—	—	—	—
NH <sub>3</sub> in use	tons	935	927	1049	—	—	—	—	—	—
NH <sub>3</sub> losses	tons	107	75	95	—	—	—	—	—	—
HC-based refrigerants in use	tons	38.8	37.8	51.4	—	—	—	—	—	—
HC-based refrigerants lost	tons	13.0	16.9	15.3	—	—	—	—	—	—
	kg R11 equivalents	925	1,518	1,803	—	—	—	—	—	—
	ktons CO <sub>2</sub> equivalents	28.2	37.3	37.4	—	—	—	—	—	—
Halons in use	tons	1.15	1.26	1.05	—	—	—	—	—	—
Complaints	number	55	37	74	—	—	—	—	—	—

The data in Appendix 4 have not been subject to assurance, with the exception of data that are also included in the main part of the report.

\* Discharged to surface water.

\*\* See Appendix 2 for reporting units.



### Specific figures: Breweries and soft drink plants

Performance indicator	Unit	2006	2007 Achieved***	2008	2009	2010 Targets***	2011
Water	hl/hl	5.22	5.15	5.06			
Targets	hl/hl			4.9	4.8	4.6	4.5
Electricity	kWh/hl	9.46	9.31	9.17			
Targets	kWh/hl			9.0	9.0	8.6	8.5
Thermal energy	MJ/hl	103	98	96			
Targets	MJ/hl			95	93	89	87
Non-recycled industrial waste	kg/hl	1.01	0.91	0.99			
Targets	kg/hl			0.9	0.7	0.7	0.7
Direct CO <sub>2</sub> emission	kg CO <sub>2</sub> /hl	6.72	6.70	6.70			
Targets	kg CO <sub>2</sub> /hl			6.5	6.2	5.9	5.5
Indirect CO <sub>2</sub> emission	kg CO <sub>2</sub> /hl	4.21	3.83	3.65			
Targets	kg CO <sub>2</sub> /hl			3.8	3.8	3.6	3.4
Total CO <sub>2</sub> emission	kg CO <sub>2</sub> /hl	10.9	10.5	10.4			
Targets	kg CO <sub>2</sub> /hl			10.3	10.0	9.6	8.9

### Specific figures: Malting plants

Performance indicator	Unit	2006	2007 Achieved***	2008	2009	2010 Targets***	2011
Water	m <sup>3</sup> /ton	4.11	4.17	4.22			
Targets	m <sup>3</sup> /ton			4.2	3.9	3.8	3.8
Electricity	kWh/ton	127	127	118			
Targets	kWh/ton			119	115	112	112
Thermal energy	MJ/ton	2,660	2,592	2,470			
Targets	MJ/ton			2,430	2,320	2,240	2,240

\*\*\* Performance data of 2008 relate to the companies that were part of the Heineken Group in 2007. The targets for 2008 and beyond relate to the companies that were part of the Heineken Group in 2008.

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Copies of the Sustainability Report and further information are obtainable from the Group Corporate Relations department via [www.heinekeninternational.com](http://www.heinekeninternational.com)

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9lives 55 silk 300 gms cover

9lives 55 silk 130 gms text pages

9lives 55 is produced by an ISO 14001 accredited manufacturer and is certified as an FSC mixed sources product. It is produced with 55 per cent recycled fibre from both pre- and post-consumer sources, together with 45 per cent virgin elementary chlorine free (ECF) fibre sourced from well-managed forests.



All brand names mentioned in this report, including – but not limited to – those not marked by an ® represent registered trade marks and are legally protected.







Also see [www.enjoyheinekenresponsibly.com](http://www.enjoyheinekenresponsibly.com)

