



Nigerian Breweries Plc
RC: 613

Sustainability Report 2014



Brewing a Better World

Our Sustainability Report 2014

Nigerian Breweries Plc is the leading brewing company in Nigeria and our brands are enjoyed across the nation and exported to 15 countries in Africa, Asia, Europe and America. We are committed to satisfying our customers and consumers in a socially and environmentally responsible manner. Sustainability is one of our core priorities; our way of doing business and creating value; and Brewing a Better World is our long-term strategic agenda.

4,280

Employees

We are

A proud, longstanding market leader, committed to meeting and exceeding consumer expectations.

19

Brands

We value

A passion for quality, enjoyment of life, respect for people and our planet as well as encouraging performance.

11

Brewery Locations

We want

To consistently win with Nigeria in line with our core business philosophy.

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Our Brewery Locations:

Awo-Omamma Ijebu Ode Makurdi	Aba Kaduna-Kakuri Onitsha	Ama Kaduna-Kudenda Ota	Ibadan Lagos
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Malting Plants:	Aba	Kudenda
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For more information on Nigerian Breweries and our sustainability performance, visit: www.nbplc.com

For HEINEKEN global Sustainability Report 2014 including detailed performance data and moving images, visit: www.sustainabilityreport.HEINEKEN.com

About this Sustainability Report

This Nigerian Breweries Plc Sustainability Report discloses our performance in economic, environmental and social aspects of our operations during 2014 and provides information on how we manage these and a wide range of other sustainability-related issues including corporate governance, stakeholder engagement as well as human rights and labour management.

The 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. While the HEINEKEN Sustainability Report is assured by KPMG to provide an independent and limited perspective, this Nigerian Breweries report is not verified by any external agency. However, key operational data contained in the report is sourced from Nigerian Breweries Annual Report and Accounts, which were audited by KPMG. In addition, Raitas Communications, the agency who prepared this 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.

This year, in addition to the printed report, we have prepared a web version, which is available in our website: www.nbplc.com. The web version contains the GRI Reference Table which can be accessed through a link.

More information about our report can be obtained from our website: www.nbplc.com while more detailed supporting information on the HEINEKEN sustainability report can be found in the sustainability section of the Company website: theheinekencompany.com/sustainability. It includes information from more than 40 local sustainability reports and fact sheets.

Managing Director/CEO Foreword



Nicolaas A. Vervele
MD/CEO

Expanding our Footprint, Encouraging Sustainability

In the sixty-nine years of our operation, Nigerian Breweries Plc has been driven by a commitment to excellence in value creation, meeting the expectations of shareholders and satisfying consumers as well as supporting socio-economic development. We have continued to set the pace in contributing to the growth of our communities and other publics. Also we have remained fully committed to operating in a manner that enhances sustainability of our business, the society and the environment. Our long-term sustainability agenda helps us to make this happen.

In 2010, we commenced a new sustainability agenda, termed Brewing a Better Future (BaBF), designed to create shared value among our stakeholders by focusing on delivering concrete commitments in four key areas. In 2014, after four years of implementing the Brewing a Better Future, it evolved into Brewing a Better World, which expanded the scope for more positive impact on society with the addition of two new focus areas. With BaBW, we now have six sustainability focus areas: Protecting Water Resources, Reducing CO₂ Emissions, Sourcing Sustainably, Advocating Responsible Consumption, Promoting Health and Safety and Growing with Communities. In this report, we highlight some of the achievements recorded in these areas in 2014.

2014 was a very dynamic, challenging, eventful but successful year for us. We made good progress in achieving our Brewing a Better World targets against the 2015 milestones. We reduced specific water consumption by 12% from 5.0 hl/hl

in 2013 to 4.4 hl/hl in 2014. During the year, three of our breweries transitioned from the use of diesel to natural gas, which reduced our greenhouse gas emissions by 8% from 13.2 kg CO₂-eq/hl in 2013 to 12.2 kg CO₂-eq/hl in 2014. Going forward, we will switch more of our breweries from the use of fossil fuel to gas and progressively achieve our goal of reducing CO₂ emission in our breweries by 40% in 2020.

During the year, we strengthened partnership with various stakeholders, which is evident in the number of Memorandums of Understanding (MoU) that we signed with diverse groups. In line with our sourcing sustainability focus area, we signed an MoU with the Federal Ministry of Agriculture and Rural Development to upscale the farmer yield and productivity by making available improved hybrid sorghum varieties.

We also signed an MoU with Psaltry International Limited and 2SCALE, a Dutch funded program, to enhance the cassava value chain in Nigeria. To strengthen our partnership with the Federal Road Safety Corps (FRSC) as part of our advocacy for responsible consumption, we signed an MoU with the Corps. In addition, we entered into signing an MoU with the Pan Atlantic University on providing financial support for the construction of its Faculty of Engineering and Technology.

In 2014, we recorded improvement in safety performance with the reduction in number of accidents by 70% from 10 in 2013 to 3 in 2014. Unfortunately, in spite of the high level of awareness

created among employees and Third Party personnel, we recorded one fatality in 2014 compared to zero in 2013. My condolence goes to the family of the late Third Party staff.

One of the milestones we recorded in 2014 was the merger of Nigerian Breweries Plc and Consolidated Breweries Plc. The merger has further increased our geographic footprints, brands portfolio and market leadership position. In addition, it has better positioned us to improve economies of scale, deliver superior value to our shareholders as well as expanded our opportunities for more impact on sustainable development.

During the year, we received several awards and commendations from governments and other stakeholder groups in recognition of our contributions towards sustainability. These and more are presented in this report for your information.

In spite of a subsisting difficult operating environment, our commitment to touch the lives of more Nigerians, satisfy our consumers and return impressive value to shareholders as well as reduce the environmental impact of our operations remain unshaken. We will continue to identify and exploit opportunities to make a difference and encourage sustainability. That is our promise!

Nicolaas A. Vervele,
Managing Director/Chief Executive
Officer

Brewing a Better World

Brewing a Better World is HEINEKEN's long-term approach to Sustainability and one of our key business priorities.





Brewing a Better World-Strategic Drivers

Our approach is based on the following drivers:



HEINEKEN's 2020 Commitments

Each focus area is underpinned by clear commitments that state our ambitions for 2020. These commitments are broken down into three-year milestones to be achieved by 2015.

- 
Protecting Water Resources
 - Reduce specific water consumption in the breweries by 30%¹ to 3.5 hl/ht.
 - Aim for significant water compensation/balancing by our production units in water-scarce and distressed areas.
- 
Reducing CO₂ Emissions
 - In production by 40%¹.
 - Of our fridges by 50%².
 - Of distribution by 20%³ in Europe and the Americas.
- 
Sourcing Sustainably
 - Aim for at least 50% of our main raw materials from sustainable sources.
 - Deliver 60% of agricultural raw materials in Africa via local sourcing within the continent.
 - Ongoing compliance with our Supplier Code procedure.
- 
Advocating Responsible Consumption
 - Make responsible consumption aspirational through Heineken®.
 - Every market in scope has and reports publicly on a measurable partnership aimed at addressing alcohol abuse.
 - Deliver global industry commitments.
- 
Promoting Health and Safety (2015 targets)
 - 10% reduction in accident frequency in production.
 - 90% of OpCos in 75% of sites reporting at least one near-miss per quarter outside production.
 - 90% of OpCos to have trained 90% of their employees company-wide using e-learning.
 - 2,000 sales managers to be trained in road safety with Alert Driving.
- 
Growing with Communities (2015 targets)
 - Supporting communities in which we operate to foster 'inclusive growth'.
 - Bottom up philosophy with local targets where applicable.

Brewing a Better World continues to be supported by our other business values and behaviours. These include a commitment to fairness, integrity and respect for the law, contained in the HEINEKEN Code of Business Conduct.

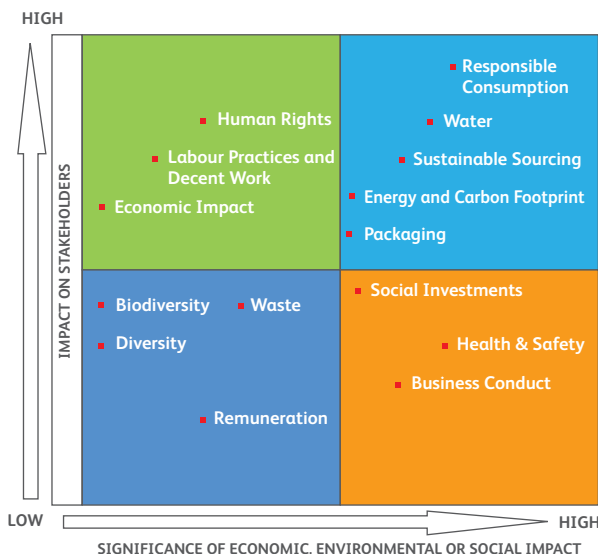
Sustainability remained an ongoing part of the performance plans of HEINEKEN's senior management. It was one of the five merit areas for senior managers in their Annual Performance Appraisal. In 2014, 100% of senior managers had an objective based on sustainability.

Moving forward as Brewing a Better World is one of the company's six strategic pillars, performance expectations will be fully integrated within the company's strategy measures at a global, regional and local levels.

¹Baseline 2008

²Baseline 2010

³Baseline 2011



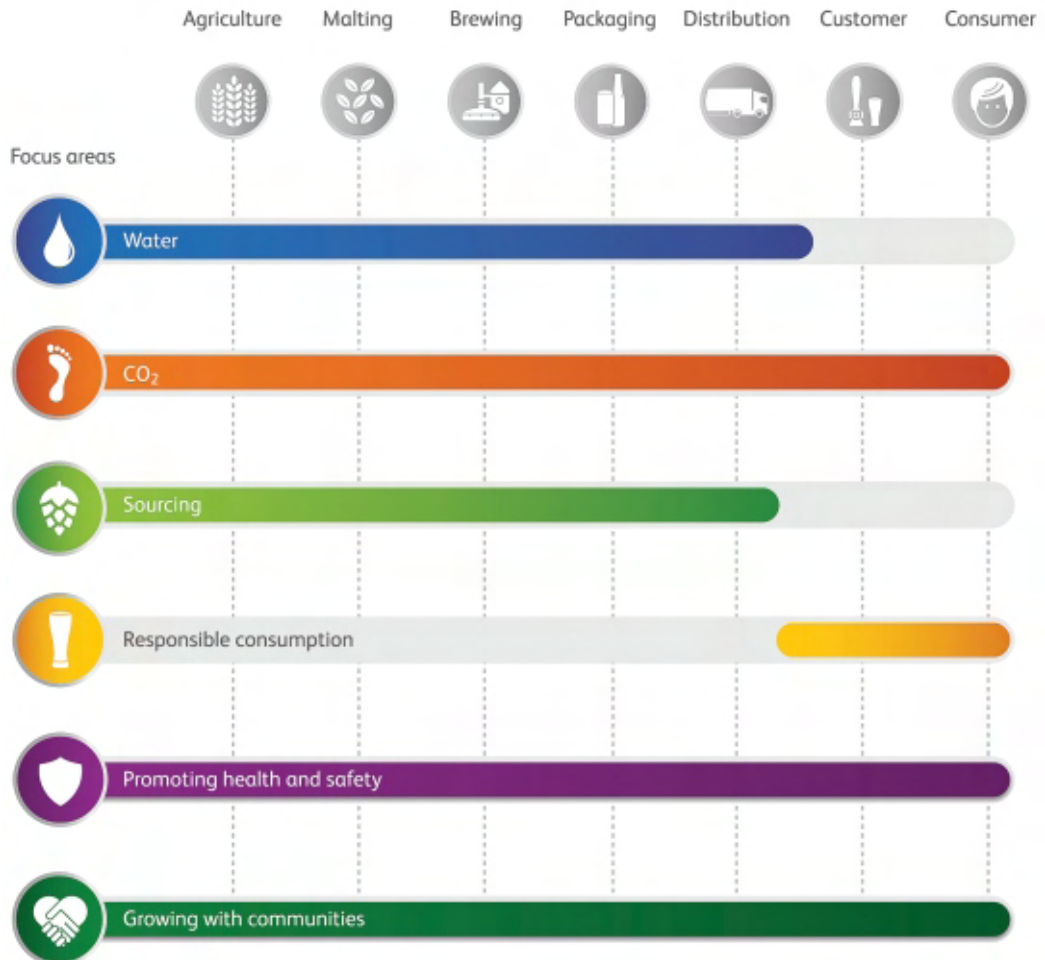
Identified Material Aspects and Boundaries

In our approach to defining what to report, our involvement of stakeholder engagement considerations as well as actual and potential outcomes of these engagements play 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 through the application of the principles of stakeholder inclusiveness and the overarching issue of sustainability context; we prioritize the issues that will be of most interest to readers and users of the report especially our critical stakeholders; we validate by ensuring that the report provides a reasonable and balanced representation of our impacts; finally, before the commencement of the next reporting cycle, we review the steps taken in the selection of contents and the impact these had on the quality, acceptance and use of the previous report and agree any areas that could be fine tuned for the next reporting period. The figure on the left shows our Materiality Matrix.

From Barley to Bar

Our approach to Sustainability covers 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, through to financial capital from the sale of our products. We continuously consider the sustainability of each step, with respect to our key focus areas.



Ways of working





Agriculture

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 sourcing of raw materials with focus on sorghum and maltose syrup derived from cassava. Local sourcing of raw materials creates shared value for us and our stakeholders. It guarantees sustainable supply of materials for the business, reduces dependence on imports, encourages local farmers, reduces transport costs and improves our environmental performance.



Malting

We run Africa's largest sorghum malting plant in Aba, as well as a second 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 suppliers on the need for energy and water conservation.

Brewing Beer

The brewing process also consumes energy and water. To reduce energy and water consumption, we drive improvements in energy and water efficiency and switch to other more environmentally friendly energy sources where possible. 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 Materials

Our products are packed in bottles, cans 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. PET bottles are part of our product packaging mix.



Distribution

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 Key Transporters who are responsible for optimal performance of their delivery systems, training of their drivers and efficient management of their fleet.

Customers

In our market, beer is consumed cold. Products are cooled at the point of consumption mainly with fridges. For new fridges purchased by Nigerian Breweries in 2014, we complied with HEINEKEN defined green standards, which for our market must have LED illumination and EMS thermostat. During the year, we made good progress towards achieving the 2020 goals on green cooling to satisfy our customers in an environmentally friendly manner.










Responsible Consumption

We have continued to promote the responsible consumption of beer both as a company and in collaboration with the Beer Sectoral Group (BSG) of the Manufacturers Association of Nigeria (MAN). We also partner with other BSG members and regulators to encourage adherence to the code of commercial communication of alcoholic beverages to promote responsible communication and consumption. We actively engage interested partners including other BSG members, NGOs and governments to assist us in reaching people and increasing the effectiveness and reach of the 'drink responsibly' message.

What we said and what we've done

Focus area	What we said we'll do globally by 2020	Our global commitment for 2015	What we've done globally in 2014	What we've done in Nigeria in 2014	Local progress indicator
 Water	We have 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.	Reduce our specific water consumption in the breweries to 3.9 hl/hl ¹ .	Achieved We achieved our 2015 target a year earlier and decreased water consumption to 3.9 hl/hl.	Water consumption decreased by 12% from 5.0hl/hl in 2013 to 4.2 hl/hl in 2014.	
	Aim for significant water compensation/balancing by our production units in water-scarce and water-distressed areas.	100% of our production units in source water vulnerable areas will have a Source Water Protection Plan.	Sixteen (70%) of our production units have drafted a Source Water Protection Plan.	Four out of five of our breweries in water scarce areas now have a Source Water Protection Plan.	
 CO₂	Reduce CO ₂ emissions in production by 40%.	Reduce CO ₂ emissions in production by 27% ³ (resulting in 7.6kg CO ₂ -eq/hl).	Achieved We passed our 2015 target a year earlier and achieved a 30% reduction compared with 2008, resulting in 7.2 kgCO ₂ -eq/hl in 2014.	CO ₂ emissions reduced by 8% from 13.2 kg CO ₂ -eq/hl in 2013 to 12.2 kg CO ₂ -eq/hl in 2014. This is a 30% reduction compared with 2008.	
	Reduce the CO ₂ emissions of our fridges by 50% ⁴	Reduce CO ₂ emission of our fridges by 42% ⁴ .	Achieved We passed our 2015 target a year early. 99.8% of the 152,000 fridges that HEINEKEN purchased in 2014 were 'green'.	43% of the fridges that Nigerian Breweries purchased in 2014 met the green cooling criteria.	
				The average reduction of CO ₂ emissions improved from 40% to 45% in 2014, compared with the baseline year 2010.	
 Sourcing	Aim for at least 50% of our main raw materials. from sustainable sources	Aim for sustainable sourcing of raw materials for crop year 2015: 20% (barley), 40% (hops), 60%(bittersweet apples for cider) ¹	On track In 2014, we sourced sustainably: <ul style="list-style-type: none"> ■ barley: 15% ■ hops: 62% ■ bittersweet apples for cider: 28% 	44% of agricultural raw materials sourced locally: <ul style="list-style-type: none"> ■ sorghum: 42% ■ cassava: 2% 	

¹Baseline 2008²Baseline 2010³Baseline 2011

Focus area	What we said we'll do globally by 2020	Our global commitment for 2015	What we've done globally in 2014	What we've done in Nigeria in 2014	Local progress indicator
 Sourcing	Deliver 60% of agricultural raw materials in Africa via local sourcing within the continent.	50% ² of agricultural raw materials used in Africa to be locally sourced ³ within the continent.	On track We increased our local sourcing from approximately 46% in 2013 to more than 48% in 2014.	Increased our local sourcing of sorghum during the year. We signed an MoU with Psaltry and 2Scale, a Dutch Consortium, to train farmers to enhance supply of cassava to produce high quality maltose for production.	
	Ongoing compliance with our Supplier Code Procedure.	Four-step Supplier Code Procedure operational within all Operating Companies.	On track Four-step Supplier Code Procedure operational in 25 Operating Companies. Rollout planned for all remaining Operating Companies.	Nigerian Breweries is one of the operating companies where the Supplier Code Procedure is operational. We commenced and concluded supplier risk assessment.	
 Responsible Consumption	Make responsible consumption aspirational through Heineken®	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	Achieved 'Dance More, Drink Slow' campaign activated in 44 markets. Investment supporting our dedicated responsible consumption campaign exceeded 10% of total media spend in our main markets, representing more than 50% of the Heineken® global volume.	Nigerian Breweries is one of HEINEKEN's 44 markets where the 'Dance More, Drink Slow' campaign has been activated. We deployed 10% of the Media Spend for the Heineken® brand in promoting responsible consumption campaign. We also executed the HEINEKEN Enjoy Responsibly campaign.	
	Every market in scope ⁶ has and reports publicly on a measurable partnership aimed at addressing alcohol abuse.	Every market in scope ⁶ has a partnership to address alcohol-related harm. All partnerships meet HEINEKEN's seven-point partnership criteria.	On track 50 markets are now in scope, an increase from 40 in 2013. Of these 48 have at least one Partnership.	In 2014, a partnership workshop was organised in conjunction with the Federal Road Safety Corps for relevant stakeholders in furtherance of responsible consumption. We commenced a baseline survey on 'Drink It Right', in partnership with Nigerian Institute of Medical Research (NIMR) to create awareness on Alcohol and Pregnancy.	
	Deliver global industry Commitments.	Precise goals for 2015 to be decided in conjunction with the industry via the International Alliance for Responsible Drinking (formerly known as ICAP) and GAPG.	On track An implementation plan was developed for the Global commitments in 2013. In 2014, the signatory companies produced a Commitments Progress Report outlining our actions to date in implementing these.	The Beer Sectoral Group (BSG) launched a joint media campaign at industry level in 2014 to support responsible consumption. The campaign had a national coverage.	

¹Baseline 2008

²Baseline 2010

³Baseline 2011

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.

Stakeholder Dialogue



Our stakeholders remain critical partners in our Brewing a Better World journey. Our ongoing engagement with them at various levels and through different channels help us identify their perceptions and expectations of our company and where they expect that we make changes.



Protecting Water Resources



Our 2020 Global Commitments

- Reduce specific water consumption in our breweries by 30% to 3.5 hl/hl;
- Aim for significant water compensation/balancing by our production units in water-scarce and distressed areas.

Actions and Results in Nigerian Breweries Commitment Areas

Reducing Water Consumption

Specific water consumption decreased by 12% from 5.0hl/hl in 2013 to 4.4 hl/hl in 2014. This is a 32% reduction compared with 2008, the baseline year. We made good progress in reducing our water consumption through minimizing 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 will continue to drive efforts to reduce the specific water consumption in the production of our brands to encourage sustainability. We remain committed to reducing water consumption in our breweries by 30% to 3.5hl/hl by 2020.

95%

Water is central to our needs. Beer is 95% water.

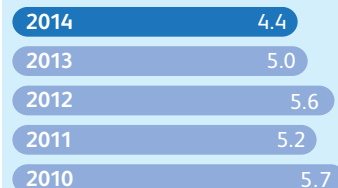


40%

Demand for water has doubled during the past 50 years and is expected to increase a further 40% by 2030.

NB Specific water consumption – hl/hl

4.4 hl/hl



Protecting Water Resource

We have optimized our production process to reduce water consumption. During the year, we further consolidated on the water consumption reduction programmes we commenced in 2013 and recorded good results in all our long existing breweries.

Water Stewardship and Balancing

In 2014, we carried out training for colleagues in water scarce locations on how to develop a Source Water Protection Plan. We are in the process of implementing the plan. Our water balancing programme activities include provision of boreholes for communities, harvesting of rain water as well as the provision of green areas via beautification programmes to enhance water conservation. We will devise other means of balancing the water we use in our processes to ensure sustainability.

New Wastewater Treatment Plant for Aba Brewery

In 2014, we commissioned an ultra modern automatic wastewater treatment plant in Aba Brewery. It is

32% reduction in water consumption since 2008

Nigerian Breweries is committed to reducing the amount of water used in production.

-32%

32% reduction in global water consumption since 2008



A section of Aba Wastewater Treatment Plant

automated with high profile spray tower for removing CO₂ and volatile gases. The new plant has helped to improve our handling of wastewater and enhance water consumption records as well as our environmental performance.

We entered into a Service Level Agreement with the installer of the plant, as is operational with other breweries. This would make the plant run optimally as well as improve maintenance.

Case Study:

Water Recovery through Sludge Presses

In 2014, we introduced an innovative sludge pressure pump to reduce the water content in the sludge coming from the wastewater treatment plants. As a result, Lagos Brewery, recorded a significant reduction in its water consumption during production. The moisture content in the sludge is reduced from about 80% to 30%. The sludge is given to a Third Party for manufacturing of fertilizer, which is sold to farmers. This

innovation has improved the water recovered indirectly from the wastewater treatment plant, which is sent back for wastewater treatment and recycled.

The sludge presses reduce the amount of waste generated and evacuated from our brewery resulting in a better environmental performance.



An Evacuation Truck

Reducing CO₂ Emissions

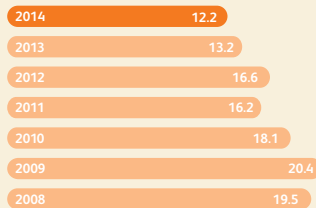


Our 2020 Global Commitments

- 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%.

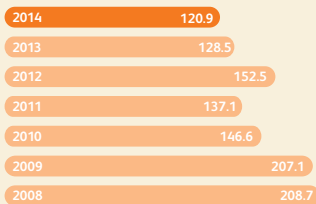
Specific greenhouse gas emissions of Nigerian Breweries kg CO₂-eq/hl beer

12.2 kg CO₂-eq/hl



Total specific energy consumption of Nigerian Breweries MJ/hl beer

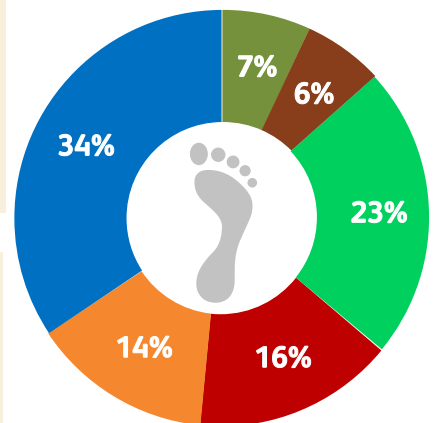
120.9MJ/hl



32%
REDUCTION IN CARBON
EMISSIONS SINCE 2008



Carbon Footprint Breakdown of Nigerian Breweries (2013¹). From Barley to Bar



¹ Data for 2014 was not ready during the reporting period.

- Agriculture - 7%
- Malting - 6%
- Production - 23%
- Packaging materials - 16%
- Distribution - 14%
- Cooling - 34%

Actions and Results in Our Commitment Areas

Reducing CO₂ Emissions in Production

We reduced our specific direct and indirect CO₂ emissions in our operations by 8% from 13.2 kg CO₂-eq/hl in 2013 to 12.2 kg CO₂-eq/hl in 2014. During the reporting year, we continued emphasis on using less fossil fuel for energy and steam generation as well as increased application of solar-powered street lighting. We executed CO₂ emission reduction initiatives and used compressed natural gas to generate 30% of electricity used by our brewery in Enugu in place of LPFO/diesel. We also achieved CO₂ emission reduction in other breweries. We remain focused on reducing the total carbon footprint of our production across the value chain.

We are taking further our plan to switch from the use of diesel to gas. We have extended the number of breweries that use natural gas from 3 to 4. Others will switch in future. These will significantly reduce our carbon footprint and operating cost.

The specific total energy consumption of our operations was reduced by 6% from 128.5 MJ/hl in

FINANCIAL IMPACT OF ENERGY EFFICIENCY

An estimated N2.5b has been saved since 2009 even though production volumes have increased year-on-year. This was conservatively calculated by basing previous years' volume multiplied with the annual efficiency increase.

₦2.5b
saved since
2009



A beer bottling line at Nigerian Breweries

2013 to 120.9 MJ/hl in 2014. We began the process for capturing our energy consumption through a real time energy monitoring and tracking system.

■ MJ/hl = Mega Joules/hectoliter
■ Kg/CO₂-eq/hl = Kg of Carbon dioxide emitted per hl

Case Study:

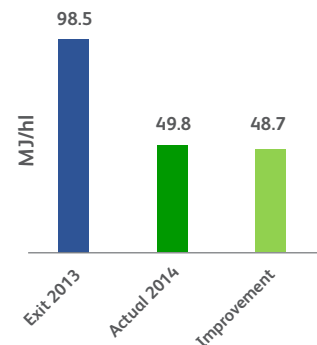
Aba Brewery Achieves Outstanding Results in CO₂ Emission Reduction

In 2014, Aba Brewery achieved a milestone in specific thermal energy consumption of 49.8 MJ/hl – an astonishing 49% reduction from the 98.5 MJ/hl it recorded in 2013. The Brewery runs primarily on natural gas.

This reduction in thermal energy represents nearly 80 million standard cubic feet of gas not burned to release CO₂ into the atmosphere thereby saving an

estimated 4,335 metric tons of CO₂ - equivalent to the greenhouse gas emissions of an average passenger car on gasoline driven for more than 10 million miles a year or the electricity consumed by nearly 600 average sized homes. This amount of carbon would have required more 110,000 trees grown for 10 years to sequester. This is one of the best thermal energy consumption results in the entire Heineken world.

Aba Thermal Energy Data



Sourcing Sustainably



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.

Actions and Results in Nigerian Breweries Commitment Areas

Partnership with Government for a Better Agricultural Value Chain

In 2014, as part of our Brewing a Better World agenda, we deepened our collaboration with the government and reinforced our raw material development strategy in our quest to support a sustainable food chain and the satisfaction of

our industrial requirements for raw materials.

Memorandum of Understanding with the Federal Ministry of Agriculture

In 2014, we signed a Memorandum of Understanding (MoU) with the Federal Ministry of Agriculture and Rural Development (FMARD) to collaborate on the development and commercialisation of hybrid sorghum as part of the local sourcing of raw materials. We anticipate that the partnership with FMARD will further

Case Study:

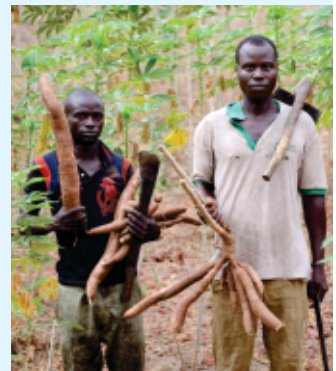
Positive Impact of Partnership on Cassava on Smallholder Farmers

In 2014, we signed a Partnership Agreement with Pсалtry International Company Limited, a Nigerian cassava processing company, and Towards Sustainable Cluster in Agribusiness through Learning in Entrepreneurship (2SCALE), a Dutch consortium. The partnership was designed to enhance farmer productivity and increase supply of high-quality cassava roots to Pсалtry to provide high quality cassava starch for Nigerian Breweries.

This partnership is making a positive impact on the cassava value chain in Nigeria as well as improving the agribusiness for smallholder farmers. The number of women and youths involved in

cassava farming improved by 20 - 30% over the last 2 years while farmers recorded 10-20% increase in yield in 2014 over 2013 due to improved cassava variety. In addition, net income of farmers increased by 10-20%. The average farm size has increased from 2 to 4 hectares, while the average farm output capacity has increased from about 8.5 metric tons/day to 10 metric tons/day year-on-year.

2SCALE and Pсалtry have mobilized and trained over 500 direct smallholder farmers who supply more than 20,000 tons of cassava roots to Pсалtry. Over 2000 direct farmers are expected to benefit from the project within the next 3 years.



Smallholder cassava farmers



MD/CEO, NB Plc, Nicolaas Vervelde; Chairman of the Board, NB Plc, Chief Kolawole Jamodu CFR; The former Minister of Agriculture and Rural Development, Dr. Akinwunmi Adesina, Signing the MOU on the utilization of research and development in sorghum value chain and transformation. With them are, Head Government Relations, NB Plc, Vivian Ikem (standing) and the members of the Ministry's Legal Department.

expand and strengthen the company's efforts in developing the sorghum value chain in Nigeria.

Partnership for Cassava Production

Also during 2014, Nigerian Breweries signed a Partnership Agreement with Psaltry International Company Limited, a Nigerian cassava processing company, and 2SCALE, a Dutch Consortium, to improve cassava output. The outcome of this partnership is to optimize the cassava value chain in Nigeria and improve the business of smallholder farmers of the crop.

The partners agreed to support small-scale farmers with technical assistance, training, and easier access to finance to produce more

and better cassava. These will empower smallholder farmers to participate in the market for processed cassava by-products for industrial use.



(Sitting) Henk Wymenga, Technical Director, NB Plc; Her Excellency, Lilliane Ploumen, Dutch Minister of Foreign Trade and Development Cooperation; Nicolaas Vervelde, MD/CEO NB Plc; Oluyemisi Iranloye, MD Psaltry Farms and Andre De Jager, International Fertilizer Development Centre, North and West Africa, at the signing of Memorandum of Understanding on enhancing cassava production.



His Excellency, President Goodluck Jonathan, GCFR and Mr. Jean Francois van Boxmeer, Chairman of the Executive Board/CEO of HEINEKEN NV at the 2014 World Economic Forum Africa in Abuja.

Commitment to Sustained Local Sourcing of Raw Materials

'HEINEKEN and Nigerian Breweries remain committed to the sustained increase in the production and use of local crops such as sorghum and cassava in Nigeria'. This was stated by the HEINEKEN's Chief Executive Officer and Chairman of the Executive Board, Van Boxmeer, at the 2014 World Economic Forum Africa (WEFA), which was held at Abuja, Nigeria. The Forum was co-chaired by him. The theme of the Forum was, 'Forging Inclusive Growth, Creating Jobs'. He stated that, "the company is committed to local sourcing of raw materials used by its affiliate companies in Africa and is investing accordingly to sustain it.

Supplier Code Governance

We made good progress in 2014 in influencing supplier behaviour. We conducted a risk assessment on suppliers to evaluate the compliance of their business practices with our values. The Code covers issues of acceptable environmental management and respect for human rights, among others.

Advocating Responsible Consumption



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.

Actions and Results in Nigerian Breweries Commitment Areas

Making Responsible Drinking Aspirational

During 2014, Nigeria was one of the 44 markets that activated the 'Dance More, Drink Slow' campaign, the global Heineken® responsible consumption campaign which aims to change habits by advocating positive behaviour, rather than criticising bad behaviour.

Nigerian Breweries Strengthens Partnership with Federal Road Safety Corps

In its 7th year of partnership with the Federal Road Safety Corps in the implementation of the Don't Drink and Drive campaign, Nigerian Breweries signed a 5-year Memorandum of Understanding with the Corps in 2014 to formalise their terms of engagement. The MoU is expected to strengthen the partnership and explore ways the





MD CEO, Nicolaas Vervelde, Corp Marshal FRSC, Boboye Oyeyemi and Corporate Affairs Adviser, Kufre Ekanem

partnership could make more impact in promoting responsible consumption and reducing alcohol-related road crashes.

Nigerian Breweries and the Corps used the opportunity to inaugurate a Special Marshal Unit of the FRSC at the company's headquarters in Lagos with 25 employees joining as volunteers. Our MD/CEO Nicolaas Vervelde, was decorated as a Special

Marshal by Mr. Boboye Oyeyemi, the Corps Marshal and Chief Executive of the Federal Road Safety Corps.

Enlightenment Rallies on Responsible Consumption

Our company in partnership with the FRSC organised the Don't Drink and Drive public enlightenment campaign program, targeted primarily at commercial vehicle

drivers and other road users. It was designed to create and sustain top-of-mind awareness about the dangers of drinking and driving, in order to improve road safety. During the year, we sponsored a partnership workshop to train implementing partners and build understanding among stakeholders as well as strengthen collaboration amongst them.

By the end of 2014, the campaign rallies had been organised in 31 cities across Nigeria and over 12,517 participants had been engaged.

Taking Action at Industry Level

We continued our partnerships with other members of the Beer Sectoral Group (BSG) of the Manufacturers Association of Nigeria. In 2014, The Group launched a national media campaign dubbed Drive Alcohol-Free Campaign with the theme, 'Your Family is Waiting for You.' The Group deployed radio and billboard materials to promote responsible consumption across the country.

Case Study:

Partnership Workshop on Don't Drink and Drive Campaign

A partnership workshop was organised and sponsored by Nigerian Breweries prior to the commencement of the Don't Drink and Drive campaign of 2014. Participants included FRSC unit commanders and other officials, National Union of Road Transport Workers (NURTW) leaders, National Association of Road Transport Owners (NARTO) as well as Non-Governmental Organisations.

Activities included a presentation by FRSC on the role of NURTW and commercial drivers in reducing cases of drink driving. There was also a presentation by a medical doctor on the nature of alcohol and the human body. It is expected that the workshop will continue to improve the impact of the campaign as the participants were more informed and empowered to communicate the responsible drinking message to drivers and other road users.



Participants at the Partnership Workshop in Lagos

Promoting Health and Safety



2015 Global Targets

- 10% reduction in accident frequency in production;
- 90% of OpCos in 75% of sites reporting at least one near-miss per quarter outside production;
- 90% of OpCos to have trained 90% of their employees company-wide using e-learning;
- 2,000 sales managers to be trained in road safety with Alert Driving.

Promoting Employees Health and Safety

We sustained our commitment to keep our employees safe and healthy to ensure their well-being while at work and even when they have left the business. In 2014, we optimized the quality of healthcare delivery from our on-site clinics in all our brewery locations. We also reinforced our efforts to embed safety consciousness and practices company-wide.

We raised the bar in creating and building safety awareness among all stakeholders including full-time employees, Third Party staff, suppliers and visitors. We developed the 5-C safety strategy in line with that of HEINEKEN.

In addition, the OpCo safety pillars and safety committee were inaugurated company-wide in 2014. It is headed by the MD/CEO in line with the HEINEKEN 5Cs safety strategy in which the MD and Exco members take ownership of safety to demonstrate top management commitment.

We recorded an impressive 70% reduction in number of accidents from 10 in 2013 to 3 in 2014.



L-R: Director of Logistics (DL), Henk Van Rooijen; Company Safety Manager (CSM) Ibitayo Edunfunke; Supply Chain Systems Manager (SCSM), Utibe-Abasi Utuk; Human Resource Director (HRD), Victor Famuyibo; Corporate Social Responsibility/Sustainability Manager (CSR/SM), Emete Tonukar; Managing Director/ Chief Executive officer (MD), Nicolaas Vervelde; Company Medical Adviser (CMA), Dr. Richard Ajayi; Technical Director NB Plc (TD), Henk Wymenga; Sales Director (SD), Hubert Eze; Regulatory Quality and Environmental Systems Manager (RQESM), Inalegwu Adoga; National Total Productive Management Coordinator (NTPMC), Babatunde Oshonuga and Corporate Affairs Adviser (CAA), Kufre Ekanem.



Safety Data for Nigerian Breweries Plc

Fatality

Unfortunately, in spite of the high level of awareness created among employees, we recorded one fatality in 2014 compared to zero in 2013. The case was investigated, the root cause identified and key lessons were learnt and

shared to avoid future recurrence.

processes across the board. We will also continue to train and retrain our doctors and nurses on best practices in occupational health and employees' well-being management.

Response to the Ebola Virus Disease

2014 was the year that the Ebola Virus Disease (EVD) ravaged some countries in West Africa. We rose to the occasion with a comprehensive plan to prevent the spread of the infection. We created awareness through posters, emails, as well as interactive health education sessions with our medical team in all our breweries.

Accident and Safety Performance

We made good progress in our Key Performance Indicators as we recorded significant reduction in number of accidents by 70% from 10 in 2013 to 3 in 2014. The number of incidents reduced by 61% from 132 in 2013 to 52 in 2014 while near misses reduced by 14% from 2091 to 1797 year-on-year.

Investments in Healthcare Facilities

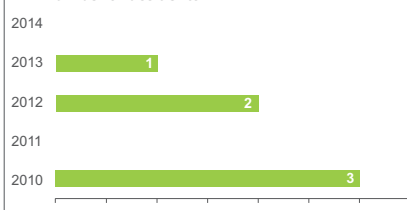
During the reporting year, we continued to lay emphasis on promoting the health and well-being of all our employees. All our breweries have well equipped modern clinics and ready-to-go ambulances that cater to the healthcare delivery needs of employees. We have since completed the full integration of the healthcare delivery system of the acquired breweries with those of the longstanding ones.

Following the merger with Consolidated Breweries, we will in the coming year upscale the facilities in the new clinics to ensure the same high standard of healthcare delivery systems and

Employees were educated about regular hand washing to avoid transmission. The thermal screening using infrared thermometer, was introduced at every entry point to all our facilities while hand sanitizers were provided at entry points and rest rooms.

We also made donation of equipment and consumables needed to fight or prevent the EVD. Nigerian Breweries joined the rest of the world in heaving a sigh of relief when Nigeria was declared Ebola-free by the World Health Organisation.

Environmental and Safety Accidents number of accidents



Case Study:

Improved Healthcare Facilities for Ibadan Brewery

Our Ibadan Brewery clinic serves as an occupational health service, medical consultation and emergency care centre for our employees, their spouses and dependents in that axis. In 2014, the clinic was redesigned and renovated to become a world-class mini facility. It is now a serene, well-equipped preventive and therapeutic healthcare facility.

As part of improving healthcare for employees, we installed an audiometry screening centre for employees. Today, there is better management and satisfaction of patients.



A medical personnel attending to a patient at the clinic

Growing with Communities



Highlights of our Education Support Programme

- Constructed 54 new classrooms;
- Renovated 18 classrooms;
- Impacted 12 schools;
- Impacted 12 communities.

¹Highlights 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: N292 billion
- Total government revenue: N28 billion

¹2013 Socio Economic Impact Assessment was prepared by Steward Redqueen.

Stimulation of Local Economies

One of the impacts of our sustainable sourcing strategy is the stimulation of local economies through our support to farmers. Our engagement of local sorghum and cassava starch suppliers will continue to make positive impact on the economy of these local people for a long time.

In addition, we sustain the activities of ancillary industries who supply us with cans, bottles, plastic crates, labels and other materials used in our production processes. Besides provision of direct employment opportunities, we support many other indirect jobs across the value chain. We also pay taxes to various tiers of government.

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



Newly constructed school block at Ngwa High School, Aba, Abia State.

communities, a substantial part of our corporate social investments were directly focused on local 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 three building blocks:

- Education
- Youth Empowerment and Talent Development
- Health.

Support to Education

We remained steadfast in our commitment to support the development aspirations of government in improving the quality of education in the country. We renovated or built new blocks and equipped classrooms in primary and secondary schools. We donated books, computers and libraries to schools across Nigeria. We also provided sanitary facilities to enhance health. In 2014, through the Nigerian Breweries-Felix Ohiwerei Education Trust Fund, we executed school projects in 11 communities across Nigeria.

Impact of Beyond the School Career Talk

In 2014, we continued with the execution of our "Beyond the School" initiative, which is a career counseling 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. We plan to do an impact assessment of the project next year.

Youth Empowerment and Development

We continued the sponsorship of the Creative Writing Workshop as part of our youth empowerment



Commissioning of a Library, Offices and Classrooms at LEA Primary School, Makera, Kaduna State.

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 author, Chimamanda Adichie. As at the end of 2014, the workshop had trained more than one hundred writers and sharpened their skills while some have gone ahead to publish best sellers.

We sponsored for the 7th consecutive time, the National Arts Competition (NAC) in collaboration with the African Arts Foundation. The NAC aims to promote the development of contemporary art in Nigeria with the mission of raising awareness on relevant social issues.

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 giving of career counselling sessions for students.

In addition, visits were made to orphanages and motherless babies' homes. We also rehabilitated the 9th Mile roundabout in Enugu as well as worked on a wide range of other projects. About 2,784 hours were spent on these and other activities while 928 employees volunteered.



MD/CEO Nigerian Breweries posing with winner of top prize money at the Annual National Arts Competition sponsored by Nigerian Breweries.

Case Study:

Healthcare Projects Executed in Collaboration with Heineken Africa Foundation

Through partnership between Nigerian Breweries and the Heineken Africa Foundation, we invested in various projects to improve healthcare delivery to stakeholders in different communities. In addition, we sustained the sponsorship of the Jaundice in Babies Awareness (JIBA) programme in Amuwo Odofin and Ojo areas of Lagos state for the third consecutive year in 2014. It is designed to create awareness, dispel myths around jaundice in the community and train primary nurses on how to screen newborn babies to identify those with the challenge.



Jaundice in Babies Awareness (JIBA) programme

The Jaundice in Babies Awareness (JIBA) programme in Amuwo Odofin and Ojo areas of Lagos state entered the second phase in 2013. It is designed to create awareness, dispel myths around jaundice in the community and train nurses on how to screen newborn babies to identify those with the challenge.

Values and Behaviours



Highlights of Some of our 2014 Achievements

- Market capitalisation: 1.3 Trillion;
- 2nd largest capitalised company;
- 520 training programmes organised during the year.

Our work culture and business conduct are guided by our cherished values. We continue to support a work environment that encourages employee compliance with our ways of working. Our rules of engagement apply to all our employees, suppliers, customers and others. In addition, we encourage the sustenance of a high level of corporate governance.

Sustaining Good Corporate Governance

Our Board of Directors is committed to the highest standard of transparency, accountability and good corporate governance. The Board ensures that the company achieves its objectives and that all operations are carried out in a manner that assures overall benefit to shareholders and other stakeholders.

Our Board of Directors provides oversight function for the overall long-term success of the company, policy formulation and the strategic direction of the business as well as provide effective leadership to

achieve our goals in a manner that is consistent with our enduring core values.

We made sure that our reporting obligations to The Nigerian Stock Exchange and the Securities and Exchange Commission were done as at when due and even well ahead of the due dates. We continue to receive positive feedback from The Stock Exchange on the fact that Nigerian Breweries remains one of the foremost companies with regard to meeting our reporting obligations.

Internally, we ensure that the Board continues to operate in a way that deepens corporate governance and supports sustainable development. Board members are regularly provided information on relevant sustainability-related issues that influence the Board's policy direction, which has continued to keep Nigerian Breweries ahead of the pack as a socially responsible corporate organisation.

Employees and Human Rights Policy

The new HEINEKEN Human Rights Policy which was introduced in 2013 was fully implemented company-wide in 2014 and we created optimal awareness among employees to facilitate compliance to the policy. We remain very consistent with the principle of fair hearing as regards 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, race or religion but engage people based on merit. During the year, an additional female was appointed to the Board bringing the number of females in the Board to two.

At Nigerian Breweries, we have a work culture that embeds diversity and inclusiveness across the company. 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 primordial factors. This helps to promote confidence on the part of employees, contractors and other critical stakeholders in delivering their best to optimize performance.

Capacity Building

The key to our corporate success remains the ability of our workers and we remain poised to winning by carrying our people along with us. As a result, we have sustained our human capital development over the years to maintain superior company performance. In 2014, we executed 520 training programmes, which were according to agreed plans. Our Star Academy (the Training Centre we commissioned in 2013) with its world-class facilities, was optimally utilized and helped us

to execute our annual training agenda successfully.

During the year, we collaborated with the Industrial Training Fund (ITF) and the Nigeria Employers to train and sharpen the technical skills of selected employees. The lessons learnt can help them in self employment in future. Fifty eight trainees graduated from this programme in 2014. Fifteen of our employees are working in Heineken operating companies world-wide as part of capacity building.

Code of Business Conduct

We trained all new employees and had refresher programmes for all employees on Heineken Code of Business Conduct (Heicode). We remain committed to encouraging employees to demonstrate a high level of integrity while doing their work. The Heineken Code of Business Conduct guides our behaviour in the areas of respect for the law, business integrity, stakeholder engagement and environmental management. We ensure that we maintain a solid reputation and public trust to sustain our leadership position and protect shareholder value.



During the year, we continued to communicate Heicode which lays out the company's way of doing business. We also launched our new whistle-blowing platform called Speak Up. The Speak Up toll-free line is available for employees and other stakeholders to report actual or suspected unethical business conduct within the company. Trainings, several engagements and enlightenment sessions were held in all the locations.

Our employees are encouraged 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.



Benchmarks and Achievements

As we make progress along our Brewing a Better World journey, some awards and recognitions from relevant institutions are signals of our steady performance towards achieving our long-term goals.

Nigerian Breweries Shines at the SERAs

The Social Enterprise Report and Awards (SERA) declared Nigerian Breweries as the Overall Winner and Most Socially Responsible Company in Nigeria in 2014. The company came tops in keenly contested competition from other blue chip organisations at the 2014 edition of the CSR Awards. The SERA awards also known as the Nigerian CSR Award is one of the country's acclaimed awards recognised by Corporate Social Responsibility experts since its inception in 2007.

Our company won four awards: The Best Company in Infrastructure; Best Company in Supply Chain; CSR Practitioner of the Year; and the Overall Winner in CSR. The company was, therefore, adjudged the Most Socially Responsible Corporate Citizen in Nigeria for the year. On the human capital perspective, Emete Tonukari, Nigerian



Mr. Nicolaas Vervelde, MD/CEO Nigerian Breweries Plc, (left) receiving an award for the Best Corporate Social Responsibility (CSR) Company in 2014.

Breweries's Corporate Social Responsibility/ Sustainability Manager, was voted the CSR Practitioner of the Year.

Lagos Brewery Wins Best Kept Industrial Premises Award

For the third time in the past four years, Nigeria's pioneer brewery, Lagos Brewery, won the Best-Kept Industrial Premises award from the Apapa branch of the Manufacturers Association of Nigeria (MAN). The award was presented by MAN during its 43rd Annual General Meeting in 2014.

The Environmental Committee of the Apapa branch of the Association, which assessed all industrial premises within its jurisdiction scored Lagos Brewery 'A' in all key indicators which include External Premises, Internal Premises, Utilities, Reuse depot, Pollution and Compensatory & Assessment marks. The Committee observed that all safety devices within the brewery were fully engaged and that personal protective equipment were fully adopted as a first time management engagement for employees on the shop floor.



Kola Taiwo, Human Resource Business Partner, Lagos Brewery, receiving the Manufacturers Association of Nigeria (Apapa Branch) Award for the Best Kept Industrial Premises from Mrs. L. O. Agbenla, State Controller Federal Ministry of Environment, Lagos.

Commendation for Support to Education Sector

The Tertiary Education Trust Fund (TETFund) commended Nigerian Breweries for its continued contributions to educational development in Nigeria. The company actively supports the projects executed by the Fund through prompt and transparent payment of Education Tax.



General Standard Disclosures

Profile Disclosure	Description	Cross-Reference/Direct Answer
Strategy and Analysis		
G4-1	Statement from the most senior decision maker	MD/CEO Foreword (P2)
G4-2	Description of key impacts, risks, and opportunities	MD/CEO Foreword (P2) Brewing a Better World – Strategic Drivers (P3) HEINEKEN's 2020 Commitments (P4) From Barley to Bar (P 5 - 6) What we said and what we've done, (P7 – 8)
G4-3	Name of the organisation	Front cover; Introduction ... Our Sustainability Report 2014 About this Sustainability Report 2014 (P1) MD/CEO Foreword (P2)
G4-4	Primary brands, products, and/or services	Our Sustainability Report 2014 – Introduction
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) List of brewery towns, Inside Front Cover
G4-9	Scale of the reporting organisation	National, Overview: Inside Front Cover
G4-10	Total workforce by employment type, gender, employment contract and region	Available in page 13 of Annual Report (AR) and Accounts
G4-11	Percentage of employees covered by collective bargaining agreements	Not covered in this report.
G4-17	Operational structure of the organisation	Available in Corporate Profile/Nationwide Presence/Board of Directors/Other Information pages7-18 Annual Report and Accounts (AR)
G4-18	Process for defining report content etc.	About this Sustainability Report (P1). HEINEKEN's 2020 Commitments (P4), Materiality Matrix P4
G4-19	List all the material Aspects identified	Brewing a Better World (P3). HEINEKEN's 2020 Commitments (P4), Materiality Matrix P4
G4-20	The Aspect Boundary within the organisation:	HEINEKEN's 2020 Commitments (P4) Identified Material Aspects and Boundaries P4
G4-21	The Aspect Boundary outside the organisation:	Identified Material Aspects and Boundaries P4
G4-22	Explanation of the effect 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 (P9)
G4-25	Basis for identification and selection of stakeholders with whom to engage	Stakeholder Dialogue (P9)
G4-26	Approaches to stakeholder engagement, including frequency of engagement.	Stakeholder Dialogue (P9) Our ongoing engagements help us to identify their perception and expectations.
G4-27	Key topics and concerns that have been raised through stakeholder engagement.	Not Applicable
G4-28	Reporting period	Introduction ... Our Sustainability Report 2014
Externally Assured		
Profile Disclosure		
G4-29	Date of most recent previous report	Sustainability Report 2014 Published June 2015
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 (P1)
Governance		
G4-33	Policy and current practice with regard to seeking external assurance for the report	About this Sustainability Report (P1)
G4-34	Report the governance structure of the organisation, including committees of the highest governance body	Corporate Governance (22). There is a Sustainability committee that reports on sustainability-related issues to the Board Sub Committee on CSR via an Exco member.
G4-35	Report the process for delegating authority for economic, environmental and social topics.	Corporate Governance (P22) There is a Sustainability committee that reports to the Board's CSR Sub Committee on CSR
G4-36	Report whether the organisation has appointed an executive-level position with responsibility for economic, environmental and social topics	Corporate Governance (P22). There is a Sustainability committee that reports to the Board Sub Committee on CSR
G4-37	Processes for consultation between stakeholders and top governance body	Not Applicable
G4-38	The composition of the highest governance body and its committees	Available in pages 16 -19, 27-32 of Annual Report (AR) and Accounts
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer	Chair is not an executive. Available in AR
G4-40	Process for determining the qualifications and expertise of the members of the Board	Not covered in this report
G4-41	Processes in place for the Board ensures that conflicts of interest are avoided	Values and Behaviours (22-23), Corporate Governance (22)
G4-42	Roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies etc	Values and Behaviours (P35-36) Corporate Governance (P37-38)
G4-43	The measures taken to develop and enhance the Board's collective knowledge	Corporate Governance (P37-38)
G4-44	Processes for evaluating the highest governance body's own performance	Corporate Governance (P22) Values and Behaviours (P22-23)
G4-45	Procedures of the highest governance body for overseeing the organisation's identification and management of performance	Corporate Governance (P22) Heineken Code of Business Conduct (P23) Available in page 30 – 32 of AR
G4-46	The Board's role in reviewing the effectiveness of the organisation's risk management processes.	Corporate Governance (P22) Available in page 30 – 32 of AR
G4-47	The frequency of the highest governance body's review of impacts, risks, and opportunities	Corporate Governance (P37-38)
G4-48	The highest committee or position that formally reviews and approves the organisation's Sustainability Report etc	The Sustainability Report is approved by the local Exco and the Global Corporate Relations office Corporate Governance (P22)
G4-49	The process for communicating critical concerns to the highest governance body	Values and Behaviours (P23) Corporate Governance (P22)
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

Profile Disclosure	Description	Cross-Reference/Direct Answer
G4-53	Mechanisms for shareholders and employees to provide recommendations	Corporate Governance (P22)
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	Introduction : Our Sustainability Report 2014 Values and Behaviours (P23)
G4-57	The internal and external mechanisms for seeking advice on ethical behaviour,	Values and Behaviours (P23)
G4-58	The internal and external mechanisms for reporting concerns about unethical issues.	Values and Behaviours (P23) Corporate Governance (P22)
Profile Disclosure	Description	Cross-Reference/Direct Answer
Economic		
Economic Performance		
G4-EC1	Direct economic value generated and distributed, including revenues, costs etc,	Available in page 12 -13, 50-55 of Annual Report Growing with Communities (P30-34)
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	Not covered in this report
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 local community.	Not Applicable
G4-EC7	Development and impact of infrastructure investments and services supported	Growing With Communities (P20-21) Investing in our Communities (P20) Values and Behaviours (P23) Sourcing Sustainably (P14)
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Growing With Communities (P20-21) Values and Behaviours (P23)
G4-EC9	Proportion of spending on local suppliers at significant locations of Operating Companies	Sourcing Sustainably (P14) (Cassava Production, New Hybrid Sorghum)
Environmental		
Materials		
G4-EN1	Materials used by weight or volume	Not covered in this report
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 (P12-13) (Actions and Results)
G4-EN4	Energy consumption outside of the Organisation	Reducing CO ₂ Emissions (P13) Details not available
G4-EN5	Energy intensity	Reducing CO ₂ Emissions (P12-13)
G4-EN6	Reduction of energy consumption	Reducing CO ₂ Emissions (P12) (Actions and Results)
G4-EN7	Reductions in energy requirements of products and services	Reducing CO ₂ Emissions (P12-13)
Water		
G4-EN8	Total water withdrawal by source	Protecting Water Resources (P10-11) (Reducing Water Consumption) Details on volume not available
G4-EN9	Water sources significantly affected by withdrawal of water	Protecting Water Resources (P10-11)
G4-EN10	Percentage and total volume of water recycled and reused	Protecting Water Resources (P10-11) Details on volume not available
Biodiversity		
G4-EN11	Location and size of land owned, leased, managed in or adjacent to protected areas etc.	Not Applicable
G4-EN12	Description of significant impacts of activities, products and services on biodiversity	Not covered in this report
G4-EN13	Habitats protected or restored	Protecting Water Resources (P10-11)) (Water Balancing)
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 (Scope 1)	Reducing CO ₂ Emissions (P12-13) (Specific Greenhouse Emissions)
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	Reducing CO ₂ Emissions (P12-13)
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Reducing CO ₂ Emissions (P13) (Actions and Results)
G4-EN18	Greenhouse gas (GHG) emissions intensity	Reducing CO ₂ Emissions (P12)
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Reducing CO ₂ Emissions (P12) See Case Study (P18)
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 (P10) In 2014, we carried out source water vulnerability assessments and developed a Source Water Protection Plan.
G4-EN23	Total weight of waste by type and disposal method	Details on volume 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 value of water bodies and related habitats significantly affected by company discharges.	We protect our water resources in water - scarce and water distressed areas. We aim for significant balancing in these areas
Products and Services		
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Protecting Water resources (P10-11) Reducing CO ₂ Emissions (P12-13) See Case Study
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/ regulations	None
Transport		
G4-EN30	Significant environmental impacts of transporting products and other goods and materials by Operating Companies.	(Reducing Emissions in Distribution) (P12) Details not available
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 (P14-15)
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain	See Case Study (P14)
G4-EN34	Number of grievances about environmental impacts 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 retention rates after parental leave, by gender	Not covered in this report
G4-LA4	Minimum notice periods regarding operational 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	Percentage not available. We inaugurated the OpCo Safety Pillars and Safety Committee in 2014.
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 (P18 - 19)
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: Developing our People
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 on remuneration.
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria.	Percentage not available. Sourcing Sustainably (P14)
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain	Promoting Health and Safety (P18-19)
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 applies to all suppliers from whom NB purchases.
G4-HR2	Total hours of employee training on human rights policies concerning aspects of human rights that are relevant to Operating Companies	Not Applicable
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.	We remain committed to conducting business with fairness, integrity and respect for the law and our values.
G4-HR7	Percentage of security personnel trained in the organisation's human rights policies	Not Available
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	During the year, we recorded excellent compliance levels for our suppliers
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 conducted anti-corruption training under Heineken Code of Business Conduct for all employees. See page 23 of this report.

Profile Disclosure	Description	Cross-Reference/Direct Answer
G4-S05	Confirmed incidents of corruption and actions taken	Not covered in this report
Public Policy		
G4-S06	Total value of political contributions by country and recipient/beneficiary	Not Applicable
G4-S07	Total number of legal actions for anticompetitive behavior, 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-S010	Significant actual and potential negative impacts on society in the supply chain and actions taken.	Not Available
G4-S011	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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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.

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