

Sustainability Report 2015



Brewing a Better World



Nigerian Breweries Plc
RC: 613

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For more information on Nigerian Breweries and our sustainability performance, visit:
www.nbplc.com

For HEINEKEN global Sustainability Report 2015 including detailed performance data and moving images, visit:
www.sustainabilityreport.HEINEKEN.com



Our Mission



“To be the leading beverage company in Nigeria, marketing high quality brands to deliver superior customer satisfaction in an environmentally friendly way”

Our Vision



“To be a world class company”

Our Core Values

RESPECT



ENJOYMENT



QUALITY



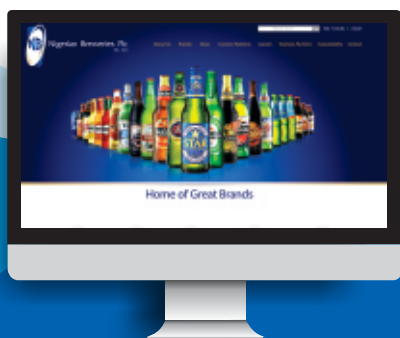
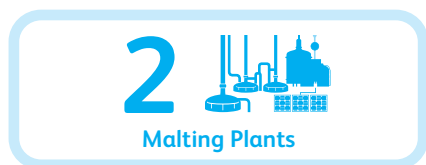
PERFORMANCE

Welcome

Our Sustainability Report 2015

Nigerian Breweries Plc is the leading brewing company in Nigeria incorporated in 1946. We are committed to satisfying our consumers in a socially and environmentally responsible manner. Sustainability is one of our core commitments; our way of doing business and creating value; and we have a long-term strategic agenda of Brewing a Better World.

The company employs 3,777 workers spread across 11 breweries, 2 malting plants, the headquarters and regional offices. We market 20 brands in 77 Stock Keeping Units, which are distributed in all states of Nigeria while some of our brands are exported to some African countries, Europe and America.



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About this Sustainability Report

This Sustainability Report discloses our performance in economic, environmental and social aspects of our operations during 2015. It provides information on how we manage a wide range of sustainability-related issues including economic, environmental, social, corporate governance, stakeholder engagement as well as human rights and labour management.

As with the previous edition, this report follows version 4.0 of the Global Reporting Initiative Guidelines (G4). As a Heineken Operating Company, Nigerian Breweries has principally aligned this report to the HEINEKEN Sustainability Report, which also follows G4. However, while the HEINEKEN Sustainability Report is assured by Deloitte to provide an independent and limited perspective, this Nigerian Breweries report is not verified by any accredited external assurance agency. However, the financial and operational data contained in the report are sourced from Nigerian Breweries Annual Report and Accounts, which were audited by Deloitte. In addition, Raitas Communications, the producers of the report, visited some of our breweries, interviewed relevant managers and reviewed documents as well as witnessed some of the community development projects and stakeholder engagement sessions.

Based on feedback from stakeholders on our previous reports, this year, we have prepared a pdf version, which is available on our website, as well as a printed version. Both web and printed versions contain the GRI Reference Table.

More information about our report can be obtained from our website: www.nbplc.com and more detailed supporting information on the HEINEKEN sustainability report can be found in the sustainability section of the global HEINEKEN Company website: theheinekencompany.com/sustainability.



CEO Foreword



Nicolaas A. Vervelde, MD/CEO

A Promise of a Better World

Over the last 7 decades, Nigerian Breweries has continued to make significant contributions towards the social, economic and environmental development of Nigeria. As a HEINEKEN operating company, our sustainability approach, Brewing a Better World (BaBW), with its 10-year aspirations to be achieved by 2020, offers us a robust platform to explore opportunities to further expand our contributions to the sustainable development of the country and the planet.

Weathering the Storm

2015 was an eventful but challenging year for business and for the nation with rising insurgency, youth unemployment, population growth and a decline in the price of crude oil, the main stay of the Nigerian economy, resulting in a weak level of consumer disposable income. However, we weathered the storm and still delivered on our key performance indicators as well as reaped the benefits of scale arising from the strategic merger with Consolidated Breweries which was achieved the previous year.

The year also marked the end of a three-year milestone period in the six focus areas of Brewing a Better World (BaBW) - Protecting Water Resources, Reducing CO₂ Emissions, Sourcing Sustainably, Advocating Responsible Consumption, Promoting Health and Safety and Growing with Communities. In this report, we have captured results and challenges recorded during the year in the focus areas. This edition also shows promises kept, targets met, programmes and projects executed for the good of the society and our business.

Achievements

As the world faces the challenge of water supply in water-scarce and water-distressed areas, the issue of water stewardship is gaining more prominence in relevant board room discourse.

Our business is water-related, so we are taking this issue seriously. In 2015, we reduced specific water consumption to 4.2hl/hl from 7.0hl/hl in 2008, our baseline year - 40% reduction. Our 2015 figure did not meet the global milestone of 3.7hl/hl, but we remain focused on achieving the 2020 target of 3.5hl/hl. Overall, our breweries in Ijebu Ode, Aba, and Awo-Omamma were among the top five performing HEINEKEN companies in water consumption relative to 2014.

During the year, we organised a stakeholder workshop on water stewardship in collaboration with the United Nations Industrial Development Organisation (UNIDO) and the Federal Government of Nigeria. The workshop, which was fully sponsored by our company, aimed to develop a blueprint on water stewardship in Nigeria with focus on Ibadan, Oyo State.

We reduced specific direct and indirect CO₂ emissions in our operations to 12.2 kg CO₂-eq/hl in 2015 from 20.4kg CO₂-eq/hl in 2008. This reflects a 40% reduction from our baseline year. On energy, we reduced specific total energy consumption to 117 MJ/hl in 2015 from 156.0 MJ/hl in 2008, our baseline year. This is a 25% reduction. Although we did not meet the 2015 global milestone, we are focused on achieving the 2020 targets. Our Ijebu Ode brewery was one of the top five performing HEINEKEN companies on energy efficiency.

Our effort in increasing the level of raw materials sourced locally yielded good result during the year. We achieved 47.4% in local sourcing of raw material against a target of 52.4%. We raised the bar in the supply of sorghum, with the commencement of full commercialisation of the new hybrid during the year. We anticipate that widespread use of the

new sorghum hybrid by farmers will be established in 2017.

Partnership

Our partnership with Psaltry, International Fertilizer Development Company (IFDC) and 2SCALE, an agribusiness promotion agency, to enhance the cassava value chain in Nigeria, yielded good results. These include increase in the volume of cassava starch supplied to our breweries as well as in the number of farmers engaged. Also, our effort to develop local sourcing of sugar reached an advanced stage.

We sustained our partnership with the Federal Road Safety Corps through our sponsorship of the eight edition of the Don't Drink and Drive Campaign to advance and promote responsible consumption among commercial drivers and other road users. We also continued our collaboration with the beverage alcohol industry to further our responsible consumption advocacy on a national scale.

Promoting Health and Safety

During the year, we made huge investments to upgrade infrastructure and standardize health care delivery in our medical facilities especially in the legacy Consolidated Brewery locations. Also, we laid emphasis on training to further embed safety and well-being culture across the company. We improved our accident reporting system and deepened our safety first culture company-wide. Incidents level was reduced by 66% in 2015 year-on-year. However, I regret that we recorded two fatalities during the year, involving an employee and a contractor's staff. I extend my condolences again to the families of the deceased colleagues.

Conclusion

In recognition of our contributions towards sustainability in 2015, we received several recognitions, awards and commendations. These include commendation from the Federal Ministry of Education for our unique introduction of the Malta Teacher of the Year Initiative which was designed to recognise, reward and celebrate Nigerian teachers. In addition, we received the Nigerian Employers' Consultative Assembly/National Safety Institute Trust Fund (NECA/NSITF) award.

Going forward, we are further emboldened to deliver more by the global consensus reached on the Sustainability Development Goals (SDGs) in the last quarter of 2015. As a result, we will continue to explore new ways to add more value to the economy, society and our business. To us, meeting our commitments to the Brewing a Better World aspirations remains a promise. I invite you to partner with us on this journey.

Nicolaas A. Vervelde,
Managing Director/Chief Executive Officer

¹hl/hl: hectolitre of water consumed per hectolitre of beer produce.

Nigerian Breweries at a Glance



Highlights

- Number 1 brewer in Nigeria, incorporated in 1946.
- Commenced production in Lagos Brewery in June 1949.
- 2nd largest company listed on the Nigerian Stock Exchange (by market capitalisation – market cap* 1.1 trillion Naira).
- HEINEKEN N.V. is the largest shareholder with 54.3% shareholding.
- 45.7% of shareholding held by over 115,000 Nigerian shareholders.
- Employed 3,777 staff.
- Operates 11 breweries and 2 malting plants.
- Markets 20 brands and 77 Stock Keeping Units.
- Exports to 15 countries around the world.
- Committed to Winning with Nigeria.



Economic Impact

- Significant contributor to the Nigerian economy.
- N127.07bn value added in 2015.
- 279,000 jobs supported.
- Use of Sorghum supports N8.8bn value added.
- Local purchase supports 85,000 jobs.
- Supported N110bn tax payments.



2015 at a Glance



Nigerian Breweries Plc

Financial Performance	Amount (N'Bn)
Turnover	293.91
Value Added	127.07
Profit Before Tax	54.51
Tax	16.46
Profit After Tax	38.06
Employees Benefit	38.05
Dividend Paid	32.15
Payment To Fund Providers	6.07
Retained Earnings	102.96
Social Investments	0.44
Gifts and Donations	0.13

Social Investments

No	Project Description	Cost (Naira)
1.	Education	269,034,927
2.	Healthcare	12,820,395
3.	Youth Empowerment	85,031,206
4.	Environment/Infrastructural Development	13,427,562
5.	Water Stewardship/Boreholes	17,876,784
6.	Responsible Consumption	9,746,715
7.	Others	16,408,251
	Total	435,196,727

Highlights of Brewing a Better World



Brewing a Better World

Sustainability at HEINEKEN is a business imperative and one of our six key business priorities. Our Brewing a Better World approach is designed to create genuine economic opportunities for both our business and our stakeholders.



Our six business priorities

1. Win in premium led by HEINEKEN®
2. Shape the cider category
3. Lead by cool marketing & innovation
4. Be commercially assertive
5. Drive end2end productivity
6. Brewing a Better World



Global Governance

Sustainability is embedded throughout our business. For example, in Supply Chain (Water & CO₂), Procurement (Sustainable Sourcing), HR (Health & Safety) and Marketing & Sales (Responsible Consumption).

In 2015, the Executive Team, chaired by the CEO, became the highest governing sustainability body, replacing the Corporate Affairs Committee. Progress on sustainability was also shared with the Supervisory Board.

Building Sustainability into Performance Plans

Selected senior managers within each function at global, regional and local levels had sustainability objectives linked to their function to support the delivery of our sustainability agenda. Bonus targets were set for relevant senior managers in the area of energy, water and procurement. For specific markets, sustainability objectives were set in areas such as Supply Chain, Procurement and Corporate Relations where relevant.

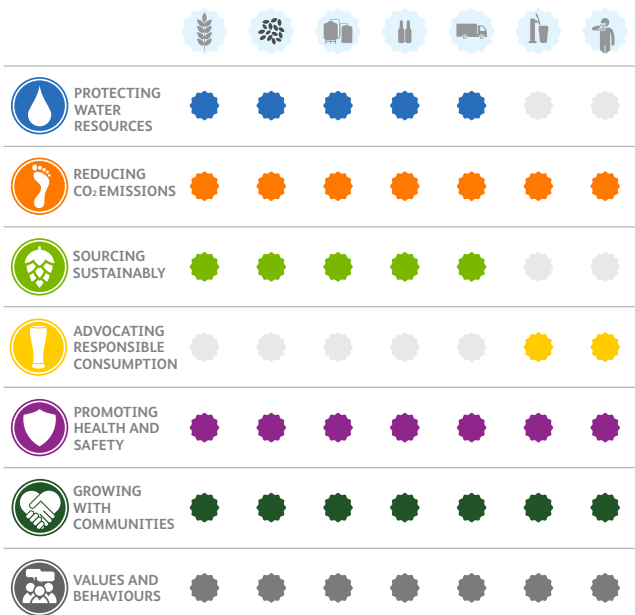
The Way Forward: 2016-2018 and Beyond

In this report, we document our progress against the three-year milestones we communicated for 2015. In order to meet our 2020 commitments, we have created concrete new milestones for 2018. We will report our progress towards these milestones each year in our Sustainability Report. We have also started to review our sustainability strategy beyond 2020, based on our stakeholder dialogue and materiality analysis. We will share the outcomes in the course of 2016.



See our Company website for more information about how we define our priorities, the governance of Brewing a Better World, how we measure progress on each commitment, and the 2018 milestones.

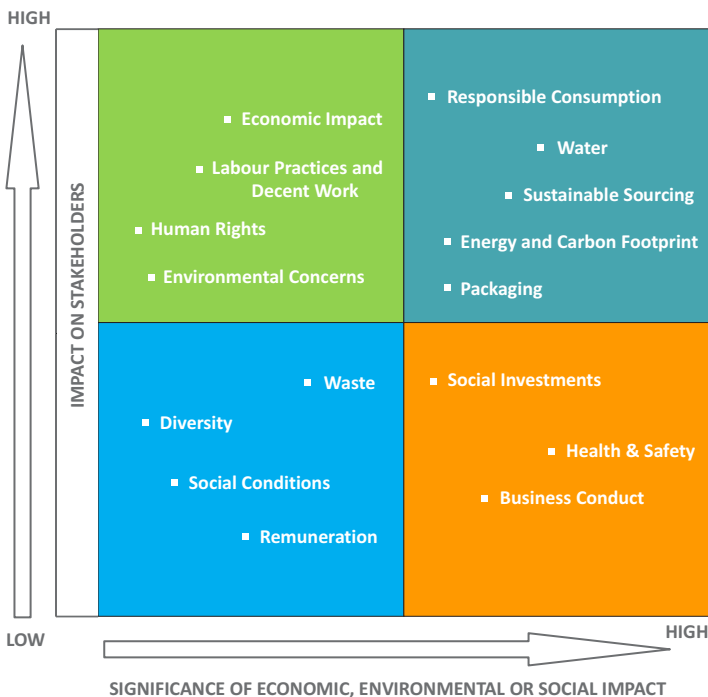
Brewing a Better World



Our Value Chain

We focus on six areas where we and our stakeholders believe we can make the biggest difference. These are underpinned by our values and behaviours.

Our approach to sustainability covers the entire value chain 'From Barley to Bar.'












Identified Material Aspects and Boundaries

In our approach to defining what to report, our involvement of stakeholder engagement considerations as well as actual and potential outcomes of these engagements plays a key role at every level. In choosing and deciding on what to report, we ensure that only topics that reflect a reasonable and balanced representation of the company's significant economic, environmental and social impact of our operations and relationships are included in the report.






We commence with internal approach that involves a four- step process in our selection of content to be reported: identification of issues that are considered the material aspects of our sustainability strategy; we prioritize the issues that will be of most interest to readers and users of the report; we validate by ensuring that the report provides a reasonable and balanced representation of our impacts; finally, we agree any areas that could be fine-tuned for the next reporting period.

We updated our materiality matrix following the last reputation survey and stakeholder engagement which identified the following material aspects; Economic (unemployment, poverty and competition); Environmental (pollution, waste, energy and raw materials); and Social (corruption, insecurity, education and skills). See diagram showing materiality matrix.

What we said and what we've done

Focus Area	2015 Milestones	2015 Global Result	2015 Local Result	Indicator	2018 Milestones	Global 2020 Commitments
Water 	Reduce specific water consumption in our breweries to 3.9 hl/hl ¹ .	Achieved Water consumption decreased to 3.7 hl/hl (-26% compared with 2008).	Achieved Water consumption decreased from 4.4 hl/hl in 2014 to 4.2 hl/hl in 2015. (-40% compared with 2008).		Reduce specific water consumption in our breweries to 3.6 hl/hl ¹ .	In 2014, we raised our ambition for 2020 to 3.5 hl/hl ¹ overall, and 3.3 hl/hl on average for breweries in water-scarce and water-distressed areas.
	100% of our production units ² in water-scarce and water-distressed areas will have a Source Water Protection Plan.	Partly Achieved Twenty of 23 production units in scope have a Source Water Protection Plan (representing 99% of total production volume of units in scope).	Partly Achieved The Source Water Protection Plan was implemented in 2014 and our breweries commenced the revision of the plan in 2015.		18 production units ² in water-scarce and water-distressed areas have started to implement their action plan for Water Balancing.	Aim for significant water compensation/balancing by our production units in water-scarce and water-distressed areas.
CO₂ 	Reduce CO ₂ emissions in production by 27% ³ (resulting in 7.6kg CO ₂ -eq/hl).	Achieved 36% reduction compared with 2008, resulting in 6.7 kg CO ₂ -eq/hl in 2015.	Achieved The specific direct and indirect CO ₂ emissions remained the same as last year resulting in 12.2kg CO ₂ -eq/hl and achieved 40% reduction compared with 2008.		Reduce CO ₂ emissions in production by 37% ¹ resulting in 6.5 kg CO ₂ - eq/hl.	Reduce CO ₂ emissions in production by 40% ¹ .
	Reduce CO ₂ emission of our fridges by 42% ⁴ .	Achieved 100% of more than 115,000 fridges that HEINEKEN purchased in 2015 were 'green'. The CO ₂ emissions of these fridges are 45% lower compared with the fridges from baseline year 2010.	Partly Achieved 100% of the fridges that Nigerian Breweries purchased in 2015 met the green cooling criteria.		Reduce the CO ₂ emissions of our fridges by 47% ⁴ .	Reduce the CO ₂ emissions of our fridges by 50% ⁴ .
Sourcing 	Aim for sustainable sourcing of raw materials for crop year 2015: 20% (barley), 40% (hops), 60% (bittersweet apples for cider) ³ .	Achieved In 2015, we sourced sustainably: <ul style="list-style-type: none"> • barley: 21% • hops: 53% • apples: 71% 	N/A		Aim for at least 25% of our main raw materials from sustainable sources.	Aim for at least 50% of our main raw materials from sustainable sources.
	50% ² of agricultural raw materials used in Africa to be locally sourced ³ within the continent.	Partly Achieved We increased our local sourcing from 48% in 2014 to an estimated 49% in 2015.	On Track We sourced 47.4% of raw materials locally during the year.		56% ¹ of agricultural raw materials used in Africa to be locally sourced ² within the continent.	Deliver 60% of agricultural raw materials in Africa via local sourcing within the continent.
	Four-step Supplier Code Procedure operational within all Operating Companies.	Partly Achieved Four-step Supplier Code Procedure operational in 46 out of 50 operating companies in scope (representing 99% of sales volume in scope).	Achieved Nigerian Breweries is one of the operating companies where the Supplier Code Procedure is operational.		95% compliance with four-step Supplier Code Procedure.	Ongoing compliance with our Supplier Code Procedure.

 Achieved
  On track
  Partly achieved
  Not achieved

Focus Area	2015 Milestones	2015 Global Result	2015 Local Result	Indicator	2018 Milestones	Global 2020 Commitments
Responsible Consumption 	We commit to invest a minimum of 10% of our media spend ⁴ for HEINEKEN® in supporting our dedicated responsible consumption campaign in at least 50% of our market volume. ⁵	Partly Achieved 9.7% of total media spend in our main markets, representing 51% of the Heineken® global volume.	Partly Achieved Nigerian Breweries is one of HEINEKEN's 44 operating companies where the 'Dance More, Drink Slow' campaign has been activated. Nigerian Breweries is one of the HEINEKEN operating companies that provide the "enjoy responsibly" message.		We commit to invest a minimum of 10% of our media spend ⁷ for HEINEKEN® in supporting our dedicated responsible consumption campaign in at least 50% of our market volume. ⁸	Make responsible consumption aspirational through Heineken.
	Every market in scope ⁶ has a partnership to address alcohol-related harm. All partnerships meet HEINEKEN's seven-point partnership criteria.	Achieved Fifty operating companies, across 48 markets have a partnership in place to address alcohol-related harm.	Achieved Nigerian Breweries is one of HEINEKEN's 48 markets in scope that have at least one partnership. In 2015, we and Federal Road Safety Corps organised motor park rallies and a partnership workshop to promote responsible consumption.		Operating companies representing 90% of sales volume have and report publicly on a measurable partnership aimed at addressing alcohol abuse.	Every market in scope ⁶ has and reports publicly on a measurable partnership aimed at addressing alcohol abuse.
	All partnerships meet HEINEKEN's seven-point partnership criteria.	Partly Achieved 56% have met all our partnership criteria representing 72% of the beer volume in scope.	Achieved We partnered with the Nigerian Institute for Medical Research (NIMR) to create awareness on dangers of drinking during pregnancy.			
	Contribute to the five industry commitments and related KPI's, as deemed through the International Alliance for Responsible Drinking (IARD).	On Track September 2015, the signatory companies published a second Commitments Progress Report outlining our actions to date.	Achieved In 2015, the Beer Sectoral Group (BSG) sustained the national joint campaign to promote responsible consumption especially among commercial drivers and riders.		Deliver global industry commitments by end of 2017 and report in 2018.	N/A.

 Achieved
  On track
  Partly achieved
  Not achieved

¹ Baseline 2008. ² Twenty-three production units. ³ Baseline 2008. ⁴ Baseline 2010. ⁵ Baseline 2010/2011, scope is WE, CEE and Americas, 24 of our largest operations: Belgium, Bulgaria, France, Ireland, Italy, Netherlands, Portugal, Spain, Switzerland, UK, Austria, Belarus, Croatia, Czech Republic, Greece, Hungary, Poland, Romania, Russia, Serbia, Slovakia, Brazil, Mexico, USA.

¹ Based on volume. ² Based upon tonnage. ³ With local sourcing we refer to sourcing within the region of Africa & Middle East. ⁴ Investments dedicated to responsible consumption messaging with regards to Heineken® brand communication. This includes the 'Dance More Drink Slow' and 'Sunrise' campaign, UEFA® Champions League-specific responsible consumption boarding and other specific activations at festivals and events. ⁵ Market scope, covering in total at least 50% of Heineken® global volume. We focus our efforts on the larger markets where we can make the biggest impact; out of scope are those markets where we are unable to run our responsible consumption campaign due to local (legal and religious) restrictions on alcohol advertising. ⁶ Out of scope are Islamic markets and small export markets where we don't have staff or a presence.

From Barley to Bar

We pursue an increasingly holistic approach to sustainability. Our strategy focuses on the entire value chain, 'From Barley to Bar'. This value chain includes many forms of capital, from the vital natural resources needed to make our products, to financial capital from the sale of our products. We continuously consider the sustainability of each step with respect to our key focus areas.



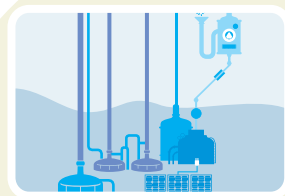
Agriculture

We encourage farmers to sustainably grow raw materials, like sorghum needed to brew some of our beverages. Our main raw materials are barley, sorghum and hops. Barley and hops are imported while sorghum is locally grown. We have continued to improve development of local sources of raw materials with focus on sorghum and cassava. Sourcing crops locally creates shared value for the local communities, the country and for our business.



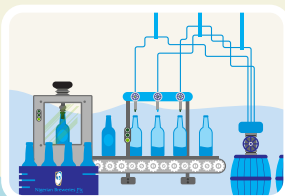
Employees

Nigerian Breweries employed 3,777 persons who are responsible for the operations and sustainable growth of the company. In return, the company supports them through a robust and satisfactory work environment, payments of their salaries and benefits, training, healthcare, and career opportunities, among others. All employees are guided by our Employees' and Human Rights Policy and Code of Conduct to promote ethical behavior in the workplace. The annual employee 'Climate' Survey tracks engagement levels and actions required on dimensions that fall short.



Brewing

We own and operate 11 breweries and 2 malting plants across Nigeria. The brewing process uses water, energy and raw materials. We drive improvements in energy and water efficiency and switch to other more environmentally friendly energy sources where possible. Energy and water reduction is achieved by optimising the production processes. We focus efforts and resources to ensure we achieve specific energy and water usage targets set for each brewery. During the year, we made good progress in achieving these targets.



Packaging

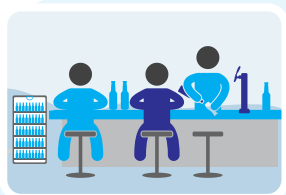
Our products are packed in bottles, cans, PET and tetra-packs (for malt drinks). We are continuously improving the impact of our packaging through optimising the production of our packaging, innovative designs and increasing the recycling and reuse rate. 99% of our current packaging materials are sourced locally.

Distribution



The movement of our products around the country is carefully managed. We distribute our products to our customers' warehouses through trucks. We optimise distribution internally through the use of gas-operated forklifts, while our salespersons involved in redistribution use fuel-efficient vans. Transportation of our products is outsourced to our Key Transporters who are responsible for optimal performance of their delivery systems, training of their drivers and efficient management of their fleet. Health and safety policies are in place to reduce the incidence of accidents. We optimise the distribution by changing the form of transport, training drivers on road safety, and using more efficient vehicles.

Customers



Thousands of retailers, bars, restaurants and clubs serve a selection of our brands. In our market, beer is consumed cold. Products are cooled at the point of consumption mainly with fridges. New fridges we purchase meet green standards and we continue to work towards achieving the 2020 goals on green cooling. We work in partnership with our relevant stakeholders to ensure our products are only sold to consumers of legal drinking age.

Community



Growing with communities underlines our ambition to have a positive impact in the communities where we live, work and sell our products. Our support is based on three building blocks: direct contributions made locally, shared-value projects, and on the African continent, the Heineken Africa Foundation. The biggest contribution we make to communities is through the positive impact of our business itself: creating jobs, providing business to suppliers and paying taxes that support local and national development.

Consumers



With the 20 brands we market, we offer millions of consumers a wide range of brands both in the alcoholic and non-alcoholic segments of our market. We continue to launch and re-launch our brands in line with identified tastes and preferences. Much emphasis is given to creating and sustaining awareness of responsible consumption and in partnering with NGOs to promote responsible behaviour among consumers.

Malting



We run the largest sorghum malting plant in Africa, the Aba Malting Plant, as well as a second malting plant at our Kudenda brewery. Malting contributes to energy and water consumption. As a result, we implement energy and water reduction programmes in our malteries and engage third party malted sorghum suppliers on the need for energy and water conservation.

Stakeholder Dialogue



Our stakeholders remain critical partners in our Brewing a Better World journey. Through sustained proactive dialogue and other engagement with them, we are able to clearly identify and understand their perceptions and expectation of our efforts towards sustainable development, and why we need to make relevant changes. These also offer us the platform to build their understanding of our actions as well as mutual trust.



We continued to engage our stakeholders throughout 2015. Summaries of different stakeholder forums organised by some of our breweries are presented in this report, which you can also view on our website: www.nbplc.com. In the following pages, we discuss ways we engaged specific stakeholder groups during the year.

Highlights of Our Stakeholder Engagement



101

Stakeholders across Nigeria took part in our reputation research

Reputation Audit

6 Stakeholder Groups

63% Increase in respondents

In 2015, we conducted a reputation survey on 101 respondents drawn from 6 stakeholder groups including customers, governments, the media, NGOs, suppliers, and trade associations. The total number of respondents was 63% higher than the number surveyed in 2013. This larger sample size was partly attributable to the slight decline in the scores recorded from 4.34 in 2013 to 4.22 in 2015 compared with 2013. The survey covered various dimensions which included brewing excellence and inspiring brands, leadership and culture, business performance as well as sustainability and responsibility.

Overall, our reputation score during 2015 was good at 4.22 and well above the global key performance indicator standard. All reputation dimensions scores were above 4.0 mark. The scores on each of the 4 reputation dimension are shown on the table below:

Reputation Dimension	Scores
Brewing Excellence and Inspiring Brands	4.34
Leadership and Culture	4.31
Business Performance	4.12
Sustainability and Responsibility	4.04

On leadership and culture, the reputation survey showed that we have a high quality senior management team as well as a clear vision and strategy, that we care about people and employ highly talented staff.

The survey also revealed that our company has continued to make a positive impact on the communities where we operate and demonstrate environmental leadership. In addition, it showed that we encourage responsible consumption of our brands while we manage the supply chain in a sustainable way.

Scores in Business Performance and Sustainability and Responsibility were lower than four other dimensions (Leadership and Culture, Brewing Excellence, Inspiring Brands and Environmental Management). The declines were mainly due to lower ratings on some dimensions by Media, Suppliers and Government. Going forward, we will address any observed anomaly.

Employee Representative

Nigerian Breweries maintains excellent relations with employee representatives through continuous engagements via meetings, the Joint Consultative Committee and we encourage their participation in labour unions both at industry and national levels.

Customers and Consumers

Through our Sales Division which oversees hundreds of sales persons, in 2015, we held various discussions with distributors and key retailers on their need to understand our viewpoint on promoting responsible consumption as well as play their roles. Our responsible consumption

advocacy were also directed at consumers through our Don't Drink and Drive Campaign.

Government

Top Management Engagement

Our MD/CEO and some members of the Exco participated actively in the Nigerian Economic Summit.

Engagement of Government Ministries, Departments and Agencies

We engage with government at various levels. In 2015, four governors or their representatives visited our breweries or attended events hosted by the company. We enjoyed excellent dialogue with regulators, road safety managers, Nigeria Customs Service, as well non-governmental organisations.

Our Government Relations team engaged senior members of strategic Government Ministries, Agencies and Department (MDAs), to apprise them of our sustainability strategies, challenges and successes as well as build mutual trust and understanding.

Our engagements included the Federal Ministry of Environment where we presented our environmental impact assessment programmes for our operations and projects and reached a consensus on the new way forward with the new government. Other departments engaged include Federal Ministry of Finance.

Industry

We continued our significant and highly active involvement with the Beer Sectoral Group, the industry body representing all brewers in Nigeria. In 2015, the group sustained the major campaign launched the previous year to promote responsible consumption. The campaign was supported with an evaluation survey to measure its impact.

NGOs

With the stakeholder forums and partnership workshop organised during the year, we increased the number of partnerships with NGOs, governments and other parties addressing alcohol-related harm. We also had dialogue with NGOs on issues such as CO₂ emission reduction, support to the educational sector and private sector involvement in the agricultural sector, among others.

Suppliers

With the increasing role our company is playing in developing local sources of raw and packaging materials, we continued our engagement with both individual suppliers, such as our suppliers of agricultural produce, packaging suppliers, and other vendors that provide our other industrial needs. Going forward, we will continue to engage sorghum and cassava suppliers as our demand increases.

2015 Engagements

Partnership with UNIDO and Government on Water Stewardship



Goal of Partnership

During 2015, we partnered with the United Nations Industrial Development Organisation (UNIDO) and the Federal Government of Nigeria to organise a 3-Day Stakeholder Workshop on Water Stewardship. The objective is to engage stakeholders on issues of protecting water resources and achieving water balance in Nigeria. Prior to the workshop, HEINEKEN International N.V. and UNIDO had signed a Memorandum of Understanding, which covers a broad range of environmental and sustainability issues including protecting water resources in a manner that creates excellent shared value and contributes towards the development of the society and the environment.

Action

To develop and share a common vision on the root causes of water stress and the necessary mitigation



NB Partners UNIDO on Water Stewardship

measures to make for sustainable water resources. In addition, as a pilot project, to address main water challenges for Ibadan, one of our host communities. These include reduced storage capacity sedimentation, climate stress, loss in distribution, population pressure and socio-economic prosperity.



Stakeholder Engagement Forums

During the year, we adopted a multi-stakeholder engagement approach to sustain a healthy relationship between the company and various stakeholders as well as clearly communicate our sustainability performance to them. These stakeholders include investors, host communities,

customers, governments, the media, NGOs, trade associations and others. Below are highlights of specific stakeholder forums we organised in 2015.



Financial Markets Forum

We organised the 2015 Financial Markets Forum, which provided a platform for our top management to present our scorecard, as well as the facts-behind-the-figures, and plans to investors, stockbrokers, financial analysts and journalists in view of the new opportunities presented by the merger with Consolidated Breweries. We also used the platform to explain the cost leadership strategy of the company as a key driver in the performance of the company in the face of the challenges in the market.

Nigeria Customs Service Forum

During the year, we organised an interactive forum with the Nigeria Customs Service to strengthen our relationship and build mutual understanding. The forum addressed challenges faced by both parties and identified ways to mitigate them.

Protecting Water Resources

Actions and Results



Our 2020 Global Commitments

Reduce specific water consumption in our breweries by 30%

Protect water resources in water-scarce and water-distressed areas

Aim for significant water balancing in these areas

40%

decrease in water consumption compared with 2008



4.2hl/hl

specific water consumption in our breweries (4 of our breweries are in water-stressed areas.)

Reducing Water Consumption in our Breweries

We reduced specific water consumption by 5% from 4.4hl/hl in 2014 to 4.2 hl/hl in 2015. This is a 40% reduction compared with 2008, the baseline year. We made further progress in reducing our water consumption through minimising leakages, reducing waste, reusing treated wastewater for gardening, good housekeeping and in the toilets. We also had a provision for supplementing our water sourcing through harvesting rain water for non-production purposes.

We recorded a milestone at our brewery in Ijebu Ode where water consumption was reduced by nearly

0.8 hl/hl in just six months by minimising losses in the pasteurizer and by stopping leakages.

Although our specific water consumption is short of the HEINEKEN N.V. average of 3.7 hl/hl, we will continue to make efforts to reduce water consumption in the production of our brands to encourage sustainability. Four of our breweries are located in water-scarce areas, and we remain committed to reducing water consumption in our breweries by 24% to 3.5hl/hl by 2020.

Global Commitment and Milestone

2020 Commitment:

- a. Reduce specific water consumption in our breweries to 3.5 hl/hl
- b. Reduce specific water consumption in our breweries to 3.3hl/hl in water-scarce and water-distressed areas

2015 milestone:

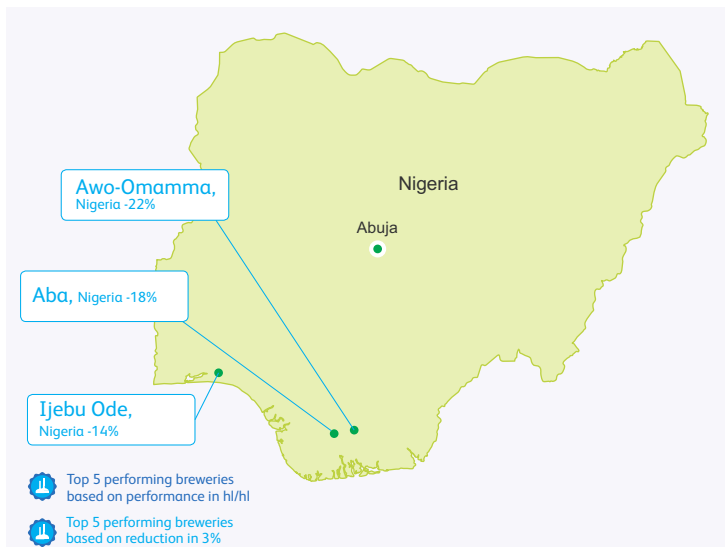
Reduce specific water consumption in our breweries to 3.9 hl/hl

Result vs 2015 milestone:

4.2hl/hl vs 3.9hl/hl



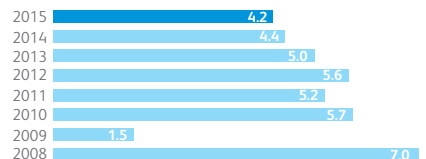
3 out of 5 best performing HEINEKEN Companies¹



¹ by percentage reduction in water consumption

Specific water consumption hl/hl beer + cider + soft drinks + water

4.2 hl/hl



¹ Previous 2020 target 3.5 hl/hl

Our Local Priorities

- Reduce the amount of water used in production;
- Protect our water resources in water-scarce and water-distressed areas;
- Compensate for the water that is not returned to the local water cycle: 'water balancing';
- Responsible discharge of brewery effluent;
- Reduce the amount of water used in the rest of the supply chain.

WWF International

performed a water-risk assessment for our complete beverage and malting operations



100%

of our breweries in water-stressed areas completed a Source Water Protection Plan

Protecting Water Resources

Stakeholder Workshop on Water Stewardship

Workshop Goals

1. To create a common understanding of the challenges and priority measures required to achieve sustainable water supply for people and businesses in the Ibadan region.

2. To explore what is necessary to successfully secure sustainable water supply for people in the Ibadan region.

Nigerian Breweries' is aligned to HEINEKEN's commitment to protect water resources, through the reduction of water consumption in our breweries and by aiming for significant water balancing by breweries in water-stressed areas. In February 2015, HEINEKEN

established a partnership with the United Nations Industrial Development Organisation (UNIDO) to- amongst other things, stimulate water conservation in developing countries around the world. With the identification that four of our breweries (Ibadan, Ijebu Ode, Lagos and Sango Ota) operate in a water stressed catchment area, Nigeria was selected as one of the first countries for the roll out of the UNIDO-HEINEKEN Public Private Partnership for Water Stewardship.

Protecting water resources in water-stressed areas is a joint responsibility among stakeholders using the same watershed, and needs collaborative actions to be collectively implemented by all stakeholders. As a result, in line with our leadership role in the brewing industry, we sponsored a

Commitment Area and Result

2020 commitment:

Aim for significant water balancing by our production units in water-scarce and water-distressed areas

2015 milestone:

100% of our production units in water-scarce and water-distressed areas will have a Source Water Protection Plan

Result vs 2015 milestone:

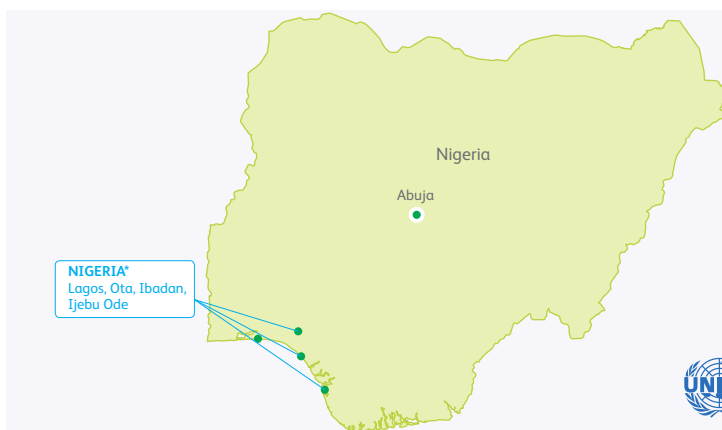
Partly achieved 99% of total production volume of its units in scope



We have identified 4 production units as being in water-scarce and water-distressed areas¹⁹

¹⁹ Based on a 2012 Company-wide water risk screening

Production sites in water-stressed areas



30 Stakeholders participated in the Water Stewardship workshop



* All countries except Spain and Tunisia are in scope of partnership with UNIDO.

¹⁹Balance the amount of water that is not returned to the local water cycle. The amount balanced is the volume of water put in bottles, plus the unavoidable losses from evaporation and the moisture in by-products (approximately 1.5 l/l)

Partnership with UNIDO to mobilise stakeholders on shared water issues



1 new wastewater treatment plant in Awo-Omamma

1 plant upgraded in Ota

stakeholders workshop on water stewardship in Nigeria in November 2015. The workshop was organised in partnership with UNIDO and endorsement from the Federal Government of Nigeria. Participants discussed priority measures and agreed a shared vision for water conservation. The workshop identified 12 priority measures, key conclusions and detailed implementation plan that will be pursued through a bottom-up approach.

Action

UNIDO is expected to liaise with the Government, donors and stakeholders prior to the development of relevant agreements and project proposals that will capture detailed resources, structures and governance systems to

enable seamless implementation of the pilot projects in Ibadan.

New Wastewater Treatment Plant for Ota

We upgraded and commissioned the wastewater treatment plant in Ota Brewery to improve our water usage and environmental footprint around the brewery community. The new plant will also help to improve our handling of wastewater and enhance water consumption records as well as our environmental performance.



Some participants at the pilot water stewardship workshop organised by Nigerian Breweries and UNIDO, for the Ibadan region in Nigeria



A section of Awo-Omamma Wastewater Treatment Plant

40% REDUCTION IN WATER CONSUMPTION SINCE 2008

Case Study:



We recorded a milestone through significant reduction in our water consumption during production as three of our breweries – Awo-Omamma, Ibadan and Ijebu Ode - were listed among the five best performing HEINEKEN breweries on water consumption in brewing. While the three breweries are celebrated cases, we spotlight the Ijebu Ode brewery where we recorded a 14% reduction in specific water consumption by nearly 0.8 hl/hl in just six months by minimising losses in the pasteurizer and by stopping leakages.



A section of Ijebu Ode Brewery



For more information, see our website and case studies.

Reducing CO₂ Emissions

Actions and Results



Our 2020 Global Commitments

Reduce CO₂ emissions in production by 40%

Reduce the CO₂ emissions of distribution by 20% in Europe and the Americas

Reduce the CO₂ emissions of our fridges by 50%



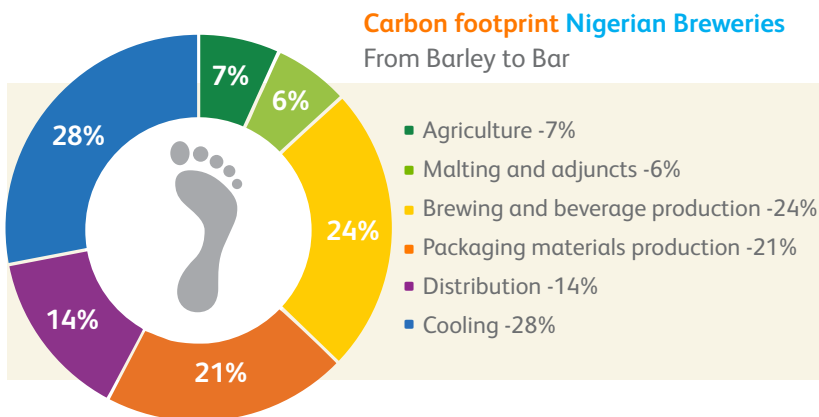
Our carbon footprint

In 2015, HEINEKEN updated the Carbon Footprint previously published in 2012. The updated figures were calculated across the company's global operations and the complete value chain, from Barley to Bar. Results show the estimated total carbon footprint has decreased from 68.4 kg CO₂-e/hl in 2012 to 64.1 kg CO₂-e/hl - a reduction of 6.3%. This is mainly because emissions from cooling have had a substantial decrease of 5.8 kg CO₂-e/hl. This is due to the use of more energy-efficient fridges as a result of the Green Fridges programme.

At Nigerian Breweries, however, during 2015, emissions from brewing and beverage production showed a marginal decrease of 2.5% by 0.3 kg CO₂-e/hl. The reduction is attributable to continuous improvements in our breweries to reduce energy consumption as well as greater use of gas in the fuel mix and re-use of biogas.

Reducing CO₂ Emissions in Production

We achieved same level of specific direct and indirect CO₂ emissions of 12.2kg CO₂-eq/hl in 2015 and 2014. This reflects a reduction of CO₂ emissions by 40% compared to 2008, the baseline year. During the reporting year, we stepped up efforts in switching to the use of gas and dual fuel for energy and steam generation as well as increased re-use of biogas. We



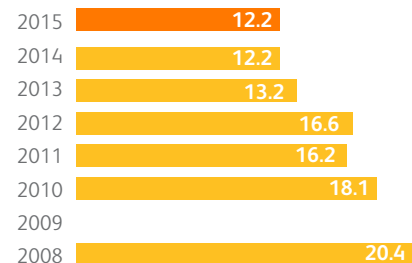
HEINEKEN's Global Carbon Footprint data

Area	2012 Baseline (kg CO ₂ -e/hl)	2015 (kg CO ₂ -e/hl)	Change (kg CO ₂ -e/hl)
Agriculture	5.6	5.8	+0.2
Malting & adjuncts	4.1	3.3	-0.8
Beverage production	11.3	8.7	-2.6
Packaging material production	20.9	24.7	+3.8
Distribution	7.1	7.9	+0.8
Cooling	19.4	13.6	-5.8
Total	68.4	64.1	-4.3

remain focused on reducing the total carbon footprint of our products across the value chain. Although our specific direct and indirect CO₂ emissions is still higher than the HEINEKEN N.V. average of 6.7 kg CO₂-e/hl, we will continue to strive towards achieving the 2020 target.

Specific greenhouse gas emissions

kg CO₂-e/hl beer + soft drink + cider + water



2015: **N431M** SAVED THROUGH ENERGY EFFICIENCY

2014: **5** breweries operated with gas.

2015: **7** breweries operated with gas.

Reducing Energy Consumption

Our specific total energy consumption decreased by 3% from 120.9 MJ/hl in 2014 to 117 MJ/hl in 2015. This is a 25% reduction compared to 2008, the baseline year. In spite of our specific total energy consumption being higher than the HEINEKEN N.V. average of 93.4 MJ/hl, we remain focused on achieving the 2020 target.

We implemented new energy and cost saving initiatives during the year. As part of our energy optimization strategy to improve our energy efficiency, we increased the number of breweries that operate with gas from 5 in 2014 to 7 in 2015, which contributed in reducing our carbon footprint. We also accelerated work towards taking compressed natural gas (CNG) to other breweries particularly the three in the northern part of the country.

We reduced our energy consumption through various initiatives such as the installation of an economizer to enable us to reuse the heat coming from the boiler chimney; installation of dual fuel burners that use both gas and diesel in the generators. Dual fuel generator was also procured for Awo-Omamma.

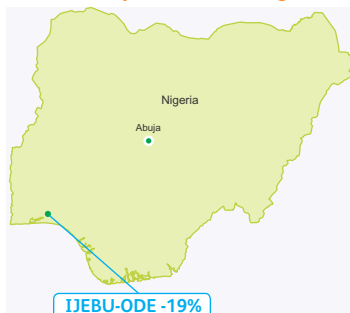
With emphasis and energy efficient investments made at the Ijebu-Ode Brewery, we installed a full gas generator, dual fuel generator and a new gas burner on two other generators. One positive outcome of our energy optimisation effort on Ijebu Ode Brewery, with a reduced total energy consumption by 19%

year-on-year, is that it was one of top 5 performing breweries within HEINEKEN Opcos in terms of total energy reduction per hl of beer.

2015 Energy Saving Projects

1. Installation of economizer on boilers in some breweries
2. Installation of new gas burners
3. Re-use of biogas
4. Use of dual fuel generators
5. Use of new full gas generators

One of Top 5 Performing HEINEKEN Breweries

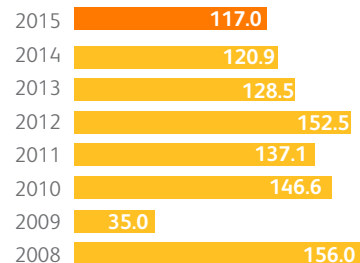


Top 5 performing breweries based on total energy reduction per hl in %

Ijebu Ode was one of Top 5 performing breweries within HEINEKEN on total energy reduction (-19%)

Total specific energy consumption

MJ/hl beer + soft drink + cider + water



Total specific energy consumption
MJ/hl beer **117.0** MJ/hl



A section of Ijebu Ode brewery bottling line

The Energy Master Plan

We embarked upon road shows to the breweries to explain to employees details of the Energy Master Plan introduced during the previous year. The plan articulates what the company will do to achieve its energy efficiency aspirations in the short and long terms. It identifies the needs of all the breweries in terms of energy efficiency as well as the milestones

that need to be achieved over time. Currently, there is greater awareness of the plan and the benefits of its effective implementation will offer each brewery and the entire business.



₦350M SAVED
THROUGH ELIMINATION OF PAPER TRAYS FROM CAN PACKAGING



40%
AVERAGE ENERGY SAVING WITH OUR FRIGDES



Reducing Emission in Distribution

In 2015, for our distribution, we maintained our strategy on improving fuel and transport efficiencies, both within our breweries and external distribution channels. Products were delivered from the closest point of availability across the country. We deployed the use of fork lifts which operated with compressed natural gas and electricity within covered environment. We improved on direct deliveries and reduced inter-brewery transfers, which reduced our emission levels in distribution. In addition, we sustained our KPI reporting on Green Distribution and measuring our carbon footprint to improve our control on CO₂ emission in distribution.

As part of our optimisation of packaging, we discontinued the use of paper-based trays in the shrink-wrapping of canned products as well as introduced lightweight aluminium cans. These resulted in reduction in carbon emission, energy consumption as well as cost savings.



Reducing Emission from Fridges

Cooling is essential to our consumers' enjoyment of our beverages. To reduce the total carbon footprint, Nigerian Breweries continued in 2015 to install 'green' fridges, both in cases where we replaced an old fridge and in cases where we installed a fridge in a new location. All new fridges we purchase are consistent with the HEINEKEN guideline on 'green' fridges, which for our market must have LED illumination and EMS thermostat. As a result, our trade activities in offering cold drink to consumers are done in a manner that reduces negative impact on the environment.

Case Study:



Ijebu Ode Excels in Energy Use Efficiency

In 2015, our Ijebu Ode Brewery was the most improved brewery in water and thermal energy consumption. Activities which were diligently implemented to achieve these milestones include switching from Liquefied Petroleum Fuel Oil (LPFO) to AGO, renewal of the regulating control of one boiler to eliminate smoking of the boiler, restoration of many aspects of the boiler maintenance programme to basic condition as well as improvement of packaging production OPI from levels below 50% in January to nearly 70% in December.

One positive outcome of our energy optimisation effort on Ijebu Ode Brewery, with reduced total energy consumption by 19% year-on-year, was one of the top 5 performing breweries within HEINEKEN OpCos in terms of total energy reduction per hl of beer.



A section of Ijebu Ode brewery



For more information, see our website and case studies.

Sourcing Sustainably

Actions and Results



Our 2020 Global Commitments

50% of our main raw materials to be supplied from sustainable sources

60% of agricultural raw materials in Africa to be locally sourced within the continent

Ongoing compliance with our Supplier Code Procedure

500 smallholder farmers engaged in 2014

676 smallholder farmers engaged in 2015



We purchased **1.12k** tonnes of cassava starch in 2014

We purchased **3.20k** tonnes of cassava starch in 2015



Commitment Area and Result

2020 commitment:
Deliver 60% of Agricultural raw materials based on local sources

2015 milestone:
50% of raw materials to be locally sourced

Result vs 2015 milestone:
On track



Boosting Sourcing of Local Raw Materials

We made good progress in our drive to achieve HEINEKEN's target of sourcing 60% of its raw material needs in Africa locally by 2020. Our major goal in 2015 was to achieve 48% local sourcing of raw materials. We achieved 47.4% at the end of the year. Key actions taken were: installation of the maltose syrup plant in Ibadan, implementation of full grain recipe for Star and Gulder, support to Psaltry in improving the efficiency of the starch extraction plant and review of the hybrid sorghum stakeholders' membership to ensure accelerated commercialisation.

We focused attention and made huge investments to support significant improvements in the supplies of three crops: sorghum,

cassava and sugarcane. From support to farmers and deployment of public private partnership arrangement, we recorded impressive improvement in establishing the required infrastructure to boost supplies of these crops.

Enhanced Value through Improved Supply of Sorghum

In 2015, we made progress in increasing the supply of sorghum used for some of our beverages. More than 100,000 tonnes of the cereal were purchased during the year. We also made progress in the commercialisation of the new hybrid sorghum varieties - CSR-03H and CSR-04H, which were developed through intervention of Nigerian Breweries. The process of

cultivating this hybrid on commercial scale is ongoing. We expanded the hybrid sorghum out-growers scheme to Kaduna. In addition, 27 hectares of land cultivated with sorghum hybrid grain was established in 2015. 240 and 1000 hectares are planned for 2016 and 2017 respectively.

We anticipate that when the commercialisation programme is fully established, there will be a significant improvement in the supply of sorghum for our operations, for industry and for consumption as local staple food. This holds great promise for revenue generation for local farmers as well as contribute to alleviation of poverty in the society.



Re-Launch of 'More' Lager Beer

During 2015, we re-launched 'More' Lager Beer, a 100% sorghum beer brewed in our Makurdi Brewery as part of our production infrastructure expansion. More Lager Beer is a brand wholly produced with locally sourced materials including sorghum. The initiative cost over N1b in 2015 alone. It has boosted the demand for sorghum and created more avenues for the industrial and economic use of the cereal. It offers great promises for the host community, the Benue Brewery region as well as the State in general. Benefits include empowering local farmers, creation of employment, revenue generation as well as boosting the local economy.



NB management staff at the re-launch of 'More' Lager Beer



Local artistes perform at the launch of 'More' Lager beer

Supplies of Cassava Maltose Syrup

In 2015, we fully implemented the Partnership Agreement we signed the previous year with Psaltry International Company Limited, a Nigerian cassava processing company, the International Fertilizer Development Centre (IFDC) and 2SCALE, a Dutch Consortium, to improve cassava output of farmers and increase supply of high-quality tuber roots for the provision of industrial quality cassava starch for our use. The partnership is already helping to optimise the cassava value chain in Nigeria and improve the business of smallholder farmers of the crop.

During the year, 2SCALE and Psaltry sensitized, mobilized and trained 676 direct smallholder farmers who supply more than 20,000 tonnes of cassava roots to Psaltry's processing factory. We purchased 3,200 tonnes

of cassava starch in 2015 against 1,120 tonnes procured in 2014. In 2016, the focus will be on increasing cassava yields and improving factory efficiency.

Over 2,000 direct farmers are expected to benefit from the project in 2017. The project is also providing gainful employment to youth and women.

To enhance availability of local raw materials, we took a strategic step with the installation of a new cassava starch-processing unit at our Ibadan Brewery. This will boost availability of cassava starch syrup as well as save cost through the elimination of the cost of transportation.

Advantage in the Local Supplies of Sugar

Most of our brands contain sugar as part of the product recipe. Currently, most of the sugar used in our production processes is imported. A development of locally grown and processed sugarcane will offer tremendous opportunities for local farmers, the community, the government, the nation at large, and not the least, our business.

In 2014, we launched an initiative to source locally grown and processed sugarcane. Construction work and arrangements with third parties advanced impressively in 2015. We anticipate that the first deliveries will be made late 2016. When completed, this project will contribute significantly to achieve our target of sourcing 60% of our raw materials locally by 2020.



Ibadan Malting Plant



100%
of our suppliers have signed the Supplier Code

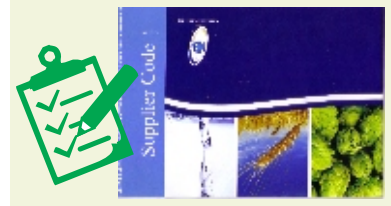


Supplier Code Procedure

Our suppliers play a critical role in achieving our sustainability commitments as our success in meeting market demand depends indirectly on them. Through the implementation of the Supplier Code, we continued during the reporting year to positively influence supplier behaviour. Nigerian Breweries was one of the 50 HEINEKEN companies in scope where the Supplier Code Procedure was fully operational in 2015. 100% of our 6,600 suppliers had signed the Supplier Code and been through the Supplier Risk Analysis by the end of 2015.

During the year, we recorded excellent compliance levels for our suppliers as they aligned their business practices with our company values and there was no

major default. Our Supplier Code covers issues of acceptable environmental management and respect for human rights, among others.



Mr. Nicolaas Vervelde, MD/CEO, NB (2nd from left); Mr. Ryan Roberge, Portfolio Manager, North and West Africa Division, IFDC/2SCALE; in a handshake with Mrs. Olujemisi Iranloye, CEO, Psaltry International Company Ltd; and Mr. Uzodinma Onuoha, Raw Materials Development Manager, NB; at the signing of a partnership agreement between Psaltry, NB and IFDC/2SCALE, on cassava production at our corporate headquarters

Case Study:



Enhancing the Cassava Value Chain in Nigeria

Nigeria is the world's biggest producer of cassava, which can be used to provide maltose syrup for beverage production. We took advantage of the opportunity. In 2015, Nigerian Breweries, Psaltry International Company Limited, a Nigerian cassava processing company and the International Fertilizer Development Centre, IFDC, through its Towards Sustainable Cluster in Agribusiness through Learning in Entrepreneurship Projects (2SCALE), signed a Partnership Agreement. This was designed to optimise the cassava value chain in Nigeria and

improve agribusiness for Nigerian smallholder farmers.

In 2015, the project recorded impressive growth: number of smallholder farmers engaged rose to 676 from 500 in 2014; farmers planted 10,000 cassava stems per hectare on the average compared to 8,000 stems per hectare in 2014. In addition, number of farmers using improved inputs rose from 16% in 2014 to 44% in 2015 while Nigerian Breweries purchased 3,200 tonnes of cassava starch in 2015 against 1,120 tonnes procured in 2014.



Heaps of cassava tubers awaiting delivery



For more information, see our website and case studies.

Advocating Responsible Consumption

Actions and Results



Our 2020 Global Commitments

Make responsible consumption aspirational through the HEINEKEN® brand

Build measurable partnerships in every market in scope, aimed at addressing alcohol-related harm

Take action at an industry level in collaboration with 12 global alcohol businesses.

We are one of **48** markets that have partnerships to address alcohol abuse



We are one of **28** markets where we engage retailers in Responsible Retailing initiatives



Commitment Area and Result

2020 commitment:
Make responsible consumption aspirational through HEINEKEN®

2015 milestone:
We commit to invest a minimum of 10% of our media spend for the HEINEKEN® brand in supporting our dedicated responsible consumption message in markets representing at least 50% of our global volumes

Result vs 2015 milestone:
Partly achieved



Making Responsible Drinking Aspirational

Drinking beer can be part of a balanced healthy lifestyle. As a responsible organisation, we have a long history of encouraging consumers to drink in moderation. Our aim is to make moderate, responsible consumption aspirational. Globally, we use our global HEINEKEN® brand to drive this message, through creating campaigns that resonate with consumers and motivate responsible behaviour towards alcohol.

Nigeria was one of the markets where HEINEKEN in 2015 continued its ground-breaking responsible consumption campaign 'Dance More, Drink Slow,' which was launched in 2014. The global HEINEKEN® responsible

consumption campaign aims to change habits by advocating positive behaviour, rather than focusing on criticising bad behaviour.

In January 2016, HEINEKEN launched its third campaign: 'Moderate Drinkers Wanted.' Research conducted by HEINEKEN showed that moderate drinking is becoming 'the new cool' among millennials of legal drinking age, motivated by self-awareness and control of self-image in the age of social media. 75% stated they already limit the amount of alcohol they drink on the majority of nights out.



Participants registering at a Don't Drink and Drive rally



1,736

participants attended responsible consumption rallies



42

stakeholders attended partnership workshop



Corps Commander Sunday Oghenekaro, FCT Sector Commander, Vivian Ikem, Head, Govt. Relations, NB, and a Stakeholder at the DDD event

Commitment Area and Result

2020 commitment:

Every market in scope has and reports publicly on a measurable partnership aimed at addressing alcohol abuse

2015 milestone:

Every market in scope has a partnership to address alcohol-related harm. All partnerships meet HEINEKEN's seven-point partnership criteria

Result vs 2015 milestone:
Achieved

Don't Drink and Drive Campaign Rallies

In 2015, in partnership with the Federal Road Safety Corps, we organised the 8th consecutive edition of the Don't Drink and Drive campaign. The public enlightenment campaign programme, targeted primarily at commercial vehicle drivers and other road users, was designed to create and sustain top-of-mind awareness about the dangers of drinking and driving, in order to improve road safety.

The campaign rallies were extended to cities with distant road transportation hubs known to record high level of road accidents partly attributable to irresponsible consumption by drivers. The rallies were held in four major cities in Nigeria – Onitsha, Oyo, Oturkpo and Abuja. The campaign featured a motorcade around major streets in the selected towns, motor park

rallies that include presentations by FRSC, address by Nigerian Breweries, among other activities. Over 1,700 drivers, riders, stakeholders as well as government representatives and NGOs were engaged during the rallies. By the end of 2015, the campaign rallies had been organised in 35 cities across Nigeria and over 14,253 participants had been engaged.

As in the previous editions, we sponsored a stakeholders' workshop to build understanding as well as deepen and strengthen the collaboration between the implementing partners and other stakeholders in the road transportation industry.

An evaluation of the impact of previous Don't Drink and Drive campaigns on commercial vehicle drivers as well as tricycle and

motorcycle riders, who form our primary target groups, was done in 2015. It showed that there was a gradual but steady change in behaviour of many drivers and union leaders who had participated in the previous DDD enlightenment campaign programmes. We plan to carry out the next evaluation in 2016.



A nurse checking the blood pressure of commercial drivers

90%

of drivers are aware of the BSG responsible consumption campaign



60%

of drivers were positively influenced by the BSG responsible consumption campaign

Proactive Action at Industry Level

In 2015, we continued and strengthened our partnerships with other members of the Beer Sectoral Group (BSG), a segment of the Manufacturers Association of Nigeria, and the umbrella body of all brewing companies in Nigeria. The Group extended the one-year major campaign dubbed Drive Alcohol-Free Campaign to the second year. The theme for the new campaign is 'Remember Your Family is Waiting for You.' The Group has reached millions of consumers via 19 radio stations and billboard materials to promote responsible consumption at a national level. The target audience includes commercial drivers and riders, young persons who have access to vehicles as well as private car owner/drivers who indulge in drink driving.

The BSG carried out an impact evaluation of the first year campaign which showed that the campaign was making a significant impact in influencing the behaviour of commercial drivers and riders towards alcohol and their work. Highlights of the evaluation findings are shown below:

- 90% claimed they heard, saw or read about the campaign.
- 93% knew about the campaign through the radio, followed by billboard.
- 60% of the respondents previously involved in drink driving said they have changed due to the campaign message.

Nutrition Information on Labels

As a demonstration of our commitment to transparency and creation of consumer awareness,

we provide nutrition information and ingredients declaration on labels. This will enable consumers to be properly enlightened and guided on what they ingest and could also influence responsible consumption.

Responsible Marketing Code

In 2015, we used our 'Enjoy Responsibly Day' as a platform to launch our renewed Responsible Marketing Code. This Code, which is fully in line with the IARD commitments, replaces the existing Rules on Responsible Commercial Communication and Rules on Digital Commercial Communication. In 2015, we trained relevant employees on the new Code.



Case Study:



Partnership Workshop on Don't Drink and Drive Campaign

A partnership workshop for selected FRSC officers in the FCT, various transport unions, fleet owners, drivers associations, NGOs and others, was held in 2015. Some of the participants included members of the Female Commercial Drivers Association of Nigeria. The main features of the partnership workshop include: highlights of the background of the Don't Drink and Drive campaign and its goal of promoting responsible consumption, a presentation on the Nature of Alcohol and the Human System by a medical consultant, as well as a

presentation on the Role of Commercial Drivers in Promoting Road Safety.

One of the conclusions of the workshop is that we should continue to partner with NGOs to drive the message of responsible consumption down to the grassroots, while FRSC should sustain enforcement of avoidance of alcohol and drug by drivers and riders with the equipment they already have.



Stakeholders who participated in the partnership workshop on Responsible Consumption

88 ENJOY HEINEKEN RESPONSIBLY WEBSITE IN COUNTRIES INCLUDING NIGERIA

48 MARKETS INCLUDING NIGERIA HAVE A RELEVANT PARTNERSHIP FOCUSED ON REDUCING ALCOHOL-RELATED HARM



For more information, see our website and case studies.

Promoting Health and Safety

Actions and Results



Our commitment to the health, well-being and safety of our employees remains a top priority in our corporate agenda.

28 sales managers received road safety training with Alert Driving



Nigerian Breweries is one of **90%** of OpCos that reported completion of targeted e-learning modules



Human Resource Director, NB, Victor Famuyibo, addresses stakeholders at a World Health and Safety Day event

Commitment Area and Result

2015 Global Targets

Accident frequency
10% reduction within HEINEKEN production units

Reporting

90% of Operating Companies to report at least one near miss in 75% of sites

Safety e-learning

90% of Operating Companies to report 90% completion of targeted e-learning modules

Road safety

2,000 sales managers have received road safety training with Alert Driving

Performance

Accident frequency: Not Achieved
Reporting: Not achieved
Safety e-learning: Partly achieved
Road safety: Achieved



Supporting Occupational Health and Safety

Our commitment to the excellent health, well-being and safety of our employees remains a top priority in our corporate agenda. Our employees and those who have retired from the business continue to enjoy robust healthcare delivery services from our on-site clinics or from Health Management Organisations of their choice. Our on-site clinics are better equipped than the average health facility available in our operating areas. We ensure a continuous update of equipment and diagnostic tools in all the clinics, which are equipped with side laboratories that can handle up to 16 different tests. They also have ready-to-go ambulances to respond to any emergency that may arise.

Implementing our 5-C Safety Strategy

Safety remains one of the six focus areas of our sustainability agenda, Brewing a Better World. To raise the level of safety consciousness, we developed the 5-C safety strategy in line with that of HEINEKEN. In addition, the OpCo safety pillars introduced in 2014 were fully implemented in 2015. We raised the bar on safety consciousness through monthly OpCo safety pillar meetings, chaired by the MD/CEO to review safety issues. Also, we introduced OpCo Safety Behaviour & Sanctions to enhance safety culture among employees. This is supported with monthly safety awards for outstanding employees with the best safety records.

Health and Safety Certifications

All our breweries except three passed the surveillance audit of OHSAS 18001:2007 (complete health and safety certification) carried out in 2015. The other three including Ijebu Ode, Awo-Omamma, and Makurdi will be certified in 2016. Ota Brewery obtained EMS 14001:2004 certification in 2015.



Incidents level reduced by **62%**



Nigerian Breweries won **3rd** position in HEINEKEN Health and Safety Day competition



World Safety Day

Nigerian Breweries marked the World Health and Safety Day in the workplace in April 2015. The theme was 'Putting safety first, harm to zero.' The programme was designed to create more safety awareness and to engage employees and 3rd party personnel on safety as well as demonstrate top management commitment to the issue of safety. Part of the activities was the inspection of vehicles and traffic control at the headquarters by the Special Marshal unit which was formed within Nigerian Breweries in 2014. Other activities included safety education, distribution of handbills, safety trek and a presentation to members of staff on the 5 golden rules of road safety.

Workplace HIV Programme

As part of our occupational Health and Safety programme, we introduced the Workplace HIV Programme, which is aimed at creating and increasing awareness about HIV/AIDS with emphasis on prevention, detection and treatment. The programme features include:

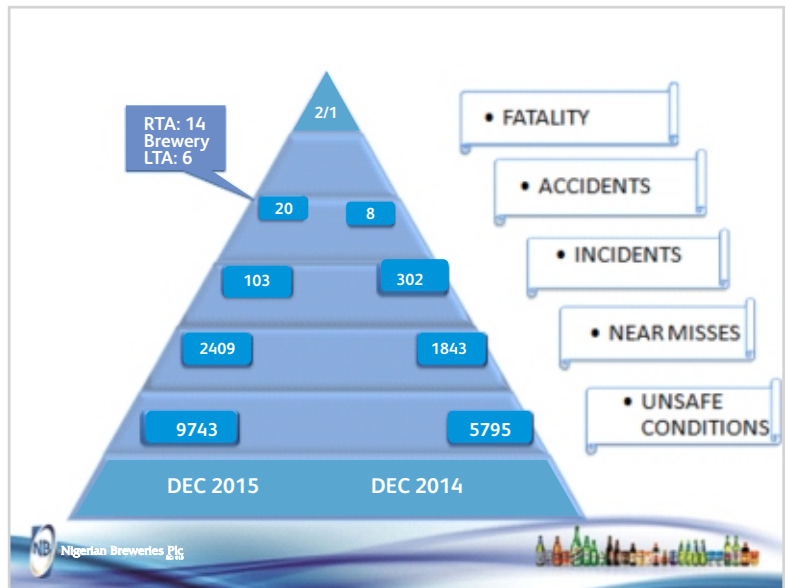
1. Employee education on HIV
2. Institutionalisation of voluntary peer educators, a selection that took place across all strata at the workplace whereby two people that belong to the same stratum could enlighten each other on HIV
3. Introduction of the Viral Education System
4. Treatment of people (employees) living with HIV/AIDS

Accident and Safety Performance

We recorded significant improvement in our safety performance in some key indicators. We recorded a significant reduction in number of incidents by 66% from 302 in 2014 to 103 in 2015. This is a reflection of the growing attention to safety. However,

number of accidents increased by 150% from 8 in 2014 to 20 in 2015, while near misses increased by 31% from 1,843 to 2,409 year-on-year. The higher figures for accidents and near-misses are attributable to improvement in our accident and incident reporting system, which ensures full capture of occurrences.

2015 NB Safety Performance (Company-wide)



Safety Data for Nigerian Breweries Plc

Fatality

Unfortunately, in spite of the high level of awareness created in 2015, we recorded 2 fatalities in one incidence, which involved a full time employee and a contractor at

one of our breweries. The case was investigated, the cause identified, key lessons were learnt and shared with other employees and contractors to avoid future re-occurrence.



New Investments in Modern Clinics



**Defence against Lassa Fever
Healthy Liver Programme
Recognition for Health and Safety Performance**



New Investments in Modern Clinics

In line with our plans for excellent health status of all our employees, prior to the merger with Consolidated Breweries, we took steps to migrate staff from the legacy company into our Classic Health Insurance programme. In 2015, we fully integrated and aligned the healthcare delivery system of the new breweries with those of the longstanding ones. We further optimised the quality of healthcare delivery from our on-site clinics in all our brewery locations. New investments were made on systems upgrade to ensure the same high quality of healthcare delivery across board. We built a new clinic at Awo-Omma Brewery, which was equipped with modern facilities and commissioned in the first quarter of 2016. Also, we built a new clinic at Ijebu-Ode, which is already in use.

Defence against Lassa Fever

The incidence of Lassa fever in Nigeria posed a serious health challenge in 2015 and resulted in the loss of lives. We tracked the spread of the disease and put preventive measures in place as well as prepared to handle any identified case that could involve any employee or their family. We created awareness via the internet, through bulk sms, roll-up banners and fliers. We procured drugs and trained caregivers in readiness for any identified case. Our earlier preparation in 2014 during the outbreak of the Ebola virus facilitated our readiness to tackle Lassa fever. Fortunately, none of our employees or their families was infected.

Healthy Liver Programme

In 2015, we introduced the Healthy Liver Programme for people who could have liver problems like Hepatitis B & C. This is designed to

enable early detection and treatment. We are running the programme in partnership with a Gastroenterologist and Roche Pharmaceutical Company.

Recognition for Health and Safety Performance

During 2015, our safety effort received national and international recognition with two awards: Nigerian Employers' Consultative Assembly/National Safety Institute Trust Fund (NECA/NSITF) Workplace Most Improved Safety Compliant Company Award for 100% compliance and 3rd position in the HEINEKEN World Health and Safety Day Competition.

Going forward, we plan to roll out the Safety Culture strategy with special focus on contractors' safety management, safety work permit, risk assessment, management of challenges & emergency preparedness & response.

Case Study:



Donation of Accident and Emergency Centre at Ikorodu

Nigerian Breweries in partnership with the Heineken Africa Foundation renovated some blocks at the Agbala Paediatric Ward at Ikorodu, Lagos. We also jointly built an Accident and Emergency Centre in Ikorodu General Hospital. Both were commissioned the same day by the Governor of Lagos State. This project has made a great impact on the lives of

the residents of Ikorodu and its environs as many lives have been saved and standard of healthcare has been raised. We provided a 100KVA generator and facilitated access to electricity in the hospital. Over N80m was spent on construction and purchase of equipment and facilities.



L-R: Human Resources Director, Victor Famuyibo, Chief Medical Director, Ikorodu General Hospital, Dr. Mobolaji Olukoya, Deputy Governor of Lagos, Dr. Idiat Adebule, Ayangburin of Ikorodu, Oba Kabiru Shotobi, and the Permanent Secretary, Lagos State Ministry of Health, Dr. Omodele Osunkiyesi, at the commissioning of the Accident and Emergency Centre, Ikorodu General Hospital



For more information, see our website and case studies.

Growing with Communities

Actions and Results



Part of our corporate social responsibility aspirations is to remarkably improve the social and economic well-being of our critical stakeholders including local communities where we do business, farmers, consumers and governments. We are aware that with population growth and growing economic challenges, as a market leader, it is imperative that we partner with governments and other stakeholders to drive sustainable development.

602
employees took part in
volunteering activities



We are one of **39**
markets helping to provide
an estimated **58,000** hours
in volunteering activities



Highlights of our Education Support Programme
Constructed 42 new classrooms;
Renovated classrooms in 2 schools in 2 communities;
Impacted 9 schools;
Impacted 9 communities.

Highlights of our Economic Impact

Total No. of jobs supported: **279,000**
No. of jobs supported in the sorghum value chain: **50,000**
Total value added: **N127.07 billion**
Total government revenue: **N28 billion**

Our support is based on three building blocks:

1. Direct contributions
2. Shared-value projects
3. The Heineken Africa Foundation.

1. Direct Contributions

In 2015, we contributed an estimated amount of N423m in social investments. This amount includes cash donations, man-hours in voluntary work, in-kind donations, cost of sponsorships of various programmes and administration charges for implementing consultants, while our interventions cover our focus areas of water stewardship, reducing carbon emission, local sourcing and responsible consumption. However, we pay special attention to social investments in the areas of water provision, education, responsible consumption as well as youth empowerment.

2. Shared value projects

Our shared value projects are those that follow our strategy of 'inclusive growth', creating a benefit for both the local community and our company. One of these is the development of the sorghum value chain in Nigeria, which has created enormous economic opportunities resulting in improved hybrids, enhanced revenue generation for farmers, youth empowerment as well as guaranteed supply to our business.

3. The Heineken Africa Foundation

The Heineken Africa Foundation is an independent foundation established to promote accelerated development in sub-Saharan Africa. It commenced with an endowment from HEINEKEN of EUR20 million and can invest up to EUR1 million per year in community healthcare and water projects. Nigerian Breweries has

continued to partner with Heineken in Nigeria in the areas of healthcare, provision of water, education and infrastructural development.



What we supported in 2015

Education	65%
Responsible consumption	3%
Arts/Culture	6%
Social welfare	8%
Environment	2%
Economic development	7%
Health	3%
Emergency relief	1%
Other support	5%
Total	100%

Support to Social and Economic Development

Through our business activities in the communities where we operate, we support social and economic development via creating employment opportunities, avenues for contractors and suppliers to do business with us, payment of taxes and corporate social investments. Our employees who live among host communities spend part of their earnings in those places, which also impact the local people. Our sustainable sourcing strategy also stimulates local economies through our support to farmers and creates opportunities for others in the value chain.





In addition, in the rest of our value chain, we also encourage and sustain the activities of ancillary industries who supply us with cans, bottles, plastic crates, labels and other materials used in our production processes. Nigerian Breweries makes significant impact in social and economic development through the payment of taxes to the various tiers of government. In 2015, total taxes paid was N18.92b. An economic impact assessment of our operations in 2014 showed added value of N127.07b to the national economy while we supported over 270,000 jobs.

Investing in our Communities

We desire to see that our growth reflects on the welfare, prosperity and sustainable development of our different communities. As an expression of our commitment to significantly impact our host communities, a substantial part of our corporate social investments were directly focused on local communities. Our community support is based on four building blocks:

- Education
- Youth Empowerment and Talent Development
- Healthcare
- Water

Support to the Education Sector

Our commitment to supporting the government in its quest to raise the desired manpower that will drive national development remains unwavering. In 2015, through the Nigerian Breweries/Felix Ohiwerei Education Trust Fund, we executed

school projects in 9 communities across Nigeria. These include construction of 42 new classrooms in 7 schools in 7 communities and renovation of classrooms in 2 schools in 2 communities. In addition, we equipped classrooms in primary and secondary schools with desks, blackboards libraries, books, bookshelves, and computers to the beneficiary schools. Below is the list of schools that benefitted from our community investment support:

- Dedeke Memorial Nursery & Primary School, Lagos
- Gateway Junior Secondary School, Ita -Iyalode, Abeokuta
- Alalubosa Community High School, Ibadan
- Ubachima Primary School, Awo-Omamma
- Ohuru Primary School, Obi-Ngwa, Aba, Abia
- Central School, Ogwofia Owa, Udi LGA, Enugu State
- Government Girls Secondary School, Badawa, Kano State
- Government Senior Secondary School, Kofar, Yandaka, Katsina
- Mbaiwyem Community Secondary School, Yaikyo, Makurdi, Benue State



A classroom block built by NB for a host community

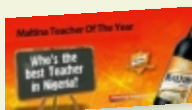
Impact of Beyond the School Career Talk

In 2015, we sustained the execution of our “Beyond the School” initiative, which is a career counselling programme for students in senior secondary schools in Lagos State. The initiative is designed to expose them to career options and factors they need to consider before making career choices. During the year, we sponsored a special edition of the Initiative, which featured a financial literacy event for five schools in Lagos to expand the scope of Beyond the School Initiative and also encourage children to be aware of the opportunities available to them.



(L-R front row): Mr. Edem Vindah, NB; Mrs. Catherine Ogunrinde, Principal, Eric Moore Senior High School, Surulere; Mrs. Clementine Vervelde, Project Champion, Beyond the School; Mr. Kufre Ekanem, Corporate Affairs Adviser, NB; Mrs. Ini Onuk, MD/CEO, Thistle Praxis; Mr. Adegbola Abiodun, Regional Programme Coordinator, Junior Achievement Nigeria; Mrs. Emete Tonukari, NB; with students of Baptist Senior High School, Obanikoro, at a Beyond the School event

120+ budding writers trained on creative writing



Creative Writing Workshop

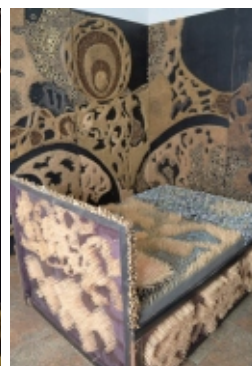
We continued the sponsorship of the Creative Writing Workshop as part of our youth empowerment programmes. The Workshop is a platform where we train budding writers. This is done in conjunction with Farafina Trust Limited and is facilitated by renowned writer, Chimamanda Adichie. Other respected authors who facilitated the 2015 workshop included Kenya's Caine Prize winner, Binyavanga Wainaina, and Norway's culture administrator and director of the Oslo House of Literature, Aslak Sire Myhre, among others. In 2015, twenty five aspiring writers were trained on different perspectives of the art of storytelling. At the end of 2015, the workshop had trained more than 120 writers and sharpened their skills while some have gone ahead to publish best sellers.

Maltina Teacher of the Year Initiative

Teachers in Nigeria are one of the professional groups in the country whose contributions to national development are hardly well appreciated and rewarded. As a result, the teaching profession receives a poor attraction of the best-in-class job seekers. To redress the ugly situation, in 2015, Nigerian Breweries/Felix Ohiwerei Education Trust Fund introduced The Maltina Teacher of the Year Initiative. The Initiative is designed to recognise, celebrate and motivate teachers in Nigeria with a first year focus on public secondary schools. A total of 275 teachers entered for the competition from 33 states of the country. The Initiative rewarded 19 State Champions out of which the Maltina Teacher of the Year emerged.



Sabastine Ugwuoke, the winning artist at the 2015 NAC receives his cheque from the CAA, NB, Kufre Ekanem, while others watch



The winning artwork produced by Sabastine Ugwuoke at the 2015 National Arts Competition

National Arts Competition

As part of our philosophy of Winning with Nigeria, we sponsored for the 8th consecutive time, the National Arts Competition (NAC) in collaboration with the African Artists Foundation. The National Arts Competition, through the use of creative artistic expressions, aims at bringing out the ingenuity in different talents across Nigeria, promoting the development of contemporary art in our nation, thereby drawing attention to critical societal issues

by means of photography, painting, sculpture and other creative means.

One of the objectives of the competition is to train young artists on the need to place emphasis on the process of artistic creation, support them on how to develop ideas and communicate the message of their work. We will continue to use the competition as a tool in raising the level of interest in contemporary art as well as the quest for professionalism among Nigerian artists.



Mrs. Nkemdili Obi, winner of the Maltina Teacher of the Year Initiative (right) poses with MD/CEO, NB Plc, Nicolaas Vervelde

10m⁺

Healthcare projects in collaboration with Heineken Africa Foundation



75m⁺

Economic Empowerment at various Levels



Investment in State Security

As part of our CSR objectives and in a strategic move to assist the Police to boost security and combat crime within and around Aba metropolis in Abia State, in 2015, we donated a Toyota Hilux vehicle to Ezicama Police Station, Aba, Abia State. We also donated a similar vehicle to the Makera community security team in Kaduna State.



Mr. Ukeje Udah (2nd from left), Brewery Manager, Aba, handing over the keys of the van to Mr. Joshak Kabila, Commissioner of Police, Abia State, with Mr. Isaac Nwabuzor, Public Affairs Manager, South, NB Plc and other Officers of the Nigeria Police Force



Economic Empowerment at Various Levels

Payment of Taxes

Through the prompt and transparent payment of corporate income tax to the Federal government and Pay as You Earn taxes by our employees to various State governments, Nigerian Breweries is helping to provide internally generated revenue to enable the provision of social services and infrastructure for the citizenry. Other taxes paid include excise duty, Value Added Tax and Education tax.

How we contributed in 2015



Cash from employees
N0.8m



In kind
15%



Cash from Management
N33m



Time
3,500hrs



Community investment
80%

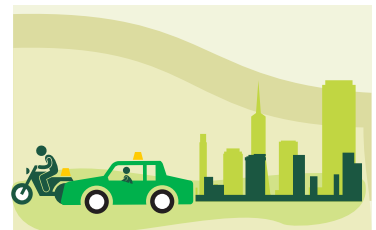


Charitable gifts
15%



Commercial initiatives
5%

Motive for contribution in 2015



602 employees took part in volunteering activities



Provision of Borehole facilities



The Exco Brewing a Better World Challenge

During the year, we executed an employee volunteer programme called Exco Brewing a Better World Challenge across all our brewery locations and the headquarters to support local communities. Projects executed included painting, cleaning, renovation of schools and career counselling sessions for students. 602 employees volunteered for the programme committing over 3,500 hours and contributed N822,500 while the Exco provided N3 million per location.



Employees pose at the end of a volunteering activity

Provision of Water Boreholes

Source of portable water has remained one of the basic needs of some of our host communities. In conjunction with the Heineken Africa Foundation, Nigerian Breweries continues to provide source of clean and hygienic water to some of its host communities. In 2015, we commissioned two water boreholes and overhead storage tanks for some of our host communities.



Commissioning of water borehole and overhead storage tanks in one of our host communities

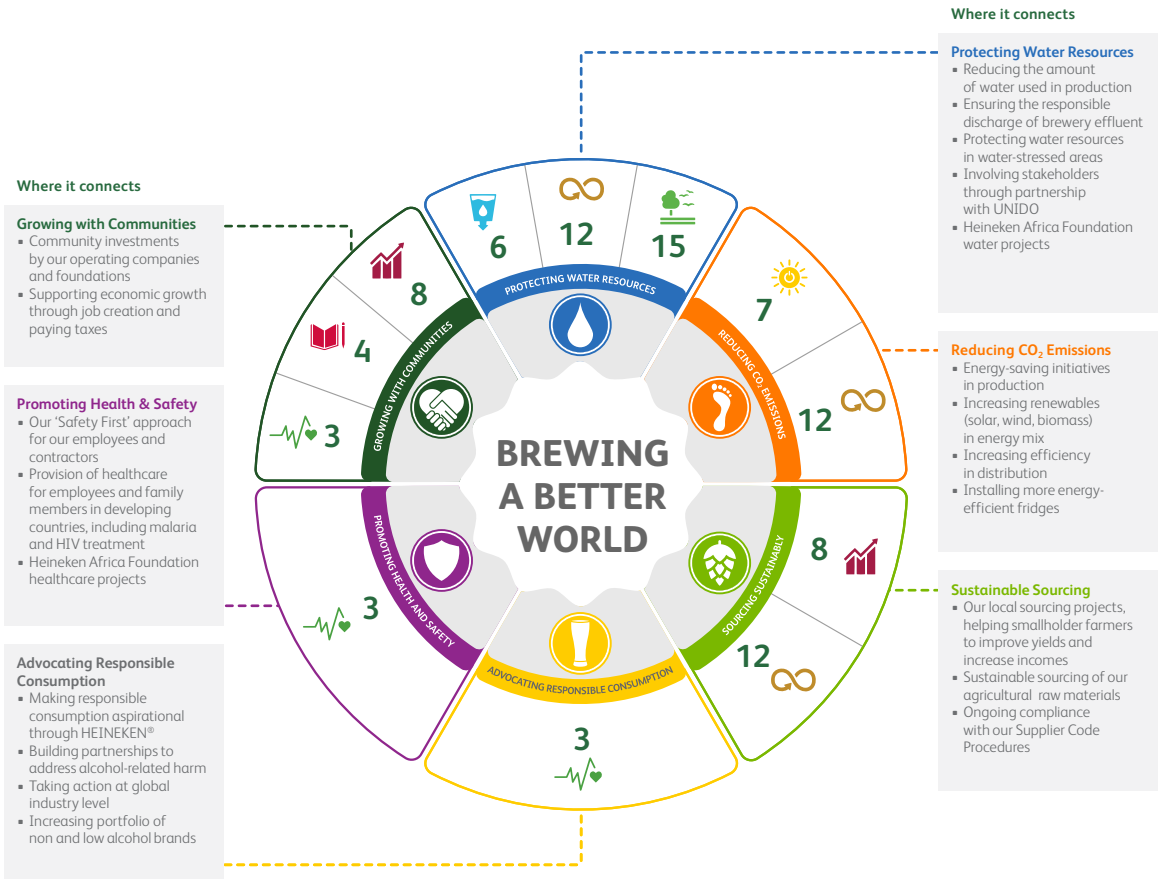


Spotlight on Sustainable Development Goals



In September 2015, the UN's General Assembly agreed on the 2030 Agenda for Sustainable Development. The Agenda contains 17 global Sustainable Development Goals (SDGs) plus 169 accompanying targets.

Subsequently, we reviewed our strategy internally against the SDGs. Our analysis of current policies and activities highlighted how our strategy directly relates to and supports several of the 17 SDGs.



Good health and well-being – 3
Ensure healthy lives and promote well-being for all at all ages.



Quality education – 4
Ensure inclusive and equitable quality education and promote learning opportunities for all.



Clean water and sanitation – 6
Ensure availability and sustainable management of water and sanitation for all.



Affordable and clean energy – 7
Ensure access to affordable, reliable, sustainable and modern energy for all.



Decent work and economic growth – 8
Promote sustained, inclusive and sustainable economic growth, full & productive employment and decent work for all.



Responsible consumption and production – 12
Ensure sustainable consumption and production patterns.



Life on land – 15
Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.

Values and Behaviours

Actions and Results



We live by our core values of passion for quality, respect for people and the planet, bringing enjoyment to people, and a culture of high performance. They define who we are and provide the bedrock of our business principles, which guide our approach to business. These core values are embedded in our work culture and govern the way our employees work.

70%+
of our work environment encourages career development



3,500+
employees received training on CoBC
We motivated and rewarded performance



Motivating Work Environment

We ensure that our work environment is one that encourages career development of employees, grants them freedom and the tools to deploy the talents and training to contribute their best towards the achievement of organisational goals. Our work environment motivates and rewards performance. To encourage capacity building of our people, in 2015, over 70% of our employees received training locally or overseas.

Each year, we conduct a Climate survey which provides employee satisfaction ratings and reveals employee perspectives in relation to the work environment, their perception and expectations, which serve as input to organisational strategy formulation. The 2015 survey showed that the Employee Engagement Index score, which assesses the motivation, commitment and willingness of our employees to apply discretionary effort was 75%, which is higher than the benchmark average of 71%.

Overall, over 90% of our employees see Nigerian Breweries as a high-performing organisation in relation to employee engagement, business efficiency, market leadership and contribution to national economic growth. The low turnover rate of

staff also shows the acceptability of our work environment.

During the year, our company remained a net exporter of talents as some of our indigenous managers worked as expatriates outside the shores of Nigeria.

Corporate Governance

Our Board of Directors is committed to the highest standard of transparency, accountability and good corporate governance and ensures that the company achieves its objectives and that all operations are carried on in a manner that assures the overall benefit of shareholders and other stakeholders. The Board of Directors, made up of highly experienced professionals with a blend of skills and business exposure, continues to provide oversight function and sound advice to the management for the overall long-term success of the company. In 2015, while two non-executive directors resigned from the Board after completing their statutory terms, three non-executive directors were appointed to strengthen the Board and bring in the required skills set and robust blend.

In 2015, we witnessed key developments from major regulatory agencies on issues of corporate governance. These include the release of a draft National Code of Corporate Governance by the Financial Reporting Council of Nigeria with radical provisions. In addition, the Nigerian Stock Exchange introduced the Rules on Filing of Accounts and Treatment of Default Filing. Also, the Securities and Exchange Commission introduced a Complaints Management Framework. As a highly visible and reputable

corporate citizen, we are committed to full compliance with these new codes and provisions.

Code of Business Conduct

Our Code of Business Conduct guides our employees, contractors and vendors on how to behave in their relationship with the company or while acting on behalf of the company. The Code is clear on issues of respecting laws, conflict of interest, anti-bribery and corruption and fair competition. From time to time, we train employees as well as run refresher workshops to remind employees and contractors about the importance of the Code and emphasize their obligation to comply with it. The Code applies to all categories of employees, contractors and other business partners.

From 2013, when the current HEINEKEN Code of Business Conduct was introduced, to the end of 2015, over 3,500 employees had completed training, either online or in classroom sessions. In line with the global Company's plans, in 2016, we will also reinforce our HEINEKEN Code of Business Conduct campaign to ensure that the topics in the Code remain relevant and part of the DNA of our employees company-wide.

Employees and Human Rights Policy

Respect is one of our core values. For us, respect extends from our respect for laws, to respect to individuals, the society and the environment. It is, therefore, imperative that as an organisation, we respect our people and their rights. The new HEINEKEN Human Rights policy introduced in 2013 is based on the UN Guiding Principles on Business and Human Rights. We apply the policy to all our employees and contractors in our



MD/CEO, Nicolaas Vervelde, receives the Nigerian Stock Exchange Award from the NSE DG, Oscar Onyema, with others

2nd largest company in Nigeria
by market capitalisation



₦1.1 trillion
market capitalisation



diverse and inclusive work environment. We continue to monitor new and impending developments on human rights issues and gear ourselves to play by the rules.

During the year, we fully implemented the new HEINEKEN Human Rights Policy and all our managers and staff are fully aware of the provisions and are guided accordingly in their relationship with others. We remain very consistent with the principle of fair hearing as regards to human rights. In our disciplinary process, we are strictly guided by this principle.

Equal Opportunity

As an equal opportunity company, we do not discriminate on gender, tribe, religion or HIV status. We have a work culture that is merit-driven. As a result, in our recruitments, career developments, promotions, remunerations, appointment of business partners and award of contracts, we do not consider colour, state of origin or other primordial factors. This helps to promote confidence on the part of employees, contractors and other critical stakeholders. The number of women on the Board in 2015 was 2 while a woman headed our biggest brewery in Nigeria. We plan to gradually achieve a fair balance in the ratio of men to women in relevant functions of the company.

Anti-bribery and Corruption

In line with Principle 10 of the United Nations (UN) Global Compact of which HEINEKEN N.V. is a member, we do not tolerate the direct or indirect offer, payment, request for or acceptance of bribes

under any circumstance. Our anti-bribery and corruption position equally applies to all our employees, contractors, and suppliers. In 2015, we launched a three-year anti-bribery e-learning training programme for key groups of employees across a range of functions to encourage compliance among employees.

Capacity Building

Functioning as a High Performing Organisation and meeting our profitable growth objectives in a difficult economic environment entails that we must continue to build the capacities of our people on a sustainable basis. In 2015, 3,094 employees across all functions in all our locations received various training.

To encourage responsible consumption among employees, we ran refresher workshops in all our breweries and the headquarters on the Company Alcohol Policy and the Cool@Work programme. Over 3,500 employees attended the workshops. The refresher training on Performance Appraisal for all employees led to a smooth and well-coordinated appraisal exercise in the company

Employee Motivation

We ensure that our employees are adequately motivated to encourage excellent performance. Our employee benefits and compensation package is highly competitive and has an edge over the industry average. This helps us retain our employees. As a result, almost every employee is willing to stay and build their career at Nigerian Breweries. This is evident

in the low percentage of good leavers, which was 1% at the end of 2015. Our experience shows that most of the good leavers still come back to the company at some time later in their career.

One of our competitive benefits is the Productivity Bonus, a target-driven benefit set by the company at the beginning of the year for the whole company. The bonus is paid quarterly and is a good motivation for staff throughout each year. Employees look forward to it while it enhances their performance.

During 2015, we optimised our HR Portal to ensure that employees had a faster and easier access to the Portal. This has considerably made it easier and faster to process all employee benefits without any risk and removed unnecessary bureaucratic processes involved in getting approvals.

Speak Up

During 2015, we fully implemented our whistle-blowing platform, Speak Up, which was launched in 2014 and deployed a toll-free line for employees and other stakeholders to report actual or suspected unethical business conduct within the company. The platform encourages employees to step forward and speak to their manager, internal auditor, legal counsel or trusted representative if they see or suspect possible breach of our Code of Business Conduct, procedures or policies. Every allegation is investigated and if a violation is established, we invoke appropriate sanctions, which may include serious consequences such as dismissal or termination of contract.

Benchmarks and Achievements



In alignment with our Winning with Nigeria philosophy, and as a result of our unrelenting efforts in growing with the communities, we won awards and received commendations from different relevant stakeholders in appreciation of our contributions towards the society.

Nigerian Breweries won the NSE CEO's Distinguished Award for Compliance in 2015

The Nigerian Stock Exchange (NSE) named our company the winner of CEO's Distinguished Award for Compliance in 2015. The award also known as the Most Compliant Listed Firm Award is given by the NSE to a company that demonstrates the highest degree of compliance with the rules and regulations regarding disclosure obligations of listed companies to the Exchange in a particular year.

According to the NSE, our company again demonstrated its recognition for the importance of corporate governance in 2015 to clinch the coveted award.



MD/CEO, Nicolaas Vervelde, receives the Nigerian Stock Exchange Award from the NSE DG, Oscar Onyema

Nigerian Breweries won NECA/NSITF Health and Safety Award

Our company received the Nigerian Employers' Consultative Assembly/National Safety Institute Trust Fund (NECA/NSITF) Workplace Award for 2015. The Award is given to the most improved safety compliant Company.



Mr. Edunfunke Ibitayo, Company Safety Manager, NB, receives the award from a representative of NECA/NSITF

Our company wins the 3rd position in the HEINEKEN World Health & Safety Day Competition

Nigerian Breweries won the 3rd position in the 2015 HEINEKEN World Health and Safety Day Competition out of 70 HEINEKEN companies that participated in the competition. Our company came 2nd in 2013, and among the top 10 in 2014.



FRSC official addresses stakeholders during the HEINEKEN Health & Safety Day event

Benchmarks and Achievements

Our Breweries Pass the OHSAS 18001:2007 Surveillance Audit

In 2015, all our breweries except three passed the surveillance audit of Occupational Health and Safety Assessment 18001:2007 (OHSAS certification). The other three including Ijebu Ode, Awo-Omamma, and Makurdi will be certified in 2016. Also, Ota Brewery obtained EMS 14001:2004 certifications in 2015.



Employees display a 'Safety First' banner during a HEINEKEN Health & Safety Day event

Ministry of Education commends Nigerian Breweries for Maltina Teacher of The Year Award

In recognition of its significant contribution to the education sector, the Federal Ministry of Education commended Nigerian Breweries for introducing the unique Maltina Teacher of the Year Award.

The Award is a reward programme that seeks to recognise, celebrate and enhance capacity building of teachers in Nigeria for their great contribution to national development.



Nicolaas Vervelde, MD\CEO, NB, Mrs. Nkemdili Obi, winner of the Maltina Teacher of the Year Award and Prof. Pat Utomi, a special guest at the Award ceremony

General Standard Disclosures

Profile Disclosure	Description	Cross Reference/Direct Answer
Strategy and Analysis		
G4-1	Statement from the most senior decision maker	CEO Foreword (P8)
G4-2	Description of key impacts, risks, and opportunities	CEO Foreword (P8) Nigerian Breweries at a glance (P9 -10) Highlights of Brewing a Better World (P11 -13) What we said and what we've done (P14 -15) From Barley to Bar (P16 -17) Benchmarks and Achievements (P51-52)
G4-3	Name of Organisation	Front Cover Our Core Values (P5) Our Sustainability Report 2015 (P6) CEO Foreword (P8)
G4-4	Primary brands, products, and/or services	Our Sustainability Report 2015 (P6) Nigerian Breweries at a Glance (P9) 2015 Annual Reports and Accounts (P7)
G4-5	Location of organisation's headquarters	Back Cover
G4-6	Number of countries where the organisation operates	Not Applicable
G4-7	Nature of ownership and legal form	A publicly quoted company (Plc), Cover page
G4-8	Markets served including geographic breakdown	Nigeria (All Regions) Our Sustainability Report 2015 (P6)
G4-9	Scale of reporting organisation	National, Our Sustainability Report (P6)
G4-10	Total workforce by employment type, gender, employment contract, and region	Nigerian Breweries at a Glance (P9) Annual Report and Accounts 2015 (P13)
G4-11	Percentage of employees covered by collective bargaining agreements	Not covered in this report
G4-17	Operational structure of the organisation	Available at Company Profile/Review of 2015 Operations/Board of Directors (2015 Reports and Accounts (P7 and P23 -24)
G4-18	Process for defining report content	About this Sustainability Report (P7) Brewing a Better World (P12-13) Identified Material Aspects and Boundaries (P13) Materiality Matrix (P13)
G4-19	List all the material aspects identified	Brewing a Better World (P12) Identified Material Aspects and Boundaries (P13) Materiality Matrix (P13)
G4-20	The Aspect Boundary within the organisation	Identified Material Aspects and Boundaries (P13)
G4-21	The Aspect Boundary outside the organisation	Identified Material Aspects and Boundaries (P13)
G4-22	Explanation of the effects of any restatements	Not applicable
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	None
Stakeholder Engagement		
G4-24	List of stakeholder groups engaged by the organisation	Stakeholder Dialogue (P18)
G4-25	Basis for identification and selection of stakeholders with whom to engage	Stakeholder engagement (P18) Highlights of our stakeholder engagement (P19)

G4-26	Approaches to stakeholder engagement including frequency of engagement	Stakeholder dialogue (P18) Highlights of our stakeholder engagement (P19) Our engagements offer us the platform to build understanding of our actions and mutual trust
G4-27	Key actions and concerns that have been raised through stakeholder engagement	Need to sustain campaign on responsible consumption of our brands, and use of stakeholder forums to strengthen engagements with NGOs, government and international bodies
G4-28	Reporting period	About this Sustainability Report
Profile Disclosure	Description	Externally Assured
G4-29	Date of most recent previous report	Sustainability Report 2015 Published 2016
G4-30	Reporting cycle	Our Sustainability Light Report (SLR) is published on an annual basis. All SLR Reports can be viewed on our website: www.nbplc.com
Profile Disclosure	Description	Cross-Reference/Direct Answer
G4-31	Contact point for questions regarding the report or its contents	Back Page SLR 2015
G4-32	Report 'in accordance' option the organisation has chosen, the option as shown in the GRI Content Index	About this Sustainability Report (P7)
Governance		
G4-33	Policy and current practice with regard seeking external assurance for report	About this Sustainability Report (P7)
G4-34	Report the governance structure of the organisation, including committees of the highest governance body	Corporate Governance (P49)
G4-35	Report the process for delegating authority for economic, environmental and social topics	Corporate Governance (P49) Code of Business Conduct (P49)
G4-36	Report whether the organisation has appointed an executive-level position with responsibility for economic, environmental and social topics	Corporate Governance (P49)
G4-37	Processes for consultation between stakeholders and top governance body	Highlights of our Stakeholder Engagement (P19-20)
G4-38	The composition of the highest governance body and its committees	Not available in this Report. Available in 2015 Annual Report (AR) and Accounts (P31-33)
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer	Chair is not an executive
G4-40	Process for determining the qualifications and expertise of members of the Board	Not covered in this Report
G4-41	Processes in place for the Board that ensures that conflicts of interest are avoided	Values and Behaviours (P48-50)
G4-42	Roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, etc	Values and Behaviours (P48-50)
G4-43	The measures taken to develop and enhance the Board's collective knowledge	Values and Behaviours (P48-50)
G4-44	Processes for evaluating the highest governance body's own performance	Corporate Governance (P49)
G4-45	Procedures of the highest governance body for overseeing the organisation's identification and management performance	Corporate Governance (P49) Code of Business Conduct (P49) Available in pages 27-30 of AR
G4-46	The Board's role in reviewing the effectiveness of the organisation's risk management processes	Corporate Governance (P49) Available in pages 27-30 of AR
G4-47	The frequency of the highest governance body's governance body's review of impacts, risks and opportunities	Values and Behaviours (P48-50) Financial Reporting Council of Nigeria released a draft National Code of Corporate Governance in 2015

G4-48	The highest committee or position that formally reviews and approves the organisations Sustainability Report etc	The Sustainability Report is approved by the local Exco and Global Corporate Relations Office Corporate Governance (P49)
G4-49	The process for communicating critical concerns to the highest governance body	Values and Behaviours (P48-50)
G4-50	The nature and total number of critical concerns that were communicated to the Board	Not covered in this Report
G4-51	Linkage between compensation for members of the Board and Managers etc	Not covered in this Report
G4-52	The process for determining remuneration	Not covered in this Report
G4-53	Mechanisms for shareholders and employees to provide recommendations	Motivating work environment (P49) Speak Up (P50)
G4-54	The ratio of the annual total compensation for the organisation's highest paid individual in each country	Not applicable
G4-55	The ratio of percentage increase in annual total compensation for the organisation's highest paid individual in each country	Not applicable
Ethics and Integrity		
G4-56	Describe the organisation's values, principles, standards, and codes of ethics	Welcome: Our Sustainability Report 2015 (P6) Code of Business Conduct (P49) Employees and Human Rights Policy (P49-50)
G4-57	The internal and external mechanisms for reporting concerns about unethical issues	Values and behaviour: Anti-bribery and Corruption/Speak Up (P50)
G4-58	The internal and external mechanisms for reporting concerns about unethical issues	Anti-bribery and Corruption/Speak Up (P50)
Profile Disclosure	Description	Cross-Reference/Direct Answer
Economic Performance		
G4-EC1	Direct economic value generated and distributed, including revenues, costs, etc	Nigerian Breweries at a Glance (P9) 2015 at a Glance (P10)
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities	Not covered in this report
G4-EC3	Coverage of the organisation's defined benefit plan obligations	Employee Motivation (P50)
G4-EC4	Significant financial assistance received from government	None
Market Presence		
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of Operating Companies	Not Applicable
G4-EC6	Procedures for local hiring and proportion of senior management hired from the community	Not Applicable
G4-EC7	Development and impact of infrastructure investments and services supported	Brewing a Better World (P12) From Barley to Bar (P16-17) Sourcing Sustainably (P29-30) Growing with Communities (P42-46)
G4-EC8	Significant indirect economic impacts, the extent of impacts	Growing with Communities (P43-44) Values and Behaviours (P50)
G4-EC9	Proportion of spending on local suppliers at significant locations of operating companies	Sourcing Sustainably (P30) (Enhanced value through improved supply of Sorghum)

Environmental		
Materials		
G4-EN1	Materials used by weight or volume	Protecting Water Resources (P22)
G4-EN2	Percentage of materials used that are recycled input materials	Not covered in this report
Environmental		
Energy		
G4-EN3	Energy consumption within the organisation	Reducing CO ₂ Emissions (P26-28) (Reducing energy consumption)
G4-EN4	Energy consumption outside of the organisation	Reducing CO ₂ Emissions (P26-28) (Reducing Emission in Distribution)
G4-EN5	Energy intensity	Reducing CO ₂ Emissions (P26-28)
G4-EN6	Reduction of energy consumption	Reducing CO ₂ Emissions (P26-28)
G4-EN7	Reduction in energy requirements	Reducing CO ₂ Emissions (P26-28)
Water		
G4-EN8	Total water withdrawal by source	Protecting Water Resources (P21-23) (Reducing Water Consumption in our Breweries)
G4-EN9	Water sources significantly affected by withdrawal of water	Protecting Water Resources (P21-23)
G4-EN10	Percentage and total volume of water recycled and reused	Protecting Water Resources (P21-23)
Biodiversity		
G4-EN11	Location of size and land owned, leased, managed in or adjacent to protected areas etc	Not Applicable
G4-EN12	Description of significant impact of activities, products and services on biodiversity	Not available in this report
G4-EN13	Habitat protected or restored	Protecting Water Resources (P21-23)
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by Operating Companies	Not Applicable
Emissions		
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope1)	Reducing CO ₂ emissions (P26-28)
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	Reducing CO ₂ emissions (P26-28)
G4-EN17	Other Indirect greenhouse gas (GHG) emissions (Scope 3)	Reducing CO ₂ emissions (P26)
G4-EN18	Greenhouse gas (GHG) emissions intensity	Reducing CO ₂ emissions (P26-28)
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Reducing CO ₂ emissions (P26-28)
G4-EN20	Emissions of ozone-depleting substances by weight	Not covered in this report
G4-EN21	NO _x , SO _x , and other significant air emissions	Not covered in this report
Effluents and Waste		
G4-EN22	Total water discharge by quality and destination	Protecting water resources (Our local priority is to protect our water resources in water scarce and water distressed areas)
G4-EN23	Total weight of waste by type and disposal method	Details not available
G4-EN24	Total number and volume of significant spills	Not applicable

Environmental		
Effluents and Waste		
G4-EN25	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention 2	Not Applicable
G4-EN26	Identity, size, protected status and biodiversity of water bodies and related habitats significantly affected by company discharges	We sustained responsible discharge of brewery effluent
Products and Services		
G4-EN27	Extent of impact mitigation and their environmental impacts	Protection of Water Resources (P21-23) Reducing CO ₂ Emissions (P26-28)
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed	Not Available
Compliance		
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	None
Transport		
G4-EN30	Significant environmental impacts of transporting products and other goods and materials by operating companies	Reducing emissions in distribution (P28)
Overall		
G4-EN31	Total environmental protection expenditures and investments by type	Not covered in this report
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Sourcing Sustainably (P29-31)
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain	Not Available
G4-EN34	Number of grievances about environmental cases filed, addressed and resolved	Not covered in this report
Social		
Employment		
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	Not covered in this report
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Not covered in this report
G4-LA3	Return to work and parental rates after return from leave by gender	Not covered in this report
G4-LA4	Minimum notice period regarding occupational changes including whether these are specified in collective agreements	Not covered in this report
G4-LA5	Percentage of total workforce represented in formal joint management committees	Not Available
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work related fatalities, by region and by gender	Promoting health and safety of our employees has been sustained
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Not Applicable

G4 - LA8	Health and Safety topics covered in formal agreements with trade unions	Not covered in this report
Training and Education		
G4 - LA9	Average hours of training per year per employee by gender, and by employee category	Not covered in this report
G4 - LA10	Programmes for skills management and lifelong learning that support continued employability	Values and Behaviours (P49-50)
G4 - LA11	Percentage of employees receiving regular performance and career development reviews	Not covered in this report
G4 - LA12	Composition of governance bodies and breakdown of employees per category	Not Available
G4 - LA13	Ratio of basic salary and remuneration of women to men by employee category	We do not discriminate against any gender in remuneration
G4 - LA14	Percentage of new suppliers that were screened using labour practices criteria.	Percentage not available
G4 - LA15	Significant actual and potential negative impacts for labour practices in the supply chain	Values and Behaviours (P49-50)
G4 - LA16	Number of grievances about labour practices filed, addressed, and resolved	Not Available
G4 - HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses	Percentage not available Our Supplier Code still in force
G4 - HR2	Total hours of employee training on human rights Not Applicable policies concerning aspects of human rights that are relevant to Operating Companies	
G4 - HR3	Total number of incidents of discrimination and actions taken	Not Applicable
G4 - HR4	Operating Companies and suppliers identified in which the right to exercise freedom of association may be violated	Not Applicable
G4 - HR5	Operating Companies and suppliers identified as having significant risk for incidents of child labour	Not Applicable
G4 - HR6	Operating Companies and suppliers identified as having significant risk for incidents of forced or compulsory labour	None
G4 - HR7	Percentage of security personnel trained in the organisation's human rights policies	Not Applicable
G4 - HR8	Total number of incidents of violations involving rights of indigenous people and actions taken	Not Applicable
G4 - HR9	Total number and percentage of Operating Companies that have been subject to human rights reviews or impact assessments	Not Applicable
G4 - HR10	Percentage of new suppliers that were screened using human rights criteria	Not Available
G4 - HR11	Significant actual and potential negative human rights impacts in the supply chain	Not Available
G4 - HR12	Number of grievances about human rights impacts filed, addressed, and resolved	Not Available
G4 - SO1	Percentage of Operating Companies with implemented local community engagement and impact assessments programmes	Not Applicable
G4 - SO2	Operating Companies with significant actual or potential negative impacts on local communities	Not Applicable
G4 - SO3	Total number and percentage of Operating Companies assessed for risks related to corruption and the significant risks identified	Not Applicable
G4 - SO4	Communication and training on anti-corruption policies and procedures	We sustained anti-corruption training and our Whistle-Blowing policy is still active

Profile Disclosure	Description	Cross-Reference/Direct Answer
G4-S05	Confirmed incidents of corruption and actions taken	Not Applicable
Public Policy		
G4-S06	Total value of political contributions by country and recipient/beneficiary	Not Applicable
G4-S07	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Not Applicable
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Not Applicable
G4-S09	Percentage impacts of new suppliers that were screened using criteria for impacts on society	Not Available
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	Not Available
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved	Not Available
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Not Available
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts	Not Available
G4-PR3	Type of product and service information required by procedures	Not Applicable
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling	Not Applicable
G4-PR5	Results of surveys measuring customer satisfaction	Not Applicable
G4-PR6	Sale of banned or disputed products	Not Applicable
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications	Not Applicable
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy	Not Applicable
G4-PR9	Value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Not Applicable

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Nigerian Breweries Plc.

Iganmu House

Abebe Village Road

Iganmu, Lagos

Nigeria

www.nbplc.com

Telephone:

+234- 2717400 - 20

Let us know your thoughts

Which aspects of Brewing a Better World are working well?

Where do you think we could do better?

We'd love to hear from you, because your feedback will allow us to learn and improve.

Contacts:

[Kufre U. Ekanem,](#)

Corporate Affairs Adviser

kufre.ekanem@heineken.com

[Edem Vindah,](#)

Sustainability and Regulatory Relationships Manager

edem.vindah@heineken.com

Post:

The Corporate Affairs Dept.

Nigerian Breweries Plc.

Iganmu House

1, Abebe Village Road

Iganmu, Lagos.

Reference information:

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