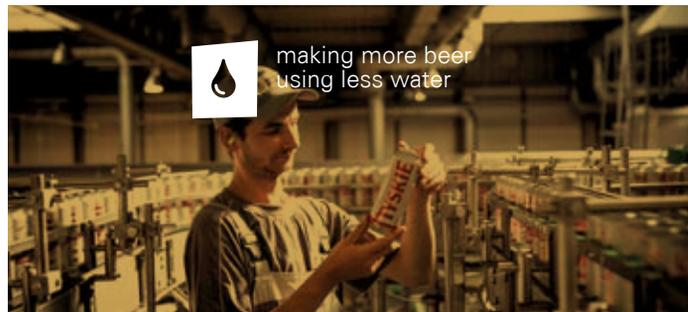
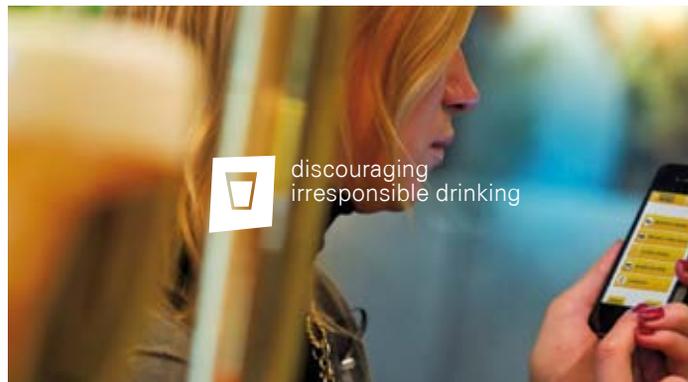




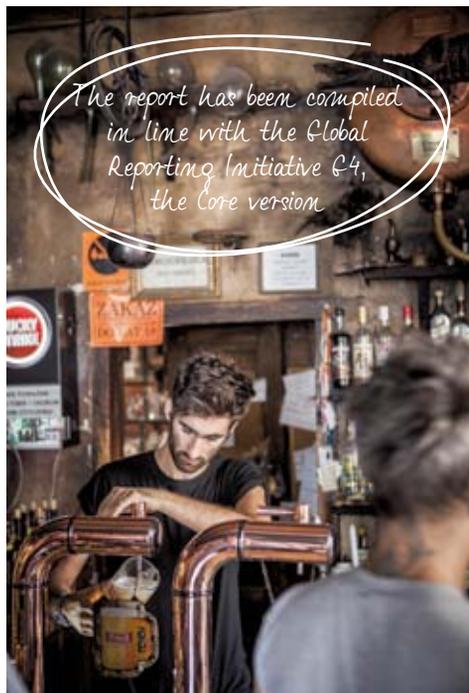
**CO<sub>2</sub>** reducing our energy and carbon footprint



 making more beer using less water



 discouraging irresponsible drinking



*The report has been compiled in line with the Global Reporting Initiative G4, the Core version*

# KOMPANIA PIWOWARSKA SUSTAINABLE DEVELOPMENT REPORT 2013

COVERS FINANCIAL YEAR F13  
(12 MONTHS FROM 1 APRIL 2012 TO 31 MARCH 2013)



 enterprises development and value chain management





**KOMPANIA PIWOWARSKA**  
**SUSTAINABLE DEVELOPMENT REPORT 2013**

covers financial year F13 (12 months from 1 April 2012 to 31 March 2013), unless otherwise specified.

The report has been compiled in line with the Global Reporting Initiative G4 standard, the „Core“ version.

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# DEAR ALL



## ONE OF OUR FOUR STRATEGIC PRIORITIES IS TO BE CONSTANTLY RAISING THE PROFITABILITY OF BUSINESS, SUSTAINABLY.

It is also important that we maintain and advance our reputation. We do this by producing high-quality beers which are enjoyed by people, and by doing so create jobs and pay taxes while keeping in mind that our business does not operate in isolation. Our success is linked to that of the communities we serve and to how we respond to society's changing needs, it is based on continued good relations with a wide range of individuals, groups, institutions and other companies.

## INNOVATIONS SUPPORT COMPANY'S DEVELOPMENT

The period covered by this report was very challenging but also exciting for Kompania Piwowarska and the whole beer industry. In the first half of the year the industry benefitted from favourable weather conditions and to some extent from additional excitement around sporting events in Poland. Later however we experienced what was probably the longest winter in the 100 years since records began, which for a product sensitive to weather is very meaningful. Additionally, Polish consumer confidence also declined as the impact of Europe started raising people's concerns, negatively affecting industry sales. That time KP performance was mainly supported by brand innovations. The growth of the market leading brand Tyskie was assisted greatly by the successful launch of the Tyskie Klasyczne alternative as well as the '5th Stadium' campaign. The launch of Lech Shandy – a mix of beer and lemonade developed a new beer subcategory. Our numerous innovations have proven our firm on-going commitment to build and expand the beer category while pleasantly surprising our loyal consumers and attracting new ones.

## KP BEST ACHIEVEMENTS IN SABMILLER GROUP

Business sustainability is a holistic continuous improvement process that includes the sound management of people and the environment. A consistent framework for managing this sustainable development in Kompania Piwowarska is provided by 10 sustainable development priorities among which all SABMiller businesses are assessed and compared. In this reporting period (Financial year F13; April 1st, 2012 – March 31st, 2013) Kompania Piwowarska gained the best results within the SABMiller Group. In accordance to this assessment, our performance has improved over the last year and KP scores well on a number of priorities, with notes over 4 achieved for: alcohol (5), waste (4.4), CSI (4.5), HIV/AIDS (5), Human Rights (4.3) and Transparency and Ethics (5). We are very proud of our high performance, with reference to the internal requirements and plans related to the Sustainable development strategy.



10 priorytetów. Jedna przyszłość.



*It means for us that all processes and projects across Kompania Piwowarska are well developed and skilfully managed and will be shared and perceived as best practises.*

## GREAT RECOGNITION FOR OUR RESPONSIBILITY

Our achievements as part of the 10 SD Priorities and our internal success are reflected in the company's external performance and its CSR-related position in Poland. The way we operate and act has been recognized and awarded by high-ranking experts. Kompania Piwowarska was named the Responsible Business Industry Leader, taking #1 position among consumer goods companies in the Ranking of Responsible Companies published by the Gazeta Prawna daily, developed in partnership with the Responsible Business Forum and the Kozminski University and audited by PwC.

**KP TAKING 576 POINTS OUT OF 600, WAS NAMED 2<sup>ND</sup> MOST RESPONSIBLE COMPANY IN POLAND IN THE OVERALL RANKING,**

progressing from the third place won last year in the ranking. The evaluation line was developed with respect to five areas: responsible leadership, dialogue with stakeholders, community involvement, responsible management, social innovativeness. In two categories: responsible leadership and social innovativeness KP has topped the highest score – 100 points.

At the same time, the weekly magazine POLITYKA released its first own ranking of socially responsible companies. Kompania Piwowarska belongs also to this elite group, thus becoming the winner of the prestigious POLITYKA Golden Leaf award.

## LISTENING TO PEOPLE AND SHARE OWN LEARNING

Our approach to Sustainable Development has been developed and being shared in detailed consultation with internal and external stakeholders. For example, we provide active dialogue with suppliers concerning heavy metals in packaging, recycled content of packaging substrates, packaging light weighting. At the same time our company conducts Risk Assessment on suppliers against Group Responsible Sourcing Principles to identify high risk suppliers. This year we plan to map carbon footprint and measure for direct and indirect emissions within the scope of the plant and tier first suppliers. We intend to record also the annual fuel consumption for first tier (wholesale) distribution.

Another examples of our cooperation within value chain is continuing ecological campaigns in point of sale and signing a commitment to take joint measures with the beer industry aimed at supporting refillable packaging system in Poland.

Our approach to helping to reduce harm caused by the abuse of alcohol requires regular reviews of our programs and practices to reflect society's expectations. Thus we have been continuing the stakeholder's dialogue according to AA1000 standard in order to learn how we can improve our existing operations or should introduce new ones. A new goal for this year within company's corporate social investment is establishing KP Employee Foundation and increase employee engagement (more than 10% of employees) in volunteering.

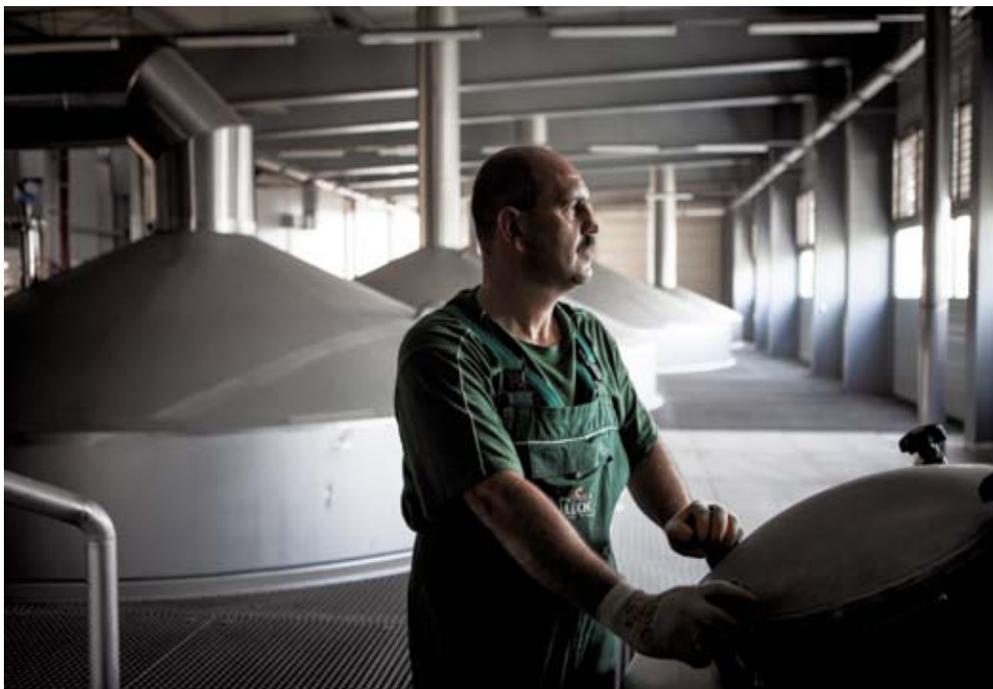
**WE BELIEVE YOU WILL FIND OUR SUSTAINABLE REPORT INTERESTING AND WOULD LIKE TO ENCOURAGE YOU TO SHARE YOUR COMMENTS AND FEEDBACK WITH US BY CONTACTING US VIA EMAIL AT E-MAIL: POCZTA@KP.PL. WE LOOK FORWARD TO HEARING FROM YOU.**



**ANDREW HIGHCOCK**  
THE PRESIDENT OF THE MANAGEMENT BOARD



**PAWEŁ KWIATKOWSKI**  
DIRECTOR OF CORPORATE AFFAIRS



## KOMPANIA PIWOWARSKA IS THE LEADER OF THE BEER MARKET IN POLAND.

A team of excellent professionals, several hundred years' experience and modern technologies guarantee highest and unchanged quality of the beer brewed in KP breweries.



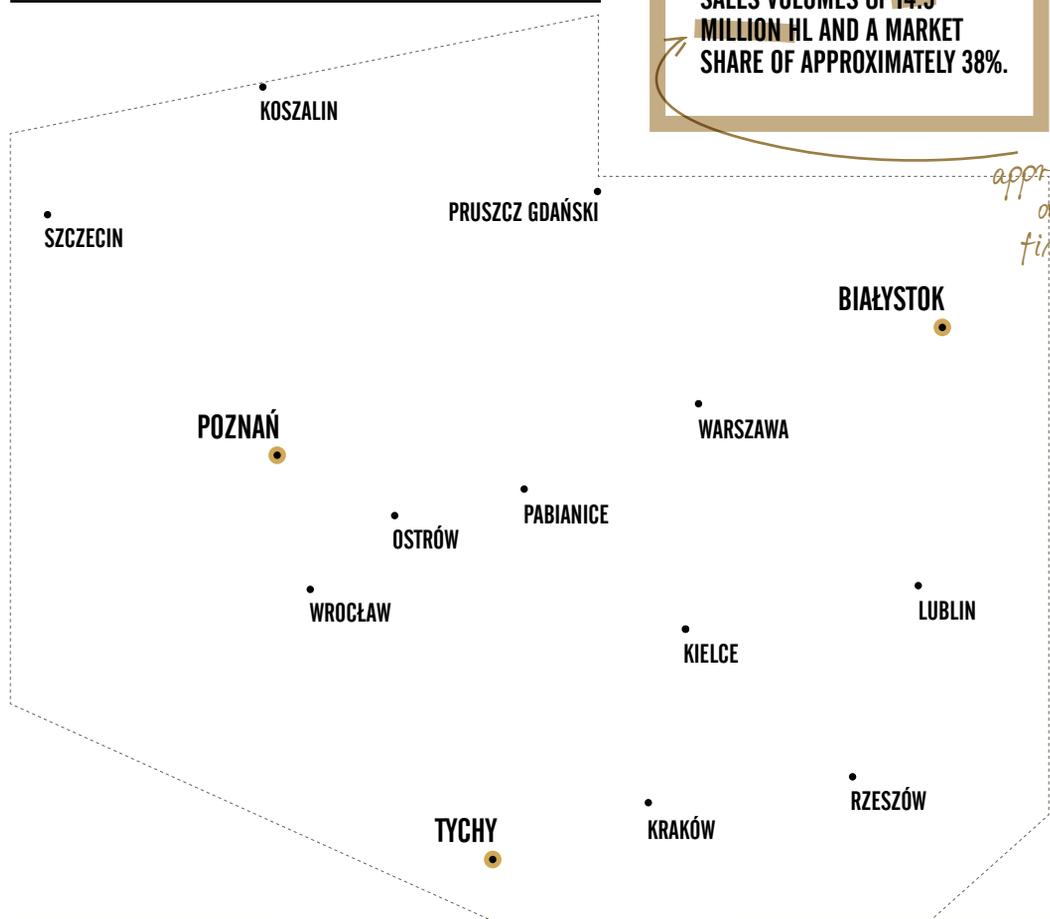
*The KP portfolio includes the most popular Polish beer brands, including, among others, Tyskie, Zubr, Lech, Debowe Mocne and Red's as well as international premium brands such as Pilsner Urquell, Grolsch and Peroni Nastro Azzurro, and also specialities including Tyskie Klasyczne, brewed in line with traditional recipes and the Książęce collection. In selected outlets, fans of non-pasteurised beer can enjoy beer straight from the brewery; Tyskie from a tank.*

*(12 months from 1 April 2012 to 31 March 2013)*

**KOMPANIA PIWOWARSKA WAS ESTABLISHED IN 1999 AND OWNS THREE BREWERIES, IN TYCHY, POZNAŃ AND BIAŁYSTOK, AND 14 TRADE DEPOTS ACROSS THE COUNTRY.**

**AT THE END OF THE F13 FINANCIAL YEAR, THE COMPANY HEADCOUNT WAS 3,397. IN THE F12 FINANCIAL YEAR, KP HAS MAINTAINED A STRONG POSITION AS LEADER IN THE POLISH BEER MARKET, WITH SALES VOLUMES OF 14.5 MILLION HL AND A MARKET SHARE OF APPROXIMATELY 38%.**

*approx. 8% growth over previous financial year*



**38% OF THE MARKET**

**3,397 EMPLOYEES**

**14,500,000 HL OF BEER**

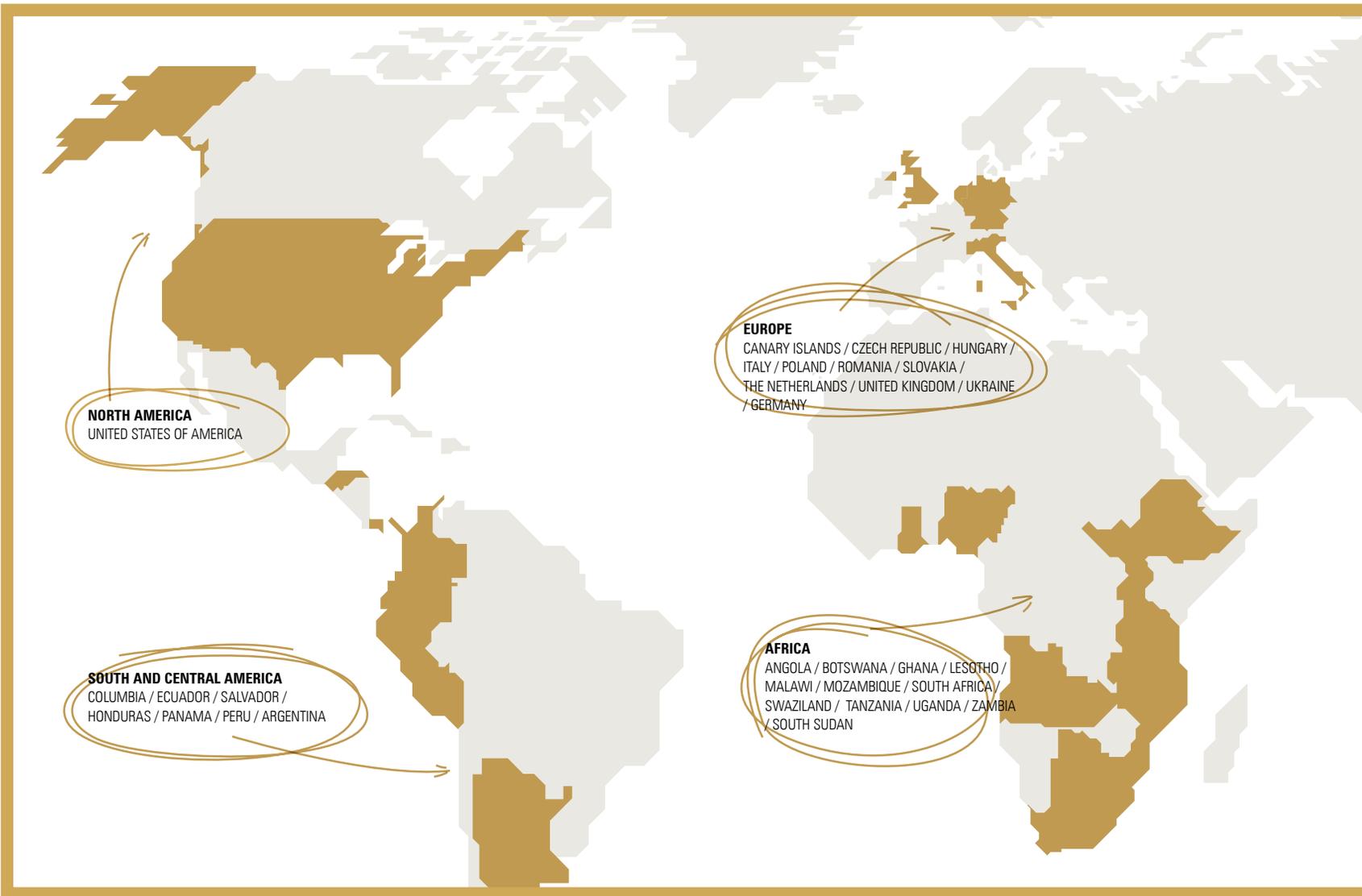


**3 BREWERIES  
14 DEPOTS**

1.0

KOMPANIA PIWOWARSKA – THE LEADER OF THE BREWING INDUSTRY IN POLAND

# KOMPANIA PIWOWARSKA IS PART OF ONE OF THE LARGEST BREWERS IN THE WORLD - SABMILLER PLC.



*Grolsch, Miller Genuine Draft, Peroni Nastro Azzurro and Pilsner Urquell as well as leading local brands such as Aquila, Castle, Miller Lite, Snow or Tyskie.*



**THE GROUP MANUFACTURES OR DISTRIBUTES BEER ACROSS SIX CONTINENTS, AND ITS GLOBAL PORTFOLIO INCLUDES INTERNATIONAL PREMIUM BEER BRANDS.**



**KOMPANIA PIWOWARSKA/SABMILLER IS A MEMBER OF THE FOLLOWING ORGANISATIONS:**



**THE UNION OF BREWING INDUSTRY EMPLOYERS – POLISH BREWERIES**

- an organisation of the largest beer manufacturers in POLAND representing approx. 90% of the market. The Association supports businesses with knowledge and consultancy services related to market regulations and obligations of market players. In caring for the good reputation of brewing industry, it promotes campaigns on the culture of alcohol consumption and its responsible usage.



**RESPONSIBLE BUSINESS FORUM (FOB)**

- the oldest and largest non-governmental organisation in Poland, which deals with the concept of Corporate Social Responsibility in a global manner. The Organisation was established in 2000, and has public benefit organisation status. The FOB conducts a number of activities creating dialogue and exchange of experience with respect to responsible business and sustainable development between companies, NGOs and academic circles.



**EUROPEAN ALCOHOL AND HEALTH FORUM (EAHF)**

A coalition of over 40 companies and NGOs working together to reduce harm related to irresponsible alcohol consumption in the European Union.

**SABMILLER IS ONE OF THE WORLD'S LARGEST COCA-COLA BOTTLERS (OUTSIDE THE USA).**

# COMPANY PRODUCTS

**PRODUCTS OF KOMPANIA PIWOWARSKA ARE A REFLECTION OF ITS LONG-LASTING TRADITION OF BEER BREWING, STATE-OF-THE-ART TECHNOLOGIES AND OBSERVANCE OF STRINGENT MANUFACTURING PRINCIPLES, GUARANTEEING SUPERIOR QUALITY.**

**KOMPANIA PIWOWARSKA BOASTS A RICH BEER PORTFOLIO THAT SATISFIES THE NEEDS OF THE MOST DEMANDING CONSUMERS. THE STRATEGY OF THE POLISH BREWING INDUSTRY'S LEADER IS BASED, AMONG OTHER THINGS, ON INNOVATIONS AND SHAPING ITS PRODUCT RANGE SO THAT IT IS OPTIMALLY ADAPTED TO GROWING AND CHANGING CONSUMER NEEDS AND EXPECTATIONS.**

In line with this strategy, Kompania Piwowarska regularly makes use of innovative solutions and has introduced a number of solutions associated with the beers themselves, as well as with its packaging, or in its marketing and promotional activities. The largest brewing company in Poland wants to provide its customers and sale partners (distributors and chain clients) with strong brands and innovations.

**WE ALSO CONSTANTLY CONTRIBUTE TO THE DEVELOPMENT, SUPPORT AND DISSEMINATION OF THE BEER CULTURE, STILL ONLY GERMINATING IN POLAND.**

*That culture means not only excellent, fresh beer but also caring for its appropriate serving in line with tradition, at the correct temperature and in suitable glasses.*

Spreading the beer culture also means education in how to disseminate the knowledge of how beer is brewed, from which ingredients and how it should be tasted. That also means ensuring the highest quality of the products used for brewing, the brewing process itself or beer culinaria, the ways of combining beer with food. It also relates to the range of all the gadgets related to beer culture and the actual product.



The Kompania Piwowarska portfolio includes the major Polish beer brands:

**TYSKIE, ŻUBR, LECH, REDD'S, AND IT IS SUPPLEMENTED BY: DĘBOWE, WOJAK, GINGERS AND THE INTERNATIONAL PREMIUM BRANDS: PILSNER URQUELL, GROLSCH AND PERONI NASTRO AZZURRO, MILLER GENUINE DRAFT**

*Kompania Piwowarska's brands are among the most valuable brands in Poland - they ensure a strong position as leader in the stable beer market in our country.*



**TYSKIE.**  
OUR WAY.  
AS ALWAYS.



**ŻUBR.**  
NATURE  
SPECIMEN.



**LECH** IT'S HAPPENING!  
GET IT?



**CURIOSITY**  
THE FIRST STEP  
TO **REDD'S**



**KSIĄŻĘCE.**  
PLENTY TO  
DISCOVER!



**DĘBOWE.**  
RICH TASTE  
IN EVERY DROP.



**WOJAK.**  
HONESTLY  
BREWED.



**GINGERS.**  
FIND THE TASTE OF  
FREE MOMENTS.



**PILSNER  
URQUELL.**  
THE ORIGINAL TASTE  
OF CZECH BEER.



**GROLSCH.**  
WHAT'S STOPPING YOU?



**PERONI.**  
TRUE ITALIAN STYLE,  
IN A BEER.



**MILLER  
GENUINE DRAFT.**  
BE PART OF IT...



**THE LEADING BRAND OF  
KOMPANIA PIWOWARSKA AND  
THE UNQUESTIONABLE LEADER  
AMONG ALL THE POLISH BEER  
BRANDS IS INVARIABLY  
TYSKIE.**

This genuine standard of Polish beer is a favourite brand of Polish beer lovers. **TYSKIE IS VALUED FOR ITS MILD HOP AROMA, GOLDEN COLOUR AND THICK, CREAMY HEAD.** This is the perfect choice for meeting your friends. The high quality and exceptional taste of Tyskie beer has been recognised many times, winning the most prestigious beer industry awards in the world – in 2011, among others, it won the Silver Medal at the Brewing Industry International Awards and the Gold Medal at Monde Selection in Brussels. In 2012 Tyskie was awarded with highest, three-star Superior Taste Award by the International Taste & Quality Institute. In 2013, Tyskie Gronie won a bronze medal in the category of lagers with alcohol content above 5.5%. It is also Poland's only brand to be recognised in this year's edition of the International Brewing Awards 2013.

**THE YEAR 2012 ALSO SAW THE  
PREMIERE OF THE NEW VARIANT  
TYSKIE KLASYCZNE. !!!**

Tyskie Klasyczne has been inspired by the nearly 400-year tradition of the Książęce Breweries in Tychy. It is a variant of Tyskie beer inspired by tastes "the way they used to be" which draws on a classic brewing formula compliant with 16th century Purity Law. That Law requires that beer comprises only three ingredients: 100% barley malt, hops and water.

*its taste was described as "excellent"*

**ŻUBR IS THE VICE-LEADER  
IN THE BEER MARKET IN TERMS  
OF SALES.**



**THIS LAGER IS BREWED FROM NATURAL INGREDIENTS ON THE EDGES OF THE BIAŁOWIEŻA FOREST, WHICH ENSURES ITS REALLY FULL, CLEAR AND SLIGHTLY BITTER TASTE. ŻUBR IS A NATURAL CHOICE FOR THOSE WHO WANT TO REWARD THEMSELVES AFTER A HARD DAY WITH THE TASTE OF THIS EXCEPTIONAL BEER.**

*This beer needs to be drunk with no haste and in moments of relaxation, it should be enjoyed in a natural setting, among those close to you.*

In 2012, the Żubr brand portfolio was expanded by the addition of the high-extract ŻUBR CIEMNOZIŁOTY. Żubr Ciemnoziłoty is a remarkable combination of noble malts and hops with more malt extract than other lager. With its surprisingly rich, perfectly balanced multidimensional taste, the variant is sure to satisfy even the most demanding beer lovers.

Ciemnoziłoty is a smooth, easy-to-drink, slightly sweet aromatic beer with no tart aftertaste. This warming beverage with a pleasant amber hue comes with perceptible hints of hops, caramel, toffee and honey.

**LECH IS THE THIRD LARGEST BRAND IN POLAND IN TERMS OF VALUE OF MARKET SHARE.**



That is a modern brand, perfect for get-togethers and parties with friends. The lightness of the beer's flavour, the right gas content and lower bitterness level makes

**LECH  
THE MOST "SOCIAL"  
AND REFRESHING BEER  
ON THE MARKET.**

This includes Lech Premium, Lech Free and Lech Shandy, which is a combination of crystalline beer and lemonade.

*This is a brand for all who feel young at heart, irrespective of their age.*



**REDD'S  
THE MOST POPULAR  
BEER AMONG FEMALE  
CONSUMERS.**

**THIS IS THE BEER BRAND MOST OFTEN CHOSEN BY WOMEN, AND THE LEADER IN THE FLAVOURED BEER SEGMENT.**

To modern women, open to the world, Redd's offers a rich aroma and a taste without beer's usual bitterness.

There are four tempting flavour variants available: Apple, Red (raspberry), Cranberry. In the 1<sup>st</sup> quarter of 2013, the Redd's line acquired a new Grapefruit Pineapple variant.

*Each of the four Redd's variants act on all your senses. It is great for moisy events and spontaneous get-togethers.*





**KSIAZĘCE**  
IS ONE OF THE NEWEST  
ADDITIONS TO KP'S PRODUCT  
PORTFOLIO.

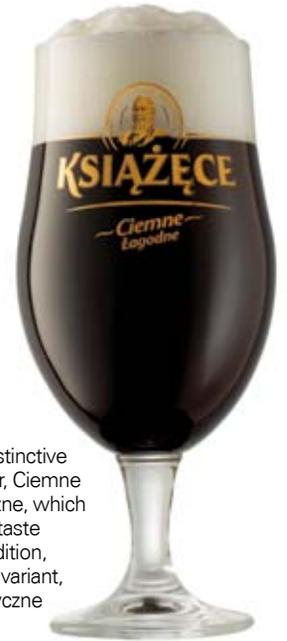
Launched in 2012, Książęce has quickly gained recognition among demanding consumers.

**KSIAZĘCE IS A BRAND WHICH  
REVEALS THE FULLNESS AND  
RICHNESS OF THE BEER WORLD.**

By offering new unorthodox beer types, Książęce takes consumers on an intriguing and delightful tour of unconventional beer tastes, hues and aromas. Książęce is a brand for anyone curious about the world who values diversity, wishes to celebrate the richness of beer flavours to their fullest and seeks ideally-balanced tastes.

*Książęce - plenty to discover!*

The brand features three distinctive beer types: Czerwony Lager, Ciemne Łagodne and Złote Pszeniczne, which offer the consumer unique taste and aroma bouquets. In addition, the brand offers a seasonal variant, Książęce Korzenne Aromatyczne (Autumn 2012).



CHANGES IN F13 HAVE ALSO AFFECTED THE WOJAK BRAND. THE PRODUCT'S REJUVENATED IMAGE CURRENTLY REFERS TO BEER BREWED HONESTLY IN LINE WITH THE ART OF BREWING.

**WOJAK IS KOMPANIA  
PIWOWARSKA'S ONLY BRAND  
POSITIONED IN THE ECONOMY  
SEGMENT.**



Wojak is the best choice for price sensitive consumers: good beer at an affordable price.

If you are going to do something – do it honestly. The way good beer is made. The way Wojak is made. Without haste or artificial enzymes, brewed according to honest rules. This makes Wojak delectable and distinctive, simply a true beer. The new Wojak is milder, more distinctive, slightly less bitter than its predecessor. It also offers optimal alcohol content. Wojak has a pleasant aroma and the soul of a true beer. It is available in two variants, Wojak Jasny Pełny and Wojak Mocny.

## OVER THE LAST YEAR OR SO, KOMPANIA PIWOWARSKA HAS LAUNCHED AS MANY AS 11 INNOVATIONS.

During the last decade, Poland has been dominated by two lagers which satisfied the needs of the overwhelming majority of beer lovers. Consumers, however, have grown weary of this arrangement. Many of them have begun to reach for new products, to explore alternatives. Generally, consumers in Poland are becoming more demanding, thus tightening the competition in the beer segment.

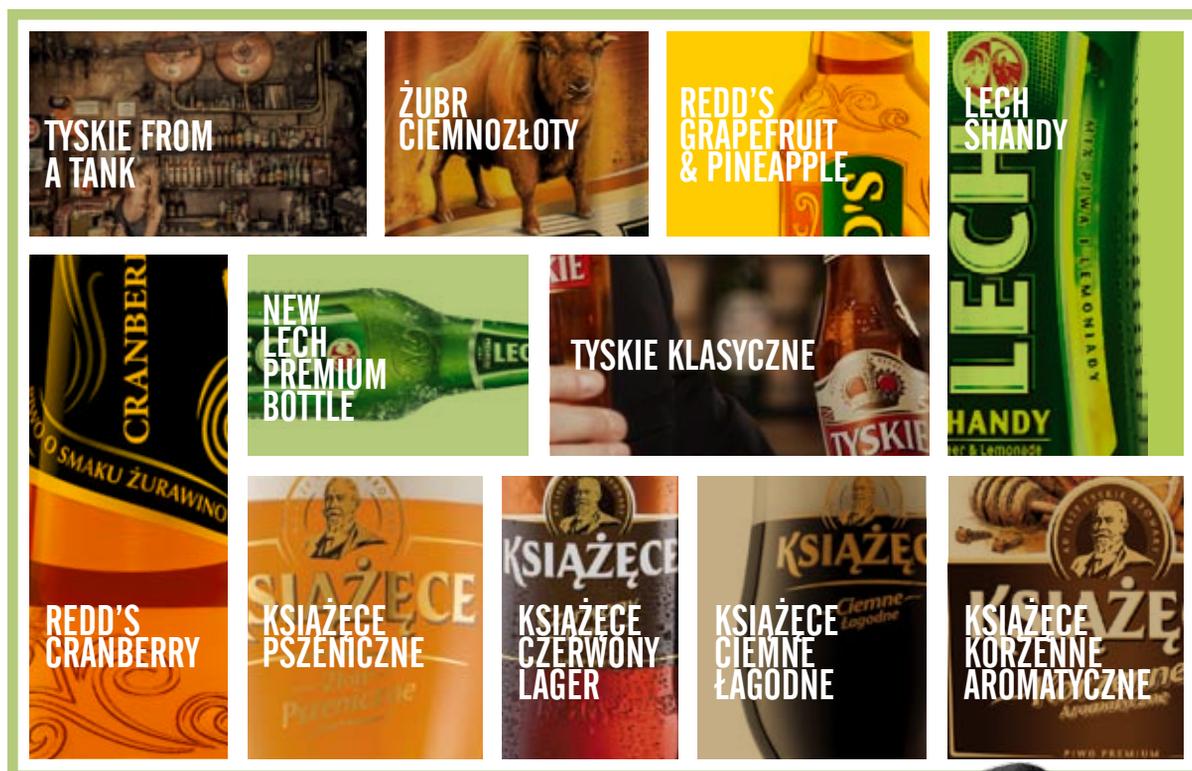
*The last decade has seen very few innovations in the Polish beer market. Yet, consumers have grown somewhat weary of a market dominated by conventional lager and have come to expect a more diverse offering. As a market leader, we will strive to meet the new consumer expectations.*

With little hope for the market itself to grow rapidly in the near future, the main players will try to increase their market shares at the expense of their competitors. Victory will go to those who are the most innovative, continue to surprise their existing consumers and succeed in attracting others.



**PIOTR JURJEWICZ,**  
VICE-PRESIDENT FOR MARKETING

## 11 PRODUCT INNOVATIONS LAUNCHED IN THE MARKET IN F13:



*We respond to changing consumer tastes. The best measure of a new product's success is its sales volume, i.e. how well the product fares on the market. Our recently launched products need some time to "take root". This does not mean we intend to slow down dramatically. We will continue to come up with nice surprises for our consumers. However, we will do so at a pace which allows the new arrivals to settle in and assert themselves on the market.*



**RADOSŁAW PAWLAK,**  
DIRECTOR FOR INNOVATION

**INNOVATIVE ON-PREMISE SOLUTION - FRESH NON-PASTEURISED BEER STRAIGHT FROM THE BREWERY SERVED FROM TANKS - LAUNCHED IN THE POLISH MARKET BY THE LARGEST POLISH BRAND, TYSKIE.**

TYSKIE FROM THE TANK IS AVAILABLE IN 21 LOCATIONS IN SOUTHERN POLAND, INCLUDING TYCHY, KRAKÓW, WROCŁAW, CZĘSTOCHOWA AND OPOLE, AND AT TWO WARSAW OUTLETS.

*In future, this fresh beer „direct from the brewery”, offered in a way that is so well known and appreciated in, e.g. the Czech Republic or the Netherlands will be offered all over Poland.*



NI POWAŻNE  
TYBIE I OSOBOM  
DM OTOCZENIU



**FRESH, NON-PASTEURISED BEER FROM THE BREWERY IS TRANSFERRED TO A TANKER, WHICH TRANSPORTS IT DIRECTLY TO PUBS THE SAME DAY. THERE, THE BEER IS PUMPED INTO STEEL CONTAINERS – THE TANKS. FROM THERE, THE BEER IS Poured INTO THE BEER LOVERS' GLASSES.**

**BEER FROM A TANK HAS A DISTRIBUTION SYSTEM SHORTENED TO THE MINIMUM AND AN INNOVATIVE STORING AND DISPENSING SYSTEM.**

Inside the tanks, the beer, delivered fresh from the brewery, is stored in a special seven-layer container which **guarantees quality** and is responsible for the **consistent taste of the beer stored inside** it. Compressed air pumped into the tank causes a plastic container inside the tank to shrink and pushes the beer through a piping system to the tap from which the beer is poured. The beer is not exposed either to oxygen or carbon dioxide throughout the procedure. Thanks to this, it retains its best qualities, contains less gas than traditional beer and its taste is somewhat milder.

#### **WHAT ARE THE MERITS OF SUCH A SOLUTION?**

First of all, the beer does not lose any flavour during distribution. Tyskie from tanks is non-pasteurised, with a short “use-by” date, up to 14 days from opening the tank and 28 days from delivery to the pub. Non-pasteurised beer requires a system of distribution which, among other things, ensures the appropriate product temperature. The tanks play that role, and in addition they considerably reduce the distance travelled by the beer from brewery to serving point. In each locality where Tyskie tanks are offered, there is a special installation mounted: its main components are the cylindrical steel tanks.

There is an integrated cooling system in the installation, which makes it possible to keep the beer at a constant temperature of 6°C. The capacity of tanks installed differs, depending on the size of the outlet and frequency of deliveries. In Poland there are 500 and 1,000 litre tanks available. Depending on the venue's character and atmosphere, one of two tank models can be installed – copper-coloured, or a modern one, steel-coloured.

*We have prepared a special communication and activation programme for Tyskie from a tank adapted to the needs of each individual on-premise outlet. Elements of it can be seen on television, in the press and in pubs and restaurants.*

## CONSTANT QUALITY CONTROL

*There is also a tasting panel, whose aim is to test beer samples to ensure the constant quality of all the brands made by the company.*

**ALL OUR PRODUCTS  
ARE SUBJECTED TO  
CONSTANT QUALITY  
CONTROL ACCORDING  
TO OUR STRINGENT  
STANDARDS OF  
PRODUCT QUALITY  
AND SAFETY.**

Systems based on international standards have been combined to develop the integrated risk management system (IRMS). IRMS is helpful in managing all systems and their informed implementation by **all employees**. The quality of all the components used in the manufacturing **process and the product itself is checked** at each life cycle stage.

Single unit and multiple packages of our products are provided with the legally required information, informing customers about product ingredients, manufacturing location and origin and necessary market data such as a barcode, recycling or returnability marks.

On all our packs there are also a marketing message and non-mandatory responsibility labels: „I never drive after drinking” or „Alcohol. Minors not allowed”.

For more information about IRMS Policy see:  
[http://www.kp.pl/pol/files/odpowiedzialnosc/Polityka\\_IRMS.pdf](http://www.kp.pl/pol/files/odpowiedzialnosc/Polityka_IRMS.pdf)

**WATER, WHICH IS THE MAIN INGREDIENT USED IN BEER MANUFACTURING, SHOULD MEET HIGH STANDARDS, AT LEAST AS HIGH AS FOR POTABLE WATER.**

However, some of the manufacturing stages require even higher purity standards. Water microbiological quality, hardness and oxygen content are crucial.

**THE WATER USED FOR BEER PRODUCTION IN KOMPANIA PIWOWARSKA MUST BE STERILE, FREE OF FOREIGN FLAVOURS AND DEAERATED.**

There are special filters and UV lamps installed in all Kompania Piwowarska breweries, which are equipped with various devices ensuring the water's perfect composition and microbiological purity. Special laboratories test the key attributes and oversee water quality in Kompania Piwowarska. Testing beer quality is not limited to the stage of dispatching the final product from the warehouse but is also subjected to trade audits. Such audits are carried out at on-premise outlets and retail shops. Beer quality at the point of sale depends on storage, transport, and serving conditions.

In December of 2010, a new project "Audit ON" started. The project continues the monitoring programme adopted by the Trade Quality Team six years earlier. To increase transparency, KP has chosen to entrust it with an external provider. The external auditors will be guided on technical matters and the required periodic calibration by our in-house trade quality specialists. The project covers all on-premise outlets served by Kompania Piwowarska. The project's objective is for external auditors to reach over 750 on-premise outlets served by our sales representatives and to run special surveys directly affecting the bonuses of our on-premise teams: TQDB (Trade Quality Draught Beer) is an indicator of KEG beer quality - the assessments will extend to all technical specifications including quality, methods used to install equipment, equipment locations, keg time in service; proper turnover and sensory parameters; TQO (Trade Quality in Outlets) is an indicator of canned/bottled beer quality in horeca,

**THE REQUIRED END RESULT IS TO HAVE TOP QUALITY BEER SERVED IN A CLEAN GLASS AT THE RIGHT TEMPERATURE.**

with elements of quality assessment of beer storage in outlets. Those measurements provide us with a reliable sample of TQDB and TQO progress. In recent years, KP has successfully improved quality in on-premise outlets by 30 and occasionally by 40 percent on the base year. At present the TQDB index is approximately 94%, and the target for the coming years is a level of 98%. TQO presently amounts to 91% and the target for the coming years has been set at 96%.

All the auditors have gone through content-related training in products, beer serving, operation of draft installations and professional tasting. On top of that, the auditors have undergone training supervised by in-trade quality specialists. Kompania Piwowarska holds a high position in the industry with respect to satisfaction surveys among caterers. The survey is carried out each year with the use of the eQ Model, which is the licensed methodology developed by the Nielsen Company. A survey has been carried out with a standardized questionnaire, which contains mainly closed questions.

Needless to say, dedicated sales equipment used in outdoor events may not go without supervision. A number of measures have been undertaken to make roll bars look better and have them cleaned regularly in KP and distributor warehouses. We are also continuing to hold quality audits (base audits) of our distributors. Their results are critical for awarding our base discount which makes them an effective tool for enforcing quality requirements with our partners. The audits are conducted by our wholesale trade managers and trade quality specialists who are responsible for training and calibration. Our monitoring also extends to our products in trade which we compare to those of our competitors.

**BESIDES WATER, ANOTHER KEY INGREDIENT IS MALTED BARLEY, WHICH DETERMINES THE QUALITY OF A BEER'S HEAD.**

It is thanks to malted barley that a traditional lager is light gold in colour, and strong beers become amber-coloured.

Adding hops to wort gives beer a noble and pleasing bitterness and a specific aroma, and due to the antiseptic properties of hops, they improve beer's shelf life. In financial year F13, Kompania Piwowarska purchased 215 thousand tonnes of malt and approximately 450 tonnes of hops.

*Hops are an essential addition to every beer.*

# COMPANY MANAGEMENT

## SUPERVISORY BOARD

In keeping with the Articles of Association and Supervisory Board Regulations, the Board is made up of 3 to 6 members selected by a resolution of the Annual General Meeting of shareholders which takes place within 6 months after the close of the financial year; the AGM also votes to approve the discharge of individual Management Board members' duties in the previous year. The Supervisory Board works on the basis of the Company's Articles of Association, the Regulations of the Supervisory Board and the Commercial Code. **IN ADDITION TO THE RIGHTS AND OBLIGATIONS STIPULATED BY LEGAL REGULATIONS, THE SUPERVISORY BOARD'S AUTHORITY INCLUDES REGULAR SUPERVISION OVER ACTIVITIES TAKEN BY THE COMPANY IN ANY AREA OF ITS BUSINESS.**

### KP SUPERVISORY BOARD MEMBERS IN F13:

**SUSAN  
MICHELLE  
CLARK**

**STEFAN  
HOMEISTER**

**MAURICIO  
ROBERTO  
RESTREPO**

*The term of office of the Supervisory Board is 3 years.*

In keeping with Supervisory Board Regulations, candidates standing to become its members should have appropriate education, professional background and life experience, as well as represent high moral standards. Supervisory Board meetings take place at least 3 times a year. In order to avoid potential conflicts that may arise in Supervisory Board members' work, the processes specified in Supervisory Board Regulations are applied, based on which any Supervisory Board member is obliged to inform other Board members about an existing conflict of interest or a possibility of its arising, and he or she should refrain from taking part in discussions or voting on resolutions related to matters where a conflict of interests has occurred. Supervisory Board compensation is set by the Annual General Meeting.

## MANAGEMENT BOARD

In keeping with the Articles of Association and Regulations of the Management Board, the Management Board is made up of 3 to 9 members appointed for a joint three-year term. The Supervisory Board appoints and dismisses the Management Board President and, on his or her request, other members or Vice-presidents of the Management Board.

**KOMPANIA PIWOWARSKA IS MANAGED BY A MANAGEMENT BOARD CHAIRED BY ITS PRESIDENT. IT PROVIDES THE GUIDELINES FOR COMPANY ACTIVITIES AND REPRESENTS IT IN EXTERNAL RELATIONS.**

Management Board work is based on the Regulations approved by the Supervisory Board. The Management Board provides the Supervisory Board with comprehensive information on all important matters related to company management on a regular basis. In order to avoid possible conflicts that might take place during Management Board work, the procedures set forth in the Supervisory Board Rules are applied, according to which, any member of the Board should inform the other Management Board members of any conflict or potential for its occurrence. In addition, any such

Board member should abstain from expressing opinion in discussions or voting on resolutions concerning a matter affected by a conflict of interest. Management Board compensation is set by the Supervisory Board. The Supervisory Board assesses the performance of the Management Board. Compensation is based on financial performance delivered by the Company, and the degree of progress made in sustainable development priorities.

**AT PRESENT, THE MANAGEMENT BOARD OF KOMPANIA PIWOWARSKA IS MADE UP OF 6 MEMBERS:**

**ANDREW  
HIGHCOCK**  
PRESIDENT OF THE BOARD

**JAN  
FARYASZEWSKI**

**PIOTR  
JURJEWICZ**

**JACEK  
KOPIJEWSKI**

**WOJCIECH  
MOLINSKI**

**MARZENA  
PIORKO**

## ANNUAL GENERAL MEETING

Pursuant to the Articles of Association, the AGM summons the Management Board within 6 months following the end of the financial year. An Extraordinary General Meeting of Shareholders summons the Management Board at its own initiative or written request of the Supervisory Board, or upon request

of a shareholder representing at least 1/10 of the initial capital. The AGM may only adopt resolutions on items included in its agenda.

The 100% shareholder in Kompania Piwowarska is SABMiller plc.



# KOMPANIA PIWOWARSKA STRUCTURE



**PRESIDENT OF THE BOARD**  
ANDREW HIGHCOCK



**STRATEGIC PLANNING**  
ROBERT GRYGIER



**CORPORATE AFFAIRS**  
PAWEŁ KWIATKOWSKI



**LOGISTICS**  
KONRAD CZEBRESZUK



**VICE-PRESIDENT: SALES**  
MARZENA PIORKO

**SALES DEPARTMENT:**

*Sales  
Customer Marketing  
Key Accounts  
Sales Development  
Sales Support  
On-trade Development*



**VICE-PRESIDENT: FINANCE**  
JAN FARYASZEWSKI

**FINANCE DEPARTMENT:**

*Operational Finance  
Accounting, Taxes, Treasury  
Internal Audit  
Internal Purchasing  
Legal Department  
Audit, IT*



**VICE-PRESIDENT: HR**  
WOJCIECH MOLIŃSKI

**HR DEPARTMENT:**

*Personnel and Payroll  
Business Partners Team:  
Administration, OHS,  
Learning and Development  
Talent Management  
Legal Counsel*



**VICE-PRESIDENT: MARKETING**  
PIOTR JURJEWICZ

**MARKETING DEPARTMENT:**

*Marketing Innovations  
Insight Communication  
and Marketing Service  
Portfolio Planning  
and Strategy  
Brand Teams*



**VICE-PRESIDENT: TECHNICAL**  
JACEK KOJEWSKI

**PRODUCTION AND TECHNICAL DEPARTMENT:**

*Manufacturing (Breweries), Materials Management  
Investment Projects, Manufacturing Development  
Production Materials Management Quality  
Safety and Environment Systems  
Supply Chain Planning*

1.3

ECONOMIC  
CONTRIBUTION

# ECONOMIC CONTRIBUTION

THE PROSPERITY OF THE  
COMMUNITY WHERE WE  
OPERATE AND THAT OF OUR  
COMPANY ARE INTERRELATED

— A VALUE CHAIN GENERATES JOBS,  
REVENUE AND EXCISE TAXES FOR  
LOCAL AND NATIONAL COMMUNITIES  
WHICH OUR STAKEHOLDERS  
REPRESENT.

*Stakeholders: employees,  
suppliers and customers.*



## SABMILLER GROUP

IN THE FINANCIAL YEAR ENDING ON THE 31<sup>ST</sup> OF MARCH, 2013, SABMILLER ACHIEVED REVENUES EQUALLING US\$ 34.5 BN AND PRODUCED A GROSS PROFIT (EBITA) OF US\$ 6.4 BN



BEER  
SALES VOLUME  
**242**  
MLN HL

+3%\*

EBITA  
**US\$ 34,487**  
MLN

+7%\*\*\*\*

EBITA  
**US\$ 6,421**  
MLN

+9%\*\*

## REGIONAL CONTRIBUTION TO GROUP PROFIT\*\*\*



\* Annual organic volume growth

\*\* Organic and constant currency

\*\*\* Before corporate costs

\*\*\*\* Includes our share in revenues of associated and joint-venture companies

SABMILLER PLC IS LISTED  
ON THE LONDON AND JOHANNESBURG  
STOCK EXCHANGES.

# SABMILLER IN EUROPE

**MARKET SALES IN THE 8 COUNTRIES WHERE SABMILLER OWNS BREWERIES EQUALS 39.3 MLN HL OF BEER\* .**

**SABMILLER EXPORTS 3.2 MLN HL OF BEER\* (WITHIN EU27 AND OUTSIDE EU27).**



**THE TOTAL INCOME FOR STATE BUDGETS GENERATED BY SABMILLER IS ESTIMATED AT 3.76 BILLION EURO.**

**THERE ARE 202,000 JOBS ASSOCIATED WITH THE MANUFACTURING AND MARKETING OF SABMILLER BEER IN EUROPE.**

12,617 PEOPLE ARE EMPLOYED DIRECTLY AT SABMILLER

OTHER JOBS RELATED TO THE MANUFACTURING AND MARKETING OF SABMILLER PRODUCTS INCLUDE:

**70,900** JOBS IN THE PROCUREMENT SECTOR

**98,400** JOBS IN THE HORECA SECTOR

**20,000** JOBS IN RETAILING.

*The packaging industry and agricultural sector are the most important industries in the procurement sector.*

Source: Ernst & Young 2011 Report "SABMiller Contribution to the Polish Economy"

\*F13 results

## KEY ASPECTS OF KOMPANIA PIWOWARSKA'S IMPACT ON THE POLISH ECONOMY

THE LONGEST-LASTING CONTRIBUTION WE CAN MAKE TO THE LIFE OF THE COMMUNITIES AROUND US IS BY USING OUR STRONG BARGAINING POSITION TO STIMULATE ENTREPRENEURSHIP AND BOOST LOCAL ECONOMIES.

THAT IS WHY KOMPANIA PIWOWARSKA IS NOT ONLY A MAJOR EMPLOYER IN INDIVIDUAL LOCALITIES BUT IS ALSO A SIGNIFICANT LOCAL TAX-PAYER.

MANY OF THE POLISH MUNICIPALITIES IN WHICH OUR EMPLOYEES RESIDE DERIVE INCOME FROM THEIR SHARE IN THE PERSONAL INCOME TAXES COLLECTED BY THE STATE.

*We are proud that Kompania Piwowarska has such an important impact on the Polish economy. In Poland we produce and sell mainly local brands, to a large degree using local raw materials. These business activities of the company impose on us an immense responsibility with respect to the society and the environment, and we do our best to meet the requirements that consumers, clients, suppliers and all our social partners have.*



**KATARZYNA WILCZEWSKA,**  
PUBLIC AFFAIRS MANAGER

Kompania Piwowarska has a strong impact on local economies in the regions where its breweries are located, in Silesia (Tychy brewery), in Wielkopolska (Poznań brewery) and in Podlasie (Białystok brewery).

Other regions also benefit from Kompania Piwowarska activities: the Lubelskie region, Kujavian region, Gdańsk Pommerania, Lower Silesia and Mazovia. Lubelskie benefits from the sale of hops cultivated there and Kujavian and Gdańsk Pommerania regions from the sale of malt needed for beer manufacturing. Malt and hops purchases in those regions accounts for almost **6,820** jobs in agriculture.

F13



TOTAL PRODUCTION:  
**14,500,000 HL**

TOTAL EXPORT:  
**314,507 HL**

TOTAL IMPORT:  
**206,357 HL**

TOTAL NUMBER OF EMPLOYEES  
**3,397**

MARKET SHARE  
**38%**

BETWEEN 2002 AND 2012, KP EXPORTED MORE THAN 200 MLN LITRES OF BEER TO THE USA, CANADA, GREAT BRITAIN, IRELAND, GERMANY, AS WELL AS TO THE NETHERLANDS, BELGIUM, AUSTRIA, GREECE, ISRAEL, LITHUANIA, HONDURAS, INDIA, SLOVAKIA AND CHINA.



**KOMPANIA PIWOWARSKA EMPLOYS 3,261\* PEOPLE**

**KOMPANIA PIWOWARSKA HAS A CONSIDERABLE IMPACT ON INDIRECT RESULTS IN THE SUPPLY CHAIN. IT IS CALCULATED THAT 33,500 PEOPLE REMAIN EMPLOYED THANKS TO KP PURCHASES.**

In retailing, approximately 9,700 full time jobs depend on KP product sales.



and agriculture is the industry which benefits most in terms of the number of jobs (over 23,000 of jobs are generated due to KP business activities).

The company also has a considerable impact on the on-trade business – sales of Kompania Piwowarska products helps to retain 13,900 full time jobs in that industry.



\* KP headcount at the end of calendar year 2012

Source: Ernst&Young calculations, 2013

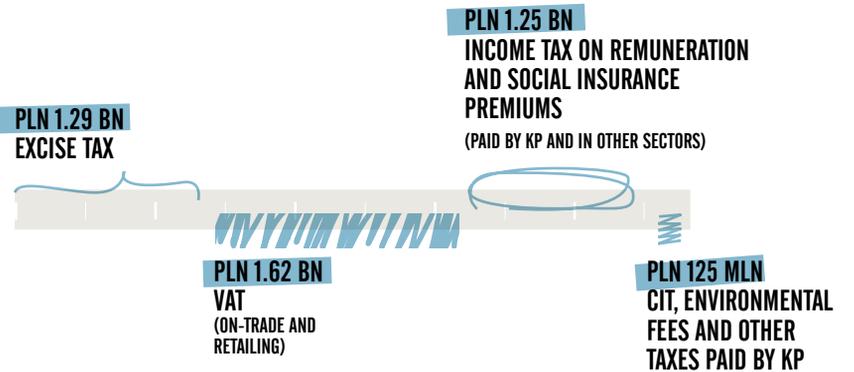
**THE TOTAL EMPLOYMENT IMPACT OF THE PRODUCTION AND SALE OF KOMPANIA PIWOWARSKA PRODUCTS AMOUNTS TO MORE THAN 60,400 JOBS.**

The State budget receives billions of PLN thanks to Kompania Piwowarska business.

### CALCULATIONS SHOW THAT THE POLISH STATE HAS EARNED PLN 4.29 BILLION THANKS TO KOMPANIA PIWOWARSKA.

That sum includes: income from excise tax (PLN 1.29 billion), VAT in on-trade business and retailing (PLN 1.62 billion), income tax and social insurance premiums, paid both by KP and in other sectors (PLN 1.25 billion) and CIT, environmental fees and other taxes paid by KP (PLN 125 million).

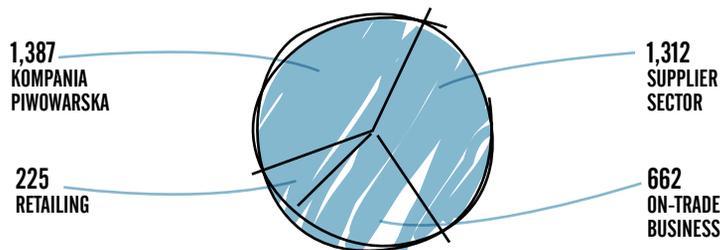
#### POLISH STATE INCOME ATTAINED THANKS TO KOMPANIA PIWOWARSKA



The contribution of Kompania Piwowarska to growth in the Polish economy may also be indicated by its added value\*. The total added value generated by Kompania Piwowarska in Poland and added value generated by suppliers, on-trade businesses and retailing related to beer manufacturing and sales equals approximately PLN 3.59 billion.

\* Added value is the difference between the value of a manufactured product and its value after adding inputs (goods and services). In economic nomenclature, added value is also defined as remuneration for all production factors (mainly work, capital, entrepreneurship). For governments, added value is important as taxes depend on it (VAT).

#### ADDED VALUE ATTAINED IN POLAND THANKS TO KOMPANIA PIWOWARSKA PLN 3.59 BN.



A photograph of a man and a woman smiling at each other in a social setting. In the foreground, a tall glass of golden beer with a thick head of foam is visible. The glass has a green label with the word 'LECHO' in white. The background is blurred, showing green foliage.

**IN FINANCIAL YEAR 2013,  
KP RETAINED A STRONG  
POSITION AS POLISH BEER  
MARKET LEADER,  
WITH SALES AT A LEVEL  
OF 14.5 MILLION HL AND  
MARKET SHARE OF 38%**

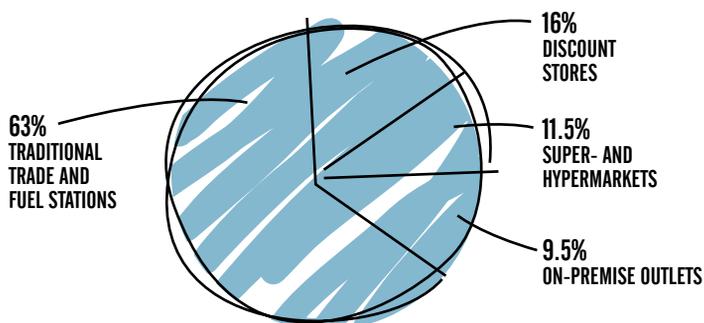
*12 months  
from April 2012  
to March 2013*

**IN THE FIRST HALF OF THE YEAR, KP TOOK ADVANTAGE OF FINE WEATHER AND FAVOURABLE CONSUMER TRENDS. ITS RESULTS IN THE SECOND YEAR HALF WERE DRIVEN MAINLY BY BRAND INNOVATION.**

The growth of the Tyskie brand, the market leader, was affected primarily by a successful launch of the alternative product Tyskie Klasyczne and the success of its 5th Stadium campaign. Żubr, the second largest brand, started out sluggishly only to pick up momentum in the course of the year, restoring its strong position in the consumer's eye.

The launch of Lech Shandy, a mix of beer and lemonade, contributed to the robust growth of the premium brand Lech becoming a whole new beer category on the market, perceived as differing from the standard radlers offered by the competition. Although the EBITA rose on the preceding year, its growth was outpaced by that of the sales volume as higher income per hectolitre and a higher sales volume were offset by increases in the prices of materials and heavier investment in marketing to support key campaigns and new product launches.

**ESTIMATED BEER SALES BY DISTRIBUTION CHANNEL IN 2013**



In pursuance with a decision by the Managements of KP and SABMiller, the financial results presented in this section refer to the consolidated data of SABMiller plc, of which Kompania Piwowarska is a member.

**FOR KOMPANIA PIWOWARSKA, LAST YEAR WAS AN EXCITING TIME WHICH ABOUNDED IN CHALLENGES.**



*In the first half of the year, the entire industry benefited from favourable weather and, to a certain extent, from the excitement generated by Poland's sporting events. What followed, however, was probably the longest winter in Polish history. Polish consumers have lost some of their confidence, their anxieties fuelled by the crisis in Europe. This adversely affected the industry's sales in the second half of the year. Despite this challenging market environment, Kompania Piwowarska succeeded in performing quite well. Our performance on volume shows clearly we have extraordinary products and the competence to promote and advertise our brands. Our numerous innovations demonstrate we are continuously reinventing and improving the beer category. We also know how to surprise our loyal customers nicely while attracting others. It is not only our new products that fare well on the market - our core brands have also gained strength and continue to assert their market positions. We continue to communicate the value of our high quality beers knowing well that it is quality that our customers most expect and that is central for successfully inspiring passion for beer and building a true beer culture among Polish consumers. We spent the last quarter of the financial year preparing a detailed plan of seasonal activities. I am confident that the results will be astonishing.*

**MARZENA PIÓRKO**  
VICE-PRESIDENT FOR SALES



**PRIZES AND AWARDS**





### FORBES AND PWC COMPETITION - SUSTAINABLE DEVELOPMENT LEADER 2013

The main prize for activities aimed at optimising energy consumption at breweries and for solutions in logistics.

### POLITYKA WEEKLY GOLDEN LEAF

Award for engagement in CSR issues

### 7th EDITION OF THE RESPONSIBLE COMPANIES RANKING

Second place in the general classification, certifying the company's CSR commitment.

First place in the "Consumer Goods" category.

### THE REPORT "RESPONSIBLE BUSINESS IN POLAND 2012. GOOD PRACTICES"

Six practices of Kompania Piwowarska included in the 11th edition of the Report.

### POLITYKA WEEKLY 500 LIST

47th place

# POLITYKA

### RZECZPOSPOLITA LIST OF 500 BIGGEST COMPANIES IN POLAND

106th place

### RANDSTAD AWARD 2013

15th place

### IMPACTORY 2012

Award in the category of Project of the Year – Direct Marketing 2012 for the LECH Premium Brand.

### "MEDIA TRENDY" COMPETITION

Distinction for the Lech Tribute campaign in the integrated campaign category, and distinction in the category of "using the Internet and interactive media".

Distinction for the Tyskie Klasyczne campaign "Like us in reality" and for the "5th Stadium" campaign in the category of "communication channel applications".



### IMPACTORY 2012

Two statuettes for the Tyskie campaign "5th Stadium" in the category of Unconventional Marketing Project of the Year and PR Project of the Year.

### INTERNATIONAL BREWING AWARDS

The Bronze Medal for Tyskie Gronie in the category of lagers with alcohol content above 5.5%.

*KTR Awards (Advertising Creators Club) Award for the Zubr commercial "Kawka" in the category of "Film/Radio Workshop", Bronze for the Tyskie 5th Stadium campaign in the category Active advertising, Integrated Campaigns.*

### SZPALTY ROKU 2013 AWARDS

"Srebrne Szpalty" Award for the Świat Piwa monthly for setting an editorial standard and the high quality of the content. Another "Srebrne Szpalty" award given for the SD Report for original graphic design emphasizing the brand's value.

*Srebrne Szpalty*



### SOCIAL REPORTS 2012 ORGANISED BY THE RESPONSIBLE BUSINESS FORUM, PWC AND SGC GROUP

The main prize for the comprehensiveness of KP's SD Report, good information about strategy, the substance and reliability of the data presented and its friendly publication form.



**RANKING 500  
- THE BIGGEST FOOD  
COMPANIES IN POLAND,  
PREPARED BY THE EDITORS  
OF "RYNEK SPOŻYWCZY" AND  
PORTALSPOZYWCZY.PL**

1st place

**THE POLISH SPORT PATRON  
PLEBISCITE RUN BY THE  
NATIONAL SPORTS CHAMBER AND  
CANAL +**

The honorary title of Patron of Polish Sport received together with nine other organisations.

**SUPERBRANDS COMPETITION**

The title of Business Superbrand 2013 received in the category of "Corporate Brands". The Superbrands group also includes three brands of beer brewed by Kompania Piwowarska: Lech, Tyskie and Żubr.

**CORPORATE NEWSLETTERS  
COMPETITION ORGANIZED  
BY THE AGAPE AGENCY**

2nd place for the Brewing Information Service in the Electronic Newsletter category; distinction for the BIS layout; distinction for the infographic illustration of the text "Straight from the tank. How does it work" published in the May issue of Świat Piwa.

*distinction*



*The Antal International Ranking of The Most Desired Employers 2012 in the Opinion of Professionals and Managers. 5th place in the category of FMCG, HoReCa, ahead of other players in the Polish brewing industry.*

**RZECZPOSPOLITA RANKING OF  
THE MOST VALUABLE POLISH  
BRANDS IN 2012**

Tyskie - the strongest alcoholic brand in Poland (13th place in the list of the most valuable Polish brands); Żubr - 2nd place among alcoholic beverages (20th place in general classification); Lech - 5th position (37th in general classification).

**THE BEST PRODUCT 2012  
COMPETITION ORGANIZED  
BY WIADOMOŚCI HANDLOWE  
MAGAZINE**

Gold in the Beer category – Tyskie Klasyczne; Silver for Lech Shandy.

**RZECZPOSPOLITA LIST 2000**

64th place for KP in the ranking of large and mid-sized companies in Poland, based on sales revenue in 2011.

**THE 2012  
HIT OF TRADE**

The 2012 Hit of Trade awarded to the Żubr brand by Polish retailers



### BRIEF COMMUNICATION PROJECT OF THE YEAR 2012

Distinction for the most recognizable marketing campaign in 2012.

### CHMIELAKI KRASNOSTAWSKIE 2012

Lech Pils – Winner in the category of Full Light Beer with Wort Extract of 11.1 – 12.;  
Lech Premium – 3rd place in the same category.

### UNIVERSUM TOP 100 RANKING

25th place in the opinion of business students and 20th place according to science students.

## FMCG 2012 MARKET PEARL COMPETITION

Award given by retail shop owners and employees for the limited Żubr Ciemnozłoty edition in a competition organized by "Wiadomości Handlowe" magazine.



### GOLDEN RECEIPTS 2012

"Golden Receipt 2012" for the Żubr brand awarded by retailers for the best product and services in the FMCG market."

### FORBES AND PWC COMPETITION – SUSTAINABLE DEVELOPMENT LEADER 2012

Award in the area of "production / operations" for activities aimed at water usage optimization at breweries.

### SUPERIOR TASTE AWARD

The top, three-star distinction from the International Taste & Quality Institute

# Forbes

## FORBES RANKING OF 100 BIGGEST COMPANIES IN POLAND

3rd largest company in the food sector



## BUSINESS PHILOSOPHY AND STRATEGY IN KOMPANIA PIWOWARSKA

IN KOMPANIA PIWOWARSKA  
MANAGING MEANS  
DEFINING OBJECTIVES,  
CONTROLLING HOW THEY ARE  
ACHIEVED AND REWARDING  
EMPLOYEES ACCORDING TO  
THEIR PERFORMANCE AND  
CONTRIBUTION TO CORPORATE  
SUCCESS.

### KOMPANIA PIWOWARSKA'S VALUES

- Our people are our enduring advantage
- Accountability is clear and personal
- We work in teams and win as a team
- We understand and respect our customers and consumer
- Our reputation is indivisible

### KOMPANIA PIWOWARSKA'S VISION

To ensure that our local and international brands are the first choice for our consumers.

### KOMPANIA PIWOWARSKA'S MISSION

To be the most admired company in the Polish beer industry, thereby enhancing SABMiller's global reputation.

# BUSINESS STRATEGY

KP's business strategy is tied closely to its sustainability strategy and sustainable development areas. The Company's market aim is to capture a 50% share of the Polish beer market and meet its financial objective. The financial objective, as set by Kompania Piwowarska, is to attain a double-digit rise in its profits every year by focusing on increasing revenues. This may be achieved by premiumisation and raising sale volumes while maintaining a local, regional or global scale of operations to contain costs.

To accomplish these objectives, the Company has adopted 7 strategic priorities:

*Our seven strategic priorities*



**JACEK KOPIJEWSKI**  
VICE-PRESIDENT, TECHNICAL

*We are all working together for the end result. We will only be able to achieve the desired effect if the commercial, purchasing and operational functions join forces.*

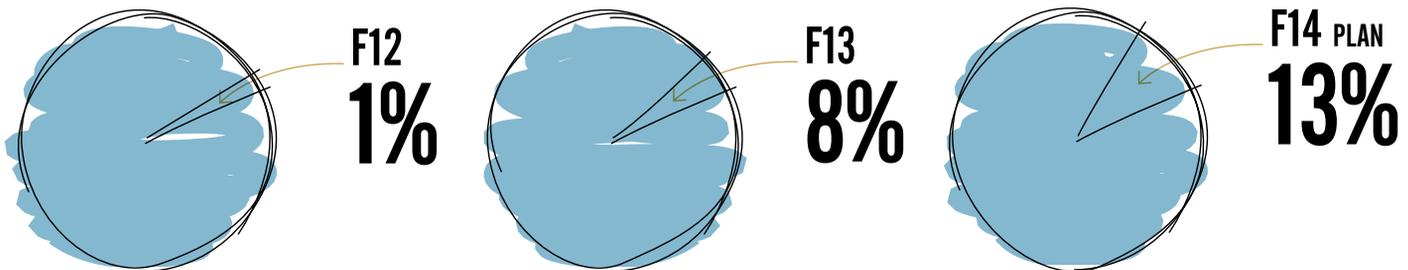
## INNOVATION

**THE PURPOSE OF INNOVATION IS TO INSPIRE CONSUMERS AND BUILD A DESIRABLE PERCEPTION OF THE PREMIUM SEGMENT. THE COMPANY WILL PLACE AN EQUALLY STRONG EMPHASIS ON MEASURES WHICH ENSURE THE PROPER APPEAL OF ITS FLAGSHIP BRANDS.**

During the last decade, Poland has been dominated by two lagers which satisfied the needs of the overwhelming majority of beer lovers. Consumers, however, have grown weary of the scene. Many of them have begun to look for alternatives and try out new products. Generally, as consumers in Poland become more demanding, competition in the beer segment is tightening. With little hope for the market itself to expand rapidly in the near future, the main players will try to increase their market shares at the expense of their competitors. Victory will go to those who are the most innovative, continue to surprise their existing consumers and succeed in attracting others.

Over the last dozen plus months, Kompania Piwowarska has launched as many as 11 new products, including Tyskie from a Tank (unpasteurised), Książce Czerwony Lager, Książce Ciemne Łagodne and, more recently, Książce Jasne Ryżowe.

### UPWARD TREND IN THE SHARE OF INNOVATIONS IN KP'S TOTAL SALES





## RENOVATION OF BRANDS

**BY LAUNCHING NEW PRODUCTS, WE MAKE THE BEER CATEGORY MORE APPEALING AND ATTRACT NEW CONSUMERS. HOWEVER, ONE MUST NOT NEGLECT THE FLAGSHIP BRANDS, WHICH CONTINUE TO ACCOUNT FOR 90 PERCENT OF KOMPANIA PIWOWARSKA'S BUSINESS – SUCH BRANDS MUST RETAIN THEIR APPEAL WITH THE CONSUMER.**

One premise of KP's strategy is to refresh and renovate its brands to make them more appealing to the consumer without modifying their DNA.

As the world never stops changing, brand transformation needs to extend to brands which have been celebrated for decades, if not centuries. The brands' evolution keeps them up-to-date with the consumer's transforming social and cultural environments.

The idea behind brand renovation or refreshing is to retain the qualities which are most valued by consumers and are key to maintaining their loyalty while proposing a new approach to refresh their beer experience and capture the spirit of the times.

The big challenge faced by all marketers is to determine the right moment for change and how far to take it. Consumers may perceive decisions which are rash and invade too deeply as aggressive meddling with their favourite brands. This, in turn, may drive them away from some products in our range. On the other hand, by waiting endlessly for the "right" moment we may miss opportunities and pass the point in a brand's life cycle beyond which its appeal can no longer be restored.

**IDENTIFYING  
THE RIGHT TIME  
TO CHANGE  
AND HOW  
FAR CHANGES  
SHOULD GO**

## COMPETITIVENESS

**BY LAUNCHING NEW PRODUCTS AND REFRESHING OUR KEY BRANDS, WE PROVIDE CONSUMERS WITH A BROAD AND EXCITING PRODUCT RANGE. THIS, HOWEVER, IS ONLY ONE FACTOR FOR ENSURING THE COMPANY'S COMPETITIVENESS. THE CRUCIAL BIT IS TO UNDERSTAND MARKET MECHANISMS AND MODIFY OUR WORKING STYLE ACCORDINGLY.**

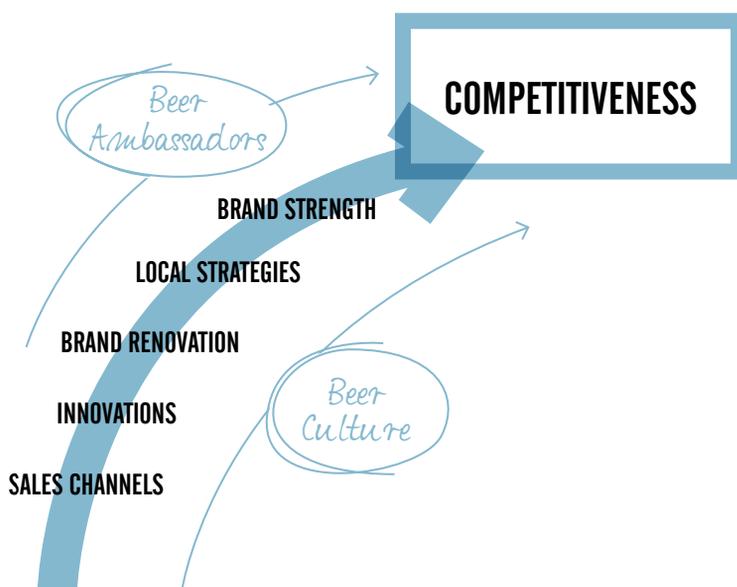
**KOMPANIA PIWOWARSKA OWES ITS SUCCESS TO A UNIQUE COMBINATION OF PRECISELY IDENTIFYING CONSUMER NEEDS, DEVELOPING INNOVATIVE PRODUCTS AND DISTRIBUTING THEM EFFECTIVELY.**

A well-arranged portfolio of robust brands which satisfy consumer needs on nearly every occasion and which effectively capture market share from the competition is a powerful tool in the hands of the sales force. Work on the product portfolio is a continuous process. As consumers' expectations change and as markets evolve, brands face ever new challenges and opportunities. This is precisely why we continue to refresh our brand portfolio – the Company invests in new products and renovates its key brands.

Even a perfect, innovative product which fits well into the needs of a large proportion of beer connoisseurs will not be enough to do the job. Such a product requires a distribution system that will bring it to the largest possible number of consumers and a dedicated sales force to convince

great numbers of customers to buy it. A company's market competitiveness depends largely on how all such factors come together to ensure its success.

KP employees, and particularly its sales force, constitute a huge army with the potential to become its most effective ambassadors. It is up to them whether they will merely perform the duties listed in their job descriptions or discover the passion to promote our brands. Our customers and consumers find it ever harder to navigate the beer market, which is flooded with a multitude of highly diverse products. Given the abundance of the Company's new products, it is particularly important for KP's representatives to recommend them and encourage their purchase.



# REVENUE MANAGEMENT AND PRICING

**KP'S FOCUS IN THE LAST FEW YEARS HAS BEEN ON BOOSTING ITS SALES AS A KEY DRIVER OF REVENUES. HOWEVER, IN THIS EVER MORE COMPETITIVE MARKET, WHICH NO LONGER ALLOWS FOR RAPID SALES INCREASES, THE COMPANY NEEDS TO FIND NEW WAYS TO RAISE ITS REVENUES AND PROFIT. EVEN KP'S SMALLEST DEPARTMENTS AND TEAMS SHOULD BEAR IN MIND THAT THE DECISIONS THEY MAKE ON A DAILY BASIS WILL EVENTUALLY AFFECT THE COMPANY'S BOTTOM LINE.**

KP derives its income and, consequently, its profit from selling beer. The greater its sales volume, the higher its income and the better its financial results. Poland's beer industry has grown rapidly in the past decades. During this time, Kompania Piwowarska, which has itself contributed to this growth, has continued to increase its revenues substantially every year. Yet, the conditions today are considerably more challenging. Faced with slower-growing markets and rising competition, a company willing to increase its sales and market share has to do so mainly at the expense of its competitors. Since one can no longer count on increases in sales as the crucial, sole source of income, it is necessary to look for alternative solutions. As one way to elevate income is to raise prices, the Company must make bold pricing decisions. On the other hand, it needs to do so skilfully, so that an excessive rise does not jeopardise the brand, driving away loyal consumers. Short-term profits resulting from a price increase may ultimately kill a brand. KP's innovative solutions include premiumisation, i.e. a shift towards the sale of more valuable

beers. Greater profits may also result from savings. And yet a company that wishes to retain the high quality of its products and continue to invest in the market cannot endlessly cut costs. It is certainly worthwhile, however, to look for reasons for losses and identify areas where money produces minimal effects. To correctly measure the effectiveness of spending, return on investment must be properly assessed. Increasingly, this requirement applies not only to capital expenditures but also to all other market activities. As a matter of fact,

**THE GREATER THE SALES VOLUME, THE MORE INCOME THE COMPANY GENERATES, THE BETTER RESULTS IT OBTAINS AND THE MORE EFFECTIVELY IT SPENDS ITS MONEY.**

every area of activity can be searched for possible losses. The Company must realise how each of its decisions affect revenues and profitability.



## CHANNEL MANAGEMENT

**AS A MARKET LEADER, KOMPANIA PIWOWARSKA SEEKS TO GAIN A COMPETITIVE EDGE IN ALL OF ITS SALES CHANNELS, AND WIN AT EVERY POINT OF SALE. ALL THIS IS DONE FOR THE BENEFIT OF THE COMPANY, ITS PARTNERS AND CONSUMERS. IN TRYING TO UNDERSTAND WHAT OUR TRADING PARTNERS EXPECT, IT IS NECESSARY TO LEARN HOW THEY CAN BE SUPPORTED IN GENERATING TRAFFIC, I.E. UNDERSTAND WHY SHOPPERS VISIT PARTICULAR POINTS OF SALE AND ACCORDINGLY PREPARE PRODUCTS AND WAYS TO STIMULATE BRANDS.**

KP's brand portfolio is comprised of Poland's favourite flavours. Having launched numerous new products in the preceding year, the company needs to ensure that its brands are available. Polish shoppers are not accustomed to stocking up on beer – the average single purchase is still very low, although consumers are gradually getting into the habit of keeping a stock of their favourite drink in their homes. One of Kompania Piwowarska's objectives is to ensure that its beers are available in every fridge in every shop.

The company's broad product range is well suited to satisfy consumers' daily needs, as well as to grace highly sophisticated occasions. The type of drinking occasion determines the choice of point of purchase. Each occasion requires a different package and a different brand. While products in KP's portfolio are sold country-wide, the company recognises certain regional differences resulting from historic considerations and taste preferences. The company also maintains human resources, i.e. large sales, marketing and customer service teams. It now needs to gear its campaigns to customer needs and aspirations.

*Winning at every point of sale.*

## FUELLING THE GROWTH

**A COMMERCIAL STRATEGY DESIGNED TO PRODUCE LASTING RESULTS AND SECURE A STEADY RISE IN INCOME AND LONG-TERM PROFITS MUST BE SUPPORTED BY THE COMPANY'S OPERATIONAL FUNCTIONS SUCH AS PURCHASING, PRODUCTION AND LOGISTICS.**

One of the critical factors for the Company's commercial success is having an efficient system for moving products and returnable packages. Thus far, KP's focus in logistics management has been on the so-called intermediate customer, i.e. the distributors who distribute its products in their local markets. Logistics move some 80% of their shipments by truck to a single address for better cost efficiency. However, the market is undergoing constant restructuring, which includes an increasing number of delivery destinations and a higher frequency of required deliveries. To deliver the same volume of products to the market it is now necessary to cover greater distances, which raises costs and eats into the Company's profits. In order to reduce its service expenses, KP has developed an alternative logistical infrastructure which allows it to process customer orders in greater fragmentation.

To ensure the availability of returnable packages in production, KP is continually improving the efficiency of its system of package recovery from market. Trucks returning from distribution centres or breweries after they have delivered beer to a customer should always carry returnable packages, no matter how many packages are available at the customer. KP also strives to educate the market in package sorting. Leaflets and posters with information on which bottles are returnable and which crates should be used to return them have been prepared for retail outlets. A rise in sorting quality also increases the production capacities of bottle lines. Bottles, as a matter of fact, are the most desirable type of package during the peak season, and also the hardest to manage due to the challenges of return logistics.

To maintain continuity of production, it is critical to secure supplies of key materials and put aside a strategic stockpile before the peak season. By working with SABMiller Procurement, a unit which centrally negotiates and arranges for purchases for all of the Group's breweries, KP benefits from synergies and obtains the best prices for the resources it needs for beer production and packaging materials. Yet cost cutting is not the only advantage of global purchasing. The arrangement also works well in crises, such as hop shortages. In its marketing and promotional activities, KP now relies on the notion of return on investment to find what income increases come from its individual market activities. The information is used to select the most effective efforts and ultimately to maximise the sales volume.

**COST CUTTING IS NOT THE ONLY ADVANTAGE OF GLOBAL PURCHASING.**

## PREPARING FOR THE FUTURE

**KOMPANIA PIWOWARSKA OPERATES IN A RAPIDLY CHANGING ENVIRONMENT. IN PREPARING FOR THE FUTURE, IT NEEDS TO IDENTIFY THOSE AREAS WHICH ARE THE MOST VULNERABLE TO CHANGE AND WHICH AFFECT ITS BUSINESS STANDING.**

In order for the team to provide a competitive advantage, KP must, firstly, ensure steady growth and, secondly, grow quickly, updating its skills to adjust to changing market conditions. KP's focus is on developing sales force competence and effectively managing income. Its key aim is to develop leadership and communication skills and build an organisation geared towards cooperation.

As opposed to other FMCG segments, the business of the alcohol industry is severely restricted by a number of legislative instruments. To ensure it is free to operate on the market (a License to Trade – LTT), Kompania Piwowarska conducts a number of responsibility programmes and builds relations with stakeholders who influence legislation and taxation levels, giving them arguments in the form of examples of KP's and SABMiller's responsible approach to beer production and sales and their substantial contribution to the national economy. **KP's broad-based environmental context is as important as its social and tax environment. The key challenge awaiting the Company in the field is to ensure dedication to developing a system of package circulation, environmental awareness, a resource purchasing policy and regulations affecting the ingredients used to produce its products.**

*KP's broad-based environmental context is as important as its social and tax environment.*

*KP cooperates with SABMiller Procurement*



# PERFORMANCE MANAGEMENT AND THE CODE OF ETHICS

**THE PERFORMANCE MANAGEMENT SYSTEM IMPLEMENTED IN THE COMPANY INCLUDES MECHANISMS FOR EMPLOYEE MOTIVATION, ANALYSIS OF THEIR PERFORMANCE, COMPETENCE ASSESSMENT AND PREPARATION OF DEVELOPMENT PLANS. PERFORMANCE MANAGEMENT IS THE METHOD OF BUSINESS MANAGEMENT USED IN OUR COMPANY TO ACHIEVE THE DESIRED RESULTS. IT DETERMINES "HOW DO THINGS". IT MAKES IT POSSIBLE TO BUILD A CULTURE WHICH SUPPORTS IMPLEMENTATION OF THE STRATEGIC PRESUMPTIONS THROUGH ENGAGEMENT, DEVELOPMENT AND MANAGEMENT OF EMPLOYEE PERFORMANCE.**

We do not pursue our goals at any cost – we always observe our system of values and the Code of Ethics that has been adopted in Kompania Pivowarska. The code is a signpost to us in such spheres as responsibility, honesty, transparency or conflicts of interest. The practical application of ethical principles covers workplace relations. It applies to relations between employees as well as between employees and the organization and its environment during the conduct of business duties.

Every large organization develops principles and guidelines to make sure that actions taken by individual employees and their teams do not undermine the image and position of the company as a whole, and that company activity does not harm any third parties.



*The Committee includes persons endowed with full trust.*

## ETHICS COMMITTEE

All employees are not only entitled but are also obliged to question possible unethical behaviour and to bring it to the attention of their managers. Work in Kompania Pivowarska and life itself outside the company is related to constant decision making. Many of the decisions are of an ethical nature, as the decisions made by employees affect the lives and business of other people.

At Kompania Pivowarska and SABMiller we believe that ethical behaviour, acting in good faith, in an open and fair manner is a basic condition for effective commercial activity. Kompania Pivowarska has established a permanent Ethics Committee. The former President of Kompania Pivowarska, Paweł Sudół was appointed Ethics Committee Chairman in April 2012. He deals with promoting ethical conduct, supporting all employees in development of a sense of ethics and awareness with respect to possible ethical dilemmas and actions that should be undertaken in case of unethical conduct. In addition, the Committee includes persons endowed with full trust, ensuring an objective and decent attitude to others: [Wojciech Moliński](#),

[Vice-President, HR, Paweł Kwiatkowski](#), [Corporate Affairs, and Waldemar Koper](#), [Legal Affairs, and Bartosz Kruchlik](#), [SARBOX Manager](#), who assists the Committee as its Secretary. The Committee deals with all the issues pertaining to ethics, promotes ethical standards in the company and serves as a consultative and advisory body for all employees. The Committee has developed new General Terms of Conduct, complementing the Code of Conduct adopted in Kompania Pivowarska and the Plan for Responding to Reported Cases of Infringement of Ethical Principles (the so-called Whistleblowing Policy). Information about policies and codes are available to all employees on the Infonet and employees can report infringements and complaints in various ways.

During the F13 reporting period, the Ethics Committee received 34 notifications (16 from KP employees, others from external stakeholders). The notifications concerned a wide range of transgressions, such as mistreatment of employees by superiors, mismanagement of company property, violations of KP's internal procedures, complaints from

business partners, misgivings about conflicts of interest, and consumer complaints about the quality of our products. The Committee responded to all such complaints, including anonymous ones, as each potentially endangered the Company's reputation. All of the notifications were thoroughly examined – eight of them were found to require disciplinary action.



**AS AN ETHICS COMMITTEE, WE HAVE CARRIED OUT A NUMBER OF INVESTIGATIVE PROCEEDINGS.**

*We have had certain matters examined by internal auditors. The process also involved supervisors whose job was to make proper decisions to remedy irregularities. Once the problems were remedied, we notified the persons who reported the problems about how the matters had been handled. Through such actions, the Ethics Committee addressed the misgivings of people who notified their concerns and prompted supervisors to build better relationships with their subordinates and KP partners, as it is such relationships that ultimately build the Company's reputation.*

**PAWEŁ SUDOŁ**  
HEAD OF THE ETHICS COMMITTEE

# HOW CAN THE ETHICS COMMITTEE BE REACHED

by telephone at 00 800 441-2392:  
for KP employees

personally by reporting  
a concern to any  
member of the Ethics  
Committee or any KP  
executive

by telephone at  
801 133-133: for  
people from outside  
the Company

by filling in a form  
available at KP's website  
at: [www.kp.pl/etyka-w-kp/formularz-etyczny/](http://www.kp.pl/etyka-w-kp/formularz-etyczny/)

at [etyka@kp.sabmiller.com](mailto:etyka@kp.sabmiller.com)

## BUILDING BETTER RELATIONSHIPS WITH KP EMPLOYEES AND PARTNERS



**A REPUTATION IS  
BUILT OVER YEARS,  
BUT CAN BE LOST IN  
A SINGLE DAY.**

Respect for principles is not only a value in itself - it simply pays to respect them. Employees are more likely to trust an employer they can rely on to abide by a code of ethics. External partners are more willing to do business with a company which they know will not tolerate dishonesty. People living near our breweries can sleep soundly at night safe in the knowledge that we would never take shortcuts at the expense of safety and respect for the law. All this facilitates and speeds up our business dealings.

The Code of Ethics applies to all Company employees without exception. All of them have easy access to the Ethics Committee which investigates any reported matters and decides on how to resolve issues. To help our employees deal with difficult situations, we have prepared abundant training materials, regularly remind our employees about ethical principles, ask them to declare any conflicts of interest and tell them how to report irregularities in their fields.



**PAWEŁ KWIATKOWSKI**  
DIRECTOR, CORPORATE AFFAIRS

ALL EMPLOYEES OF KOMPANIA PIWOWARSKA ARE OBLIGED TO ABIDE BY THE CORE PRINCIPLES OF THE CODE OF BUSINESS CONDUCT AND ETHICS SET OUT IN THIS CODE. THIS CODE CONTAINS A CLEAR, CONSCIOUS AND INDIVIDUAL COMMITMENT TO APPROPRIATE CONDUCT. HONESTY, INTEGRITY AND FAIRNESS ARE EXPECTED IN ALL ASPECTS HONESTY, INTEGRITY AND FAIRNESS.

*All Kompania Piwowarska employees (100%) took part in training related to implementation of the Ethics Code and upon its completion they signed a declaration of Code Principles awareness and observance. Every new employer is obliged to familiarise themselves with the Ethics Code and sign the declaration.*

## CODE OF ETHICS OF KOMPANIA PIWOWARSKA / ABRIDGED VERSION

### 1. LEGAL COMPLIANCE AND BUSINESS ETHICS

- We comply with all applicable laws and regulations
- We conduct business in a way that is fair, ethical and within the framework of applicable competition laws and regulations.
- We do not permit the direct or indirect offer, payment, solicitation or acceptance of any improper payments (for example, bribes, or illegal gratuities) in any form.
- We comply with all KP gifts and entertainment reporting requirements and limits.
- All business transactions on behalf of Kompania Piwowarska must be reflected accurately and fairly in the accounts and in any public reporting of results in accordance with established procedures and standards.
- Any political donations must be made with due care and restraint and in an open and transparent manner. Authorisation must be sought according to the SABMiller Group policy. Appropriate disclosure must be made at the local country level and in the SABMiller annual report.
- We conduct business in compliance with all applicable import and export laws and regulations.

### 2. OUR EMPLOYEES AND THE LABOUR ENVIRONMENT

- We must avoid conflicts of interest between our private activities and our part in the conduct of company business, and must declare any potential conflicts of interest.
- Confidential information or information which is not generally available to the public will not be shared outside Kompania Piwowarska by anyone, including former employees. We respect the confidential information of others.
- We are all responsible for using good judgment, so that company assets are not misused or wasted.
- We are committed to providing a safe and secure work environment. The abuse of drugs or alcohol in the workplace will not be permitted. Intimidation, in any form, and harassment have no place in our work environment.
- We value and encourage diversity and strive to be an employer of choice. We value trust, integrity and teamwork in workplace relationships and are committed to treating people with dignity and respect.

*Responsible for using good judgment*



### 3. CUSTOMERS AND CONSUMERS

- a. We aim to market our products responsibly. The company is subject to specific marketing requirements, based on applicable laws and regulations and our own internal codes.
- b. We expect all third parties acting on behalf of Kompania Piwowarska to operate in accordance with this Code in all of their interactions.

### 4. SOCIETY: SUSTAINABLE DEVELOPMENT

Our 10 sustainable development priorities commit us to improving the management of the environmental and social impacts of our business operations around the world, and to supporting human rights and international labour standards.

Employees should pay attention to behaviour that violates this Code of Ethics and report all instances of such violations. If an employee is in any doubt as to whether or not certain behaviour violates the Code or is against company policy, they should ask appropriate questions or draw attention to it. Any retaliatory steps against someone who, in good faith, addresses a given issue concerning behaviour that is unethical or inconsistent with company policy will not be tolerated. Any queries or requests for guidelines concerning ethical issues should be addressed to a line manager or senior manager.

*Employees should pay attention to behaviour that violates this code of ethics and report all instances of such violations.*



# KOMPANIA PIWOWARSKA – MEMBER OF THE UNION OF BREWING INDUSTRY EMPLOYERS (ZPPP)



*Protection of beer producers' interests in Poland*

**THE UNION OF BREWING INDUSTRY EMPLOYERS – POLISH BREWERIES – THE ORGANISATION OF THE LARGEST BEER MANUFACTURERS IN POLAND REPRESENTING APPROX. 90% OF THE MARKET.**



The Association supports businesses with knowledge and consultancy services related to market regulations and the obligations of market players. Caring for the good reputation of the brewing industry, it promotes campaigns about the culture of alcohol consumption and its responsible usage. In recent years, the Union has actively supported social campaigns concerning responsible consumption of alcohol, including "Driver – Sober" and "Appearances can be misleading. ID is not".

The Management Board of ZPPP Browary Polskie includes Tomasz Bławat, Andrew Highcock, President of Kompania Piwowarska and Xavier Bellison.

**GOALS OF THE UNION OF THE BREWING INDUSTRY EMPLOYERS (ZPPP)**  
– [WWW.BROWARY-POLSKIE.PL](http://WWW.BROWARY-POLSKIE.PL).

- Protection of beer producers' interests in Poland – submission of proposals, drafts of new legal, economic and organisational solutions to local and government authorities.
- Representation of its members in relations with local and central authorities, social organisations and trade unions in the brewing sector.
- Building an appropriate image of the brewing industry and its products.
- Conducting activities aimed at shaping responsible alcohol consumption through fostering an appropriate drinking culture as well as taking and supporting initiatives aimed at limiting access to alcoholic beverages to minors.

ZPPP POLISH BREWERIES IS A MEMBER / SIGNATORY OF THE FOLLOWING:

- MEMBER OF THE EUROPEAN BREWERS' ORGANIZATION, THE BREWERS OF EUROPE
- SIGNATORY OF THE EUROPEAN ROAD SAFETY CHARTER.
- MEMBER OF THE ADVERTISING COUNCIL. THE UNION OF ASSOCIATIONS ADVERTISING COUNCIL IS AN ORGANIZATION IN CHARGE OF SELF-REGULATION IN ADVERTISING IN POLAND. THE COUNCIL ACTS TOWARDS THE IMPROVEMENT OF MARKETING COMMUNICATION BY PROMOTING GOOD STANDARDS AND CONDEMNING UNETHICAL OR DISHONEST ADVERTISING MESSAGES.



## CORPORATE SOCIAL RESPONSIBILITY

AT KOMPANIA PIWOWARSKA, CORPORATE RESPONSIBILITY IS A FOUNDATION ON WHICH THE COMPANY ITSELF AND ITS BUSINESS PARTNERS GROW IN A SUSTAINABLE FASHION. AFTER ALL, A RESPONSIBLE APPROACH TO BUSINESS IS A CONCEPT OF CONSISTENT MANAGEMENT EXERCISED BY THE COMPANY'S EMPLOYEES.

AS A SOCIALLY RESPONSIBLE ENTERPRISE, WE NEED TO MAKE SURE THAT NOT ONLY OURSELVES BUT ALSO OUR BUSINESS PARTNERS AND COMPETITORS ADHERE TO OUR ACCEPTED GUIDELINES. WE WANT PARTNERS WHO SHARE OUR WAY OF THINKING AND ACT IN THE SPIRIT OF SUSTAINABLE DEVELOPMENT.

*In our business decisions we respect the principles of ethical behaviour and environmental protection and we seek to make best use of our limited resources.*



## UN GLOBAL COMPACT

Intersectoral cooperation with business and social partners has huge potential and is likely to inspire other companies. By engaging in such cooperation, we demonstrate how we can work together and derive mutual benefits from cooperation.

**KOMPANIA PIWOWARSKA'S BUSINESS ACTIVITIES GO WELL BEYOND MERE PROFIT MAXIMIZATION. WE ARE A MEMBER OF THE COMMUNITIES OF POZNA , TYCHY, BIAŁYSTOK AND ALL OTHER CITIES IN WHICH WE MAINTAIN BRANCHES. WE THINK OF OURSELVES AS A MEMBER OF POLISH SOCIETY, AS WE SEND OUR PRODUCTS TO EVERY CORNER OF THE COUNTRY AND CONTRIBUTE TO ITS ECONOMY.**

We are an important partner, as our activity affects the food industry, the labour market, the natural environment, the state budget and Polish society and culture. We do not forget about the impact that our decisions today have on the lives of generations to come, which are entitled to be born and live in a country that is clean, healthy and affluent. We make a huge contribution to the life of society by running our company in a responsible, effective, efficient and stable manner. We continue striving for perfection in all aspects of our work, including social responsibility. We are aware that the road is without end, because the criteria of success keep altering. We keep on raising the bar of expectations towards ourselves.

SABMiller Group has committed itself to applying the United Nations Global Compact (UNGC) principles. As a part of the SABMiller Group, Kompania Piwowarska respects the UNGC principles in its business activities. It is a framework for companies which have committed themselves to respect 10 universally accepted principles in the areas of human rights, the natural environment and anti-corruption. It is thus the world's biggest initiative for global, socially responsible companies.



## THE GLOBAL COMPACT PRINCIPLES

1. SUPPORT AND RESPECT HUMAN RIGHTS AS ADOPTED BY THE INTERNATIONAL COMMUNITY.
2. RULE OUT ALL HUMAN RIGHT VIOLATIONS BY THE COMPANY.
3. RESPECT THE FREEDOM OF ASSOCIATION.
4. ELIMINATE ALL FORMS OF FORCED LABOUR
5. ABOLISH CHILD LABOUR
6. EFFECTIVELY COMBAT DISCRIMINATION IN EMPLOYMENT
7. ADOPT A PREVENTIVE APPROACH TO THE NATURAL ENVIRONMENT.
8. UNDERTAKE INITIATIVES AIMING AT PROMOTING ENVIRONMENTAL RESPONSIBILITY.
9. APPLY AND DISSEMINATE ENVIRONMENT FRIENDLY TECHNOLOGIES.
10. COMBAT CORRUPTION IN ALL FORMS, INCLUDING EXTORTION AND BRIBERY.

*We pursue our goals by treading the path of sustainable development*



## VISION OF SUSTAINABLE DEVELOPMENT FOR POLISH BUSINESS 2050

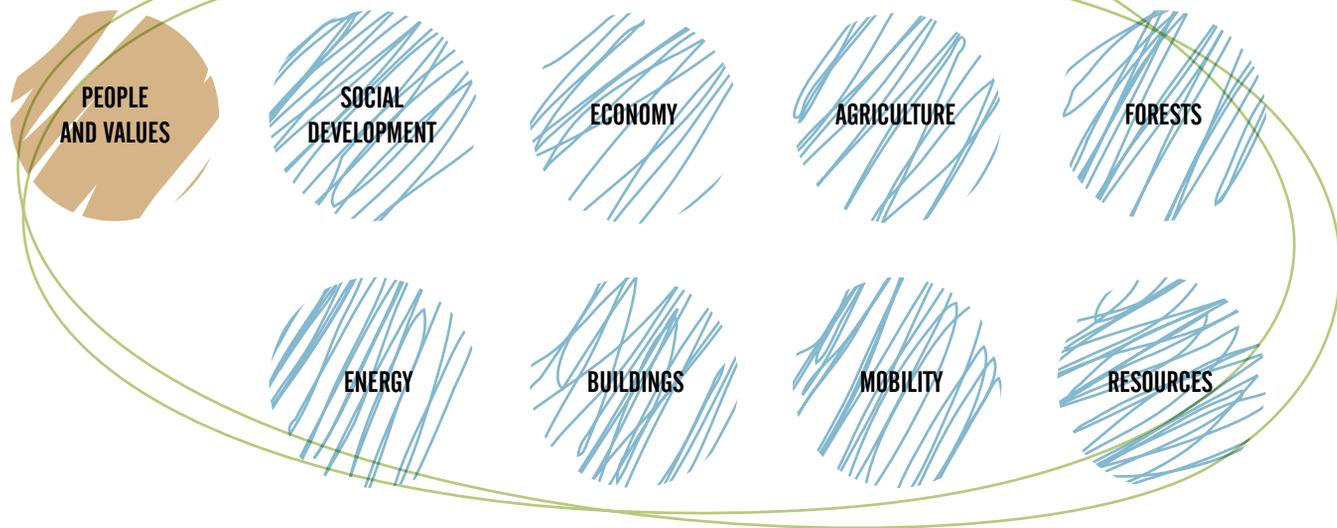
In February, the World Business Council for Sustainable Development (WBCSD) published a document entitled „Vision 2050. The new agenda for business”.

WBCSD member companies (including SABMiller), regional experts and independent consultants were engaged in the two-year long process of preparing the report. The discussion aimed at specifying challenges to sustainable development that business is to face in the long-term, and also identification of the market opportunities allowing for long-term stable development.

As a result, a document was prepared in which nine key areas were identified, and activities were specified in each of them which have to be undertaken to ensure that in 2050:

**“9 BILLION PEOPLE LIVE WELL,  
WITHIN THE RESOURCE LIMITS OF  
THE PLANET BY 2050.”**

Nine key fields recognised in the global WBCSD vision were specified:



Bearing in mind variations in conditions and development opportunities among individual states, WBCSD regional organisations have initiated implementation of the Vision at a national level. The project is under way, among others, in Austria, the United Kingdom, and the Netherlands, and also in Australia and the Republic of South Africa. The procedure of Vision development has started in Poland, too. The Ministry of Economy and the Responsible Business Forum

have assumed honorary patronage over the initiative, whereas the consulting company PwC has become project leader. The aim of the Polish report was to define the vision of Poland in 2050 and to specify challenges to sustainable development that are important from the business perspective. Among the many conditions that significantly affect the sustainable development of Poland and a business approach to the problem, historical factors, geographic location, the structure of existing businesses and the change in the role of Poland

in Europe and the world have been identified. The key EU and global documents have been reviewed, such as the “Europe 2020” strategy as well as the priorities of the Organisation for Economic Cooperation and Development (OECD) and United Nations, whose assumptions will determine the directions of Poland’s development.

*Dialogue and consultations with business representatives constituted the main element of the methodology for completion of the Vision of sustainable development for Polish business in 2050.*

Based on the information collected during consultative sessions, six key priority areas from the perspective of the sustainable development of Polish business and the vision and actions necessary for attaining such development were specified. Those areas include: social capital, human capital, infrastructure, natural resources, energy as well as quality of the state and institutions. The areas mentioned are not the only ones in which actions should be taken for a sustainable future, however, they have been indicated as those that should be taken care of first.

AREA NAME	IMPORTANT AND URGENT	IMPORTANT IN THE FUTURE	2500 VISION	SOCIAL CAPITAL	HUMAN RESOURCES	INFRASTRUCTURE	NATURAL RESOURCES	ENERGY	QUALITY OF STATE
	<ul style="list-style-type: none"> <li>Creating solutions initiating and stimulating cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Shared feeling of responsibility</li> <li>Participation in proposed solutions</li> <li>Changing life styles and value systems</li> </ul>	<ul style="list-style-type: none"> <li>Competitive and innovative Polish economy grows on social capital</li> </ul>		<ul style="list-style-type: none"> <li>Changing life styles and value systems</li> </ul>	<ul style="list-style-type: none"> <li>Modern, safe, environment friendly, and available infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Resources sustainably used throughout their whole life cycle</li> </ul>	<ul style="list-style-type: none"> <li>Diversified and safe energy at affordable prices that does not generate social and environmental costs</li> </ul>	<ul style="list-style-type: none"> <li>Predictable and clear approach to business based on cooperation</li> </ul>
					<ul style="list-style-type: none"> <li>Greater mobility, especially internally</li> <li>System solutions increasing labour availability</li> <li>Professional activation of the excluded</li> </ul>	<ul style="list-style-type: none"> <li>Adapting (to) new solutions</li> <li>Generating demand for sustainable infrastructure</li> <li>New technologies and innovative solutions</li> </ul>	<ul style="list-style-type: none"> <li>Innovative management methods minimizing negative impact on environment</li> <li>R&amp;D and new technologies</li> <li>Sustainable production and consumption</li> <li>Changing priorities</li> </ul>	<ul style="list-style-type: none"> <li>Social plans for sectoral workforce</li> <li>Safe and timely distribution</li> <li>Industrial infrastructure</li> <li>New technological solutions</li> <li>Cooperation in creating right regulations for good quality</li> </ul>	<ul style="list-style-type: none"> <li>Participation</li> <li>Optimal level of bureaucracy</li> <li>Cooperation for forging new solutions</li> <li>Institutional learning</li> </ul>

source:  
Sustainable development vision  
for Polish business 2050, Warsaw 2012,  
a study prepared by PwC, Responsible  
Business Forum, and Ministry of Economy



February 2013 marked the launch by the Ministry of Economy of Stage II of the project:

### “VISION OF SUSTAINABLE DEVELOPMENT FOR POLISH ENTERPRISES”

, which brought businesses and the government together to work on the Vision's selected thematic areas. The goal is to submit specific solutions the social and economic challenges faced by business organisations today. Further work on the project involved establishing working groups composed of representatives of businesses and government. Their job was to focus on developing specific solutions and instruments to meet the goals specified in the Vision.

The businesses assigned to the working groups may consult significant government documents, share experiences and investigate new business possibilities in the five areas of:

- 1) sustainable consumption,
- 2) renewables,
- 3) public-private partnerships,
- 4) the greening of the new financial perspective,
- 5) social innovation.

Kompania Piwowarska representatives attend the meetings of the three working groups assigned to sustainable consumption, the greening of the new financial perspective and social innovation.

*The start of Stage II of the Vision 2050 project is an opportunity for Polish companies to prepare and deploy specific sustainability measures in cooperation with the Ministry of Economy. Five working groups have been set up and tasked with preparing recommendations for public administration authorities. The groups will focus on the five areas of sustainable consumption, renewables, public-private partnerships, the greening of the new financial perspective and social innovations. The Working Group Social Innovation, which I am coordinating, is responsible in particular for identifying opportunities for, and barriers to social innovation in Poland. We support the Ministry of Economy in creating incentives for social innovation with the use of, among others, the funds of the New Financial Perspective for the 2014-2020 period. We are also developing models of cooperation between businesses and non-governmental organisations designed to popularise social innovation.*



**PAULINA KACZMAREK**  
JUNIOR MANAGER AT SUSTAINABLE DEVELOPMENT AND RESPONSIBLE BUSINESS TEAM, PWC  
COORDINATOR OF THE WORKING GROUP SOCIAL INNOVATION IN VISION 2050

## SARBOX

KOMPANIA PIWOWARSKA'S MANAGEMENT HAVE INTRODUCED AUDITS OF COMPLIANCE WITH THE SARBANES-OXLEY ACT (SOX).

THE SOX WAS INTENDED TO IMPROVE THE EFFECTIVENESS OF INTERNAL AUDITS AND MAKE REQUIREMENTS ON THE INDEPENDENCE AND TRANSPARENCY OF KEY PLAYERS IN FINANCIAL MARKETS MORE RESTRICTIVE.

By seeking to conform to the SOX, we will benefit from:

- investor confidence,
- financial reporting transparency,
- high ethical standards,
- best business practices,
- having key business processes in the Company well documented and optimized and properly managing risks.

To comply with the stringent SOX requirements, a project commonly referred to as SARBOX was launched in 2005 to strengthen internal controls. Its objectives included:

- identify the Company's key business processes,
- identify the organizational, technological and change management-related risks inherent in such processes,
- design and carry out adequate audits to mitigate such risk.

By taking the above actions, we have set up a system of SARBOX audits, involving a large proportion of our employees in such areas as:

- business processes: Sales, Purchasing, Stock Management, Fixed Assets, Wages, Period Closure (preparing financial statements), Treasury and Taxation,
- IT processes: access to data and applications, operating activities, application adjustments and development and IT Governance.

The completion of SARBOX audits is verified regularly by our Internal Auditing Department as well as an independent external auditor. As a part of such verification, the auditor ensures that:

- SARBOX audits are timely and correct,
- audit evidence is retained (documents, reports, etc. are properly authorized) Review results are reported to the Company's management at the local and global levels (of Kompania Piwowarska and SABMiller Group, respectively).



## INTEGRATED RISK MANAGEMENT SYSTEM (IRMS)

THE INTEGRATED RISK MANAGEMENT SYSTEM (IRMS) AIMS AT SUPPORTING A COMPANY IN PREVENTING AND MANAGING RISK RELATED TO PRODUCT QUALITY AND HEALTH SAFETY, ENVIRONMENT PROTECTION AND OCCUPATIONAL HEALTH AND SAFETY. THE AIM OF KOMPANIA PIWOWARSKA IS ALSO COMPLIANCE WITH THE SABMILLER GROUP PROVISIONS.

Under IRMS we manage: quality (QMS according to ISO 9001), product health safety (FSMS according to ISO 22000), environment protection (EMS according to ISO 14001), occupational health and safety (OHSAS/PN-N 18001).

The management systems in Kompania Piwowarska have been implemented on the basis of the ISO standard requirements. ISO standards are international standards specifying requirements for various management systems that might be implemented in any company - irrespective of the industry. Implementation of the ISO standard requirements is voluntary – those requirements are implemented by companies which constantly pursue perfection and meeting the requirements of the market and consumers.

IRMS is audited by a renowned international company, BVC (Bureau Veritas Certification). Audits are performed once a year in integrated form, that is, all the systems implemented in KP are audited at the same time. At present, Kompania Piwowarska has certificates granted by BVC which officially authorise implementation of the following:

- Quality Management System (QMS) according to the ISO 9001:2008 standard,
- Environment Management System (EMS) according to the ISO 14001:2004 standard,
- Food Safety Management System (FSMS) according to the ISO 22000:2005 standard,
- Health & Safety Management System according to the PN-N 18001:2004 OHSAS and 18001:2007 standards.

Thanks to the obtained certificates we can show our stakeholders that we manage quality, product safety, environment protection and occupational health and safety in line with international standards.

Implementation of the ISO standard requirements is voluntary - those requirements are implemented by companies which constantly pursue perfection and meeting the requirements of the market and consumers



### THE ISO 9001 STANDARD

“Quality Management System”: is an international standard specifying requirements for companies whose activity is focused on learning about and satisfying consumer requirements, that is, the system is a tool making it possible for a company to satisfy customer and consumer requirements through constant improvement in product quality.

The ISO 9001 uses a process approach, delivering results of process effectiveness and their constant improvement on the basis of objective measurements.

In practice, the quality management system is associated mainly with checks of manufacturing and packing processes and monitoring of beer quality performed by laboratories at KP breweries. In fact, the scope of the system is much broader and additionally comprises, among others:

- management of human resources – recruitment, training and development of employees,
- providing infrastructure and availability of utilities, equipment repairs and maintenance, ensuring reliability of results (inspecting equipment for monitoring and measurements),
- monitoring of performed processes,
- purchases of raw materials, packs and auxiliary materials,
- requirements related to storing, transport and distribution.

The idea behind the Quality Management System is the constant pursuit of excellence in any field of activity and ensuring “quality at source”. Implementation of the process’s approach will allow for constant improvement as a result of setting goals for individual processes, departments, and teams. In the manufacturing process, our activities focus on prevention of production of products that do not meet quality standards.

### The international ISO 14001:2004 is a set of requirements pertaining to the Environment Management System.

Its main assumption is supervision of those environmental aspects that a company can control and influence. The standard has been developed to define the rules of the delicate balance between retaining profitability and the minimisation of impact on the natural environment. Organisations applying the standard’s requirements can attain both the above mentioned goals. As the ISO 14001 standard corresponds to the ISO 9001:2008 standard in terms of structure, integration of both systems is pursued during implementation of the environment management system. The integration consists in the preparation of common documentation and the intelligent combination of the processes. Consequently, system integration contributes to improvement in operational effectiveness and reduction in the time necessary for handling systems. Similar to ISO 9001, one of the most important aspects is assuming constant improvement in the operations of a given organisation. That improvement is attained using the so-called Deming cycle (PDCA). The present standard was published in 2004. The Polish version, published by the Polish Committee for Standardization was published in 2005 and its reference number is PN-EN ISO 14001:2005. The standard makes possible the construction of the Environment Management System based on the so-called process approach

General requirements of the ISO 14001 standard:

- directives related to environmental protection,
- information on implementation plans and other activities,
- information concerning checking procedures and corrective actions,
- overview of management techniques.

That means that a company may specify aspects of its business activity affecting the environment and better understand the issues of the applicable legal regulations.

The next step is to define the areas of potential improvement and to develop a management programme making it possible to attain the defined goals. Also a programme of regular checks ensuring constant improvement in business procedures should be developed.



*Implementation of the process approach enables our continuous improvement, due to goals being set for specific processes, departments and teams.*

**ISO 22000 STANDARD**

– this is an international standard specifying the requirements for the food safety management system. The standard is a tool helping to meet national and international requirements related to food safety and health quality - its requirements may be implemented by organisations operating along the entire food chain (from the field to the table). In addition, meeting the standard requirements makes it possible to apply for system certification by an independent external body and to receive a globally recognised certificate.

The ISO 22000 standard requirements are general and may be applied in organisations regardless of their type, size or the nature of the products delivered. The standard uses the key components (the so called four pillars), necessary for guaranteeing food health safety:

- I - System management (based on the ISO 9001 standard),
- II - External and internal communication (in a food supply chain),
- III - Principles of the HACCP system according to Codex Alimentarius,
- IV - Programmes of preconditions (GMP, GHP, GDP and others).

Implementation of the ISO 22000 standard requirements helps to attain the basic goal of Kompania Piwowarska – manufacturing beer which is safe in terms of consumer health. That means that we strictly supervise those stages of beer manufacturing process at which there is any potential for contamination of products with pathogens (e.g., bacteria, chemical substances such as washing agents or mould toxins) or the introduction of mechanical impurities (e.g., glass fragments).

Ensuring product health safety is possible thanks to implementation of the 7 HACCP System principles. The concept of the HACCP system consists of strict supervision over all stages of a product’s manufacturing and distribution processes at which health hazards may occur.



A food safety hazard is any biological, chemical or mechanical agent in food or condition of food that might have an adverse effect on consumer health.

The following apply for Kompania Piwowarska:

- Good Manufacturing Practice (GMP),
- Good Hygiene Practice (GHP),
- Good Distribution Practice (GDP).

Meeting the standard requirements and the receipt of the certificate validates the use of appropriate methods of supervision and health hazard control in the beer manufacturing process.

ISO 22000 is an all-purpose document for all the food industry. The basic benefits from implementation of the standard requirements include:

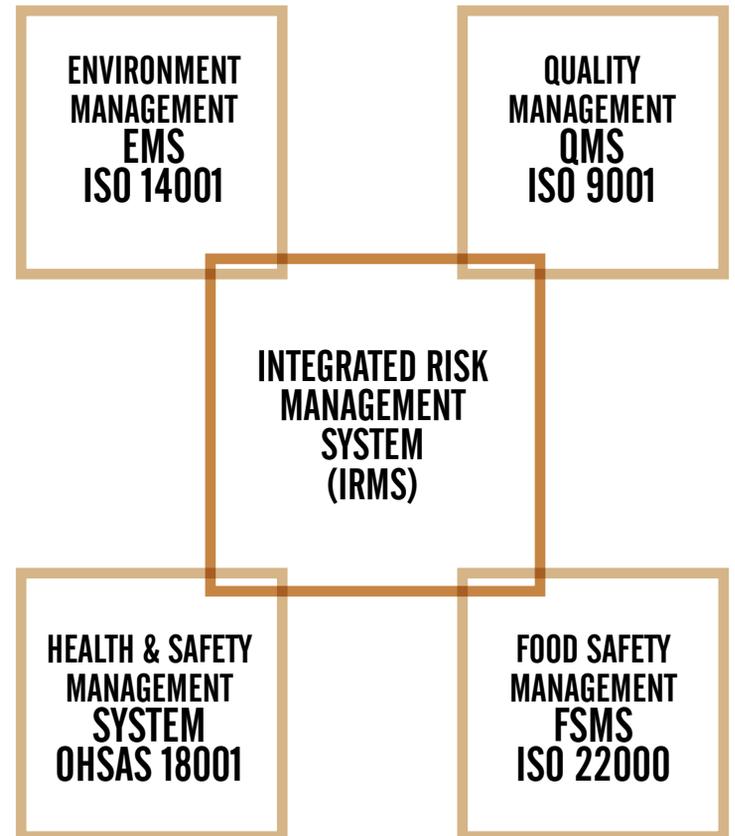
- structure similar to that of ISO 9001 – enhancing integration of the Food Safety Management System with the other standards, namely ISO 14001, ISO 9001, PN-N 18001 (planned IRMS in Kompania Piwowarska);
- the possibility of being used throughout the food industry, including suppliers and cooperating companies, such as packaging manufacturers, companies delivering equipment for the food industry or transporting and storing food;
- a possibility of system assessment by independent external bodies (certification).

**OHSAS 18001** specify the requirements related to occupational health and the safety management system to make it possible for an organisation to define a policy and related goals.

The Polish PN-N 18001 standard in the part related to occupational risk assessment does not explicitly order carrying out a hazard assessment for subcontractors, suppliers or visitors to an organisation. Such an obligation is imposed by OHSAS 18001. In contrast, the PN-N-18001 standard contains requirements concerning training and, more specifically, a necessity for implementing methods for motivating employers.

The OSH policy contains the obligation of an organisation to prevent accidents in the workplace and occupational illnesses, to pursue improvement in OSH conditions, to observe legal regulations, to constantly improve OSH measures, to provide adequate means for implementation of that policy and to improve personnel qualifications.

For more information about IRMS Policy see: [http://www.kp.pl/pol/files/odpowiedzialnosc/Polityka\\_IRMS.pdf](http://www.kp.pl/pol/files/odpowiedzialnosc/Polityka_IRMS.pdf)



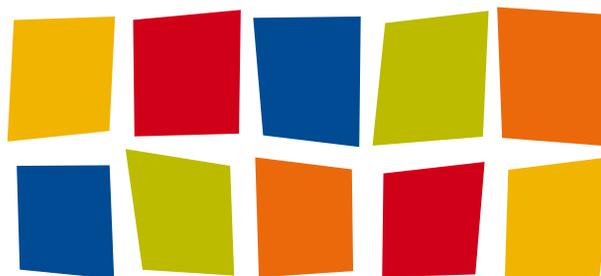
*Kompania Pivovarska conducts its business according to The sustainable development concept which is an integral part of the sabmiller group philosophy.*

## 10 PRIORITIES OF SUSTAINABLE DEVELOPMENT

THE HISTORY OF THE COMPANY'S COMMITMENT TO SOCIAL AND ENVIRONMENTAL ISSUES DATES BACK TO THE BEGINNINGS OF THE BUSINESS. OVER THE YEARS THE MARKET HAS CHANGED, IMPACTING THE CHANGES TAKING PLACE IN COMPANIES AND THEIR APPROACH TO CONDUCTING BUSINESS. AS A RESULT OF THE DYNAMIC EXPANSION IN GLOBAL MARKETS, A NEED FOR REORGANIZING THE COMPANY IN SELECTED AREAS AROSE.

**WE DEFINE SUSTAINABLE DEVELOPMENT AS A PROCESS DESIGNED TO SATISFY THE DEVELOPMENTAL GOALS OF THE PRESENT GENERATION SO AS TO ALLOW FUTURE GENERATIONS TO ACHIEVE THE SAME ASPIRATIONS.**

## 10 priorities. One future.



For Kompania Piwowarska, sustainable development is a goal and a way to run its business, manage its processes and resources and build a responsible and sustainable value chain and stakeholder relations.



Sustainable development is one of our strategic priorities. We are aware that our profit, the bottom line and overall industry growth depend on the existence of robust communities, growing economies and the proper use of natural resources. These concerns have been incorporated into Kompania Piwowarska's day-to-day management and reflected in its business strategy as well as its 10 sustainable development priorities. The ten sustainable development priorities shape Kompania Piwowarska's vision and strategic approach to working with local communities and doing business. Each of them is equally important and involves the Company's stakeholders. The commitments we make are reflected in our management and reporting practices. While the goals defined for each of these areas evolve over time, as the Company continues to grow and as its external environment (social and environmental expectations) changes, the priorities remain unchanged, allowing for the tracing of progress in specific areas.



*The ten sustainability priorities shape Kompania Piwowarska's vision and its strategy of working with local communities and doing business.*

In 2012 and 2013, Kompania Piwowarska ran a number of internal and external communication campaigns regarding specific sustainable development priorities. The diverse social and environmental actions derived from KP's sustainability strategy are described below in sections dedicated to the individual areas.



### MAKING MORE BEER USING LESS WATER

Water is one of the basic ingredients of beer. We draw it from our own wells or from the municipal water supply system, then we treat it. Reducing water consumption was possible due to the use of CIP cleaning systems, relevant control of manual washing, replacing equipment with more water-efficient machinery, and optimizing production technology programs.

#### WHAT WE ASSESS?

- Water effectiveness.
- Water consumption ratio
- Quality of effluents
- The breweries' water demand versus the water demand of local communities and possibilities of water uptake over the next 10 years
- Water consumption in the supply chain.

*We draw water from our own wells or from the municipal water supply system, then we treat it.*



### RECYCLING AND REUSE OF PACKAGING WASTE

All the actions taken for packaging are aimed at optimization of their amount, their re-use or recycling throughout the entire supply chain, both on the supplier and on the client and consumer sides.

#### WHAT WE ASSESS?

- Percentage of packaging recycled after marketing
- Limiting the amount of packaging / weight of packaging
- Presence of heavy metals in packaging
- Monitoring packaging losses on the market (returnable bottle)
- Analyzing the impact of packaging on environmental protection: the so-called packaging life cycle



### REDUCING OUR ENERGY AND CARBON FOOTPRINT

By imposing tax instruments and emission charges, governments seek implementation of appropriate solutions. At Kompania Piwowarska, we easily meet brewing industry standards concerning consumption of heat and electricity in force in the EU.

#### WHAT WE ASSESS?\*

- Heat / electricity consumption ratios
- Share of renewable energy
- Management of air pollution emissions (mainly CO<sub>2</sub>), including emissions trading
- Monitoring CO<sub>2</sub> emissions in our company and in the whole supply chain
- Energy management (indicators set, measured and analyzed for basic processes of the organization)

\* indices calculated on the basis of consumption of water, electric/ heat power in the breweries. Individual indices do not cover utilities used in premises utilised by so called auxiliary departments, such as marketing, financing, training, etc. Such an approach is applied throughout the SABMiller Group, which makes it possible to reliably estimate utility usage by breweries all over the world.



### TRANSPARENCY AND ETHICS

Transparency of information is at the basis of our approach to conducting business. Our clients want to know that our beer brands are of good quality and our employees want to work for a company that acts fairly and is committed to social interests. Our partners expect good relationships, and the communities we serve want to know that we operate in a manner that will not damage either the quality of their life, or the environment. That is why transparency of information is important in everything we do.

#### WHAT WE ASSESS?

- The product quality system, customer satisfaction surveys, existence of complain handling procedures.
- A number of so-called whistle blowing contacts.
- Preparing a report on sustainable development according to the international GRI standard and subjecting it to independent verification
- Consultations with business and social partners (social dialogue conducted in line with the international AA1000SES standard).
- Communication of the sustainable priorities to employees.



### ENTERPRISE DEVELOPMENT AND VALUE CHAIN MANAGEMENT

Responsible and efficient actions by our partners in the supply chain support reducing costs, improving quality and our competitive edge, and contribute to sustainable development. That is why we strive to work together with our partners on maintaining consistent standards and their promotion, especially in terms of ethics and environmental protection.

#### WHAT WE ASSESS?

- Interactions between suppliers and customers and the sustainable development principles - the degree to which our suppliers observe SABMiller's Responsible Sourcing Principles.
- Awareness of social, environmental and ethical issues in the value chain.
- Contribution to development of local enterprise.





## CONTRIBUTING TO THE REDUCTION OF HIV/AIDS

The HIV and AIDS pandemic is particularly serious in Africa, but its expansion in other countries is also a legitimate problem. Kompania Piwowarska, being a part of the SABMiller Concern, takes relevant preventive measures, co-finances medical tests, care for employees and the persons they directly provide for. It also cooperates with governmental and non-governmental organizations and organizes open health centres.

### WHAT WE ASSESS?

- The number of HIV-positive persons and persons with AIDS in Poland - the ratio of potentially infected employees.
- Co-operation with organisations for increasing awareness and education on the modes of HIV infection.



## DISCOURAGING IRRESPONSIBLE DRINKING

Irresponsible drinking and behaviours related to the sale of alcohol can be harmful to society in many ways. Driving while intoxicated, consumption by pregnant or breast-feeding women, or sale of alcohol to minors are just a few of the behaviours SABMiller tries to fight. Good examples of educational measures for the priority was the "Check your BAC" program, during which people could have breathalyzers installed in their cell phones and www.abccalkoholu.pl site, where people could learn more about the impact of alcohol on our bodies.

### WHAT WE ASSESS?

- Execution of dedicated programs promoting responsible alcohol usage and cooperation with partners in this respect
- Introducing policies for responsible marketing communication
- Alcohol policies in place and the percentage of employees educated in alcohol-related issues



## RESPECTING HUMAN RIGHTS

Kompania Piwowarska has general standards of behaviour consistent with the values defined in the Code of Ethics. The company complies with international work standards and focuses on respecting human rights, the rights of its employees at work and in the communities they live in.

### WHAT WE ASSESS?

- Questions of training and risk.
- Issues of occupational safety and health (OSH).
- Data on diversity and participation.

*Behaviour standard consistent with the values defined in the Code of Ethics.*



## BENEFITING COMMUNITIES

Investing in the well-being of the communities we serve is economically justified. When it comes to prosperity, communities and the company are interdependent: the chain of values generates jobs, generates taxes and excise for the local and national communities that our employees, suppliers, and clients come from. But we are bonded with local communities not only through financial relationships but also through close cooperation in many other fields. We jointly support and organize numerous events of a cultural, art, entertainment and sporting nature.

### WHAT WE ASSESS?

- Implementation of CSI strategy (corporate social investments).
- Management, monitoring and reporting of CSI
- Measurements compatible with the LBG methodology (London Benchmark Group): data on donations, initiatives - social programmes, commercial social programmes – socially engaged marketing (number of volunteers, number of hours for corporate volunteering, financial appraisal of hours for corporate volunteering in social programmes).



## WORKING TOWARDS ZERO-WASTE OPERATIONS

We strive for maximum reduction of waste disposed of at landfills. This means that we recycle, re-use or neutralize almost 98% of our waste. Our greatest success is waste segregation "at source". We owe attaining the objectives to our employees' environmental awareness.

### WHAT WE ASSESS?

- Amount of waste generated and the manner of its handling
- Waste management: segregation, permits / licenses, storage places
- Waste management in the supply chain



## SAM - PERFORMANCE ASSESSMENT

*The SAM Matrix measures and displays performance using so-called "steps" with respect to each priority.*

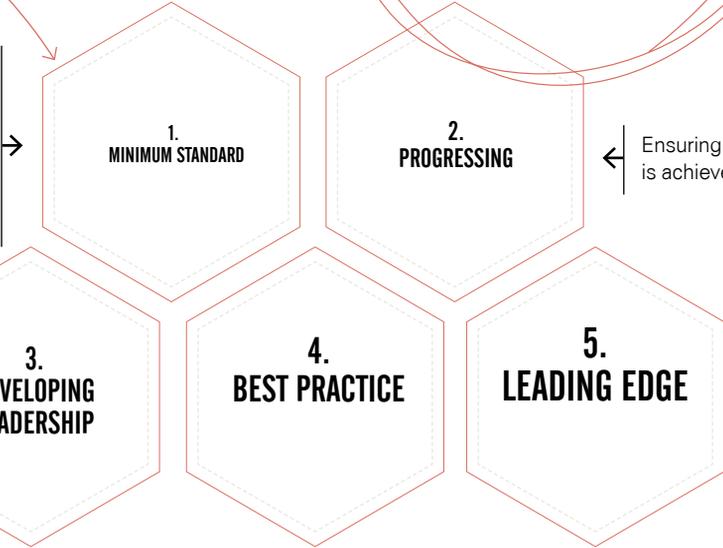
MUCH LIKE OTHER BREWERY MEMBERS OF SABMILLER GROUP, KOMPANIA PIWOWARSKA HAS FOR YEARS BEEN ASSESSING THE PROGRESS ACHIEVED IN ITS EFFORTS TOWARDS CORPORATE RESPONSIBILITY. THIS HAS BEEN DONE BY MEANS OF A SPECIAL MATRIX FOR ASSESSING SPECIFIC AREAS OF THE COMPANY'S SUSTAINABLE DEVELOPMENT. REFERRED TO AS SAM (SUSTAINABILITY ASSESSMENT MATRIX), THE TOOL ALLOWS ALL MEMBER COMPANIES, INCLUDING KOMPANIA PIWOWARSKA, TO EFFICIENTLY EVALUATE AND MONITOR ITS SUSTAINABILITY PERFORMANCE AND COMPARE THE EFFECTS OF ITS RESPONSIBLE ACTIONS WITH THOSE OF OTHER BREWERIES AROUND THE WORLD. ALL OPERATIONS MUST ACHIEVE LEVEL 1, AS THIS REPRESENTS MANAGEMENT OF THE KEY SUSTAINABLE DEVELOPMENT RISKS WE ARE FACING TODAY. THE EXECUTIVE COMMITTEE DECIDED THAT FOR OPERATIONS WHERE LEVEL 1 IS NOT YET ACHIEVED A PLAN SHOULD IMPLEMENTED TO REACH THIS LEVEL AS SOON AS POSSIBLE.

# SUSTAINABILITY ASSESSMENT MATRIX



**LEVEL 1 DEFINES THE MINIMUM STANDARD, LEVEL 4 DEFINES BEST PRACTICE AND LEVEL 5 MEANS BEING A LEADER.**

All operations must achieve level 1, as this represents management of the key sustainable development risks we are facing today. The Executive Committee decided that for operations where level 1 is not yet achieved a plan should be implemented to reach this level as soon as possible.



Ensuring consistent performance is achieved in a particular field.

Applying a comprehensive approach including innovative tools and widespread engagement.

Performance that represents genuine global leadership on an issue.

The Assessment Matrix measures and demonstrates performance using so-called "steps" with respect to each priority. Each step consists of 5 ascending levels of performance based on internal and external standards, independent of legal requirements. Level 1 defines the minimum standard, level 4 defines best practice and level 5 means being a leader. The assessment matrix makes it possible to, among other things, adjust priorities and make updates or changes based on local requirements. Each of the levels has a specific status. In order to achieve level 1, certain requirements must be met; to achieve level 2, the requirements of levels 1 and 2 must be met. Requirements are defined for all five levels of each priority. The guidelines in individual SAM reporting areas are virtually equivalent with GRI guidelines (Global Reporting Initiative), but they are adjusted to the type of business in question. The results are published both in local CSR reports

and in global SABMiller reports on sustainable development. SD areas that are subject to regular assessment and monitoring are also equivalent to those used in other Group breweries. As a result of investment and progress monitoring, it is possible to keep track of progress in individual countries or even continental trends. SABMiller breweries are making progress thanks to their fulfilment of the relevant requirements and achievement of ever higher levels. Not only does the monitoring of SD areas allow for development and comparison between operations, but it also facilitates the sharing of good practices and effective methods to solve manufacturing, social or environmental problems on the international level.

**THE END OF F13 CONFIRMED KP'S UNCONTESTED AUDIT-VERIFIED LEADERSHIP IN SABMILLER GROUP WITH A SCORE OF 4.22 (THE AVERAGE FOR 10 AREAS). KP CLOSED THE FIRST HALF OF F13 WITH A SCORE OF 4.02 AND F12 WITH A SCORE OF 3.81.**

Sustainability development is an approach to running a business which incorporates managing processes, performance and resources. Needless to say, to successfully adhere to strategic plans and achieve the performance levels attained by KP, it is necessary that a number of teams work together. This applies in particular to the SD Europe WEER (Water, Energy and Emissions Reduction) Team/ Task Force and the SD Team, and translates into the operations of individual departments. The results show that KP teams, which jointly developed solutions for improvement in their respective areas, work in perfect unison.

*KP is number one in SABMiller Group*

**PERFORMANCE AND TARGETS IN 10 SUSTAINABLE DEVELOPMENT PRIORITIES. AREAS IN F11-F15**

SD PRIORITY	SCORE FOR	SCORE FOR	SCORE FOR	TARGET	TARGET
	F11	F12	F13	F14	F15
DISCOURAGING IRRESPONSIBLE DRINKING	4.35	4.3	5.0	5.0	5.0
MAKING MORE BEER USING LESS WATER	3.4	3.4	3.8	3.8	3.8
REDUCING OUR ENERGY AND CARBON FOOTPRINT	3.2	3.3	3.7	3.7	3.7
RECYCLING AND REUSE OF PACKAGING WASTE	2.3	2.75	3.06	3.3	3.3
WORKING TOWARDS ZERO-WASTE OPERATIONS	4.0	4.0	4.4	4.7	4.7
ENTERPRISES DEVELOPMENT AND VALUE CHAIN MANAGEMENT	2.2	2.24	3.47	3.47+	3.47+
BENEFITING COMMUNITIES	4.2	4.2	4.5	5.0	5.0
RESPECTING HUMAN RIGHTS	4.0	4.25	4.25	4.5	4.75
CONTRIBUTING TO THE REDUCTION OF HIV AND AIDS IN AREAS OF OUR INFLUENCE	5.0	5.0	5.0	5.0	5.0
TRANSPARENCY AND ETHICS	4.3	4.7	5.0	5.0	5.0

## FOR F13-F15 THE FOLLOWING LONG-TERM OBJECTIVES RELATED TO 10 AREAS OF SUSTAINABLE DEVELOPMENT HAVE BEEN SET:



### 1. ENVIRONMENTAL AREAS

- Continued deployment of technical and technological solutions aimed at reducing energy consumption and wastewater generation.
- Water analysis along the whole supply chain from suppliers to production and sales of beer and to the consumer – determining the so-called “water footprint”.
- Cooperation and dialogue with brewery water suppliers concerning the general water demand in terms of quality and quantity specific to a given area.
- Monitoring of the parameters of wastewater discharged into open reservoirs by treatment plants which collect effluents from breweries.
- Establishing the carbon footprint for suppliers in direct collaboration with the company.
- Steps aimed at the reduction of the weight of packaging materials and heavy metals content – dialogue with suppliers.
- New packages examined for their environmental impact.
- Reductions in the volume of waste sent to landfill generated by the Company.

### 2. ALCOHOL ISSUES

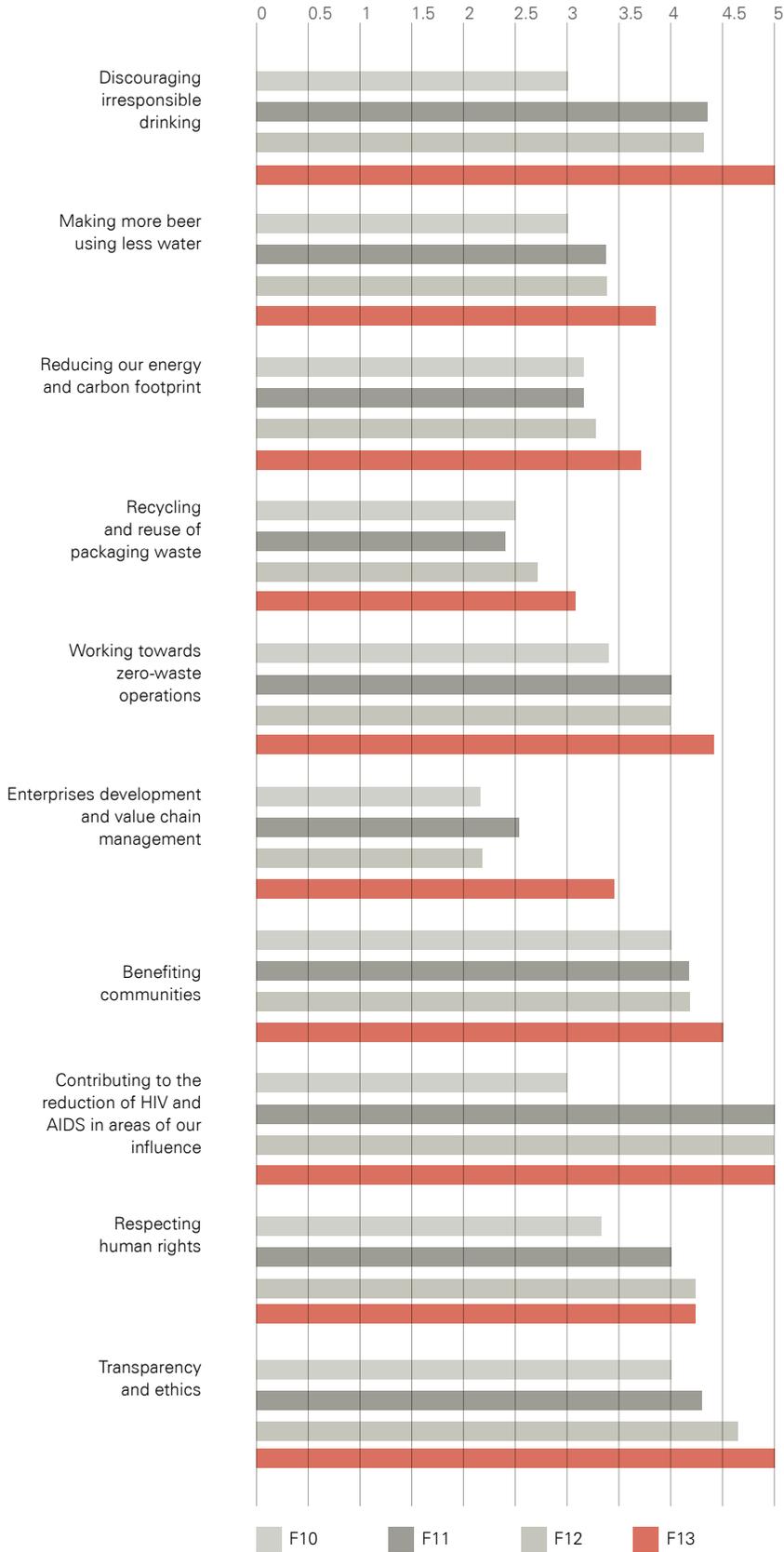
- Actions taken to promote the company’s approach to alcohol consumption in the workplace, among other employers and government authorities.
- Regular organization of a stakeholders’ panel with participation of the key opinion leaders, mass media, NGOs and government representatives, aimed at understanding expectations concerning corporate responsibility activities and establishing an Alcohol Forum in Poland.
- The “Check your BAC” programme continued – a new version of the application to be developed, further partners to join the programme.
- Continued training for alcohol vendors engaged in major events organised by KP brands – the training is focused on ways to refuse to sell alcohol to underage customers and ensure safety during events.
- The Polish brewing industry came together to jointly place the voluntary slogan “I do not drink and drive” on beer packages, include it in their marketing messages and conduct supplementary educational activities  
(this goal has been accomplished).
- The 75/25 rule to apply to messages in printed media, TV, radio and Internet – this means that KP brands will only be placed in those communication channels whose audiences can reasonably be expected to comprise at least 75% of adults.

### 3. SOCIAL AND ETHICAL ISSUES

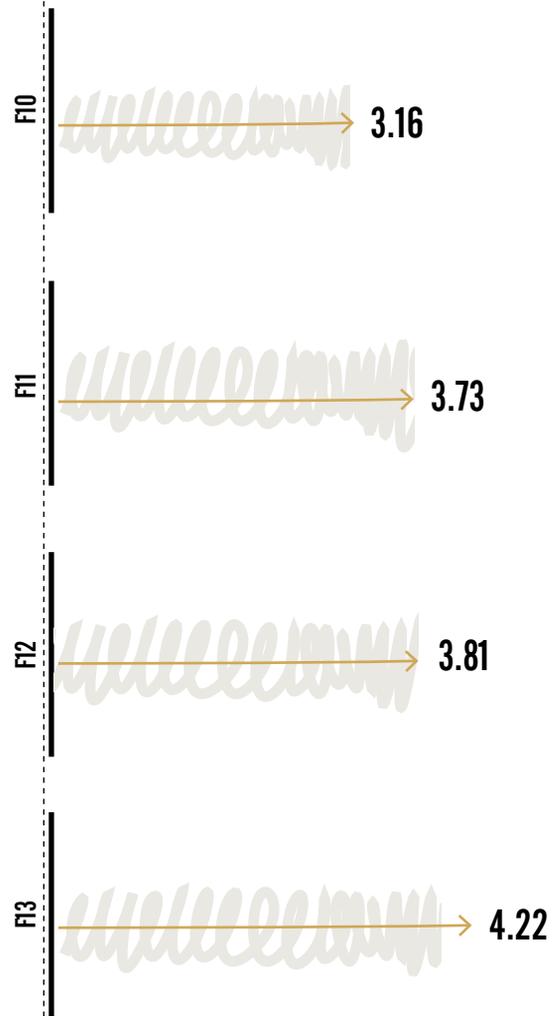
- Regular organization of a stakeholders’ panel in line with the AA1000SES standard aimed at understanding expectations regarding corporate social investment, reporting, and diversity management.
- Monitoring of rules consistent with the adoption of the Polish Diversity Charter and establishment of the Committee for Diversity.
- E-learning courses on diversity management for all employees.
- Modification of social investment programmes and activities in keeping with the revised CSI strategy.
- Establishment of the Foundation of KP Employees.
- Involvement of at least 10% of employees in an employee volunteer programme.
- Information and educational activities for employees, consumers and customers on how to be environmentally friendly and how to manage waste and resources (water, energy) to reduce the environmental footprint.

Goals in 10 sustainable development areas

**PERFORMANCE AND TARGETS IN 10 SUSTAINABLE DEVELOPMENT PRIORITIES. AREAS IN F10-F13**



**AVERAGE PERFORMANCE IN 10 SUSTAINABLE DEVELOPMENT PRIORITIES IN F10-F13.**



Kompania Piwowarska's achievement of good results in the monitored SD priorities is a result of the consistent execution of our development strategy. The strategy sets out sustainable development goals to be pursued by all departments, covering nearly all the processes taking place in the company over a long time horizon.



## EACH OF OUR PRIORITIES RELIES ON SPECIFIC FIGURES

*We take particular pride in our environmental achievements these include reduced consumption of water, which we believe to be a resource passed from one generation to another. In this area, we rank ahead of any other SABMiller member company. We are also spending more money on investment e.g. to reduce wastewater volumes, reduce carbon emissions and adopt logistical innovations.*

*Contrary to appearances, it is not the numbers themselves that determine whether a company is a responsible member of a community in which it operates. The qualities that we value in other people and should value in companies are the most important here: integrity, transparency, respect for the surroundings, observing the rules of social coexistence, which make it possible to meet the highest standards at any stage of our activities. The excellent results in our most recent audit show that KP's individual departments operate in perfect harmony, working together to develop solutions for progress in individual sustainability areas.*

### KOMPANIA PIWOWARSKA HAS ACHIEVED PARTICULARLY HIGH RESULTS (SCORE OVER 4) IN THE FOLLOWING AREAS:

- DISCOURAGING IRRESPONSIBLE DRINKING
- WORKING TOWARDS ZERO-WASTE OPERATIONS
- CSI - BENEFITING COMMUNITIES
- CONTRIBUTING TO THE REDUCTION OF HIV AND AIDS IN POLAND'S CIRCUMSTANCES
- RESPECTING HUMAN RIGHTS
- TRANSPARENCY AND ETHICS



*We maintain steady relationships with our stakeholders ...*

# STAKEHOLDERS OF KOMPANIA PIWOWARSKA

**THE LEVEL OF COMPANY ENGAGEMENT AND RESPONSIBILITY WITH RESPECT TO STAKEHOLDERS DEPENDS ON THE RANGE OF ACTIVITIES, SET OBJECTIVES OR STANDARDS AND COMMITMENTS ESTABLISHED IN A DIALOGUE WITH SOCIAL PARTNERS.**

*... relying on various forms of contact and utilising their commitment.*

Below the key groups of stakeholders are presented together with the principal methods for engaging them.\*

## INTERNAL STAKEHOLDERS:

### EMPLOYEES:

Customer satisfaction surveys, "Małe Piwo" portal, corporate newsletter, email messages, on-line chatrooms, surveys, meetings, roadshow (meetings of the management board and employees across entire Poland), official postulates from employee representation organizations, dialogue with stakeholders according to the international AA1000SES standard, sustainable development report, video-blog of the CEO, events for employees (The Green Wardrobe, In tune with Nature).

### SABMILLER GROUP:

Ongoing communication. Meetings, Financial statements, sustainable development report.

## EXTERNAL STAKEHOLDERS:

### CONSUMERS:

Helpline, press office mail box, poczta@kp.pl mail box, research, Facebook, Flickr, Twitter, KP website, sustainable development report, the report on KP contribution to the Polish economy, beer knowledge website (piwopedia), Check your BAC!, www.abcalkoholu.pl

### CUSTOMERS:

Meetings, training, website, sustainable development report.

### SUPPLIERS:

Meetings, supplier surveys, ongoing e-mail communication, website, sustainable development report.

## SOCIAL ORGANIZATIONS, SCIENTIFIC INSTITUTIONS AND LOCAL COMMUNITIES:

Interviews, engagement through employee volunteering programmes or social-educational programs, e.g., Check your BAC!, meetings, helpline, conferences, website, dialogue with stakeholders according to the international AA1000SES standard, participation in work groups, e.g., Responsible Business Forum, sustainable development report.

## PUBLIC ADMINISTRATION:

Meetings, research, financial statements, dialogue with stakeholders according to the international AA1000SES standard, sustainable development report, the report on KP contribution to the Polish economy.

## THE NATURAL ENVIRONMENT:

Meetings with environmental organisations, dialogue with stakeholders according to the international AA1000SES standard, sustainable development report.

## MASS MEDIA:

Press office and on-going communication, sustainable development report, newsletter Brewing Information Service, events and meetings of the Journalism Beer Club + website of the Club, Press conferences, mailings, one-on-one meetings, the report on KP contribution to the Polish economy.

## EXPERTS:

Meetings, interviews, consultations, dialogue with stakeholders according to the international AA1000SES standard, sustainable development report.

## INDUSTRY ORGANIZATIONS:

Meetings, membership, dialogue with stakeholders according to the international AA1000SES standard, participation in working group projects, e.g., ZPPP, sustainable development report.

poczta@kp.pl

Our stakeholder map has not changed since last year. We developed it to GRI standard in our first reporting process with the involvement of Company employees. The stakeholders were identified in view of their impact on the Company and our influence on their standings. At the time, we revised our forms of engagement and our relationships with the stakeholders. As one of its results, the process led to holding the first joint panel involving stakeholders.

Joint panel involving stakeholders

\* Stakeholders are groups, institutions and organisations which meet the two criteria of, firstly, having a stake in the Company's operations, its decisions and outcomes and, secondly, being in a position to exert influence on the organisation.

## DURING THIS REPORTING PERIOD, WE AGAIN HELD A STAKEHOLDER PANEL MEETING. WE FOUND THIS YEAR'S PANEL TO BE OF PARTICULAR IMPORTANCE AS IT CONCERNED COMBATING IRRESPONSIBLE ALCOHOL DRINKING.

WE SOUGHT TO PRESENT TO THE STAKEHOLDERS OUR PRIOR EFFORTS TO PREVENT IRRESPONSIBLE ALCOHOL DRINKING TO CHECK WHETHER WE WERE ON THE RIGHT TRACK AND LEARN ABOUT STAKEHOLDER EXPECTATIONS IN THIS RESPECT. WHILE WE DID NOT HOLD A SEPARATE PANEL MEETING FOR THE PURPOSES OF THIS REPORT, WE ENSURED THE REPORT WOULD ACCOUNT FOR STAKEHOLDER EXPECTATIONS AS EXPRESSED DURING THE PANEL MEETING.

We convened our stakeholder panel meeting on 25 October 2012 in two sessions. Both were prepared and held in keeping with the AA1000SES standard. The sessions were conducted by the educational and advisory firm CSRinfo.

*Meetings held in compliance with the AA1000SES standard*

## THE PANEL SESSIONS BROUGHT TOGETHER PARTICIPANTS FROM VARIOUS BACKGROUNDS, INCLUDING:

1. The Office of the Plenipotentiary for Resolving Alcohol-Related Problems.
2. The Sobriety Ministry of the Katowice Archdiocese.
3. Business Consulting.
4. The Developmental Disorder Diagnostics and Treatment Clinic of the Fastryga Foundation.
5. The Green Leaf Foundation for Traffic Accident Victims and Road Traffic Safety.
6. The Union of Brewing Industry Employers – Polish Breweries.
7. The Polish Chamber of Liquid Fuels.
8. The Association of Polish Spirits Industry Employers.
9. The Social Emergency Service.
10. The Polish Organisation of the Oil Industry and Trade.
11. The Polish Association RoPSAN.
12. The Clinic for Addiction Prevention and Treatment.
13. A vendor trainer.
14. The Advertising Committee.
15. The media: Handel, Radio PIN, the CSR.pl website, CR Navigator.

*The Panel meeting complied with the AA1000 standard. All of its participants received a meeting report. KP also posted a note on the panel session and stakeholder expectations on its website.*

## MAIN STAKEHOLDER EXPECTATIONS AS EXPRESSED DURING THE PANEL MEETING:

1. The stakeholders expect Kompania Piwowarska to play an active role in combating irresponsible alcohol drinking. They pointed to the following as the key areas of focus in the field: a) the Company's marketing messages which impress alcohol drinking behaviours upon the public, b) cooperation in the Company's value chain.
2. The stakeholders believe that Kompania Piwowarska's nationwide information activities designed to prevent irresponsible alcohol drinking should additionally support and inspire local organisations and communities to engage locally "at the grassroots level and in the field". Such a combination of efforts holds the promise of being more effective.
3. The stakeholders expect the Company to incorporate content on responsible alcohol drinking behaviour into its mainstream marketing. They recommended that KP's commercials include scenes which portray responsible behaviour.
4. The stakeholders have also noted the need for communicating the Company's approach on irresponsible alcohol drinking in a clear and generally understandable manner. They suggested, in particular, that the Company select adequate concepts to communicate its approach and priorities. The stakeholders also discussed the ambiguity and comprehensibility of messages conveyed to consumers.
5. As their main conclusion, the panellists pointed to the need to begin working together towards "building a culture of social opposition to irresponsible alcohol drinking behaviours." They expressed their willingness to contribute to the achievement of that goal, once detailed aims have been wisely selected and the roles of the individual participants have been clearly communicated along with the objectives they would pursue in such a shared effort.
6. The stakeholders expect to meet again, this time in a working conference, to agree the rules of cooperation toward "building a culture of social opposition" and assign actions to individual participants.

**DISCOURAGING  
IRRESPONSIBLE  
DRINKING**

**WE HAVE EXAMINED ALL OF THE RECOMMENDATIONS AND USED THEM AS A BASIS FOR OUR ACTIONS.**



AS STRESSED IN ALL CSR STANDARDS, ENGAGING STAKEHOLDERS IS A CORE RESPONSIBLE BUSINESS PRACTICE. THIS HAS BEEN EMPHASISED, AMONG OTHERS, IN THE MODIFIED GRI 64 STANDARD WHICH NAMES STAKEHOLDER INVOLVEMENT AS ITS FIRST PRINCIPLE.

*Kompania Piwowarska is one of a handful of companies in Poland which regularly engage their stakeholders in panels. It is an effective method of engagement for engagement, making it possible for a company to collect precious feedback, build relationships of a new kind with stakeholders and allowing them to speak up on issues which are important to them. Stakeholders who share their knowledge, ideas and opinions encourage companies to implement innovations. Use of the AA1000 standard at a panel increases the level of process transparency and involvement of its participants. So, it is worthwhile making use of such a mode of communication with stakeholders.*

**LILIANA ANAM  
CSRINFO MANAGER**



*In March 2013, we published our responses to stakeholder expectations and recommendations.*

4.0

PLACE OF WORK  
AND HUMAN  
RIGHTS RESPECT

# PLACE OF WORK AND HUMAN RIGHTS RESPECT

“ALL HUMAN BEINGS ARE BORN FREE AND EQUAL IN DIGNITY AND RIGHTS: THEY ARE ENDOWED WITH REASON AND CONSCIENCE AND SHOULD ACT TOWARD ANOTHER IN A SPIRIT OF BROTHERHOOD.”

SOURCE: ARTICLE 1 OF THE UNIVERSAL  
DECLARATION OF HUMAN RIGHTS



# PROVISIONS OF THE EUROPEAN CONVENTION ON HUMAN RIGHTS AND ITS PROTOCOLS AMONG OTHER THINGS GUARANTEE:

- RIGHT TO LIFE, FREEDOM AND PERSONAL SAFETY,
- RIGHT TO A FAIR TRIAL IN CIVIL AND CRIMINAL CASES,
- RIGHT TO VOTE AND STAND AS A CANDIDATE AT ELECTIONS,
- FREEDOM OF THOUGHT, CONSCIENCE AND RELIGION,
- FREEDOM OF EXPRESSION (INCLUDING FREEDOM OF MEDIA),
- RIGHT TO OWN PROPERTY AND USE IT FREELY,
- FREEDOM OF ASSEMBLY AND ASSOCIATION.

Operating in over 75 countries on six continents, SABMiller is aware of diverse national cultures and the differences in legal systems, norms and traditions which should be acknowledged and respected in business activities. SABMiller is also aware that, being a multinational company, it is obliged to respect and promote values of the international community and particularly the UN Universal Declaration on Human Rights. SABMiller has committed itself to conduct business observing the principles of the UN Universal Declaration on Human Rights, OECD Guidelines for multinational

enterprises, Tripartite Declaration on Principles Concerning Multinational Enterprises of the International Labour Organisation (ILO) and Core ILO Convention on labour standards.

Kompania Piwowska is part of an international group which makes it possible to exchange knowledge and experience with our peers all over the world. The situation lets us broadly develop the competence of our staff by ensuring participation in international training or project groups with world-class experts.



## ANY COMPANY PERFORMANCE DEPENDS FIRST OF ALL ON ITS EMPLOYEES.

People who are bright, competent, hard-working, open to knowledge, full of inventiveness and passion are offered attractive jobs and good opportunities for their professional career development here. It is one of Kompania Piwowska's priorities to ensure its employees are well-remunerated, develop their skills, are creative, able to work in a team, comply with ethical standards and feel good in their workplaces.



*People who are satisfied by their work are our company's greatest asset.*

# RESPECTING HUMAN RIGHTS

RESPECTING HUMAN RIGHTS AND DIGNITY IS AT THE FOUNDATION OF JUSTICE AND PEACE IN THE WORLD. KOMPANIA PIWOWARSKA, AS A PLACE WHERE VARIOUS CULTURES, TRADITIONS, AND VALUES MEET, RESPECTS DIFFERENCES AND ACTS ACCORDING TO UNIVERSAL VALUES, GENERAL STANDARDS AND ITS CODE OF ETHICS.

## WHY IS RESPECTING HUMAN RIGHTS ONE OF OUR PRIORITIES?

As a socially responsible company, we aim to promote international values, respecting human rights that impact every aspect of our lives, both personal, and professional. There are personal policies in Kompania Piwowarska related to safety of work, employee and human rights, and managing diversity that reflect the priority treatment of the matter and ensure the comfort of all our employees.

## WHAT DOES THE COMPANY DO TO HELP IT?

- It complies with international work standards and focuses on respecting human rights, the rights of its employees at work and in the communities they live in. It promotes human rights in the supply chain. Takes care to appoint as many internal candidates as possible to company positions, in order to provide employees with an opportunity for development.
- The company employs both men and women in managerial positions, and the number of women performing the roles keeps growing.
- The company is also highly open to the handicapped. In cooperation with the "Bez dyskryminacji" [No discrimination] foundation, it has created a website for persons with impaired sight.
- The Company complies with the "Policy of combating violence, bullying, discrimination and harassment in the workplace".
- In 2012, KP held a conference with business representatives from various departments regarding "an assessment of the risk of human rights abuses at Kompania Piwowarska". The idea was to get together and think of any issues which needed to be recognised and addressed even today to avert the inherent risk of human rights violations.

*Across the whole company, women account for 21.5% of the workforce*



## PLACE OF WORK BASIC DATA

- The headcount for the F12 financial year (12 months from April, 2011, to March, 2012) was 3,397; 2,824 employees (83.13%) are covered by the Collective Labour Agreement.
- Almost 80% of all managerial positions were filled by KP employees through internal recruitment.
- Across the whole company, women account for 21.5% of the workforce but they dominate such functions as human resources (77.46%), corporate affairs (67.5%) or laboratory workers (94.25%).
- Directorial positions are occupied by 7 women and 43 men, while managerial ones - by 147 women and 374 men. One woman is a member of the company Management Board, holding the position of vice-president for Sales and Distribution.
- In F13 9 persons with disability certification were employed in Kompania Piwowarska, including 3 persons with moderate disabilities and 6 persons with slight disabilities.

*In F13 over 53% of all appointments were internal.*

- 3,397 employees have employment contracts (100 %)
- In F13, 34 accidents were reported, including 0 grave and fatal ones. In the reported accidents the victims were 3 women and 31 men. There were no occupational illnesses reported.
- The total amount of working days lost through injury was 1,216, and the Disabling Injury Frequency Rate in F13 was 1.10, i.e. lower than that in F12 - 1.38\*\*. As regards accident statistics, in F13 the following numbers were recorded: Tychy Brewery - 4, Białystok Brewery - 1, Poznań Brewery - 10, Planning and Technical as well as Sales - 1 and Distribution (regions) - 18 accidents.
- All employees (3,397) are employed on the basis of full-time employment contracts. In F13, KP also signed civil-law contracts with 423 persons.

\* DIFR= 200,000 x a total of all confirmed accidents as a result of which employees were sent to sick-leave (in the past 12 months) / total no. of working hours (in 12 months)

\*\* the rate was changed as a result of one accident not being approved by Social Insurance Institution ZUS, after the 2012 report was published.

<30	149	547	696
30-50	481	1,777	2,258
>50	108	335	443
<b>TOTAL</b>	<b>738</b>	<b>2,659</b>	<b>3,397</b>

KOMPANIA PIWOWARSKA EMPLOYMENT  
BY AGE AND BY GENDER

WOMAN MAN NO. OF EMPLOYEES

Technical, Production Planning and Administration	47	44	91
Białystok Brewery	29	154	183
Poznań Brewery	87	447	534
Tychy Brewery	140	438	578
Central units and Marketin	219	255	474
Sales and Distribution	216	1,321	1,537
<b>TOTAL</b>	<b>738</b>	<b>2,659</b>	<b>3,397</b>

KOMPANIA PIWOWARSKA EMPLOYMENT  
BY REGION BY GENDER

WOMAN MAN NO. OF EMPLOYEES

Other employees	317	1,418	1,735
Specialists	265	824	1,089
Managers	149	374	523
Directors	7	43	50
<b>TOTAL</b>	<b>738</b>	<b>2,659</b>	<b>3,397</b>

KOMPANIA PIWOWARSKA EMPLOYMENT BY JOB GRADE  
AND BY GENDER

WOMAN MAN NO. OF EMPLOYEES

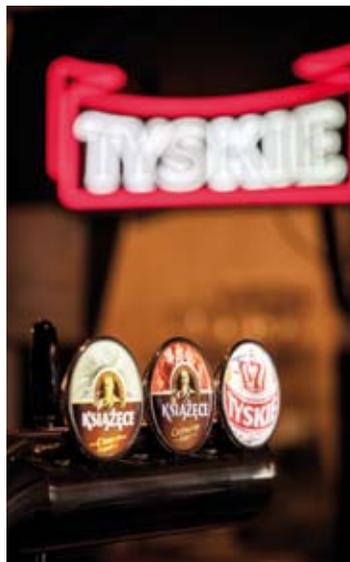
Other employees	375	1,033	327	1,735
Specialists	279	730	80	1,089
Managers	42	452	29	523
Directors	0	43	7	50
<b>RAZEM</b>	<b>696</b>	<b>2,258</b>	<b>443</b>	<b>3,397</b>

KOMPANIA PIWOWARSKA EMPLOYMENT  
BY JOB GRADE AND GENDER

<30 30-50 >50 TOTAL



*3,397 employees  
have employment  
contracts (100%)*



## DIVERSITY MANAGEMENT



**RESPONSIBLE DIVERSITY MANAGEMENT IN LARGE COMPANIES, OFTEN BEING A PART OF INTERNATIONAL CORPORATIONS, IS A GREAT CHALLENGE TO THE EMPLOYER BUT ALSO AN OPPORTUNITY FOR SKILFUL TALENT MANAGEMENT. CERTAINLY, THAT IS ONE OF THE SOURCES OF INNOVATIVENESS WHICH MAY HELP GAIN A COMPETITIVE EDGE.**

There are personal policies in Kompania Piwowarska related to safety of work, employee and human rights, and managing diversity that reflect the priority treatment of the matter and ensure comfort of all our employees.

As one of 14 companies in Poland, Kompania Piwowarska has signed the Diversity Charter – a document promoted by the European Union. Minister Agnieszka Kozłowska-Rajewicz, the Government Representative for Equal Treatment and Professor Irena Lipowicz, the Ombudsman for Civil Rights are honorary patrons of the Charter.

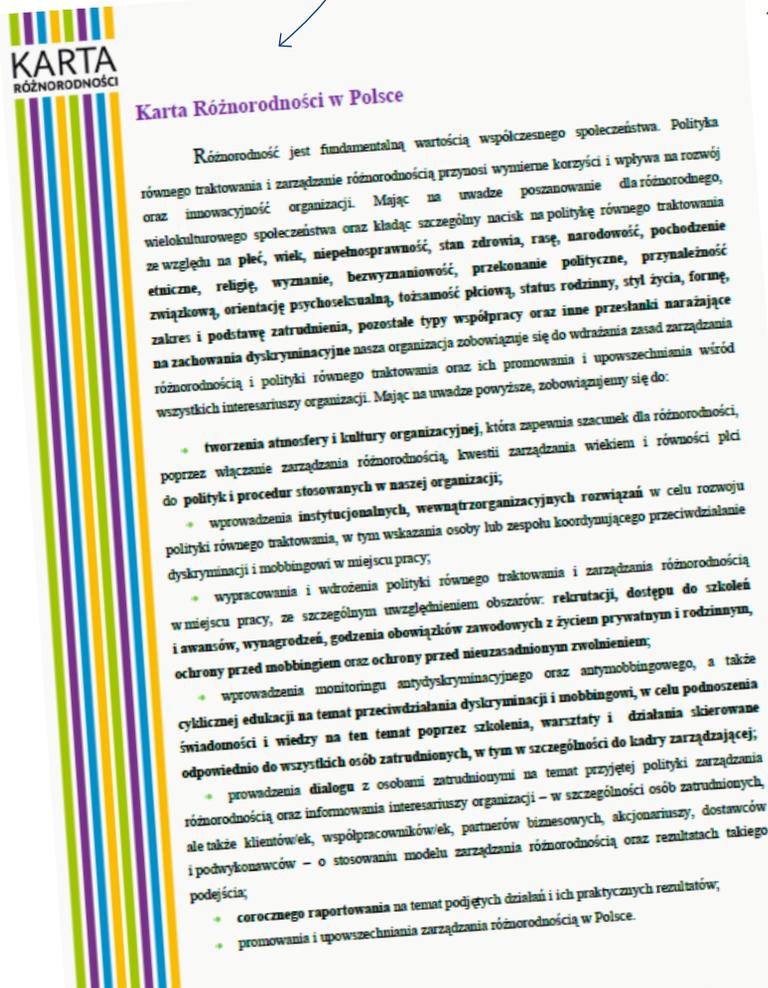
*14 February 2012 marked our signing of the Diversity Charter, a document promoted by the European Commission.*

The Diversity Charter is an international initiative supported by the European Commission, implemented in such EU countries as Germany, Austria, Sweden, Italy, France, Belgium or Spain. The Charter is an obligation in writing undertaken by an organisation to implement effective solutions for the development of an equal treatment policy and diversity management at work and disseminating them among business and social partners. The Diversity Charter in Poland goes beyond the regulations of the Labour Code or the so called equality act, obliging companies to introduce diversity management, including provisions on antidiscrimination and antimobbing monitoring, appointing a person or team co-ordinating diversity management at an organisation, requiring introduction of cyclical anti-discrimination education among all company employees and reporting on the measures taken and their effects.

Just as in previous years, together with other companies, Kompania Piwowarska took part in meetings within the framework of the educational Diversity Charter programme entitled "Implementation of the Diversity Charter at the Workplace" held by the Responsible Business Forum and in diversity-related training.

Another important initiative was a diversity management workshop for HR personnel designed to enhance their knowledge, share experiences and reflect on the basic diversity management issues encountered in Kompania Piwowarska.

The Diversity Charter



**THE INITIATIVE  
SUCCEEDED IN  
CREATING  
A DOCUMENT WITH  
GREAT POTENTIAL  
TO INSPIRE**

*The Diversity Charter was developed during meetings and consultations with business people, governmental officials and organisations representing the interests of various social groups which are susceptible to discrimination.*

*Thanks to the involvement of so many people and organisations, this highly valuable initiative has succeeded in creating a document with great potential to inspire businesses to adopt equality policies in workplaces and use them as a tool for workplace development. Although the Polish Diversity Charter is only two years old, the continually growing number of its signatories seems to suggest that employers increasingly recognise the importance of diversity management.*

**MIRELLA PANEK-OWSIAŃSKA**  
PRESIDENT OF THE RESPONSIBLE BUSINESS FORUM

## PROFESSIONAL DEVELOPMENT

OUR OBJECTIVE IS TO CREATE OPTIMAL CONDITIONS FOR PROFESSIONAL DEVELOPMENT, WHERE EVERY EMPLOYEE'S POTENTIAL IS USED IN THE BEST WAY. OUR EMPLOYEES DEVELOP THEIR COMPETENCE ACCORDING TO THE CORPORATE STRATEGY, WHICH GUARANTEES MORE EFFECTIVE PERFORMANCE OF EVERY-DAY DUTIES AND AN ABILITY TO FACE FUTURE PROFESSIONAL CHALLENGES. HUMAN RESOURCES AND TRAINING DEPARTMENTS INTEGRATE EMPLOYEE DEVELOPMENT PROCESSES AND ENSURE SUPPORT DURING THEIR IMPLEMENTATION.

*During the KP Intro, employees familiarise themselves with the idea of the Beer Ambassadors programme or issues of social responsibility.*

Employees starting work at *Kempania Piwowarska* take part in an introduction program called *KP Intro*. Its purpose is to prepare an employee for work through integrating him or her with the new business setting (meeting other colleagues, familiarising with company strategies, visions and missions, but also the basic processes, tools and systems and providing them with basic knowledge of beer and our brands. During the *KP Intro*, employees familiarise themselves with the idea of the "Beer Ambassadors" programme or issues of social responsibility. Thanks to that they are prepared for work in their new organisation and they also integrate with other employees.



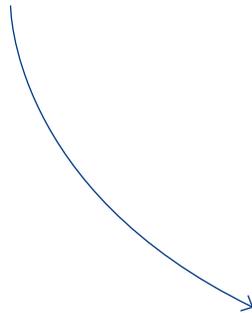
**KP Intro**

# DEVELOPMENT PROGRAMMES

**KOMPANIA PIWOWARSKA PROVIDES VARIOUS TRAINING COURSES FOR ITS EMPLOYEES.**



*How does coaching differ from other development activities?*



## TRAINING FOR MANAGERIAL STAFF

To be able to support the performance of strategic corporate objectives, KP organizes training courses for managerial staff based on development of key leadership competences. Specific programmes are dedicated to various groups of managers.

### FIRST TIME MANAGER

A training program supporting newly appointed managers. The purpose of the training is to introduce the workshop participants to their new roles, making them familiar with leadership behaviour and standards of management practices observed in Kompania Piwowarska.

### MANAGER COMMUNICATION

The training is intended for managerial staff. The purpose is to grow interpersonal skills that help them on a daily basis to act according to the managerial practices applied in Kompania Piwowarska. During the workshop the participants learn how to provide feedback, filter the inflow of information and extract what impacts current performance of objectives as well as how to build motivation and commitment in their people.

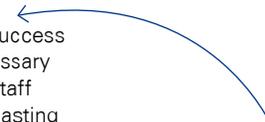
### EMPLOYEE INVOLVEMENT BY COACHING

The training is designed for managers to develop an awareness of how coaching differs from other development activities. The workshop teaches practical skills involved in carrying out coaching discussions and it is also intended to inspire employees to use coaching tools in their every-day work as a means of supporting the development of employee competence.

## TRAINING ON NOMINATION

To ensure the long-term success of the company, it is necessary to develop a managerial staff capable of observing the lasting values of the country or region and improving SABMiller Group's operations. Nominated persons have an opportunity to take part in several international programmes such as EMDP or ELP organised by the SABMiller Group. During the training, its participants learn to understand business and external factors affecting it. The training ensures improved effectiveness of interfunctional and intercultural cooperation. During the several month long programme, managers develop their own individual leadership style in interactive lectures delivered by renowned experts, practical workshops, business simulations, meetings with people of success, as well as various projects supporting performance of the strategic corporate plan.

*Nominated persons have an opportunity to take part in several international programmes such as EMDP or ELP organised by the SABMiller Group*



## PRESENTATION SKILLS AND PROBLEM SOLVING

In their leadership programme, managers attend workshops designed to help them acquire problem-solving skills and teach them to prepare presentations by, among other things, properly selecting source information, properly approaching the presentation topic and structuring their presentations properly. Among other equally essential presentation skills, the participants learn to listen actively, identify the personality types of their audience members, and recognise how their body language and voice projection influences the effectiveness of presentations.

## LEADERSHIP: 300 AT THE START

Last year, 300 Kompania Piwowarska managers were invited to attend a special workshop. During it, they prepared 98 reports, each devoted to a leadership-related topic as selected by each individual participant. The issues discussed in such reports were grouped into 6 areas of improvement and used to plan and conduct further KP leader improvement activities.



## A BROAD RANGE OF TRAINING FOR THE SALES DEPARTMENT

### SALES EXCELLENCE

Every employee of the sales department undergoes Sales Excellence training. The purpose of this course is to implement Kompania Piwowarska's sales standards. The module also teaches customer service skills and sales techniques. It is a basic sales training.

### SALES ACADEMY

The purpose of this training is to present sales departments' employees with the broad business context of Kompania Piwowarska's operation. The participants are familiarised with our brands, expand their knowledge of expectations related to their work, and standards of behaviour.

### COMMERCIAL ACADEMY

This is a comprehensive training programme whose profile closely resembles that of the Sales Academy. The courses are focused on KP's Marketing, Trade Marketing and Sales, as well as Category Management, Trade Mathematics and Elements of Law.

### CLIENT COMMUNICATION

The training program for sales representatives is completed by a Client Communication course. Trainees learn how to identify client types, handle reservations and overcome reluctance, and master sales processes in various trade channels. They gain practical skills in efficient argumentation, breaking stalemates and finalizing negotiations. After the course, the sales staff are able to build long-term relations with clients that translate into business results.

### COACHING (SALES AND DISTRIBUTION TRAINERS)

Training designed for selected sales trainers and managers. Coaching is the next step in improvement activities which follows training. Coaching is taught professionally in an external training course offered by the International Coaching Federation (ICF). The training involves supervision (and mentoring) by experienced ICF coaches. The programme ends with an international ICF certificate awarded to those who have put in at least 100 hours of coaching, had their skills verified by their mentor and successfully passed the final examination.

*Work on data and making the right decisions based on them, revenue management, building relationships with a customer, or negotiations.*

### SALES MANAGER ACADEMY

The sales manager academy is an innovative development programme intended for line managers. Over several training modules of the programme, participants develop the required skills related to their positions, such as: sales team management, analytical skills – work on data and making the right decisions based on them, revenue management, building relationships with a customer, or negotiations. Each module also contains a training component, which prepares managers for cascading knowledge to sales representatives and teaches them how to develop specific skills at an outlet (on the job training).

### KEY ACCOUNT TRAINING

A series of training sessions for the National Key Accounts team and managers assigned to regions in which they are responsible for managing local chains. The training programme includes workshops in finance, category management, insight analysis, trade negotiations and effective selling skills. The programme is taught by Kompania Piwowarska's top internal experts as well as external training service providers.



*The training teaches how to present sales offers to customers in a manner that gives the greatest chance of their being accepted and of closing the deal.*

### EDAC WORKSHOP

Workshop training for On- and Off-Trade Area Sales Managers who manage people. The training provides a body of knowledge on ways to conduct training in the field. During the hands-on part of the workshop, participants learn to convert their newly-acquired knowledge into practical skills. The field training is broken up into the four components of Explanation, Demo, Action and Consolidation (EDAC) which the participants need to understand thoroughly and properly link together.

### MULTIDIMENSIONAL TRADE NEGOTIATIONS

The purpose of the training is to teach the participants how to effectively negotiate value with their customers and how to improve the Company's return on investment. During the workshop, the trainees learn to build the three main negotiation pillars, as used by the world's best negotiators.

### TRAIN THE TRAINER

Training for selected managers: Sales Trainers, Regional Trainers and District Sales Managers who teach at the Commercial and Sales Academies. The training is to prepare the participants to offer training in the field as so-called Meta-Trainers, i.e. trainers who train, for example, area managers assigned to provide standard field training for sales representatives. The training is also designed to prepare the participants to hold workshops, training courses and deliver presentations.

### SALES TECHNIQUES

Training designed to prepare sales representatives for business relations with customers – its participants learn about the sales excellence components related directly to sales, the Persuasive Sales Format and how to overcome customer objections. They are also taught how to present their sales offerings to customers in a manner that makes them most likely to accept it and allows sales representatives to close the deal. They also learn how to respond when the customer has misgivings or objections.

### PROFESSIONAL BEER SERVING

The training was dedicated to KP's external customers (the owners and managers of on-premise outlets which serve our products). During the course, the participants learn about the history, classification and production of beer, the principles of professional beer serving as well as quality in trade, microbiological risks and ways to prevent them. The workshop part is devoted to the sensory evaluation of beer and to serving draft beer professionally.



### TRADE MATHEMATICS

Designed for Sales Representatives and Sales Managers, the training covers the practical aspects of using financial arguments and sales calculations in the selling process. The course provides Sales Representatives with new ways to present arguments based on sales profit, margins, profit per square foot of selling floor or shelf and return on investment. The course includes a number of hands-on activities offering opportunities to practice the newly acquired theory.

### KOP – SWOT

Designed for Key Account Managers, the training offers knowledge about SABMiller-developed management processes and ways to work together with key accounts, as enshrined in the Key Account Operations Principles. Once the process is broken down into components, the trainees learn to understand thoroughly the meaning of individual steps and action sequences.



## TAILORED TRAINING FOR EMPLOYEES OF THE OPERATIONAL DEPARTMENT

### ADVANCED KRONES LABELLER SETTINGS

Designed for maintenance services, the training relies on Krones Academy materials and the knowledge of specialist mechanics. Its agenda comprises procedures for advanced settings of labeller units, such as labelling heads, adhesive stations and label containers. A key part of the training is hands-on activities in which participants perform the above procedures under the watchful eye of specialists and trainers.

### CALIBRATION BY KRONES LINATRONIC INSPECTOR

Designed for maintenance automation experts, the training covers calibration procedures and offers step-by-step instructions on how to adjust the parameters responsible for proper container detection. The training programme includes a lecture in theory and hands-on practice at a machine. The training materials include manuals on how to calibrate machines by taking steps in their proper order.

### THE KRONES LABELLER

Designed for operators and operators/mechanics, the training covers machine design, its operating principles and its routine production floor operation. The participants learn which activities to perform to properly retool the machine, modify key labelling settings, perform quality checks and start it up and shut it down and the start and end of production. The scope of the course corresponds to the competence matrix for the respective jobs and provides missing competences in labeller operation.

### GEM TRAINING

Training based upon the lean philosophy, whose main assumption is continuous improvement, tailored to the company's internal approach and pursuing operational excellence (Manufacturing Way). The workshop is divided into sections - fundamental practices (GEMs) dedicated to: work arrangement and standardisation, visualisations and methods for achievement measurement, teamwork, continuous improvement and preventing losses, health and environment safety, manufacturing flexibility, quality and property management.

### MODERATION OF PROBLEM SOLVING SESSIONS

This training is addressed to specialists, leaders, and managers from operational departments who want to moderate problem solving sessions and have the relevant personal predispositions. The training presents a unique approach to the problem solving process; it stems from the best global practice and uses the 6 steps methodology. During the workshops the participants learn the methods, techniques, and tools for every stage of problem solving, ways of working with a group and techniques of strengthening joint thinking. After the training, the operating department employees are well prepared to host sessions.

### WORKSHOP ON MAINTAINING MICROBIOLOGICAL STANDARDS

The training is designed to increase the commitment of packaging and technical workers to upholding microbiological standards. It is meant to raise their awareness of packaging hygiene principles and make them sensitive to irregularities in routine activities, technical condition and installation design. The workshop participants are taught to assess infection risks in the technological process, identify critical issues which cause shut-downs, and ways of preventing infection, including the drafting of infection prevention plans.

### ADVANCED BREWING

The training aims at the communication and exchange of expert knowledge of beer manufacturing at advanced level. Often addressees of the training include specialists working at manufacturing departments who want to expand their knowledge to a wider context and understand all the processes involved, or arrange or refresh the information they already possess. The training is intended for specialists involved in manufacturing processes who are looking for nuances and details.

### TRAINING METHODS

The training is intended for practitioners and specialists who share their expert knowledge, additionally playing the role of an internal coach. The aim of this training is to equip an employee with the basic interpersonal skills necessary for conducting classes and workshops.

**DUE TO THE INTERNATIONAL WORKING ENVIRONMENT, KOMPANIA PIWOWARSKA ALSO SUPPORTS LEARNING ENGLISH. ON TOP OF THAT, KOMPANIA PIWOWARSKA OFFERS THE OPPORTUNITY TO TAKE PART IN MANY INTERNATIONAL TRAINING COURSES HELD LOCALLY BY INTERNATIONAL EXPERTS OR IN TRAINING COURSES ABROAD. COURSES HELD ABROAD ADDITIONALLY PROVIDE AN OPPORTUNITY TO EXCHANGE EXPERIENCE INTERNATIONALLY. THESE ARE DEDICATED TO SELECTED SPECIALISTS AND MANAGERS FROM THE MARKETING, SALES, AND FINANCE DEPARTMENTS.**

The total number of training hours on topics regulating, among other things, selected aspects or matters of human rights within the business framework was 546. Matters related to human rights were covered in four designated courses: Diversity management, First time manager, Manager communication, Employee involvement by coaching. A total of 56 Kompania Piwowarska employees took part in such training.

*Raise the workers' awareness of packaging hygiene principles and make them sensitive to irregularities in routine activities, technical condition and installation design.*

EMPLOYEE GENDER	Women	738	31,003.9	42.01
	Men	2,659	99,248.0	37.32
<b>TOTAL</b>	<b>3,397</b>	<b>130,251.9</b>	<b>38.34</b>	

HEADCOUNT BY GENDER      TRAINING HOURS BY GENDER      AVERAGE TRAINING HOURS BY KP EMPLOYEE BY GENDER



**WE FOCUS ON EMPLOYEE DEVELOPMENT BECAUSE IT IS CRUCIAL TO BUSINESS DEVELOPMENT AND RETAINING THE LEADERSHIP POSITION.**

EMPLOYMENT STRUCTURE	Other employees	1,735	21,948	12.06
	Specialists	1,089	50,435.6	46.31
Managers	523	51,698.5	98.94	
Directors	50	6,169.8	123.39	
<b>TOTAL</b>	<b>3,397</b>	<b>130,251.9</b>	<b>38.34</b>	

TOTAL KP EMPLOYMENT IN F12      TRAINING HOURS (EXCL. MANDATORY TRAINING)      AVERAGE TRAINING HOURS PER EMPLOYEE BY JOB GRADE

**130,252 TRAINING HOURS PROVIDED IN FINANCIAL YEAR F13 (EXCL. MANDATORY TRAINING)**

DEVELOPMENT DISCUSSION IS A DIALOGUE BETWEEN AN EMPLOYEE AND THEIR SUPERIOR, WHICH TAKES PLACE AT LEAST ONCE A YEAR (MOST OFTEN UPON COMPLETION OF THE ANNUAL ASSESSMENT) DURING WHICH THE INDIVIDUAL NEEDS OF EACH KP EMPLOYEE ARE DEFINED. THIS IS AN OPPORTUNITY FOR AN EMPLOYEE AND A MANAGER TO DISCUSS DEVELOPMENT NEEDS AND WHAT SKILLS, EXPERTISE AND ATTITUDE ARE REQUIRED TO

COMPLETE THE EMPLOYEES PRESENT TASKS AND FUTURE CHALLENGES. THE RESULT OF THE DISCUSSION SHOULD BE A DOCUMENTED INDIVIDUAL DEVELOPMENT PLAN (IDP). IN F13, 2,887 EMPLOYEES USED THE OPPORTUNITY TO PARTICIPATE IN THE TRAINING PREVIOUSLY PLANNED IN THEIR IDP'S.

*The direction is set by one of KP's values "Our people are our enduring advantage" as we believe that an employee who is the best trained and motivated specialist provides the greatest competitive advantage. We also believe that apart from perfection in their work and a thorough knowledge of beer, passion and developing the beer culture are also required: from beer production to beer tasting.*

*By focusing on such issues in our training, we produce a dedicated cadre of beer lovers and provide them with opportunities to share their knowledge in a variety of roles (including those of consumers). We make that possible by structuring our training so as to equip all of our employees with competences which are in demand and highly valued on the market.*

*Our relationships with our employees are long-term and we invest in their development in a manner always consistent with our corporate strategy, which gives us the industry's best experts, whose growth contributes to our Company's success.*

**BARBARA LEWICKA-ARENDET**  
PRODUCTION TRAINING MANAGER



## TRIUMPH

### THE TRIUMPH PROJECT



*The TRIUMPH project, effectively unrolled, will provide KP with a fully-integrated global system suited for deployment at any SABMiller company across the world. The higher quality and comparability of data it provides makes it possible to reach the best business decisions.*

**JAN FARYASZEWSKI**

VICE-PRESIDENT FOR FINANCE  
LEADER OF THE TRIUMPH PROGRAMME

**KOMPANIA PIWOWARSKA IS SABMILLER'S FIRST MEMBER COMPANY TO HAVE ADOPTED THE FULL VERSION OF THE GLOBAL SYSTEM. THE CHOICE OF KP WAS DICTATED BY ITS SIZE AND THE ORGANISATIONAL ADVANCEMENT OF ITS BUSINESS.**

Most global organisations have put in place IT systems offering coherent high-quality data comparable across their countries of operation. The majority of SABMiller member companies use a variety of systems provided by different suppliers. This raises the global cost of their maintenance. To address this concern, SABMiller Management have decided to adopt a single global system which will

provide comparable information and will be developed as needed to produce tangible benefits. Kompania Piwowarska's Management Board and the Management of SABMiller Europe and the TRIUMPH Project scheduled the launch of the new system for 1 April 2013. In F13, 2 547 KP employees were trained in the new system's procedures, data entry methods and processes.

*2 547 KP employees were trained in the new system*



# BEER AMBASSADORS

IN EARLY 2012, A WORKSHOP FOR ALL KOMPANIA PIWOWARSKA EMPLOYEES WAS ORGANIZED UNDER THE SLOGAN "BEER AMBASSADORS".

*21 workshops were run.*

All KP employees participated in the workshop. Twenty-one workshops were organised in three locations – the same places as the Kompania Piwowarska breweries are located, that is, in Poznań, Tychy and Białystok. They concerned beer problems and the employees had an opportunity to recall a lot of information about the category itself, the manufacturing process, Kompania Piwowarska brands, and the art of tasting. A lot of stress was placed on quality, how it is understood in the company and the possibility of influencing it in everyday routines,

as well as outside the workplace. All the information that the employees obtained during that training was communicated by internal Kompania Piwowarska experts. Specialists in manufacturing issues presented knowledge of raw materials and manufacturing processes. Beer tasters taught how to taste beer, to sense its taste and aromatic values most effectively. Employees representing the sales force talked about trade, gastronomy, distribution and quality. Experts in marketing explained the most important information on the key KP brands. The passion

and interest first kindled during the workshop was further aroused by The Whole Truth About Beer programme, aimed at gathering the ideas of all KP employees on how to establish and develop Beer Culture in Poland. Over a hundred people got involved in this voluntary project. By decisions of the Management Board, the Company committed to deploy selected projects in the following year. To retain and expand the knowledge, an e-learning course on topics corresponding to those of the workshop was held one year after the project commenced. The course was attended by 95% of the company's employees. One of its key outcomes was to include the Beer Ambassador modules in KP's induction programme for newly hired workers. During this two-day programme, every new KP hire acquires extensive knowledge on the market, the world of beer, the beer category and KP brands.

*The course was attended by 95% of the company's employees.*





# MOTIVATIONAL SYSTEM

TALENT MANAGEMENT, THAT IS EFFECTIVE MANAGEMENT OF EMPLOYEE DEVELOPMENT AND CAREERS, IS ONE OF THE BASIC PROCESSES WHICH MAKES IT POSSIBLE FOR KP TO REALIZE THE ESTABLISHED STRATEGY AND OBJECTIVES AND GROW.

## THE TALENT MANAGEMENT PROCESS ENABLES OUR EMPLOYEES:

- to obtain information about their strengths and areas to develop
- to plan their directions of development and the realization of developmental activities in terms of current and future organizational and individual needs.

## TALENT MANAGEMENT INCLUDES:

*Development discussions*

*Individual Development Plans (IDP)*

*Talent review and succession planning sessions*

**TO EFFECTIVELY ATTRACT, DEVELOP AND RETAIN EMPLOYEES WE FOLLOW STRINGENT PROCESSES AND STANDARDS.**

We put a proper emphasis on diversity and recruit people of diverse talents, fulfilling current and future business needs. The foundation and motor of the Talent Management process is Performance Management – an integrated process of performance management that guarantees high performance and a commitment culture. Performance Management (PM) is a management approach that enables all of us independently to discover the best ways of improving results and adding value. In other words, PM is a transmission of the company's strategy to everyday work

and the aims of employees and work teams. PM defines "how we do things", making sure that we are headed in the right direction, choosing the best way we communicate feedback one to another. Superiors regularly meet their subordinates (one-on-one meetings), and peers share knowledge and comments every day. We sum up and review our operation during annual and semi-annual assessment programs (for all KP employees), so we can check where we are on our road to success and what we need to continue on it.



**PERFORMANCE MANAGEMENT HAS BEEN ADOPTED WORLD-WIDE AND HAS BEEN IN PLACE FOR ALMOST TWO DECADES NOW, MAKING IT AN ESSENTIAL PART OF THE DNA OF SABMILLER.**

*At the heart of PM is the recognition of a fundamental truth, which is that we all pursue the ideas we come up with ourselves with much greater passion than the things we are told to do. This is what makes PM more than a mere process of management. Its core intent is the empowerment of our people to contribute their own ideas and their passion and energy to the success of our business, with our core strategies in mind.*

**KARL LIPPERT**  
MD OF SABMILLER LATIN AMERICA



**PERFORMANCE MANAGEMENT IS ABOUT...**

**ALAN CLARK**  
MANAGING DIRECTOR OF SABMILLER

- providing an integrated strategic framework to how we work,
- creating alignment in all that we do,
- the way that we understand and manage our business,
- a strong cultural message

Contests and appreciation programs for employees are additional incentives. In the "PIĄTE PIWO" [Fifth Beer] program, every employee can recommend another employee (or a group of people) for behaviour or achievements worth considering best practice. The Fifth Beer programme started out as a contest organised by the editorial office of Kompania Piwowarska's "Świat Piwa" monthly. In 2007, the contest evolved into the "Duże Piwo" recognition programme. Last year, the contest changed its name and modified its rules. Held on a quarterly basis, the event allows any KP employee to nominate an individual or a team who have performed outstandingly in supporting KP's strategic priorities or who excel in furthering the Company's values in their day-to-day work. The quarterly winners are selected by the Area Council, presented with a trophy and nominated



5  
Pięte Piwo

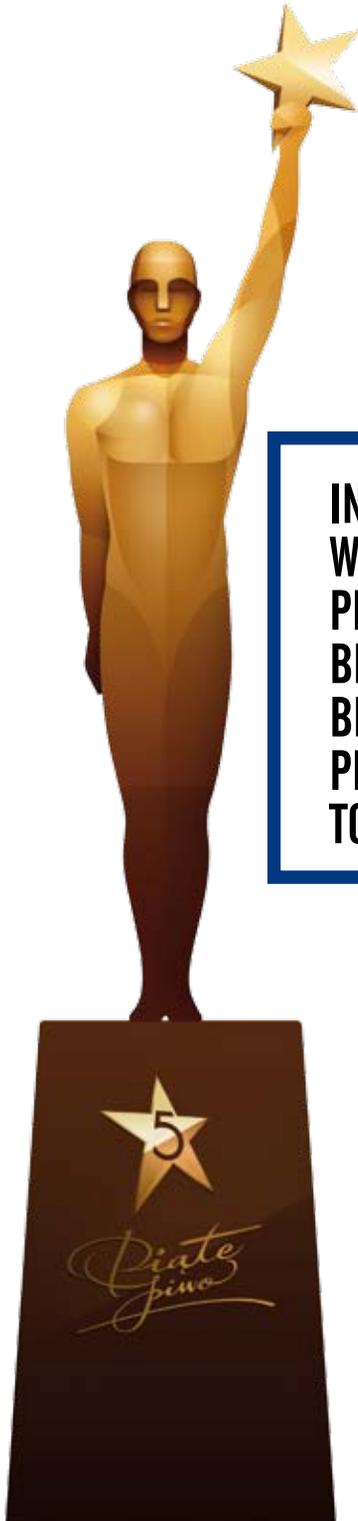
*In this edition, we chose to alter the programme's name and reward those who have contributed to the achievement of KP's strategic objectives. We want 5 out of every 10 beers sold in Poland to come from our product range. Hence the new name of the contest (The Fifth Beer). The fact that the Company employs many remarkable individuals always makes our choice extremely difficult. I nevertheless hope we have succeeded in selecting the very best.*

**WOJCIECH MOLŃSKI**  
VP: HUMAN RESOURCES

## IN THE YEAR F13, WINNERS OF THE PRESTIGIOUS "FIFTH BEER" AWARD WILL BE OFFERED FINANCIAL PRIZES AND A TRIP TO MIAMI

for the annual prize. At fiscal year end, KP's Vice Presidents and CEO select the annual laureates from among these winners. The names of the laureates are announced at an official gala. Prizes are conferred in the five areas of Sales, Logistics, Production, Other Commercial Activities (such as Marketing, Customer Marketing, Insights and Global Brands) as well as other support functions (such as Finance, HR, CA and IT) and the four categories of Excellence, Leadership, Value Creation/Innovation and Corporate Values. The first three categories are individual ones and the last is dedicated to teams.

# MIAMI





## EMPLOYEE VOLUNTEER PROGRAMME “KOMPANIA OF VOLUNTEERS”

The Company's reputation is also a factor motivating people to seek employment here. The initiatives for others in which our employees are involved, especially the voluntary program "Kompania of Volunteers", show how the company's commitment helps employees help others by financially supporting their projects. Every year we survey our employees' opinions on their satisfaction with such things as their jobs, the company meeting their expectations, and their assessment of employment relationships, the culture, communication or image of Kompania Pivowarska. Thanks to that, every employee contributes to company management.



*To ensure an unbiased employee appraisal based on uniformed principles, for the last few years we have been using performance calibration. The aim of this process is to standardize the performance criteria used in KP by sharing knowledge and experience during a manager's discussion.*

**DOROTA KOWALCZYK**  
PERSONNEL MANAGER

*Medicover packages*

## EMPLOYEE'S HEALTH

Employees of Kompania Piwowarska and their families are covered by Healthcare and can take advantage of Medicover packages, available across the whole country. Our employees have access to very well equipped health centres that employ experienced medical personnel. The maximally simplified system for using the medical services is cash-free and does not require presenting valid licenses or certificates. All it takes is to present a special card. The broad scope of examinations and consultations with top specialists guarantee optimal healthcare.



## EMPLOYEE BENEFITS

### WE PROMOTE SPORT

Sport is not only about health but is also a way to release stress and everyday tensions as well as to improve your well-being. The MultiSport card helps Kompania's employees make sport a part of their lifestyle. The MultiSport card is a program for additional sport and recreation benefits that ensures unlimited access to over 2,000 sports facilities across the whole of Poland. These include such activities as: aerobics, swimming pools, fitness, salt grottos, yoga, active mum clubs, dance lessons, etc. The MultiSport package can cover not only KP employees but also their guests and children.

### SUBSIDIES AND LOANS

Employees of Kompania Piwowarska can also get help to subsidize their children's' vacations or take low-interest loans on terms more favourable than in a bank. Subsidizing summer holidays is available to employees' children aged 5 to 18 and covers organized group recreation at camps and holiday resorts as well as individual holidays.

The Company additionally prepared a promotional sports camp offering for the children of its employees. The package includes a choice of four thematic camps focused on football, dance, football goalie, and family, in either one or two week options.

Employees are also offered a special, preferential insurance package for life and accidents, insuring themselves and their families, and a special mobile telephone operator package.

**KOMPANIA PIWOWARSKA CARES FOR ITS EMPLOYEES IN A COMPREHENSIVE WAY. IT OFFERS, AMONG OTHER THINGS, SPORTS PACKAGES, SUBSIDIZES CHILDREN'S HOLIDAYS, PROVIDES HOME IMPROVEMENT LOANS ON PREFERENTIAL TERMS AND A UNIQUE HEALTHCARE PACKAGE, AS WELL AS A BEER ALLOWANCE. THESE ARE JUST A FEW BENEFITS OF WORKING FOR OUR COMPANY.**

*Nearly 850 employees and 250 members of their families use the sports subsidizing solution.*



## MEALS

All employees of the company can make use of subsidized dining at canteens located in the 3 breweries.



## BEER ALLOWANCE

Every employee of Kompania Piwowarska can receive a monthly beer allowance. This way employees can try every brand of beer we produce. Moreover, employees can meet over a beer in corporate pubs in Poznań and Tychy and try their favourite brands at the employer's expense.



## LIFE INSURANCE ON FAVOURABLE CONDITIONS

Every employee has the possibility to sign up for life and accident insurance offered by an insurance company collaborating with KP. All employees can buy insurance for themselves and their families. KP concluded a contract with an insurance broker who regularly searches the insurance market to suggest what more we can expect from the insurance companies, so that their offers are constantly attractive to our employees.

## ADDITIONAL OFFERS FOR EMPLOYEES:

- favourable offers on mobile networks
- a favourable offer for car sales within a Partner Program
- favourable bank offers for employees – depending on the bank's offer, employees can take advantage of low interest overdrafts and credit cards, revolving credit lines, consolidating loans.



The most popular social benefits are: Multisport packages granting access for employees, their children and guests to sports facilities and services, e.g., swimming pools, fitness centres, and dance clubs in over 2,000 locations. Therefore, an employee on a business trip, can practice his or her favourite sport even while away on business. Other popular forms of subsidizing are, subsidizing holidays for children and youths, subsidizing school starter kits, or sport and recreational attractions such as: football or bowling tournaments, fishing competitions, one day mushroom picking trips, canoeing, bike trips, etc. here a great role is played by the employees who come up with ideas for an activity and take part in organizing it. In the festive season, before Christmas, employees additionally get Christmas vouchers or financial equivalents.

**EWA PLACKOWSKA**  
HR AND PAYROLL DEPARTMENT MANAGER

## DISCOURAGING IRRESPONSIBLE DRINKING

FOR KOMPANIA PIWOWARSKA, ENSURING RESPONSIBLE ALCOHOL DRINKING AND PREVENTING SUCH SOCIAL PROBLEMS AS DRINK DRIVING, SALE OF ALCOHOL TO MINORS AND DRINKING OF ALCOHOL BY PREGNANT WOMEN, ARE ALL AREAS OF SPECIAL FOCUS IN WHICH, IN COOPERATION WITH ITS PARTNERS, KP CONDUCTS EDUCATIONAL PROGRAMMES DESIGNED TO COMBAT SUCH BEHAVIOUR.

Educational and promotional programs that have been developed over several years now favourably impact the model and structure of alcohol use in our country. Discouraging irresponsible drinking of alcohol is one of the key priorities of Kompania Piwowarska. It is particularly important to us because alcohol abuse, in any form, is not in our interest. The situation could unfavourably impact consumers and society, undermine our reputation, and provide grounds for burdensome restrictions.

*One of the key priorities  
of Kompania Piwowarska.*

# OUR KEY PRINCIPLES

WE HAVE ADOPTED SIX BASIC PRINCIPLES REGARDING ALCOHOL TO HELP MAKE EVERYDAY BUSINESS DECISIONS AND SUPPORT OUR WAY OF PROMOTING MODERATE DRINKING.

1 OUR BEER ADDS TO THE ENJOYMENT OF LIFE FOR THE OVERWHELMING MAJORITY OF OUR CONSUMERS.

2 WE CARE ABOUT THE HARMFUL EFFECTS OF IRRESPONSIBLE CONSUMPTION.

3 WE ENGAGE STAKEHOLDERS AND WORK COLLECTIVELY WITH THEM TO ADDRESS IRRESPONSIBLE CONSUMPTION.

4 ALCOHOL CONSUMPTION IS FOR ADULTS AND IS A MATTER OF INDIVIDUAL JUDGMENT AND ACCOUNTABILITY.

5 INFORMATION PROVIDED TO CONSUMERS ABOUT ALCOHOL CONSUMPTION SHOULD BE ACCURATE AND BALANCED.

6 WE EXPECT OUR EMPLOYEES TO ASPIRE TO HIGH LEVELS OF CONDUCT IN RELATION TO ALCOHOL CONSUMPTION.

ALL COMPANY EMPLOYEES ARE REQUIRED TO ADHERE TO THE INTERNAL EMPLOYEE ALCOHOL POLICY.

As part of our self-regulatory effort, we have adopted a number of policies and guidelines which we follow in planning our marketing. These include a Marketing Communication Policy which sets standards for our promotional activities, our Market Research Policy, our Product Portfolio Policy and a number of other specific guidelines relating to the Internet presence of our brands. All company employees are required to adhere to the internal employee alcohol policy.



**PAWEŁ SUDOŁ, AN EXTERNAL  
EXPERT WITH INTIMATE  
KNOWLEDGE OF THE BREWING  
INDUSTRY.**

**THE OPPORTUNITY TO PRESIDE  
OVER THE WORK OF THE  
RESPONSIBLE MARKETING  
AND SALES COMMITTEE IS A  
GREAT HONOUR AND ALSO A  
RESPONSIBILITY TO ENSURE THAT  
ALL OF THE MATERIALS UNDER  
EVALUATION SATISFY THE MOST  
STRINGENT SABMILLER CRITERIA.**



In its efforts to achieve ever higher standards of responsible marketing communication, Kompania Piwowarska has for many years checked all of the activities of its brands for compliance with its policies and codes which are often more restrictive than Polish law. To that end, KP has appointed a Responsible Marketing and Sales Committee (KOMIS), tasked with

analysing all marketing activities (advertising campaigns, promotions, sponsoring, and point of sale materials). The Committee is composed of representatives of various Company departments. Since 2012, the Committee has been headed by Paweł Sudół, an external expert with intimate knowledge of the brewing industry.



**KOMISJA  
ODPOWIEDZIALNEGO  
MARKETINGU  
I SPRZEDAŻY**

*It is essential that an alcohol producer carries out its marketing communications responsibly. Therefore, in evaluating marketing materials and activities, the Committee should account for the sensitivities of a wider audience, rather than limiting itself to the target group selected for our products. The Committee's responsibilities also include ensuring that every marketing message is seen in its full context.*

*I thoroughly review project submissions while ensuring the Committee works as efficiently as possible. Its members are open to discussion. As all of them bring extensive experience from their respective areas of specialization, each employee submitting a project may count on having it evaluated reliably and fairly and, if necessary, modified to meet the Company's stringent self-regulation requirements. Note that the overwhelming majority of the submissions meet KP criteria. This shows that, thanks to the mandatory training they have completed, the employees are well aware of the Company's policies and codes.*

**PAWEŁ SUDOŁ  
HEAD OF RESPONSIBLE MARKETING AND SALES COMMITTEE**

Over 80% of the Company's employees have completed the mandatory training programme, "The ABC of Alcohol", covering the Company's alcohol policies and the risks of irresponsible alcohol drinking. Persons in charge of marketing communications for our brands and advertising agency employees additionally take part in the supplementary training programme Alcohol IQ. This one-day course provides an opportunity to learn from examples about the principles applied in the Company, its market research standards and its stance on key alcohol-related issues. Every year, such persons are also invited to an e-learning refresher course which brings them up to date on any newly adopted KP standards.

Alcohol training provides an opportunity to learn from examples about the principles applied in the Company, its market research standards and its position on key alcohol-related issues.

# abc alkoholu.pl

**OVER 80% OF THE COMPANY'S EMPLOYEES HAVE COMPLETED THE MANDATORY TRAINING, "THE ABC OF ALCOHOL".**

Established in 2008, the website [www.abcalkohol.pl](http://www.abcalkohol.pl) has been attracting more interest every year. It is a Polish version of the [www.talkingalcohol.com](http://www.talkingalcohol.com) site available in nine languages. Experts presenting their advice on this site recommend making informed and responsible choices about alcohol drinking. In easy-to-understand language, the site describes the effects of alcohol on the human body, advises parents to discuss alcohol with their children and points to important social aspects and risks involved in irresponsible alcohol drinking. During the reporting year F13, the website was visited more than 230,000 times.

**VISITED  
230,000  
TIMES**



*Although communication between consumers and beer producers is already subject to laws more stringent than those governing any other sector of the economy, as a member of the Advertising Committee Union of Associations, Kompania Piwowarska is committed to uphold even higher ethical principles on any advertising messages. We have chosen to go a step further and require that all advertising be assessed by a specially appointed Responsible Marketing and Sales Committee comprised of representatives of various Company functions. Industry self-regulation has proven its effectiveness, having noticeably reduced the number of complaints about beer advertising, as compared with other products and services. The fact that no KP brand advertisements or commercials have ever been pronounced unethical is a tremendous success, considering the Company's enormous brand portfolio and lengthy market presence. This shows that high standards not only do not harm companies but, on the contrary, they generate benefits and create a positive image of the Company itself and of its products.*



**WALDEMAR KOPER**  
DIRECTOR OF LEGAL AFFAIRS  
LEGAL ADVISOR

5.0

DISCOURAGING  
IRRESPONSIBLE  
DRINKING

IN 2008, KOMPANIA PIWOWARSKA LAUNCHED THE EDUCATIONAL PROGRAMME "CHECK YOUR BLOOD ALCOHOL CONTENT" IN WHICH IT PROVIDES A FREE MOBILE PHONE APPLICATION TO BE USED AS A HANDY BREATHALYSER.



**100,000  
POLES HAVE USED IT  
TO CHECK THEIR BLOOD  
ALCOHOL CONTENT**



**Nigdy nie jeżdżę  
po alkoholu**

Once input data (gender, weight and drinks consumed) has been entered, the app computes the BAC by the so called Widmark formula, which is an alcohol content function supplied by the State Agency for Solving Alcohol-Related Problems. The application estimates the time after which it is safe to drive. The "Check Your BAC" application can also be used to look up allowable BAC limits in place in specific European countries or help call a taxi quickly and safely. It is supported by various phone models, including iPhones, Android and java devices. The application is also available on Facebook at <http://apps.facebook.com/sprawdzpromile>. More than

*700kg of mints were distributed to 100,000 people*

100,000 Poles have used it to check their blood alcohol content. The Programme is sponsored by 11 Regional Road Safety Authorities and taxicab companies in ten Polish cities where packages with complimentary mints bearing the slogan: "Fresh breath may be misleading. Check your BAC" have been distributed to drivers. The drivers were requested to offer the mints to their adult passengers, who could also use the QR code placed on the mint boxes to download the application to their mobiles. A total of 700kg of such mints were distributed to 100,000 people. The Programme is operated in partnership with the organizers of the "I Drive Sober" campaign in which ads promoting the two responsibility programmes were placed on the rear of 15 Mobilis public transit buses operating the busiest routes in Warsaw. Moreover, as part of the "Check Your BAC" Programme, leaflets were produced for 10,000 drivers with information on penalty points for various traffic code violations, and materials for 4,000 professional drivers with advice and reminders on the safe operation of delivery vehicles.

**"FRESH BREATH MAY  
BE MISLEADING.  
CHECK YOUR BAC"**

Late 2012 and early 2013 was a time of increased educational activities addressed to pregnant women. In conjunction with the Fastryga Foundation, Kompania Piwowarska disseminates knowledge on Foetal Alcohol Syndrome and the risks of drinking alcohol during pregnancy. Since 2011, materials promoting KP brands bear the voluntary responsibility mark and the slogan "I don't drink alcohol when pregnant". Posted on Facebook is an application featuring expert opinions which suggest that even a minute amount of alcohol may affect foetal development. In its further educational efforts, KP prepared

posters, leaflets and calendars for 2013 which it distributed to over 3,000 gynaecological practices and childbirth schools across Poland. Materials are also sent to anyone who is interested in joining the

educational campaign and fills in the relevant order form available on the [www.abcalkoholu.pl](http://www.abcalkoholu.pl) website.



Among the many responsibility-related activities, worthy of particular attention is a training project for alcohol sellers developed on the basis of lessons learned from years of cooperation between the trainers of a prevention and treatment clinic and Kompania Piwowarska. Its objective is not only to bring home the message that alcohol must not be sold to minors, which is the focus of workshops with experienced practitioners, but also to demonstrate to project participants how important it is to change their approach and views on the drinking of alcohol by minors. The scope of the training has been expanded to include safety issues. Its organizers have developed procedures to ensure that persons in charge of event safety are prepared to respond quickly when needed. The attendees have also learned about the damage caused by minors drinking alcohol and the legal aspects of selling alcohol to such persons. The training is held before the biggest events sponsored by KP brands. In 2012, it was attended by 500 participants.



**ALL COMMUNITIES RESTRICT ACCESS TO ALCOHOL FOR YOUNG PEOPLE. THIS IS A SIGN OF RESPONSIBILITY ON THE PART OF ADULTS FOR THE PHYSICAL HEALTH AND THE SOCIAL AND EMOTIONAL DEVELOPMENT OF THE YOUNGER GENERATIONS.**

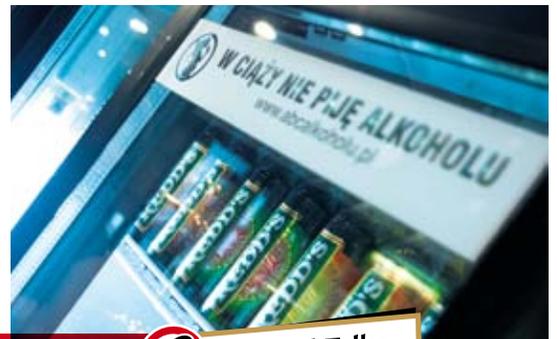
*A big challenge for many restaurateurs and vendors is having to turn down customers who cannot prove they are of age. Hence, our training emphasises practical skills. We not only learn to be polite in checking people's ages but also how to be assertive in problem situations. We prepare the participants to adopt procedures for effectively restricting the sales of alcohol to minors, while improving service quality and safety during events. The clear message about no alcohol being sold to minors affects the behaviour of all the participants in an event and improves the perception of the event and its sponsor.*



**IN 2012, IT WAS ATTENDED BY 500 PARTICIPANTS**



As a member of SABMiller, Kompania Piwowarska is actively involved in the European Alcohol and Health Forum, in which it plays a key role in preventing irresponsible alcohol drinking. We have made a number of commitments regarding self-regulation in marketing, in particular with respect to restricting access of minors to our websites and social media platforms, as well as tightening our rules on the broader dissemination of the "I don't drink alcohol during pregnancy" responsibility mark on product packages and in marketing messages, with the support of promotional activities.



**18** Alkohol. Tylko dla pełnoletnich

**JERZY RZĄDZKI**  
PSYCHOLOGICAL EDUCATION TRAINER  
PREVENTION AND TREATMENT CLINIC

*Acclaimed as one of the most interesting and effective global social initiatives*

## EDUCATIONAL ACTIVITIES CONDUCTED IN COOPERATION WITH THE BREWING INDUSTRY

The community work which for many years has been carried out within the framework of the Union of Brewing Industry Employers – Polish Breweries, has been noted internationally. The "Appearances may be deceptive, ID is not" Programme has been acclaimed as one of the most interesting and effective global social initiatives in the "Creative for Good" contest.

now with the help of Police Headquarters, and also, in 2012, under the auspices of the Ministries of Justice and Economy. Its reach is indeed very broad. In 2012, the programme's educational materials were distributed to 30,000 stores, 294,000 parents, 12,000 teachers and 60,000 police officers all across the country.

a wide range of players, as well as its effectiveness, long-term design and creativity have all earned the programme a distinction as one of the 60 best projects submitted globally. The campaign has been conducted for three years

In addition to the Driver's Club platform on Facebook, the Polish Breweries Union has, for a number of years, conducted its "Drivers Do Not Drink" educational campaign, supported by the European Road Safety Card. The initiative has put Driver's Club volunteers in many national and local road safety events where they promote the idea of "not driving under the influence" by means of alco-goggles and a driving simulator.

As early as 2008, members of the Union of Brewing Industry Employers in Poland have placed, as part of their self-regulation effort, a voluntary "I never drink and drive" notice on their beer packages. Since 2009, the slogan "Alcohol - for adults only" has been included in TV commercials. Both slogans are placed alternatively on primary and secondary product packages and in TV commercials.



**18** Alkohol. Tylko dla pełnoletnich

"APPEARANCES MAY BE DECEPTIVE, ID IS NOT" is a campaign designed to reduce alcohol sales to underage customers and raise awareness of problems associated with starting to drink alcohol too young. The campaign is targeted at vendors, teachers, parents and local communities across Poland. Its most recent edition of 2012 engaged nearly one in five municipalities in Poland in working towards a common objective. The reach of the campaign, its success in attracting

**AS PART OF EDUCATIONAL ACTIVITIES FOR DRIVERS, THE DRIVER'S CLUB HAS BEEN DEVELOPED FOR SEVERAL YEARS**

The club is a web platform which, in 2012, thanks to a new Facebook profile strategy, appealing content and contests related to acting responsibly on roads, attracted a following of 15,000 fans. The Driver's Club is an educational programme designed to teach young drivers never to drink and drive. The campaign is targeted mainly at the 18-30 age bracket, in which reckless driving and a lack of reflection contribute to the greatest number of drink driving accidents. To learn more about the Programme, visit our website at [www.klub-drivera.pl](http://www.klub-drivera.pl) or look us up on Facebook where young people will find lots of interesting advice on how to stay safe on the road.

*15,000 fans of the Driver's Club.*



The Union of Brewing Industry Employers – Polish Breweries is a member of the Advertising Council, an organisation responsible for self-regulation in the advertising industry in Poland. The Council strives to improve marketing communication standards by promoting good practices and ostracising unethical and unfair advertising messages. In our promotional activities, we adhere to **THE ADVERTISING COUNCIL'S ETHICAL CODE**.

a document drawn up jointly by the representatives of the three segments which make up Poland's advertising market, i.e. advertisers, advertising agencies and the media. During the reporting period, one complaint concerning a Lech commercial was lodged with the Advertising Council – however, the Ethics Committee judged the complaint to be groundless.



**AS AN ALCOHOL PRODUCER AND THE POLISH BEER MARKET LEADER, WE FEEL PARTICULARLY OBLIGED TO DISSEMINATE ROLE-MODEL BEHAVIOUR IN RESPONSIBLE ALCOHOL SALES AND DRINKING.**



*Together with other representatives of the brewing industry, as well as acting independently, we carry out social programmes and make commitments to provide education in the field. We set new, ever more ambitious aims every year. Their achievement is made possible through cooperation with organisations and companies which share our approach to problems resulting from irresponsible alcohol drinking.*

**ON 9 OCTOBER 2012**, SABMiller and 12 other representatives of the brewing, wine-making and distilled spirits industries around the world made new commitments to step up and expand efforts to combat irresponsible alcohol drinking. Their declaration to that effect, which covers the period from 2013 to

2018, is compliant with the Global Strategy of the World Health Organisation. In pursuance with the declaration, the signatories committed to focus their efforts on five priorities which are to:

**KATARZYNA RADECKA**  
SUSTAINABLE DEVELOPMENT MANAGER

**BEER, WINE AND SPIRITS PRODUCERS HAVE FORGED A GLOBAL ALLIANCE**

**1. PREVENT DRINKING OF ALCOHOL BY MINORS BY ENFORCING EXISTING REGULATIONS AND ENCOURAGING GOVERNMENTS TO ADOPT AND ENFORCE A MINIMAL LEGAL ALCOHOL PURCHASE AGE;**

**3. ENSURE THAT NEW PRODUCTS ARE DEVELOPED RESPONSIBLY AND THAT INFORMATION, INCLUDING MESSAGES SPREAD IN THE FORM OF EASY-TO-UNDERSTAND SYMBOLS, IS PROVIDED TO CONSUMERS TO PREVENT DRIVING WHILE INTOXICATED AND ALCOHOL DRINKING BY PREGNANT WOMEN AND MINORS;**

**2. ENHANCE AND DEVELOP GOOD MARKETING PRACTICE CODES AND CONTINUE TO REFRAIN FROM MARKETING ACTIVITIES WHICH MAY ENCOURAGE EXCESSIVE OR INAPPROPRIATE CONSUMPTION, AS WELL AS PLACE PARTICULAR EMPHASIS ON MARKETING IN DIGITAL CHANNELS;**

**4. COMBAT DRINK DRIVING BY COOPERATING WITH GOVERNMENTS AND NON-GOVERNMENTAL ORGANISATIONS FOR BETTER ENFORCEMENT OF EXISTING LAWS AND TO ENSURE PROPER EDUCATION;**

**5. SECURE THE SUPPORT OF RETAILERS FOR REDUCING IRRESPONSIBLE ALCOHOL DRINKING AND DEVELOPING BASIC RULES FOR RESPONSIBLE ALCOHOL SELLING.**

In the Programme, beer, wine and spirits producers have forged their first global alliance to prevent irresponsible alcohol drinking. This will enable them to strengthen and extend the scope of their prior efforts in each of the five areas, for which they have defined clear goals, set clear deadlines and stated performance measurement obligations.

## MAKING MORE BEER USING LESS WATER

WATER IS THE SOURCE OF LIFE. A SHORTAGE OF POTABLE WATER BEING A CHALLENGE THAT HUMANITY HAS BEEN FACING, ALONG WITH CLIMATE CHANGE, DESTRUCTION OF RAINFORESTS AND OVERFISHING, SINCE THE EARLY 2000S IS ONE OF THE MOST SERIOUS ENVIRONMENTAL PROBLEMS WHICH REQUIRES IMMEDIATE ACTION.

*According to the United Nations, one person needs 20-50 litres of clean fresh water per day to satisfy their basic needs. In some parts of the world water availability and quality is already a serious problem. At present 1.2 billion people, that is, approximately 1/5th of the global population have no access to potable water. The UN predicts that over 3 billion people will not have a sufficient amount of water by 2025.*

**THE WORLD'S TOTAL WATER SUPPLIES ARE ESTIMATED AT APPROXIMATELY 1.4 BILLION CUBIC KILOMETERS. 97.5% OF THOSE EXIST IN THE FORM OF SALT WATER. A FURTHER 2% IS TIED UP IN GLACIERS AND SNOW LAYERS.**



**ONLY A MERE 1% OF THE GLOBAL WATER SUPPLY IS SUITABLE FOR DIRECT HUMAN CONSUMPTION. AN ASTOUNDING 110 000 CUBIC KILOMETERS OF RAIN FALLS EACH YEAR ON THE EARTH'S SURFACE. HOWEVER, OWING TO EVAPORATION AND LACK OF ACCESS, THE VOLUME AVAILABLE AS FRESH WATER IS ONLY 12,000 CUBIC KILOMETERS. ONE-THIRD OF THAT VOLUME IS BEING USED TODAY.\***

The world's single largest consumer of water is agriculture, which accounts for ca. 70% of the total supply. It is also responsible for the largest proportion of wasted water, as more than half that amount is lost through inefficient irrigation. However, increasing the efficiency of water use by 15% worldwide would suffice to cover the entire communal water demand. As industry uses 22% of the resources, only 8% flows into households. In view of total water consumption, the use of water in private households may seem to play a somewhat secondary role in water conservation. It is notable, however, that countries differ widely from one another and that, for instance, the average German only uses 124 litres of water a day, while the average American uses 2.5 times more.

The problem of excessive water use is often underestimated. Each day we make seemingly insignificant decisions that have an important impact on the environment. We are aware of the issue of water shortage, however, we often are not able to take a quick shower instead of a bath or we are just too lazy to turn off the water while brushing our teeth. Certainly, we are not aware how huge are the amounts of water used for manufacturing commonly used goods. Having one cup of coffee (125 ml) we account for 132 litres necessary for cultivating and processing the coffee beans used for our drink. Manufacturing just one shirt results in the use of 2,700 litres of water, one kilogram of hard cheese – 3,178 litres and a slice of bread – 40 litres.



*Having one cup of coffee (125 ml) we account for 132 litres necessary for cultivating and processing the coffee beans used for our drink.*

\* [www.blue-responsibility.com/en/wassertechnologie/weltwasseruhr/default.aspx](http://www.blue-responsibility.com/en/wassertechnologie/weltwasseruhr/default.aspx), data as of 1 February 2012

6.0

MAKING MORE BEER USING LESS WATER

# USE OF WATER FOR MANUFACTURING OF VARIOUS PRODUCTS ALONG THE WHOLE VALUE CHAIN.

**1,608**  
LITRES / KG



**3,178**  
LITRES / KG



**17,196**  
LITRES / KG



**109**  
LITRES / 125 ML GLASS



**1,259**  
LITRES / PIECE



**4,325**  
LITRES / KG



**255**  
LITERS / 125 ML GLASS



THE AVERAGE USE OF WATER

Our surveys on water use shows that most water used in the entire beer manufacturing process originates from agriculture. Water for irrigation at that stage may lead to a tenfold (or higher) increase in water use in the process. Therefore, we monitor agricultural lands which are threatened with water shortages and cooperate with farmers to use water in a more effective manner. We are aware of the duty to promote responsible use of water in the industry and in other fields. For the same reason we have signed the United Nations CEO Water Mandate.

\*Source: Waterfootprint.org

# WHY IS WATER CONSERVATION ONE OF OUR COMPANY'S PRIORITIES?

- ▶ **WATER SHORTAGE AND WATER QUALITY ARE GAINING IN IMPORTANCE IN THE CONTEMPORARY WORLD.**
- ▶ **LARGE AMOUNTS OF WATER ARE USED THROUGHOUT THE WHOLE CHAIN OF THE BEER MANUFACTURING PROCESS (FROM BARLEY CULTIVATION THROUGH TO PACKAGING PRODUCTION UP TO THE FINAL PRODUCT).**
- ▶ **WHEN WATER BECOMES SCARCE, THE COSTS OF ITS EXTRACTION AND DELIVERY GROW. AND THAT AFFECTS EVERYBODY – CONSUMERS AND MANUFACTURERS.**
- ▶ **EFFECTIVE WATER MANAGEMENT IS ONE OF THE KEY MODES OF PROTECTING THE LOCAL ENVIRONMENT AND COMMUNITIES LIVING IN THE VICINITY OF OUR BREWERIES.**

**75**  
LITRES / BOTTLE



POLAND RANKS AS LOW  
**AS 22<sup>ND</sup> IN EUROPE**  
IN TERMS OF WATER SUPPLY  
PER CAPITA.

**SABMILLER'S COMMITMENT: REDUCE OUR WATER USE BY 25% PER HECTOLITRE OF BEER BETWEEN 2008 AND 2015. THIS INITIATIVE WILL SAVE 20 BILLION LITRES OF WATER EVERY YEAR – ENOUGH TO FILL 8,000 OLYMPIC-SIZED SWIMMING POOLS.**

To meet that objective, the SABMiller Group has developed a global programme for solving local water problems. The 5Rs (Protect, Reduce, Reuse, Recycle, Redistribute) is conducted in all the SABMiller breweries and it allows looking at water management in a broader perspective. The standards in force throughout the Group contribute to a reduction in water use in the beer manufacturing process and along the whole supply chain, and wastewater treatment, so that they can be reused. Adequately processed wastewater is used for, among other things, irrigation of agricultural areas. Such a model is applied, for example, in India for rice, banana and sugarcane cultures. In RSA, wastewater from breweries are treated with the use of algae and they may be used for fisheries. SABMiller also helps a local community in Mozambique, drilling wells providing access to clean and healthy water for thousands of people. In addition, the wells are not far from the community.

**CARING FOR GLOBAL WATER RESOURCES IS UNDOUBTEDLY ONE OF THE BIGGEST ENVIRONMENTAL PRIORITIES**

Actions for sustainable water management are initiated at various levels – both governmental and regional, or local ones; sometimes they are of supraregional character. The measures taken by the SABMiller Group for conservation of water resources would not be possible without partnership with governments, NGOs and other stakeholders with the same aim. Under the Water Futures Cooperation with WWF (World Wildlife Fund) and GIZ (German international development agency), SABMiller takes part in drawing up new concepts for water management. Earlier actions in this field have been published in the official report, the Water Futures Report. On the global scale, SABMiller engages in co-operation to protect watersheds, whereas Kompania Piwowarska successfully observes the priority of reducing water used for beer manufacturing at the same time increasing production volumes. Poland's water supplies are quite limited, averaging 1,700 m<sup>3</sup> per inhabitant per annum in a typical year and 1,450 m<sup>3</sup> per inhabitant per annum in a dry year. In those terms, Poland ranks 22<sup>nd</sup> in Europe. The figures show that rational management of the available water supply should become our top priority, especially as Poland is expected to suffer from a progressing water deficit as a consequence of climate change.

**WHAT IS THE COMPANY'S RESPONSE? KOMPANIA PIWOWARSKA TAKES MEASURES AIMING AT IMPROVEMENT IN QUALITY OF WATER AND WASTEWATER MANAGEMENT THROUGH THE FOLLOWING:**

**OPTIMISATION OF CORPORATE WATER USE AND WASTE WATER MANAGEMENT.**

The ratio of water used per unit of manufactured beer is monitored in every brewery and subjected to thorough analyses. Modern technological solutions are implemented to minimise water consumption. Waste water from the manufacturing process are discharged into the environment after prior treatment in a company or municipal waste water treatment plant in line with the legal regulations in force.

**IDENTIFICATION OF AVAILABILITY OF WATER RESOURCES.**

Exploitation of the company's own underground water wells takes place under the rules set forth in the separate permits in a manner that does not endanger the workable resources. In the case of new well holes, several geological and hydrogeological surveys are carried out before drilling to determine minimum workable resources in an aquifer.

**COOPERATION WITH LOCAL COMMUNITIES.**

Kompania Piwowarska informs on a regular basis both the local community and the wider public about the range of its activities, including indices for water use, in its own journals, such as KP and SABMiller sustainable development reports.

As mankind's biggest treasure, water deserves to be treated not as a commercial commodity, but rather as a legacy which deserves adequate protection. A large proportion of water is consumed by the industry. It is therefore only appropriate for environmentally responsible enterprises to conserve it and to rationally manage their water supply and wastewater. KP's efforts in the field are an excellent example of how to care for the natural environment. This applies in particular to measures designed to streamline water consumption, safeguard surface water and protect the environment from damage. KP has used a range of initiatives and improvements in the quality of water and wastewater management as well as innovative solutions adapted to the rational use of water and wastewater as an eco-leverage designed to foster the company's sustainable development. An example of such measures are efforts to harness the energy of wastewater to produce biogas and subsequently generate heat in a pure, renewable process. KP is a steady, reliable eco-partner for local communities and businesses.



**ZBIGNIEW GIELECIAK**  
PRESIDENT OF REGIONAL CENTRE FOR WATER AND WASTEWATER MANAGEMENT IN TYCHY  
PRESIDENT OF DISTRICT CHAMBER OF COMMERCE AND INDUSTRY IN TYCHY

### OPTIMISATION OF WATER USE AND WASTEWATER MANAGEMENT AT KOMPANIA PIWOWARSKA

Water is one of the main beer ingredients and therefore it is particularly valuable in the brewing industry. It is delivered to individual breweries from our own water wells (underground water) or from municipal water supply systems. Then it is subjected to treatment to adapt its parameters to the requirements used in the beer industry. Kompania Piwowarska is aware that water is an indispensable part of human life and its resources are not infinite. That awareness allows for constant improvements in the manufacturing process, which result in the fact that water usage per unit of manufactured beer decreases every year. At present, the global index of water consumption for the whole company equals 2.96 HL of water per 1 HL of manufactured beer (for fiscal year F13). By comparison, ten years ago the index equalled 4.6 hl/hl.

#### WATER CONSUMPTION IN HL

	F11	F12	F13
TOTAL WATER CONSUMPTION	46,134,680 HL	41,045,198 HL	43,595,926 HL
MUNICIPAL WATER SUPPLY	33,056,450 HL	28,990,628 HL	29,840,036 HL
WATER DRAWN FROM OWN WELLS	13,078,230 HL	12,054,570 HL	13,755,890 HL



One would think that the field of rational management of water resources receives enough attention. However, it should be borne in mind that the global population is growing and we manufacture more and more goods, and water resources are not going to expand. Therefore, our company believes that education on this topic should never be discontinued. It is worthwhile sharing good practices and introducing innovative solutions in water management.

**KLAUDYNA GRUSZECKA**  
ENVIRONMENT PROTECTION MANAGER

**THE INDEX OF WATER  
CONSUMPTION FOR KP EQUALS  
2.96 HL OF WATER PER 1 HL OF  
MANUFACTURED BEER**

Use of water for technological processes is inherently related to wastewater production. Being aware of the dangers related to uncontrolled discharge of contaminated water, Kompania Piwowarska thoroughly controls the cycle of its own wastewater. The basic principle observed in each of the breweries belonging to Kompania Piwowarska is

wastewater treatment prior to its discharge into the environment. In Tychy, it is pretreated in the company's anaerobic wastewater pretreatment plant prior to discharge into the sewage system. In other breweries wastewater is transferred directly to municipal wastewater treatment plants.

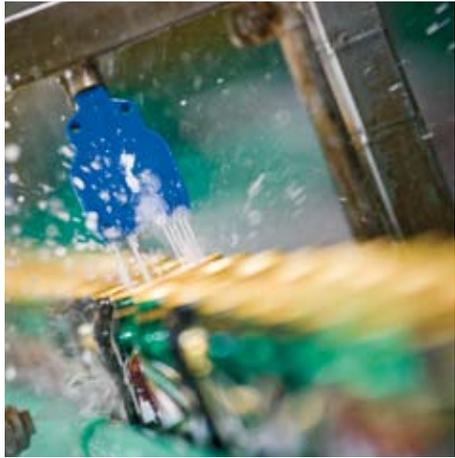
## MANNERS OF WATER REUSE

### WASTEWATER CHARACTERISTICS

	F11	F12	F13
<b>WASTEWATER VOLUME</b>	2,981,547 m <sup>3</sup>	2,682,734 m <sup>3</sup>	2,757,079 m <sup>3</sup>
<b>CHEMICAL OXYGEN DEMAND</b> (BEFORE TREATMENT IN MUNICIPAL WASTEWATER TREATMENT PLANT)	3,713.277 g/m <sup>3</sup>	2,921.57 g/m <sup>3</sup>	3,363.22 g/m <sup>3</sup>
<b>SUSPENDED SOLIDS</b> (BEFORE TREATMENT IN MUNICIPAL WASTEWATER TREATMENT PLANT)	827.94 g/m <sup>3</sup>	591.64 g/m <sup>3</sup>	603.51 g/m <sup>3</sup>

In order to reduce the amount of wastewater, water used for the manufacturing process is partly recovered for reuse. Manners of water reuse:

- use of water from boiling pot condensate for preliminary flushing of whirlpools,
- use of water from final flushing for external flushing at a CIP station,
- use of excessive water from bottle washer for cleaning empty cases,
- feeding conveyor sprayers with return water from can and bottle washers,
- use of cascade water in foam breakers.



PROJECT NAME → ENVIRONMENTAL EFFECT

#### CONTINUOUS PROCESSES

**WATER SUPPLY AND WASTEWATER INITIATIVES / PROJECTS DESIGNED TO REDUCE ENVIRONMENTAL IMPACT**

**STATE-OF-THE-ART CLOSED-CIRCULATION CLEANING INSTALLATIONS HELPED SUBSTANTIALLY REDUCE WATER CONSUMPTION AND WASTE GENERATION**

**WASTEWATER (MEASURING EQUIPMENT, GRAIN STILLAGE AND YEAST TANKS, BEER WHIRLPOOL)**

**REDUCED RISK OF ORGANIC COMPOUNDS FROM GRAIN STILLAGE AND YEAST MIGRATING INTO WASTEWATER – THEIR PRESENCE IN WASTEWATER INCREASES CONTAMINATION LOADS AND, AS A CONSEQUENCE, MAKES IT IMPOSSIBLE TO ACHIEVE LEGALLY REQUIRED PARAMETERS THROUGH TREATMENT.**

6.0

MAKING  
MORE BEER  
USING LESS  
WATER


3.02 HL OF WATER = 1 HL OF BEER

## THE TYCHY BREWERY

*The Tychy Brewery utilises water derived from one of its processes in others.*

In Tychy brewery, water for manufacturing purposes is extracted from the company's own underground water wells. Water for other purposes is delivered from the municipal water supply system. As one of numerous solutions aimed at reducing water usage, Tychy brewery has implemented a system of reusing water from one process for other processes (e.g., water used for flushing cans is reused for washing conveyors).

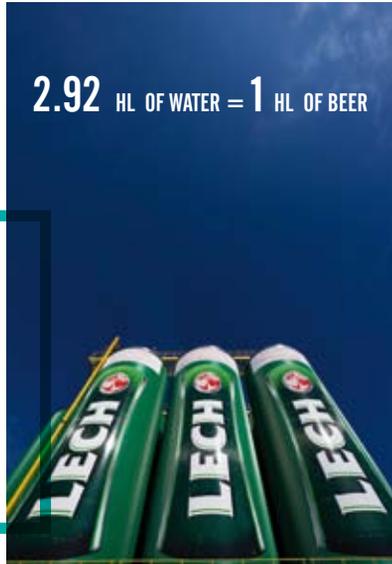
In the reporting period F13, the ratio of water use equalled 3.02 HL of water/HL of beer, compared to that in F11 – 3.26, which indicates very good water management. Wastewater generated in manufacturing processes is transferred to the brewery's pretreatment plant in which anaerobic methods with granulated sludge are applied. The technology

is based on the ability of anaerobic microorganisms under specific conditions to produce granulated sludge having high sedimentation ability and high biochemical activity. The pretreatment plant is equipped with a central inspection system and a visualisation of technological processes. Anaerobic fermentation also yields biogas, which is stored and used as normal fuel for company boilers.

**IN FISCAL YEAR F12 THE RATIO OF WASTEWATER AMOUNT PER UNIT OF MANUFACTURED BEER IN TYCHY EQUALLED 1.96 HL OF WASTEWATER/HL OF BEER, AND IN F13 – 1.93 HL/HL. THUS, THE AMOUNT OF WASTEWATER PRODUCED HAS BEEN REDUCED BY NEARLY 40% IN COMPARISON TO FISCAL YEAR F03, WHEN THE RATIO WAS 3.2 HL OF WASTEWATER PER HL OF BEER.**

## THE POZNAŃ BREWERY

2.92 HL OF WATER = 1 HL OF BEER



Water used for the manufacturing process and for other purposes is delivered to the brewery from the water supply system. Prior to use, it is processed in the company's own water treatment plant. As a result, the water obtained is of high quality and meets all sanitary requirements, making it possible to maintain the special taste of the beer. Water is reused in the Poznań brewery to reduce its consumption. Additionally, a number of improvements have been implemented into brewery operations to achieve a very low ratio of water usage. They include reuse of water in the processes of washing and pasteurization, reduced frequency of forcing wort and beer out of pipelines, replacing bottle washers with rinsers, giving up use of water for cooling boiler blowdowns. The impressive index of 2.92 hl of water per hectolitre of beer has been achieved in fiscal year F13. reuse of water in washing and pasteurization

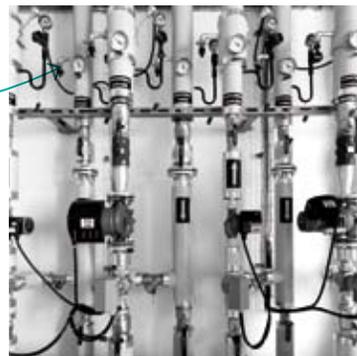
### REUSE OF WATER IN THE PROCESSES OF WASHING AND PASTEURIZATION

The brewery discharges industrial wastewater (a mix of technological and municipal sewage) into the municipal sewage system, which is then directly transferred to the municipal wastewater treatment plant. Prior to discharge into the sewage system, aggressive wastewater (alkaline/acidic) is directed to the newly erected

neutralizer where pH is corrected. In fiscal year F13 the Poznań brewery achieved the record-breaking index of wastewater amount per unit of manufactured beer equalling 1.83. Since fiscal year F03 the ratio

has decreased by 1.95 hl, that is by 51.5%. Assuming that the guidelines for the best available technologies in the brewing industry indicate wastewater production ranging from 2.7 to 4.2 hl of wastewater per hectolitre of beer, the result achieved by the brewery in Poznań confirms its advanced technology and the care for the environment in the brewery.

1.83 HL OF WASTEWATER = 1 HL OF BEER



The brewery in Białystok has reduced the amount of wastewater produced by over 57%.

## THE BIAŁYSTOK BREWERY



Water is delivered to the brewery from the municipal water supply system. The delivered water is subjected to processing to adapt its characteristics to brewing industry requirements. Industrial wastewater produced in the brewery is discharged into the municipal wastewater treatment plant along with sanitary sewage. Since acquisition of the brewery in Białystok by Kompania Piwowarska, thorough modernisation and improvements in production lines have been implemented. The measures taken have led, among other things, to a considerable reduction in the water usage ratio in relation to production volumes. That ratio has declined from a level of 4.5 hl of water per hectolitre of beer achieved in fiscal year F04, to a level of 2.92 in fiscal

year F13. A similar result has been achieved for the ratio of wastewater production. After completion of brewery modernisation, the ratio of produced wastewater to the production volume of beer declined from 4.2 (in fiscal year F04) to 1.798 (in fiscal year F13). Thus, as a result of the measures taken, in 9 years the brewery in Białystok has reduced the amount of wastewater produced by over 57%. That result indicates the considerable engagement of the company's staff both in improvements in production technology, and environmental protection.

## REDUCING OUR ENERGY AND CARBON FOOTPRINT

REDUCING OUR ENERGY AND CARBON FOOTPRINT CLIMATE CHANGE IS A PROBLEM AROUSING GROWING CONCERN ALL OVER THE WORLD, IN PARTICULAR WITH RESPECT TO ITS EFFECT ON THE WEATHER, WATER AVAILABILITY AND GRAIN YIELD. CLIMATE CHANGE LEADS TO RISING SEA LEVELS, SHRINKING GLACIERS AND INCREASED FREQUENCY OF VIOLENT STORMS, FLOODS AND OTHER NATURAL DISASTERS.

THE CLIMATE IS CHANGING AND TO A LARGE DEGREE HUMANS ACCOUNT FOR THAT CHANGE. GREENHOUSE GASES EMITTED, AMONG OTHERS FROM VEHICLES, POWER PLANTS AND OTHER HUMAN OPERATIONS, AND NOT NATURAL TRENDS, ARE THE BASIC CAUSE OF THE CLIMATE WARMING OBSERVED AT PRESENT.

*Concentrations of carbon dioxide (CO<sub>2</sub>) in the atmosphere, which is the main greenhouse gas, originating from the combustion of fossil fuels have reached a level which is the highest for at least 800,000 years.*

As part of its environmental obligations, the European Union has set volume objectives for 2020, the so called "3x20%", which are to reduce greenhouse gas emissions by 20% on 1990, reduce energy use by 20% relative to EU's forecasts for 2020, and achieve a 20% share of renewable energy in the EU's total energy supply, including increasing the share of renewables used in transport to 10%.

Greenhouse gases emitted by man retain the Sun's energy in the Earth's atmosphere, which leads to increasing temperatures. Over the last century, the average temperature on Earth has grown by over 1°C, and in certain regions even by 4°C. Scientists expect that if the increase in the amount of greenhouse gases emitted by humans is not inhibited, the temperature may grow by the end of this century by as much as 11°C, which may lead to immense and irreversible climate change and serious consequences for the human race and the whole world.



**BY THE END OF THIS CENTURY, TEMPERATURES MAY GROW BY AS MUCH AS 11°C**

Poland has made considerable headway towards these targets. The energy intensity of its GDP has fallen by 30% in the last decade. Nevertheless, the efficiency of the Polish economy expressed as GDP per energy unit is more than twice as low as the European average. Energy efficiency is a priority in Poland's energy policy. Progress in this field will be crucial for achieving all of its goals. Hence, Poland will have to make every effort to boost its energy efficiency.

*Over the last century, the average temperature on Earth has grown by over 1°C, and in certain regions even by 4°C.*

As the PwC study "The World in 2050" showed, companies recognised cheap energy, equality and social integration, and sustainable consumption and shortages of natural resources as the three most important problems related to development in 2012.

**87% OF RESPONDENTS BELIEVE THAT CHEAP ENERGY IS IMPORTANT FOR THEIR ACTIVITIES, AND THE PROPORTION WILL GROW TO 89% BY 2022. ALSO THE NUMBER OF RESPONDENTS TO WHOM THE ISSUE IS VERY IMPORTANT WILL GROW CONSIDERABLY, FROM 39% IN 2012 TO 60% IN 2022.**

Economic growth is related to the growing demand for energy all over the world. Most of our needs are met with the combustion of fossil fuels, such as coal, oil or gas. During combustion, fossil fuels release carbon dioxide (CO<sub>2</sub>) into the atmosphere. Along with other greenhouse gases, such as methane, carbon dioxide is probably an important agent leading to global warming and climate change. Energy consumption and carbon dioxide emissions are not just subjects of scientific theories anymore. Governments press for implementation of appropriate solutions, imposing tax instruments and emission charges. Poland is one of the EU countries which do best in terms of energy consumption per capita. Environment friendly investments by Kompania Piwowarska have contributed to it.

**WE HAVE NO PROBLEMS WITH MEETING BREWING INDUSTRY STANDARDS CONCERNING CONSUMPTION OF HEAT AND ELECTRICITY IN FORCE IN THE EU. KOMPANIA PIWOWARSKA IS COMMITTED TO BE RESPONSIBLE FOR SOCIETY AND THE CLIMATE, AND IS DEEPLY ENGAGED IN ACTIVITIES AIMED AT REDUCING ITS IMPACT ON THE CLIMATE.**

**SABMILLER COMMITMENT:**

**50% REDUCTION IN EMISSIONS FROM COMBUSTION OF FOSSIL FUELS PER LITRE OF MANUFACTURED BEER BY 2020.**

7.0

REDUCING  
OUR ENERGY  
AND CARBON  
FOOTPRINT

### WHY IS A REDUCTION IN ENERGY CONSUMPTION AND CARBON DIOXIDE EMISSIONS ONE OF OUR COMPANY'S PRIORITIES?

A lot of energy is used in beer production, not only during brewing itself but also for cooling the finished product, transporting it to clients, or in the production of packaging materials. Effective use, investments in renewable energy sources and self-generated energy are our methods of assisting in environmental protection. Using these methods, we reduce emissions of greenhouse gases and save money. Governments are striving to reduce the amount of greenhouse gases in the atmosphere, introducing pollutant emission limits for, among others, carbon dioxide.

*Using these methods, we reduce emissions of greenhouse gases and save money.*

### OUR RESPONSE:

We have developed a new strategy related to climate change which focuses on seven elements. Four of them are as follows: improving energy efficiency, switching to cleaner fossil fuels, investing in renewables and utilising carbon trading to reduce risk and create value: they are directly related to our business. The other three concern emissions management in our value chain and are related to transport and packaging

production. We have evaluated the level of our carbon dioxide emissions and reviewed relevant data to understand which parts of our value chain lead to the highest emissions. We have set the goal of a 50% reduction in emissions from combustion of fossil fuels per litre of manufactured beer by 2020. We are cooperating with our suppliers in searching for improvements in our joint activities.

With its activities and projects geared to boosting energy efficiency, Kompania Piwowarska fits into Europe's and Poland's energy-related strategies. In January 2013, KP submitted two projects for a competition held by the Energy Industry Regulatory Authority:

#### NEW INITIATIVES / INVESTMENT PROJECTS - PROJECTS TO IMPROVE ENERGY EFFICIENCY

#### BENEFITS

Replacement of turbo compressors with energy saving screw compressors, whose specifications fit the needs of selected installations and operate at lower working pressure. Application of modules recovering heat from compressor cooling systems.  
Project cost: PLN 2,200,000

The replacement of air compressors has produced the following benefits:

#### ENERGY SAVINGS:

- electricity savings of **1,829,561** kWh, or the equivalent of the annual consumption of 800 average households
- heat savings of **1,870,265** kWh, or the equivalent of the amount of heat needed to heat 180 average households over a one-year period

#### ENVIRONMENTAL BENEFITS:

Emissions reduced by **2,289** MgCO<sub>2</sub> per year, or the equivalent of approximately 5.26% of the total annual emissions produced by the Tychy Brewery in F13.

Use of exchangers in the flue gas lines at each boiler, and of energy from flue gases to heat the water supplied to steam boilers and heat the external air fed into the burning chamber. Project cost: PLN 1,277,000.

The flue-gas-heat recovery system produced the following benefits:

**ENERGY SAVINGS: 9,434** GJ per year; annual savings of 262,056 m<sup>3</sup> of fuel (natural gas) per year

**ENVIRONMENTAL BENEFITS:** emissions cut by **2.8%**

Established by the Energy Efficiency Act, the system of energy efficiency certificates, popularly known as the white certificates, is an opportunity to obtain funding by conducting projects designed to boost energy efficiency.

**The Tychy Brewery's project of "installing new energy-efficient air compressors with a waste-heat recovery system for the heating of buildings and water"** has won the first competition organised by the Energy Industry Regulatory Authority for energy efficiency projects. As a result, KP became one of Poland's first companies to receive "white certificates" i.e. energy efficiency certificates. The white certificates are only awarded for projects which are exceedingly cost-efficient.

**THE COMMITMENTS OF KOMPANIA PIWOWARSKA WITH RESPECT TO ENERGY MANAGEMENT AND EMISSIONS OF CARBON COMPOUNDS: JOINING THE SABMILLER GROUP, KOMPANIA PIWOWARSKA HAS COMMITTED ITSELF TO OBSERVE THE RULES FOR ENERGY MANAGEMENT AND EMISSIONS OF CARBON COMPOUNDS ACCORDING TO THE GUIDELINES INCLUDED IN THE SABMILLER COMMITMENT.**

*Setting its own new goals, Kompania Piwowarska meets the requirements of the commitment in every field.*

**THE FOLLOWING ACTIVITIES GIVE US A HIGH RANK IN TERMS OF MEETING THOSE REQUIREMENTS:**

#### **REDUCTION IN ENERGY CONSUMPTION DURING MANUFACTURING PROCESSES**

– monitoring of electric and heat energy consumption is carried out in all breweries which allows identification of the efficiency of the current manufacturing processes. Additionally, monitoring of fuel use in boiler plants is carried out in Tychy and Poznań breweries, which makes it possible to estimate CO<sub>2</sub> emissions on an ongoing basis. At the same time, work on improvement in technological processes and modernisation of the existing systems are under way in all the breweries. In recent years, those measures have allowed for a considerable reduction in energy consumption ratios. The ratio of produced heat energy per unit of beer

manufactured in Poznań brewery has successively declined from a level of 135.39 MJ energy/ hl of beer recorded in F03, to 57.68 in F13. For electric energy, in the financial year F13 the global ratio for the whole of Kompania Piwowarska equalled 5.84 kWh/hl of beer. The reference ratio of electric energy consumption defined in BAT (Best Available Technology) for the brewing industry ranges from 8 to 12 kWh/ hl of beer. The ratio achieved by KP indicates the deep engagement of breweries in reducing energy in manufacturing processes.

#### **SWITCHING TO FUELS OF LOW CARBON COMPOUND CONTENT**

– being aware of adverse effects on the atmosphere, in 2006 Kompania Piwowarska liquidated an operating coal boiler plant and replaced it with a modern gas-oil installation. Replacement of coal fuel with gas and oil has been contributing to a considerable reduction in emissions of mineral carbon compounds to the atmosphere. In the Tychy brewery, the gas-oil boiler plant has been in operation since 2002. The boiler plant is additionally fuelled with biogas generated in the wastewater pretreatment plant. In the fiscal year F13, the amount of heat used by the breweries in Poznań and in Tychy from so-called own sources generated from gas/oil/biogas equalled 760,412 [GJ]. In the Białystok brewery, heat is delivered by an external supplier.

KP's fleet of distribution trucks has been included in a programme of transition to low carbon fuel. The Company has successfully completed a test of a hybrid truck power system. As a result, it can now replace 20% to 30% of the currently used diesel fuel with natural (liquefied petroleum) gas. The technology additionally makes it possible to reduce particulate matter emissions in older engines by enhancing fuel-mix combustion.

BUDGET YEAR	F11	F12	F13
PRODUCTION OUTPUT (HL)	14 364 997	13 646 374	14 740 165
ELECTRICITY CONSUMPTION [kWh]	87 579 223	80 687 663	86 118 109
INDICATOR [KWH/HL]	6.1	5.91	5.84
CONSUMPTION OF HEAT FROM NON-RENEWABLE SOURCES [GJ]	884 049	813 127	823 277
CONSUMPTION OF HEAT FROM RENEWABLE SOURCES [GJ]	56 597	43 265	50 036
INDICATOR [KWH/HL]	64.12	66.31	60.94

7.0

REDUCING  
OUR ENERGY  
AND CARBON  
FOOTPRINT

### INVESTING IN RENEWABLES

– using “clean energy” depends mainly on technological limitations and the availability of “clean” fuels. The technological conditions in the Tychy brewery allow for the use of renewable energy in the form of biogas produced in the local wastewater pretreatment plant. Thanks to its composition, biogas is combusted along with natural gas. In the fiscal year F13 the amount of combusted biogas equalled 15.62% of the total amount of gas combusted in the boiler plant. Applying such a cutting-edge solution provides both economic and environmental benefits.

### IMPROVEMENT IN TECHNOLOGY

– in terms of energy savings this commitment consists, among others, in the search for possibilities to recycle energy and the selection of installations where low energy consumption is the main criterion. As regards heat energy recycling, all the breweries are equipped with a system for recovery of process heat from boiling pots installed in the boiling department.

**APPROX. 0.8 LITRES OF WATER AT A TEMPERATURE OF APPROX. 98°C CAN BE OBTAINED FROM EVERY LITRE OF STEAM EVAPORATED FROM WORT BOILING IN A BOILER.**

In all the breweries representing KP, modern machines and installations manufactured by renowned companies are used. A selection of equipment produced by renowned manufacturers ensures that cutting-edge technologies have been used so that the obtained indices of energy efficiency are satisfactory.

*The use of such heat recovery systems allows for a considerable reduction in demand for process steam and, in addition, contributes to the reduction of water consumption.*

**IN THE FISCAL YEAR F13, THE AMOUNT OF COMBUSTED BIOGAS EQUALLED 15.62% OF THE TOTAL AMOUNT OF GAS COMBUSTED IN THE BOILER PLANT.**



The advanced technologies employed by Kompania Piwowarska in its improvement programme have allowed it to achieve energy savings and carbon emission reductions in its fleet of heavy distribution vehicles.

In 2013, 13 of the oldest trucks in KP's fleet, powered by Euro II and Euro III engines, were replaced by state-of-the-art tractors powered by Euro V engines. The new engines will reduce fuel consumption from 37 l/100km to 28 l/100km and cut carbon emissions from 4 g of CO<sub>2</sub>

per kWh to 1.5 g of CO<sub>2</sub> per kWh per vehicle. This is made possible not only by the advanced engines but also thanks to the use of automatic transmissions, which help drivers operate their vehicles more economically. The new tractors have been coupled with advanced trailers weighing 800kg less than the previously used models. These improvements have enabled KP to further reduce the amount of energy it needs to complete its deliveries.

THE ENTIRE PROCESS IS MONITORED BY AN ADVANCED TRANSPORT TELEMATICS SYSTEM WHICH DETECTS DEVIATIONS FROM OPTIMAL LEVELS AND ACCORDINGLY ADJUST THE EQUIPMENT OR OPERATORS' DRIVING STYLES.

**ENERGY CONSUMPTION**



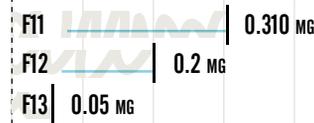
**HEAT CONSUMPTION**



**NOX\* EMISSIONS**



**SOX\* EMISSIONS**



**CO EMISSIONS**



**CO<sub>2</sub>\*\* EMISSIONS**



The considerable influence of logistics on enterprise sustainability has to do with the scale of operations and employee awareness. By conducting logistics at Kompania Piwowarska, we create jobs intermally, as well as in transport companies, logistics operators, manufacturers and service providers for equipment and consumables and our trading partners. On the other hand, we are responsible for minimising the environmental impact of our logistics, especially in transport. We strive continually to lower to the minimum the amount of energy needed to deliver our beer to customers and seek to mitigate any deleterious impact of such transport. This entails boosting operating efficiency, adopting innovative technologies and continually improving logistical processes.



**KONRAD CZEBRESZUK**  
HEAD OF LOGISTICS

\*Methods for NOx and SOx measurements are based on PN-ISO 10396:2001 (A)

\*\*The volume of carbon emissions generated by burning biogas is negligible for production purposes. In addition, the emissions of biogas, which is a renewable source of energy, are assumed to be zero and thus on par with the best practices in the industry.

## INITIATIVES/INVESTMENTS RELATED TO POWER MANAGEMENT AND EMISSION LIMITATION AIMED AT REDUCING ENVIRONMENTAL IMPACT

PROJECT NAME	ENVIRONMENTAL EFFECT
<b>CONTINUOUS PROCESSES:</b>	
<b>CO<sub>2</sub> RECOVERY STATIONS</b>	→ <b>BECAUSE OF CO<sub>2</sub> RECOVERY, THERE IS NO NEED TO PURCHASE CO<sub>2</sub> FOR THE PROCESS OF BEER PRODUCTION.</b>
<b>PHADUCO ENERGY RESERVOIR WITH A RECOVERY SYSTEM</b>	→ <b>LOWER HEAT CONSUMPTION REDUCING THE DEMAND FOR HEAT FROM BURNING SUCH NATURAL RESOURCES AS NATURAL GAS, COAL AND HEATING OIL.</b>
<b>HEAT RECOVERY FROM AMMONIA CONDENSATION TO EVAPORATE CO<sub>2</sub></b>	→ <b>USE OF WASTE HEAT GENERATED IN AMMONIUM CONDENSATION FOR AMMONIA EVAPORATION – REPLACEMENT OF VAPORIZERS.</b>
<b>COMBUSTION OF BIOGAS GENERATED IN THE PROCESS OF WASTEWATER TREATMENT ALONG WITH NATURAL GAS IN THE COMPANY BOILER PLANT</b>	→ <b>ANNUALLY, TYCHY BREWERY USES ABOUT 11-17% OF RENEWABLE ENERGY (BIOGAS) WHICH TRANSLATES INTO HEATING OIL / GAS CONSUMPTION REDUCTION.</b>
<b>NEW INVESTMENTS IN F13</b>	
<b>REPLACEMENT OF TURBO COMPRESSORS WITH ENERGY SAVING SCREW COMPRESSORS WHOSE SPECIFICATIONS FIT THE NEEDS OF SELECTED INSTALLATIONS AND OPERATE AT LOWER WORKING PRESSURE.</b>	→ <b>SAVINGS OF ELECTRICITY AND HEAT AND REDUCTION OF MGCO<sub>2</sub> EMISSIONS.</b>
<b>APPLICATION OF EXCHANGERS IN FLUE GAS LINE AND UTILISATION OF FLUE GAS HEAT</b>	→ <b>SAVINGS OF HEAT AND FUEL AND CUTS IN EMISSIONS.</b>



*The breweries of Kompania Piwowarska are among the most efficient in the world in terms of energy consumption. However, we still want to reduce energy consumption through monitoring of usage, constantly growing employee awareness and testing the possibilities of using renewable energy.*



**KLAUDYNA GRUSZECKA**  
ENVIRONMENT PROTECTION MANAGER

Kompania Piwowarska takes numerous initiatives to reduce the level of emissions. Those presented in the report are the most significant ones from the environmental impact perspective.



## ENERGY MANAGEMENT IN THE INDIVIDUAL BREWERIES OF KOMPANIA PIWOWARSKA

Generation of electric and heat energy is directly related to emissions of various substances into the atmosphere. When

own sources of energy are used, we are dealing with a direct impact on the atmosphere through emission of substances released during fuel combustion. When energy is purchased from an external supplier, the impact is often called indirect; that is, a plant does not emit any substances into the air directly from a manufacturing process but instead uses a product generated in the process.

**KOMPANIA PIWOWARSKA OWNS HEAT ENERGY SOURCES IN THE BREWERIES IN POZNAŃ AND TYCHY. THE BREWERY IN BIAŁYSTOK RECEIVES HEAT ENERGY FROM AN EXTERNAL SUPPLIER.**

OUR BREWERY EMPLOYEES CONTINUALLY SEEK NEW SOLUTIONS TO REDUCE THE USE OF POWER UTILITIES.



**AS REGARDS ELECTRIC POWER, ALL THREE BREWERIES OF KOMPANIA PIWOWARSKA MAKE USE OF SERVICES PROVIDED BY LOCAL SUPPLIERS.**

Thus, they emit substances into the air indirectly, which means that they do not directly participate in the production process but they use the product generated in the process. All the breweries attach considerable importance to sound management of energy and heat. Employees of the breweries keep searching for new solutions, reducing the usage of energy carriers. Since 1st of January, 2005, the European Union Emission Trading Scheme has been in operation in Poland, whose primary aim is to reduce emissions of greenhouse gases into the atmosphere.

As they operate boiler plants of a capacity exceeding 20 MW, the breweries in Poznań and Tychy have obligatorily become participants of the system. Participation in the system is associated with a number of duties imposed on a plant, related to reductions in greenhouse gas emissions and annual reporting.

*The breweries in Poznań and Tychy have a direct impact on the condition of the air through emitting substances released during fuel combustion, whereas the impact from the brewery in Białystok should be regarded as indirect.*

## THE TYCHY BREWERY

The Tychy Brewery operates its own boiler house which supplies all the process steam it needs for beer production. During the heating season, the boiler house additionally provides central heating for the plant. The installation is made up of two state-of-the-art automatically-controlled steam boilers having the combined nominal heating capacity of 39.4 MW. Fired normally with high-methane natural gas, the boilers may be switched to light heating oil during documented cuts in gas supply. The boilers additionally run on biogas produced in the Company's preliminary wastewater treatment plant.

**THE USE OF BIOGAS BENEFITS THE ENVIRONMENT AS THE FUEL IS RENEWABLE AND GENERATES SUBSTANTIALLY LESS EMISSIONS THAN HARD COAL OR HEATING OIL DURING ITS COMBUSTION.**

Biogas currently accounts for roughly 17% of the boilers' total fuel demand. The capacity of its boiler house has made the Tychy Brewery eligible to benefit from the EU's Greenhouse Gas Emissions Trading Allowance System. In the National Allowance Allocation Scheme for carbon dioxide emissions, the installation has been assigned number 534.

## THE POZNAŃ BREWERY

The brewery produces all the steam used in the manufacturing process in its own gas-oil boiler plant. It is a modern boiler plant of 35.1 MW capacity, fuelled by nitrogen-rich natural gas and, in case of supply breaks – with light heating oil. The boiler plant was commissioned in April 2006, replacing the old coal boiler plant.

A switch from coal to gas and oil makes Poznań Brewery a role model in applying Kyoto Protocol guidelines.

The brewery has also succeeded in using heat to heat air in boilers – the warmer the air, the more effective the combustion. The temperature of the air fed to boilers today is approximately 60 degrees Celsius. The improvements will be particularly beneficial during the winter season. Thus far, boilers have relied on cold ambient air, which substantially reduced the effectiveness of the entire system. Heat derived from flue gas is used for more than just heating air, as it additionally heats water. A project for improving the

system has already produced a return. What is more, the Company has generated added value in the form of carbon emission reductions. The latter is particularly important for SABMiller. The energy recovery mechanism applied in the Poznań boiler house has improved its efficiency by 2-3%. Over a one-year period, this translates into 10 million MJ of conserved energy, which is equivalent to the amount of energy needed to heat 60 single-family houses over one year. As the brewery in Poznań operates a boiler plant of capacity over 20MW (both coal and gas-oil boiler plants), it is eligible to benefit from the EU's Greenhouse Gas Emissions Trading Allowance System. In the National Allocation Plan for carbon dioxide emission it has been assigned number 533.

## THE BIAŁYSTOK BREWERY

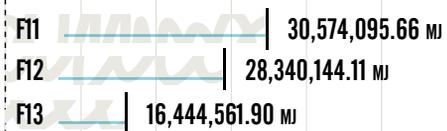
Process steam used for the manufacturing process is delivered from a municipal heat and power generating plant. Thus, the brewery in Białystok does not emit to the environment any substances in relation to direct energy production. As the brewery in Białystok does not operate any boiler plants, it does not qualify for the EU Emissions Trading Scheme. Both its location and economic factors indicate that the applied solution is the best option both for the brewery and the natural environment.



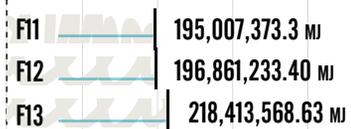


**FUEL CONSUMED BY MEANS  
OF TRANSPORT (CALORIFIC  
VALUE: 39.2 MJ/L)**

**PETROL**



**DIESEL FUEL**



**TRUCKS**



**CARS**



## RECYCLING AND REUSE OF PACKAGING WASTE

AS THEY GROW SOCIETIES TEND TO ENJOY HIGHER LIVING STANDARDS AND INCREASED CONSUMPTION. YET GROWTH ALSO TRANSLATES INTO MORE PACKAGING WASTE BEING GENERATED.

THERE IS A GROWING AWARENESS OF HOW PACKAGING WASTE AFFECTS THE ENVIRONMENT. SHOPPERS HAVE THE CHOICE OF BUYING THE KINDS OF PRODUCTS THAT ARE EASY TO RECYCLE. SPECIAL PACKAGE MARKINGS ARE USED TO AID CONSUMERS IN THEIR DECISIONS. THE ENVIRONMENTAL IMPACT OF PACKAGING LASTS THROUGHOUT ITS ENTIRE LIFE-CYCLE FROM RAW MATERIAL TO ULTIMATE DISPOSAL

**WHERE NO ADEQUATE WASTE COLLECTION SYSTEMS AND NO WASTE RECYCLING FACILITIES ARE AVAILABLE, AS IS PARTICULARLY COMMON IN DEVELOPING COUNTRIES, PACKAGING WASTE PROBLEMS MOUNT. IT IS THEREFORE ESSENTIAL TO FIND THE BEST WAY TO TREAT WASTE WITHOUT HARMING THE ENVIRONMENT.**

**AT KOMPANIA PIWOWARSKA, WE STRIVE TO RECYCLE WASTE THROUGHOUT OUR SUPPLY CHAINS FROM SUPPLIERS TO PACKAGE USERS – BOTH ON THE SIDE OF PACKAGING SUPPLIERS AND USERS.**

We have put in place special procedures for waste collection and sorting at source and for temporary waste storage at designated locations. A separate procedure has been developed to describe the selection, design and specifications of packages with a view to meeting environmental protection standards. The growing costs of compliance with packaging and packaging waste legislation have placed a considerable burden on businesses. Added to this expense are the high costs of raw materials.



**WHY IS RECYCLING AND REUSE OF PACKAGING WASTE ONE OF OUR PRIORITIES?**

- Packages protect our products and ensure they retain their high quality. They also help set our brands apart from others on the shelf and influence consumers' buying decisions.
- Our packages are not environmentally neutral. By reducing their weight, reusing them and promoting recycling/recovery, we save money and raw materials and send less waste to landfills.
- Minimizing the impact of packaging is a key way to protect the environment.

#### **OUR RESPONSE:**

- We have developed a detailed packaging strategy which helps us consistently adhere to design, use and recovery/disposal guidelines for all packages and materials used in production. The strategy is aligned with our global packaging standards and ensures consistency across all of our packaging materials in terms of quality and environmental impact.
- As part of our new strategy of increasing energy efficiency and reducing carbon emissions, we have been seeking ways to employ packaging material manufacturing technologies with the smallest possible carbon footprint.
- We strive to recover our packaging wherever possible; in addition, returnable bottle projects have been launched all around the globe. Glass bottles account for 47% of all packages used, in Poland 86% of these are returnable.
- To create the ideal process for the multiple use and recycling of packages, we focus on:
  - recyclable packaging components - increasing the share of recyclable materials in packages,
  - elimination of packs and reduction of package weight – we reduce the number of packs used to store and deliver products and design packages to achieve the lowest, technically feasible weight,
  - segregation and recycling/recovering of packaging waste – we use markings and design packages in consultation with our suppliers to ensure the products are best recycled or reused,
  - the presence of heavy metals – we seek to fully eliminate heavy metals from our packages where technically feasible; elsewhere, our goal is to reduce heavy metal content to 100 mg/kg,
  - packaging losses and post-consumption recycling – we seek to reduce packaging losses arising during production on plant premises, e.g. while washing glass containers. We work together with local community organizations to embrace new and improve existing recycling systems, while creating jobs where possible.

*Companies are forced to resort to cheaper and more sustainable alternatives to traditional packages.*

8.0

RECYCLING  
AND REUSE OF  
PACKAGING  
WASTE

### PACKAGING TYPES

**BREWERIES PACK AND DISTRIBUTE BEER IN THREE TYPES OF PACKAGING: KEGS, ALUMINIUM CANS AND GLASS BOTTLES.**

The basic packaging type used for all the beer brands we make are multiple use 0.5 l glass bottles. They are used several times during their lifecycle. Before reuse, a returnable bottle passes through a washing line. In addition to returnable bottles, breweries rely on 0.5 L or smaller aluminium cans. Also in use are 5 L varieties, which are usually applied on a temporary basis. Used aluminium cans are selectively collected almost across the entire country by the public utilities, recovery organizations and at non-ferrous metal collection points. Selective collection at source relies on bins set out around cities and at municipal sorting facilities. Once collected, the packaging is washed. It constitutes a valuable resource for aluminium works where they are ultimately melted in foundries. On-premise establishments of final consumption such as pubs and restaurants serve beer out of both bottles and kegs. Made of acid-proof steel, kegs come in 30 and 50 litre varieties. They are returnable and designed for multiple use.

*Although a considerable amount of raw material is used in their production, kegs are environmentally very friendly.*

### PACKAGING REUSE AND RECYCLING

**IN 2012, KOMPANIA PIWOWARSKA RECYCLED USED PACKAGING AT THE MINIMUM RATE OF: 50 % FOR GLASS PACKAGING, 48% FOR ALUMINIUM, 42% FOR STEEL, 56% FOR PAPER AND CARDBOARD, 20% FOR PLASTICS AND 15% FOR WOOD. REUSE OF PACKAGING WASTES REACHED A LEVEL OF 55%.**

Kompania Piwowarska has outsourced package recycling to the Recovery Organization. The Organization specializes in recovering production packaging waste as laid down in the relevant legislation. It sets up a sustainable system of selective collection and treatment and runs recovery projects with a particular focus on waste recycling and environmental education.

The Recovery Organization guarantees honest and Professional handling of collected packaging waste.

## QUANTITIES OF PRODUCTS AND REUSED PACKAGING MATERIALS BY MATERIAL TYPE FROM 2010 TO 2012

### ALUMINIUM APPLIED [KG]

2010	22,298,823.71
2011	21,633,988.36
2012	21,848,715.66

### ALUMINIUM RECYCLED [KG]

2010	10,034,470.67
2011	10,167,974.53
2012	10,487,383.52

### ALUMINIUM RECOVERED [KG]

2010	2,229,882.37
2011	1,730,719.07
2012	1,966,384.41

### METAL SHEET APPLIED [KG]

2010	2,951,333.37
2011	2,578,468.58
2012	3,297,278.24

### METAL SHEET RECYCLED [KG]

2010	973,940.01
2011	954,033.37
2012	1,384,856.86

### METAL SHEET RECOVERED [KG]

2010	590,266.67
2011	464,124.34
2012	494,591.74

**PAPER AND CARDBOARD APPLIED [KG]**

2010	8,369,700.45
2011	7,414,116.44
2012	8,997,757.16

**PAPER AND CARDBOARD RECYCLED [KG]**

2010	4,352,244.24
2011	4,003,622.88
2012	5,038,744.01

**PAPER AND CARDBOARD RECOVERED [KG]**

83,697.00	2010
74,141.16	2011
89,977.57	2012

**PLASTICS APPLIED [KG]**

2010	3,210,320.36
2011	3,859,536.72
2012	3,988,085.74

**PLASTICS RECYCLED [KG]**

2010	577,857.66
2011	733,313.88
2012	797,617.15

**PLASTICS RECOVERED [KG]**

2010	1,123,612.12
2011	1,389,436.82
2012	1,475,591.72

**GLASS APPLIED [KG]**

2010	85,951,544.87
2011	68,876,792.66
2012	80,359,102.64

**GLASS RECYCLED [KG]**

2010	36,959,164.29
2011	31,683,324.62
2012	39,375,960.29

**GLASS RECOVERED [KG]**

8,595,154.49	2010
6,198,911.34	2011
6,428,728.21	2012

**WOODEN PALLETS APPLIED [KG]**

2010	4,180,635.18
2011	5,059,191.53
2012	5,840,344.91

**WOODEN PALLETS RECYCLED [KG]**

2010	627,095.28
2011	758,878.73
2012	876,051.74

**WOODEN PALLETS RECOVERED [KG]**

2010	1,588,641.37
2011	2,023,676.61
2012	2,452,944.86

8.0

RECYCLING  
AND REUSE OF  
PACKAGING  
WASTE

## RECYCLING IN TYCHY, POZNAŃ AND BIAŁYSTOK BREWERIES

THE TYCHY, POZNAŃ  
AND BIAŁYSTOK  
BREWERIES SHARE A  
SINGLE RETURNABLE  
BOTTLE DESIGN WHICH  
IS COMMON FOR ALL  
OF KP'S NON-LICENSED  
BEERS

**THE STRATEGY NOT ONLY HELPS THE CONSUMER TO SPOT THE BEST BEER ON THE SHELF BUT ALSO, EVEN MORE IMPORTANTLY, FACILITATES THE FREE MOVEMENT OF RETURNABLE PACKAGES FROM DISTRIBUTION CENTRES TO ANY BREWERY IN NEED OF RESUPPLYING ITS PACKAGING STOCKS.**

Of all of Poland's business sectors, the brewing industry is practically the only one to have kept returnable packages in the consumer goods retail trade. Such bottles account for approximately 45% of the country's total sales volume, which corresponds to the European average. This places Poland ahead of France, Italy, the UK and Ireland (below 20%) and behind Denmark, Finland, the Netherlands, Germany and Austria (above 60%). With its well-developed returnable bottle collection system, Kompania Piwowarska has been recovering a larger share of packaging than any other brewer in Poland, at a rate as high as ca. 95%. The returnable bottle is a package which makes the most economic sense for both consumer and brewers. Kompania Piwowarska's current product range comprises 7 basic beer brands offered in 0.5 l returnable bottles (Żubr, Tyskie, Lech, Dębowe Mocne, Książęce, Gingers and Wojak). Numerous studies of package life cycles have proven the superiority, in terms of environmental benefits, of returnable bottles over any other package type.

*Individual KP brands with their variants include 17 beers in 500ml returnable bottles.*

Given the present bottle turnover and product distribution distances, the returnable bottles "save" energy and reduce the emissions of greenhouse gases and other pollutants. Brewers are prepared to wash such bottles properly and treat the resulting effluent. Furthermore, the returnable bottles also make financial sense for the average consumer, as they take up to 20 or even 30% off the price of the same product in a disposable package. Even a single additional cycle generates significant financial and environmental benefits.

The 390 million returnable bottles in circulation in Poland undergo an average of 12-13 filling cycles before they are discarded. In fact, the returnable package is designed to withstand more than 20 cycles. Unfortunately, the legislation governing the existing returnable package system does not provide the support needed to keep it in circulation for a longer time. Many stores have placed restrictions on accepting returnable packages and demand to see proof of purchase. By doing so, they miss the financial benefits of having products sold in returnable packages and fail to build consumer loyalty. Some of the blame also falls on consumers, who often ignore the financial and environmental benefits of returnable bottles (the deposit may account for 20 to 30% of beer price) and simply throw them away.

**FOR A NUMBER OF YEARS NOW, THE BREWING INDUSTRY HAS SOUGHT LEGISLATIVE SUPPORT FOR STREAMLINING POLAND'S RETURNABLE BOTTLE COLLECTION SYSTEM.**

One improvement is expected to follow the adoption of the new Packaging Act scheduled to come into force next year, which will allow businesses planning to launch products in returnable packages to conclude a voluntary agreement to set up and operate package systems.

Such an agreement will establish a long-term package system, prevent package losses in trade, promote returnable packages among businesses and improve the operation

of the existing returnable package system for producers, distributors, retailers and consumers. Kompania Piwowarska has also been working intensely within the framework of the Union of Brewing Industry Employers – Polish Breweries to examine options for establishing the most effective possible system. We are looking for inspiration to other European countries where such agreements are already in place. Brewers aspire to be an active party to such an agreement and intend to keep it open for other players who deal with or influence package systems such as consumer and trade organisations, distributors and retailers.



In recent years the demand for canned beer (in aluminium cans) has gone up. Customers who select cans are most likely swayed by convenience and, even more so, by the two major advantages of cans: their lightness and resistance to damage in transit and storage. Yet, the production of aluminium cans places a heavy burden on the environment. Thus, the can recycling level should be as high as possible. The Poznań brewery also makes frequent use of disposable 330 ml and 660 ml bottles. Similar to aluminium packaging, used glass packaging is collected selectively. Once collected, the packages are washed in sorting lines and handed over to glassworks in the form of cullet with the desired technical specifications.

Pack market shares based on actual sales volume in F13:

**NON-RETURNABLE BOTTLE 2.9%**  
**RETURNABLE BOTTLE 45.6%**  
**CAN 46.6%**  
**KEG 4.7%**

The financial year F13 was one of innovation, achieved in line with the philosophy of sustainable development while satisfying stringent quality requirements. We have adopted new packages with optimal weights and sizes, and minimal environmental impact. One example is the 400 ml Revival bottle which has replaced the previous Redd's bottles (Alien 300 and Alien 500) as well as the Crown 500 bottle dedicated to the Książęce and Tyskie Klasyczne brands. We have also looked at cardboard and aluminium packages.



## BOTTLES

- By launching the Revival bottle, we have reduced the average bottle weight to volume ratio from 0.742 g/ml to 0.675 g/ml.
- The returnable Crown bottle weighs 315 g, i.e. 5 g less than its predecessor, the Gold bottle.

## LABELS

- We have removed back labels from the bottles of most Kompania Piwowarska brands with the exception of three (including Lech Shandy and Książęce).

## CROWNS

- Together with our main supplier, we have reduced crown metal sheet thickness from 0.22 mm to 0.18 mm.
- We have successfully completed tests with an alternative supplier reducing crown metal sheet thickness from 0.23 mm to 0.20 mm. The "slim" crowns will be in regular production as of the start of F14.

## TRAYS

- We have tray side height for 500 and 550 cans.
- We have reduced bottle and can tray grammature by 20g/m<sup>2</sup>.
- We have reduced cardboard grammature by 20 g/m<sup>2</sup>.

## CANS

- We have reduced the weight of embossed cans (Lech Premium 500) from 14.1 g to 13.8 g.
- We have commenced work to reduce can weight by 0.1 g with KP's key can supplier.

*Our Supplier Quality Management Department, which manages various aspects of supplier quality, is responsible not only for securing - for Kompania Piwowarska - materials (packages and materials) which meet the highest possible quality and technical standards, but also for ensuring that such materials are developed in ways which comply with the principles of long-term sustainable development. We search for and support our suppliers in securing interesting and effective solutions which ensure innovation, while reducing the volume of production waste, optimising the use of resources and improving the recycling of used materials. While it is often a challenge to achieve such goals, we are capable of successfully working with suppliers and marketers to overcome stereotypes and deploy new solutions.*



**EWA SEIDEL**  
 LEADER FOR SUPPLIER QUALITY MANAGEMENT

## MANAGEMENT OF WASTE PACKAGING IN DISTRIBUTION CENTRES

The primary type of waste which Distribution Centres generate in their beer distribution is packaging foil. Complete and properly foil-wrapped pallet units which are adequately secured for transport are shipped between breweries and distribution centres. As one of the responsibilities of Distribution Centres is to put together complete orders, they dismantle the pallets they receive and put them together into so-called pallet mixes, in accordance with customer orders. The resulting waste is sorted and picked up by a KP-selected company which ensures appropriate shrink foil disposal. Other materials, such as pallets, crates and bottles are not seen as waste but rather as valuable returnable packages and treated accordingly. Distribution Centres play an essential role in recovering packages from the market. They collect them from customers, sort and check them as necessary and then forward them to breweries where they end up back on production lines. Distribution Centres also serve as storage facilities where pallets, crates and bottles are kept until needed in production.



## WE ARE "IN TUNE WITH NATURE"!

IN THE SPRING OF 2007, KOMPANIA PIWOWARSKA LAUNCHED IN TUNE WITH NATURE (ZGRANI Z NATURA), AN EMPLOYEE ENVIRONMENTAL EDUCATION PROGRAMME OF A KIND NEVER BEFORE SEEN IN POLAND. IT RELIES ON HUMOUR AND A FRIENDLY APPROACH TO TEACHING WAYS TO CARE FOR THE ENVIRONMENT. "IN TUNE WITH NATURE" HAS PUT A HUMAN FACE ON ECOLOGY.

What behaviours does it encourage? The goal is to reduce wastestream volumes, sort waste smartly and conserve water, electricity and heat not only in the workplace but also at home. Every participant will find that caring for the environment ultimately means caring for the quality of their life. The program is supported by recycling and environmental protection role models. The employees can use the internal community website



malepiwo.pl  
to share ideas  
and interesting  
pieces of  
environmental  
information.



In October 2012, an unusual one-day display could be seen in all KP breweries, as well as its Warsaw headquarters. Made of herbs, citrus plants, pallets, undyed fabric and grey paper, the display, which reflected environmental trends, was a surprise for the workers. The decoration was completed with bicycles, included to promote environmentally-friendly transport and a shower meant to encourage water conservation. The biggest attraction of the In Tune with Nature Days were eight mime artists from the Oczy ku niebu Theatre who dressed up as the Company's Green People – the official mascots which have accompanied the In Tune with Nature campaign from the very start. Dressed in white and green, the green people came in pairs, each representing a different environmental priority. During the happenings, the green people came in pairs, each representing a different environmental priority. Dressed in white and green, and with mysterious smiles on their faces, the silent actors greeted KP employees every morning, presenting them with apples. For the rest of the day, they roamed the Company offices handing out potted herbs, applying stickers with In Tune with Nature principles and playing out scenes illustrating environmentally-friendly behaviours. During the happenings, employees received a total of 800 tons of apples, 2,000 pots with herbs. More than 10,000 stickers bearing In Tune with Nature principles were either put up or handed out. The Company's employees could also see the latest sustainable development report. The environment day also provided KP employees with an opportunity to test their reflexes at an eco-driving stand and learn how to drive a car in an environmentally-friendly manner.



Together with the Biedronka retail chain, KP held its second environmental collection of returnable packages under the title In Tune with Nature. Anyone who brought five glasses or aluminium packages within the required time received an environmentally friendly bag and get a chance to learn how to help nature by sorting trash. Held under the patronage of the Warsaw College of Environment and Management and waste recovery organisations, the campaigns extended to over a dozen cities across Poland.

The drive participants received more than 18,000 bags and collected over 17 tons of glass and more than 600 kg of aluminium.



#### THE GREEN WARDROBE

The Green Wardrobe [Zielona Szafa] is a meeting of environmental character designed primarily to promote the recycling of clothing and accessories. Admission to this environmental event is gained by bringing in second-hand apparel. All articles of clothing end up in a common pool. What follows is a fashion frenzy, a madness of trying on and selecting. To add another attraction, the organizer arranges for stylist consultations on current fashion trends. The stylist shares secret tips and tricks known to image consultants and the latest news on beauty care. Ladies employed in Kompania Piwowarska are invited to the event, along with their female friends and the female partners of Company employees. Some of the clothes are donated to non-governmental organizations which support women in poverty. Under the project we have been cooperating with NGOs supporting women in poverty and we pass clothes onto them collected during "Green Wardrobe" meetings. The meetings have been held in Kompania Piwowarska since 2007 in four locations: Warszawa, Poznań, Tychy and Białystok.

**THE GREEN MAG**

KP takes part in the environmental Green MAG (Zielony MAG) programme under which waste foil is collected from stores free of charge. The stores place the foil in special bags provided to them at no charge. The collection is then performed during deliveries. The project is designed to:

- raise awareness of the need to sort waste
- help stores dispose of their waste
- diversify KP's partnerships with vendors.

The free foil collection project attracted considerable interest from retailers and growing approval for such efforts.

**ECOLOGY PAYS OFF**

Kompania Piwowarska cares about educating the public about the benefits of using returnable bottles. To that end, in September 2012, KP conducted a Warsaw-wide pilot information campaign under the name Ecology Pays Off. The campaign was to demonstrate to consumers and retailers how much they stand to gain by choosing beer packaged in returnable bottles.

**A TOTAL OF 1,850 WARSAW STORES DISTRIBUTED LEAFLETS AND DISPLAYED POSTERS EMPHASISING THE SAVINGS AND ENVIRONMENTAL BENEFITS OF USING RETURNABLE PACKAGES.**

As part of the campaign, KP's sales force educated retail outlet owners about the importance of this type of packages in traditional trade. Any of their customers who purchased 6 bottles of beer in returnable packages received special holders made of cardboard, an environmentally friendly material which can be easily recycled. Although the pilot project only lasted a month, it proved a success. KP currently plans to run a broader promotion of returnable bottles.

**ECO-LAMPS AND ECO-BENCHES**

Kompania Piwowarska has come up with an idea for how to utilise its used product packages. In the Autumn of 2012, the sculptor Monika Szpener and the designer Andrzej Golec used waste KP beer bottle crowns and beer cans to fashion environmentally-friendly designer lamps. The "eco-lamps" fit well into the recycling concept, showing that waste can be used to make useful, fine-looking objects. Two of the lamps were donated to the auctions of the Grand Orchestra of Christmas Charity. One of them comes with a classic shade made of Redd's beer cans. The other is an open sphere with a light bulb of nearly 20 cm in diameter which shines a powerful beam of light onto the ceiling and projects much softer rays onto the walls and the floor. Its shade is made of a tight-knit net of cans cut into strips which, in addition to agreeable light, also provide a sense of softness. The artists did not waste any bottle crowns from KP beer either, as they used them to produce benches, which ended up in KP's Tychy, Poznań and Białystok breweries and in the Warsaw headquarters. In addition to being environmentally friendly, the furniture also features an uncommon appearance. The caps used to decorate the benches were collected personally by Kompania Piwowarska employees.

*The eco-lamps fit well into the recycling concept showing that waste can be used to make useful, fine-looking objects.*



In October last year special containers were placed in all KP locations and you could use them to toss in crown caps of KP portfolio brands. Now these crowns have been given a second life and will serve as seats for KP employees.

It is estimated that 20 thousand crown caps of three main KP brands were used: Lech (in its Pils variety), Tyskie and Żubr, both classic and Ciemnozłoty. Although crown caps may seem as not very sophisticated items, seats made of them look splendid and striking good. Made by sculptor Monika Szpener, the seats are perfectly connected with the idea of recycling and are evidence that waste can provide good material for beautiful and useful objects.

**A TOTAL OF ELEVEN ECO BENCHES WERE MADE: THEY COME IN SETS IN FOUR COLOURS DEPENDING ON THE BRAND.**

The seats and lamps were installed in brewery premises in Tychy, Poznań and Białystok, as well as at the KP office in Warsaw. They not only serve company employees, but also visitors who can sit and rest on them while visiting the Tyskie Browarium or pub garden at the LECH Visitor Centre. All the pieces of furniture are very solid - the lightest one weighs 15 kg and the heaviest as much as 100 kg! The making of the benches and lamps is an effect of cooperation between KP and a recycling organization Eko-Punkt.

For the last two years, EKO-PUNKT Organizacja Odzysku S.A. has been responsible for meeting Kompania Piwowarska S.A.'s duty to recover and recycle plastic, steel, paper, cardboard, glass and wood packages. Our work guarantees that the package waste stream is made available for production. To that end, we serve Kompania Piwowarska by utilising waste procured from a member company of the Remondis Group, which we then forward to our selected recyclers. This helps us better control our recycling processes and provide our business partners with a guarantee that their packaging waste recovery and recycling obligations will be adequately met. In keeping with our principle of completing the process bottle-to-bottle, we place a great deal of emphasis on cooperation with recyclers who ensure that our materials are available to produce new packages.



*Responsible management in line with the principles of sustainable development is included among Kompania Piwowarska's priorities. The goal of EKO-PUNKT is to promote selective waste collection and support initiatives which raise the environmental awareness of society. With their aligned aims in mind, EKO-PUNKT Organizacja Odzysku S.A. and Kompania Piwowarska launched a common environmental campaign designed to promote the collection of waste materials among Kompania Piwowarska employees. Thanks to their dedication, the workers successfully collected KP branded bottle crowns. The sculptor Monika Szpener subsequently used them to make avant-garde lamps as well as useful and durable benches. The KP brand aluminium cans, in turn, were utilised to produce 12 practical, one-of-a-kind lamps. We hope that the new items, made in part from waste materials, will be noticed by Kompania Piwowarska employees and customers and will inspire them to get into the habit of recovering waste. We believe that any initiative which encourages the public to actively protect the environment and raises their environmental awareness is a worthy effort.*



**ANNA SZYMAŃSKA**  
MEMBER OF THE MANAGEMENT BOARD OF EKO-PUNKT ORGANIZACJA ODZYSKU S.A.

9.0

WORKING  
TOWARDS  
ZERO-WASTE  
OPERATIONS

# WORKING TOWARDS ZERO-WASTE OPERATIONS

ECONOMIC AND POPULATION  
GROWTH FUELS CONSUMPTION AND  
THE VOLUME OF WASTE GENERATED  
AROUND THE GLOBE

*Everyone is a consumer*



Food, clothing, household goods and many other products are bought every day. The side effect of consumption is waste, which places a heavy burden on nature.

### THIS MAKES WASTE MANAGEMENT A PRIORITY.

Traditional waste incineration also has an adverse environmental impact. governments ensure waste reduction by imposing fiscal measures and passing laws on waste recycling.



### IN POLAND, OVER 70% OF SOLID WASTE IS LANDFILLED

A LARGE PROPORTION OF THE WASTE IS SUITED FOR RECYCLING AND CAN BE USED TO RECOVER PRECIOUS MATERIALS WHOSE STOCKS ARE QUICKLY DEPLETED. THE RECOVERY AND RECYCLING OF WASTE, AS WELL AS THE REUSE OF WASTE-DERIVED MATERIALS, IS A HUGE INDUSTRY IN WESTERN EUROPE AND OTHER PARTS OF THE WORLD. THE BEST EXAMPLE IS GERMANY WHERE A MERE 0.5% OF SOLID WASTE IS LANDFILLED WHILE 45% OF IT UNDERGOES RECYCLING.

It is a good idea to check the environmental impact marks placed on product packages. They provide information on whether specific primary or secondary packages are suited for reuse or recycling.



### WHY HAVE WE MADE RESPONSIBLE WASTE MANAGEMENT OUR COMPANY'S PRIORITY?

Reducing the volume of waste we generate and finding alternative means for its reuse are key to protecting the environment. Waste management is becoming an issue of great importance, and the traditional method, i.e. landfilling, has been shown to damage the environment.

As the majority of the waste generated in the brewing business comes from production and product packaging, our goal is to fully eliminate post-production waste. To that end, the Company is reducing its overall waste volume by way of segregation at source and then reuse and recycling.



### OUR RESPONSE:

We seek to reduce to the minimum the volume of waste generated in production, transport, marketing and sales. Where waste is unavoidable, it is properly collected at source and handled by highly specialized companies.

We reduce our overall waste volume and search for ways to reuse it in the best possible manner. Our goal is to fully eliminate post-production waste. We focus on three areas: separating post-production waste for recovery and recycling, reducing the volume of waste dumped in landfills and minimizing the environmental impact of disposed waste.

Kompania Piwowarska boasts excellent waste management. Practically all waste originating from the manufacturing process such as grain stillage, malt dust and yeast slurry, is reused in the agriculture, pharmaceutical and cosmetics industries.

Other waste, such as glass, nonferrous metals, paper, cardboard, foil and wood, is sorted and handed over to specialized companies for reuse and recycling.

*Our goal is to fully eliminate post-production waste.*



**AS MUCH AS 98.81% OF ALL WASTE GENERATED IN KOMPANIA PIWOWARSKA UNDERGOES RECYCLING, REUSE OR NEUTRALIZATION.**

To reduce waste volume, breweries have acquired can crushers and press-containers for other waste. Sites are being designated for temporary waste storage and sorting to ensure safety and guarantee keeping substances from seeping into the substrate.

## KOMPANIA PIWOWARSKA'S WASTE MANAGEMENT COMMITMENTS

### OUR EFFORTS FOCUS ON:

- Appropriate classification and sorting waste fractions,
- Reducing the volume of landfilled waste:
  - we make sure all waste fractions are reused and recycled either internally or externally
  - we keep track of technologies to turn waste into energy,
  - we encourage suppliers to put in place systems of collecting used packaging.
- Reducing the impact of any waste sent to landfill we ensure that:
  - waste is gathered and sorted at designated sites,
  - landfills are used as intended,
  - the companies which collect our waste hold all the permits and licenses required by law.

### KOMPANIA PIWOWARSKA HAS EFFECTIVELY IMPLEMENTED SUBMILLER COMMITMENTS REGARDING WASTE MANAGEMENT, WHICH EXEMPLIFIED BY THE FOLLOWING ACTIVITIES:

- waste production and treatment  
Each brewery's waste management system is geared towards directing waste to reuse or recycling where possible; the only factor that keeps us from achieving this goal are the technological limitations we encounter in processing specific types of waste and, in occasional cases, the availability of funds. The case KP breweries shows it is possible to come very close to utilizing 100% of waste for business purposes.
- waste sorting and classification  
The accuracy of selective sorting depends on work-flow organization and the human factor; with superbly trained employees, it is possible to keep the waste gathered very clean and suitable for use as raw material with hardly any processing required.
- waste neutralization  
For technological reasons, a certain portion of the waste needs to be neutralized. All such waste is handed over to well-tested companies which hold the required permits (administrative decisions); the correct selection of business partners is overseen by the environmental management system
- other

Kompania Piwowarska is phasing out refrigeration (and other) equipment containing CFCs or similar gases which deplete the ozone layer; these are being replaced with environmentally friendly substitutes; the phase-out includes units installed on brewery premises as well as the refrigerators and coolers managed by the Distribution. Very few industrial plants in the world have been able to operate 100% waste free. This is commonly due to technological limitations. However, highly environmentally aware companies use every effort to approach this ideal. Substantial waste reductions come from applying more durable materials and selecting proper raw materials and their reasonable use and also reuse of materials. Breweries around the world are examples of rather waste-intensive production. Yet, with a proper approach to waste management, Kompania Piwowarska has been able to handle waste as side products. Thus, the bulk of the waste it generates becomes a valuable material used by farmers and for other operations.



Where that is not possible, businesses should seek to have their waste recycled by any available means.

## PRODUCTION SIDE PRODUCTS

### 1. GRAIN STILLAGE:

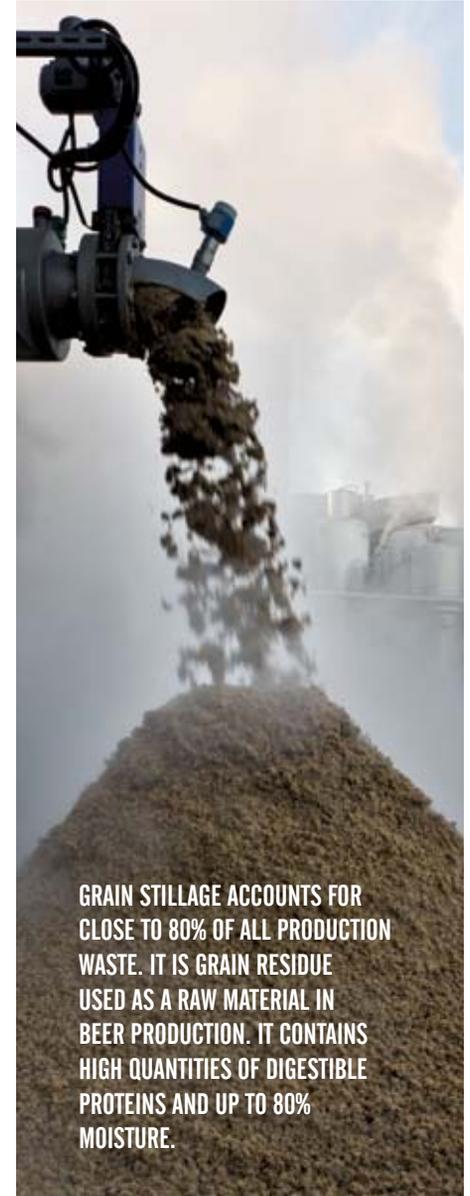
Grain stillage accounts for close to 80% of all production waste. It is grain residue used as a raw material in beer production. It contains high quantities of digestible proteins and up to 80% moisture. Stillage is typically used as cattle, hog and poultry feed – it is usually fed fresh, or, less frequently, as silage. Farmers usually collect the total amount generated. They pick up all of the stillage coming from breweries to feed it to livestock either straight or in feed mixes. Note that in farming, stillage and dust are a complete end-product possessing the desired quality. Together, stillage and dust account for the majority of all waste generated.

### 2. KIESELGUHR, YEAST SLURRY AND MALT DUST

Kieselguhr is a sedimentary rock of organic origin comprised of silicon diatom pores. One of its applications is for beer filtration. Large amounts of waste also come from removing the post-fermentation sediment known as yeast slurry. The slurry is rich in protein. It also contains large amounts of vitamin B, calcium, iron and microelements such as zinc, copper and magnesium. Yeast slurry can be readily sold to large production plants. Malt dust is generated in moving malt, germinated barley grain. Much like grain stillage, malt dust makes a highly valued animal feed additive.

### 3. CULLET, WRAPPING FOIL, PAPER, CARDBOARD AND ALUMINIUM

The volumes of cullet, wrapping foil, paper, cardboard and aluminium are much smaller than those of the above fractions. Most cullet is made up of damaged bottles coming from packaging lines. Cardboard and wrapping foil are what is left over after unwrapping the materials and supplies used in manufacturing. Each brewery collects all of its cullet in containers to keep out contaminants. In this form, the waste can be readily used by glassworks as a key raw material with no further processing. Similarly, all used packing materials such as paper, cardboard, foil and wood, are very pure and fit for processing as they are handed over to recycling facilities. Less than 1 percent of the total waste volume is hazardous.



**GRAIN STILLAGE ACCOUNTS FOR CLOSE TO 80% OF ALL PRODUCTION WASTE. IT IS GRAIN RESIDUE USED AS A RAW MATERIAL IN BEER PRODUCTION. IT CONTAINS HIGH QUANTITIES OF DIGESTIBLE PROTEINS AND UP TO 80% MOISTURE.**

**DISTRIBUTION CENTRES** – Since Kompania Piwowarska's distribution centres carry out no production, the volume of waste to be utilised is substantially lower than that generated by breweries. Nevertheless, DCs are also subject to strict waste sorting and disposal rules. We scrupulously monitor the glass, foil and scrap paper waste streams we generate. Once collected, the refuse is forwarded for recycling to organisations of our choice.

## WASTE: TREATMENT AT INDIVIDUAL KOMPANIA PIWOWARSKA BREWERIES

THE THREE BREWERIES USE SIMILAR METHODS TO MANAGE THEIR WASTE. VIRTUALLY ALL PRODUCTION WASTE IS REUSED FOR BUSINESS PURPOSES. WASTE MANAGEMENT IS SUBJECT TO MONITORING AND CUSTOMERS COLLECTING WASTE ARE SELECTED DEPENDING ON THEIR POTENTIAL FOR RECOVERY OR RECYCLING OF WASTE COLLECTED OR TRANSFERRING TO OTHER LICENSED ENTITIES.

*The waste is sold at considerable profit to individuals as well as large production facilities.*



## TOTAL WASTE WEIGHT BY TYPE AND HANDLING METHOD:

### ORGANIC WASTE

F11	300,455.71 Mg	OF WHICH 100% RECYCLED / RECOVERED
F12	259,230.39 Mg	OF WHICH 99.9% RECOVERED / RECYCLED
F13	296,456.45 Mg	OF WHICH 100% RECYCLED / RECOVERED

### OTHER WASTE (INCLUDING CULLET, ALUMINIUM, PLASTICS)

F11	27,485.35 Mg	OF WHICH 85.78% RECYCLED / RECOVERED
F12	26,071.43 Mg	OF WHICH 85.88% RECOVERED / RECYCLED
F13	17,975.34 Mg	OF WHICH 79.42% RECOVERED / RECYCLED

### HAZARDOUS WASTE (INCLUDING CULLET, ALUMINIUM, PLASTICS)

F11	108.241 Mg	OF WHICH 100% RECYCLED / RECOVERED
F12	111.4 Mg	OF WHICH 100% RECYCLED / RECOVERED
F13	10.9 Mg	OF WHICH 100% RECYCLED / RECOVERED

Since 2000, when we established a standing partnership with Kompania Pivowarska to utilise its production waste, we have been facing the problem of what to do with the used labels coming out of returnable bottle washing in the Porman Brewery. Initially, due to their origin, the labels were not separated out of general waste and ended up in the municipal landfill. Nevertheless, we never stopped searching for more effective alternatives for label disposal, such as composting or incineration, as no paper mill in Poland had the technology to process impregnated paper. During that initial period, the volume of labels made up only a minute proportion of the production output (amounting to ca. 30-40 tons per month). As of August 2002, we hired a contractor with the technology to grind the labels into an alternative fuel component. While the technology allowed the contractor to process all of our waste labels, it was also very costly. Therefore, on March 2012, we partnered with a Germany-based pulp-and-paper mill to receive much of the waste (an average of ca. 20 tons a month). The plant defibres the labels and converts them into special-purpose impregnated paper for the production of labels, self-adhesive label substrates and other products. The current method satisfies all of our recovery objectives as it recycles the waste to the highest possible degree.



**JAN PIECHOWSKI**  
REMONDIS SANITECH POZNAŃ



## ENTERPRISES DEVELOPMENT AND VALUE CHAIN MANAGEMENT

THE WELL-BEING OF SOCIETY AND THE ENVIRONMENT IN WHICH WE LIVE, AS WELL AS OVERALL ECONOMIC GROWTH, ARE OUR COMMON CONCERNS. WHILE COMPANIES ACTING IN ISOLATION ARE UNLIKELY TO MAKE SIGNIFICANT HEADWAY TOWARDS SUSTAINABLE GROWTH, A CONCERTED EFFORT MAY BRING SUBSTANTIAL BENEFITS. TOGETHER WITH OUR SUPPLIERS AND CUSTOMERS WE CREATE A VALUE CHAIN WHICH FORMS AN INTERLINKED NETWORK. AS A GLOBAL COMPANY, SABMILLER CAN CREATE SUSTAINABLE LIVELIHOODS AROUND THE WORLD.



**BAN KI-MOON**  
SECRETARY GENERAL, UNITED NATIONS

**ERADICATING EXTREME POVERTY CONTINUES TO BE ONE OF THE MAIN CHALLENGES OF OUR TIME, AND IS A MAJOR CONCERN OF THE INTERNATIONAL COMMUNITY.**

*Ending this scourge will require the combined efforts of all, governments, civil society, organisations and the private sector*

In its report, the European Responsible Investment Forum showed that to assess the commercial credibility of companies, investors increasingly look to supply and value chains as well as the companies that use proper tools such as sustainability auditing and reporting and other responsible value chain initiatives.

Business value, as created with the help of a sustainable value chain, is driven primarily by risk management, efficiency gains, product sustainability and a culture of responsibility.

**BY CREATING BUSINESS VALUE WITH THE HELP OF A SUSTAINABLE SUPPLY CHAIN, COMPANIES CAN:**

<p><b>MANAGE THEIR RISKS</b></p> <p>PROTECT THEIR BUSINESS FROM DISRUPTIONS CAUSED BY LEGAL ISSUES RELATED TO THE ENVIRONMENT AND PLACE OF EMPLOYMENT</p> <p>SAFEGUARD THEIR GOOD NAME AND BRAND VALUE</p> <p>GAIN WIDER ACCESS TO FUNDING AND CUT CAPITAL COSTS</p>	<p><b>INCREASE EFFICIENCY</b></p> <p>REDUCE MATERIAL, ENERGY AND TRANSPORT COSTS</p> <p>INCREASE PRODUCTIVITY</p> <p>ESTABLISH STRATEGIC RELATIONSHIPS WITH SUPPLIERS TO ACHIEVE SYNERGIES</p>	<p><b>DEVELOP SUSTAINABLE PRODUCTS</b></p> <p>MARKET INNOVATIVE PRODUCTS WHICH MEET CUSTOMER AND BUSINESS PARTNER EXPECTATIONS</p> <p>GAIN ACCESS TO NEW MARKETS</p> <p>STRENGTHEN INFLUENCE OVER PRICES</p> <p>BOOST CUSTOMER LOYALTY</p>	<p><b>BUILD A CULTURE OF RESPONSIBILITY</b></p> <p>ATTRACT AND RETAIN COMMITTED EMPLOYEES</p> <p>BUILD A STRONG RELATIONSHIP WITH EXTERNAL STAKEHOLDERS, INCLUDING THE ADMINISTRATION</p> <p>GAIN BROADER ACCESS</p>
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Source: BSR. The Business Case for Supply Chain Sustainability

Companies today apply a range of ethical standards regarding their value chains:

- The guidelines provided in the legislation and the general Ethical Trading Initiative (ETI) guidelines – including the Labour Code and Regulation on minimum occupational health and safety requirements
- Certification standards, such as SA 8000 and SR 10
- Codes of ethics developed jointly by businesses and non-profit organisations, e.g. the ETI Base Code, the BSCI
- Company codes of ethics



**ARTUR DOMINIAK**  
SUPPLY CHAIN VERIFICATION EXPERT  
[WWW.STANDARDYETYCZNE.PL](http://WWW.STANDARDYETYCZNE.PL), [WWW.EKCPOLAND.COM](http://WWW.EKCPOLAND.COM)

**SUPPLIERS ARE INCREASINGLY REQUIRED TO UNDERGO AUDITS COVERING, AMONG OTHER THINGS, RESPECT FOR HUMAN RIGHTS, ENVIRONMENTAL PROTECTION, RECRUITMENT PRACTICES, ADHERENCE TO WORKING TIME STANDARDS, OCCUPATIONAL HEALTH AND SAFETY AND FIRE SAFETY.**

The Ethical Trading Initiative (ETI) is an association of businesses, non-governmental organisations and trade unions established to promote responsible action and behaviour among businesses throughout value chains. Its work can substantially improve the working and living conditions of employees involved in the manufacture of various products. ETI was formed in 1998 in the United Kingdom – it currently has 22,000 members. The organisation has developed an important code of ethics referred to as the ETI Base Code. The Code is one of Europe's first attempts to consolidate the ethical requirements placed on all value chain participants. Today the standard is applied across the world to audit enterprises. Control audits are performed by the Sedex methodology. Sedex is a non-profit organisation associating a number of organisations which are striving to improve ethical standards and develop a web-based platform for posting audit reports.

The website is used to make audit findings available to SEDEX members. Its membership is open to all organisations regardless of their type, size, scope of activities or location. The entire communication regarding audits conducted using the SMETA method takes place through the SEDEX platform. A company willing to undergo an audit selects a nearby auditor. The auditor then responds to the company to be audited to submit an estimate. Once the audit has been completed, the auditor places an audit report on the SEDEX platform along with a list of corrective measures. The audited company keeps an up-to-date record on the SEDEX platform of the corrective measures it has implemented to remedy any irregularities discovered during the audit. All information posted on the SEDEX platform can be seen by all other SEDEX members (for more information, see [www.standardyetyczne.pl](http://www.standardyetyczne.pl))

*Poland's most popular code of ethics is the ETI Base Code developed by UK companies and based on the SEDEX Internet platform. For a number of years, I have been auditing and consulting preparations for audits of compliance with ETI Base Code as well as other standards. Unfortunately, I find that most companies need a great deal of work before they can pass such audits. Many violations are found in the fields of occupational health and safety, and fire safety, recruitment practices and the broadly-defined area of human rights. Such audits are critical, as they help assess everything that takes place in the supplier's business with respect to employees and environmental protection. A company which meets the ETI Base Code standards is certain to improve its industrial relations and employee safety, and excel in managing its environmental protection. By including ethical audits in the supply chain, we contribute to the improvement of working conditions for many workers, make it clear to our suppliers that the people involved in the production process are as important as any other, and that it is imperative that businesses reduce their adverse environmental impact. To learn about and manage everything that takes place in a supply chain is a huge challenge for any organisation. The focus up to now has been largely limited to the quality of products and the timeliness of deliveries. However, the buyers of finished goods want to know whether the workers involved in production have been employed legally and on proper terms, provided with safe working and resting conditions, and whether the manufacturer is not damaging the environment. An ethical audit provides an opportunity to improve any deficient areas, substandard working conditions and industrial relations. It is a chance to protect the environment, prevent corruption and respect the rules of market competition.*

Local, premium brands are developing strongly around the world. In

**CONSUMERS WANT TO DRINK BEER OF LOCAL ORIGIN**

emerging markets, economic and social growth creates pride in local identity, while already developed markets are witnessing the growing popularity of craft and special

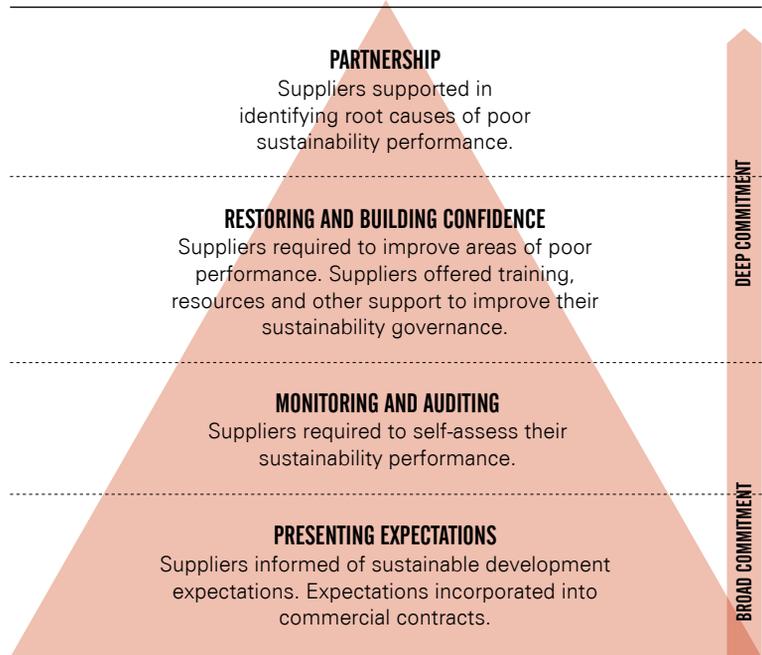
beers. SABMiller has about 200 brands around the world that have been developed on the basis of in-depth research into the local culture and consumers.

As a responsible company, we adopt ambitious goals consistent with our Sustainability Priorities and Code of Ethics. We want our external partners to be aware of our work and inspired by the ideals that we ourselves aspire to attain. To that end, we have drafted a charter of commitments which we enclose with every contract we conclude with our business partners.

**COMPANIES MAKE DECISIONS DAILY ABOUT WHERE TO PURCHASE THEIR SUPPLIES, EQUIPMENT AND SERVICES. THEY STAND TO BENEFIT FROM LOCALLY PURCHASED PRODUCTS, REGIONAL SPECIALTIES, QUALITY MATERIALS AND SUPPLIES AS WELL AS FROM EMPLOYING MEMBERS OF THE LOCAL COMMUNITY, THEREBY FURTHERING BUSINESS GROWTH AND ULTIMATELY BOOSTING THE LOCAL ECONOMY.**

Such actions help create new jobs in the region and provide opportunities for employees, their families and the local community. The efforts impact on tax receipts and the quality of health care and education. We support our suppliers and customers and encourage them to conduct their business responsibly and exercise particular care in their ethical and environmental practices. Responsible and efficient partners across the value chain bring advantages in the form of quality products, reduced costs and better competitiveness to all entities throughout the chain. Put together, such individual actions become a coordinated effort towards sustainable development.

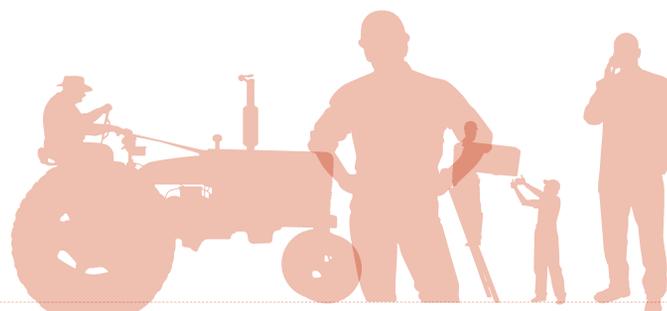
**LEVELS OF SUPPLIER COMMITMENT TO SUSTAINABLE DEVELOPMENT**



Source: BSR. The Business Case for Supply Chain Sustainability



10.0

ENTERPRISES  
DEVELOPMENT  
AND VALUE CHAIN  
MANAGEMENT

**SUPPLIERS OF RAW  
MATERIALS FOR THE  
PRODUCTION OF  
BEER**  
66

**SUPPLIERS OF  
ENERGY AND  
PRODUCTION  
SUPPORT PROCESSES**  
63

**SUPPLIERS OF  
PACKAGING**  
97

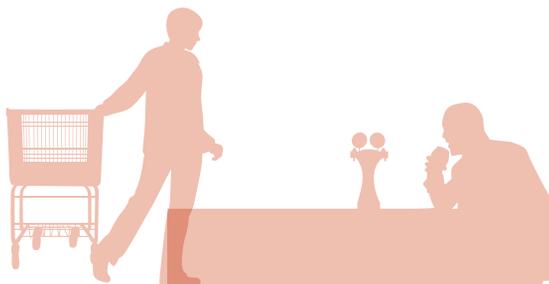
**PROVIDERS OF OTHER  
SERVICES**  
(INCL. MARKETING, FINANCE,  
CONSULTING, IT)  
1,277



## THE VALUE CHAIN OF KOMPANIA PIWOWARSKA



**KOMPANIA PIWOWARSKA – BEER MANUFACTURER  
- PRODUCTION, PACKAGING, LOGISTICS**



**CASH & CARRY**  
3

**DISCOUNT  
CHAINS**  
3

**WHOLESALERS  
ASSOCIATED IN A  
PURCHASING GROUP**  
12

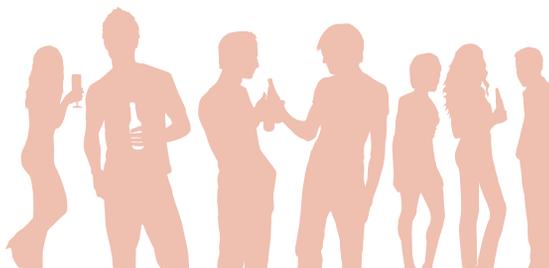
**KEY ACCOUNTS  
(HYPERMARKETS, SUPERMARKETS,  
FUEL STATIONS)**  
17

**WHOLESALERS**  
291

**PUBS  
(TYSKIE FROM  
A TANK)**  
27

**OFF-PREMISE OUTLETS AND  
SUB-WHOLESALERS**  
APPROX. 80,000\*

**ON-PREMISE OUTLETS (PUBS, RESTAURANTS)**  
APPROX. 39,000\*



**CONSUMERS**

\* Based on the EBI internal database of customers (mobile system).

## WHAT DOES THE COMPANY DO IN THIS FIELD?

- We seek partners who share our commitment to social responsibility. We have adopted a set of rules to govern our supplier and buyer relationships. These transparent and easily accessible rules cover supplier selection, responsible cooperation, employee protection, settlement transparency, freedom of association, the right to unionize, bans on discrimination, bans on child labour and environmental protection.
- The SEDEX platform – In F13, 171 of SABMiller's European suppliers, 20 of which are based in Poland, passed audits conducted on the SEDEX platform using the SMETA method. The audit was based on the four pillars of human and employee rights, occupational health and safety, fairness – combating corruption, and environment.
- Currently all contracts signed with Kompania Piwowarska partners (both suppliers and customers) include clauses on knowing and observing the code of ethics and sustainable business development, including respecting human rights.
- Since 2008, Kompania Piwowarska has been engaging in dialogue with its business partners (suppliers and buyers) guided by our sustainability principles.

Our cooperation with business partners extends beyond merely negotiating pricing and supply terms. Kompania Piwowarska expects its partners to match its dedication to sustainable development. It ensures, for instance, that its suppliers have in place and actually pursue policies for streamlining water consumption to reduce their water footprints, reduce energy consumption, cut CO2 emissions to reduce the carbon footprint, and recycle packages and waste. We additionally check our partners' respect for human rights, focusing on working conditions, wages, terms of employment, freedom of association and diversity. We expect our partners to share their ideas and experience to enable us to work together sustainably.

- Promoting local industry and suppliers is one of the priorities pursued by SABMiller Group which also includes Kompania Piwowarska. In early 2013, the SABMiller Procurement company in charge of sourcing raw materials entered into further contracts to buy hops for brewing KP beers from Poland. New long-term contracts to purchase Polish hops were signed one year before, too. These cover the period up to the harvests of 2016, which will help many Polish hop producers to plan their production appropriately. In addition, wherever possible, hops which contracts previously were signed for with other suppliers will be replaced with Polish hops. As a result, nearly 100% of KP's hop requirements will be covered by hops from Poland starting from the 2015 harvests. Increasing the use of Polish hops depends on whether or not suppliers provide the highest-quality raw materials, observe contract conditions and apply market prices.

- Through Working Groups of the Responsible Business Forum, we have contributed to creating Poland's first website for stakeholder relations (including suppliers), available at <http://www.interesariusze.pl>.

- Every contract concluded by KP includes a mandatory clause to the following effect: "(contractor name) is aware of the following KP declaration: Kompania Piwowarska SA adheres to the Code of Ethics, the Anti-Corruption Policy and the Sustainable Development Policy binding within SABMiller Group. We want all cooperating suppliers/buyers to be aware of our approach to doing business and to commit to respect it in the pursuit of their activities. For detailed information on the Code of Ethics, the Anti-Corruption Policy and our Sustainable Development Priorities, visit our website at <http://www.kp.pl/>."

- Very few companies in Poland engage in dialogue with their business and social partners on corporate social responsibility, sustainable development and the assumption of specific obligations. Large companies stand at the forefront in the awareness of such issues. Kompania Piwowarska has launched cooperation with partner chains. We do not limit ourselves to merely exchanging environmental protection practices. We share social and educational concerns and join forces to develop programs and initiatives.

## WE EXPECT OUR BUSINESS PARTNERS TO:

- incorporate sustainable development into their business operations
- address the challenge of creating supply chains which are as dedicated as Kompania Piwowarska to upholding sustainable development values and maintaining a commitment to sustainability;
- share their ideas and experience.



**NATALIA ĆWIK**  
PRESIDENT OF GO RESPONSIBLE

**RESPONSIBLE SUPPLY CHAIN MANAGEMENT IS AMONG THE MOST CHALLENGING AREAS OF CORPORATE SOCIAL RESPONSIBILITY**

*Such an approach requires developing proper educational and monitoring tools as well as enormous perseverance, consistency and advanced risk management. Companies such as Kompania Piwowarska, which have gone to the trouble of building supplier relationships in keeping with the sustainable development paradigm, deserve to be recognised. Their efforts put smaller businesses in a position to raise their standards in this field and become more attractive business partners. Having observed the evolution of management standards for years, I can say that Kompania is among the leaders and trend-setters in this area.*

**SUPPLIER CHALLENGES**

**RESPONSIBLE ACTION PRINCIPLES APPLY TO ALL SUPPLIERS, NO MATTER WHERE THEY OPERATE. HIGH-RISK SUPPLIERS NEED TO BE IDENTIFIED, WORKED WITH AND ENCOURAGED TO IMPROVE THEIR WORKPLACE PRACTICES.**



## RESPONSIBLE ACTION PRINCIPLES

### BUSINESS ACTIVITIES

Kompania Piwowska is committed to working openly and fairly with its suppliers respecting contractual terms.

### WORKING CONDITIONS

As a minimal requirement, occupational health and safety policies and procedures are to comply with local legislation or, where no such legislation exists, adhere to the standards of decent employment.

### EMPLOYMENT

Forced or compulsory labour shall be prohibited. Workers must not be coerced to work; pressure is unacceptable.

### CHILD LABOUR

Under the conventions of the International Labour Organization, a child can only be employed if fully protected from any forms of exploitation, harms to morals, endangerment of physical safety, long-lasting endangerment of health and loss of educational opportunities.

### WAGES

Remuneration shall not be lower than the legal minimum wage or, where not regulated, not lower than the industry average.

### DIVERSITY

While we remain sensitive to cultural differences, we expect equal opportunity employment without discrimination on the grounds of race, religion, gender or other arbitrary points criteria.

### FREEDOM OF ASSOCIATION

Constructive dialogue shall be maintained between workers and management. Employees will be allowed to associate in legal organizations.

### ENVIRONMENT

Business partners shall be aware of and comply with local environmental laws and sensitivity to any other environmental issues which may affect local communities and our company.

**WITH THOUSANDS OF SUPPLIERS OPERATING AROUND THE WORLD, IT WOULD BE UNREASONABLE TO EXPECT THAT ALL ARE SENSIBLY ASSESSED FOR THEIR COMPLIANCE WITH THE RESPONSIBLE ACTION PRINCIPLES. WHAT IS IMPORTANT, HOWEVER, IS TO SET PRIORITIES AND FOCUS ON HIGH RISK AREAS AND THOSE PARTS OF THE SUPPLY CHAIN WHERE IMPROVEMENTS CAN ACTUALLY BE MADE.**

To assess the risk posed by a given supplier, basic information is needed about its enterprises and products, including:

- business name,
- a list of products supplied and country of origin of each of the supplied products,
- sales figures.

A specially-designed risk identification tool can be used to identify high-risk suppliers, audit them and develop action plans for any suppliers failing to comply. In the case of low risk suppliers, we rely on a memorandum of understanding. The supplier is expected to sign such a memorandum to demonstrate it has met all the requirements set out in the Responsible Action Principles. The memorandum may be a separate document, a part of the agreement or a contract clause. The recommendation for medium-risk suppliers is to use a sustainable development self-assessment questionnaire. The supplier should fill it out to demonstrate it has adequate policies and systems in place to ensure compliance with the standards we require. High-risk suppliers should undergo in-depth audits of conformity with the Responsible Action Principles. All (100%) of Kompania Piwowska's significant suppliers have been checked for compliance with the Responsible Action Principles.



## BENEFITING COMMUNITIES

A SOCIALLY RESPONSIBLE COMPANY INVESTS IN LOCAL COMMUNITIES (CSI - CORPORATE SOCIAL INVESTMENT, CCI – CORPORATE COMMUNITY INVESTMENT) WITH WHICH IT NATURALLY INTEGRATES. ITS LEVEL OF COMMITMENT DEPENDS ON THE SCOPE OF ITS OPERATIONS, THE OBJECTIVES IT SETS, THE STANDARDS IT FOLLOWS AND THE OBLIGATIONS IT ASSUMES IN SOCIAL DIALOGUE. WELL-THOUGHT-OUT ACTIONS ARE A GUARANTEE OF POSITIVE AND LASTING BENEFITS FOR BUSINESS AND SOCIAL PARTNERS, INCLUDING NGOS AND LOCAL ENVIRONMENT.

AS A COMPANY WHICH CONDUCTS ITS BUSINESS RESPONSIBLY, WE RECOGNIZE OUR ROLE IN SOCIETY AND SUPPORT ACTIVITIES THAT BENEFIT PEOPLE – BUILDING SOCIAL CAPITAL AND WELFARE

## WHY IS BENEFITING COMMUNITIES ONE OF OUR PRIORITIES?

- By helping people, we build social capital.
- People's health and well-being translate into business success.
- Our support for local communities stems from our recognition that a strong business environment creates opportunities for business growth.
- We realize that our breweries and the local communities in which they operate are mutually interdependent. We aspire to support those communities.
- Our breweries create jobs, generate taxes and ensure investment for the benefit of the local community which is home to our workers, suppliers and consumers.
- Our purchasing decisions affect society and the environment. We use our purchasing power to develop our business and the local economy. The opportunities we create for small businesses operating around our breweries bolster local communities and our company.
- Flourishing small and medium-sized businesses contribute to better health care and education and job creation. New opportunities arise for the inhabitants and their family members.

Social investment also makes economic sense. The prosperity of the community and the company are interlinked. These relationships add further value in the form of new jobs, as well as additional excise and income tax revenues for the benefit of the local communities in which our stakeholders, i.e. employees, suppliers and customers, live. **All this makes Kompania Piwowarska not only a major employer in the cities in which it operates but also a significant contributor to local taxes.** Many of the Polish municipalities in which our employees reside derive their revenues from state personal income tax receipts, a share of which they receive.

- We are committed to working together with social partners which are non-governmental organisations and public institutions, whose core activities are to act in the public interest. We see such organisations as key, and as fair social partners which are expert in their respective fields, such as social work or environmental protection. We work with them through our employee volunteers by exchanging knowledge, providing mutual support and holding stakeholder panels. We want the sector to become more professional so as to improve the way in which it carries out its social mission.
- Our support for social organisations extends additionally to buying various services, sharing good practices and participating in fairs and meetings. Both sides benefit as our Company accomplishes its priority goals, while social organisations gain opportunities to grow and be promoted. By working with the business sector, such organisations accomplish their social and economic missions, employ and activate socially excluded persons, secure regular business and promote their products more widely.

## THE FACTS

- Although the total number of people across the world living in extreme poverty has declined from 1.9 billion in 1981 to approximately 1.4 billion in 2005, Africa and the Middle East may see this number grow between 2010 and 2015.
- The UN has adopted the ambitious goal of stamping out poverty and improving social conditions across the globe. The UN's eight Millennium Development Goals envision halving extreme poverty, curbing the spread of HIV/AIDS and providing educational opportunities for young people.
- Robust economic growth is needed to achieve these goals. The UN relies on the private sector to stimulate the growth required for their accomplishment.
- Successful and growing companies tend to contribute more to the local, regional and global economy. Thus, the interests of businesses and society at large are interlinked.

**VOLUNTEERING CAN ALSO BE PROMOTED GLOBALLY.**

*The Internet can be instrumental in uniting employees worldwide around the common idea of helping the needy. Combining health and charity is a recipe for particularly successful employee volunteer projects. That is why the charitable running-event fundraisers organized by Kompania Piwowarska employees through the Siepomaga.pl charity platform turned out to be a resounding success. Anyone can find that out by joining in! Participating volunteers put in the miles, dedicating their efforts to the needy. It takes a collective effort by all employees to achieve the powerful impact that results not only from using one's feet, but also from the ability to drum up support from various parts of the country and beyond.*



**AGNIESZKA NOWIK**  
MANAGER DS. ORGANIZACJI  
PLATFORMA SIEPOMAGA.PL



**KOMPANIA PIWOWARSKA'S  
COMMUNITY OUTREACH  
PROGRAMS**

FOR A NUMBER OF YEARS NOW, KOMPANIA PIWOWARSKA HAS BEEN BENEFITING LOCAL COMMUNITIES THROUGH PROJECTS WHICH SOON TURNED INTO STANDING PROGRAMS. IT SUPPORTS SOCIETY IN SUCH DIVERSE AREAS AS EDUCATION, HEALTH CARE, SOCIAL EXCLUSION, DISABILITIES, CULTURE, SPORTS AND THE PROTECTION OF CULTURAL HERITAGE AND TRADITION. WE ALSO SUPPORT CHARITIES AND DONATE TO VARIOUS CAUSES.



Our actions aimed at benefiting communities have not gone unheeded.

**IN 2012, KOMPANIA PIWOWARSKA WON A DISTINCTION IN THE FIRMA DOBRZE WIDZIANA COMPETITION AND RECEIVED THE CRS SUPER BRAND AWARD FROM THE BUSINESS CENTRE CLUB.**

The purpose of the competition was to raise awareness of corporate social responsibility and ways of communicating a company's efforts, as well as to promote enterprises which adhere to CRS principles in their regions. The project includes CRS information and a research campaign and a study of CRS perceptions and barriers to its implementation by entrepreneurs and corporate managers, as well as ways in which Polish entrepreneurs approach CRS and find motivation for embracing its principles.



**IN THE 2013 RANKING OF RESPONSIBLE COMPANIES, KOMPANIA PIWOWARSKA EMERGED AS THE INDUSTRY LEADER. KP CAME IN FIRST IN THE CATEGORY OF MANUFACTURERS OF "CONSUMER GOODS".**

KP taking 576 points out of 600, was named 2nd most responsible company in Poland in the overall ranking, progressing from the third place won last year in the ranking. The evaluation line was developed with respect to five areas: responsible leadership, dialogue with stakeholders, community involvement, responsible management, social innovativeness. In two categories: responsible leadership and social innovativeness KP has topped the highest score – 100 points.

#### **KOMPANIA OF VOLUNTEERS – VOLUNTEERING AT KOMPANIA PIWOWARSKA**

Kompania of Volunteers – Volunteering at Kompania Piwowarska Thanks to the dedication of many people, KP's volunteering programme has been growing on many fronts over the last 14 years. One of its first volunteering initiatives was Santa's Emergency Service. The Company started its social aid work by providing a number of gifts and substantially supporting charities. Subsequently, at the initiative of its employees, KP developed a long tradition of preparing Christmas gifts in the Santa's Helpers Christmas campaign. In time, the project turned into a year-round effort to help the needy in ways which extended far beyond Christmas gifts and included a number of projects covering a wide range of areas. All the work followed a single idea of providing help at all times. As a result, KP volunteering evolved again, changing its name and the way it operated. As of November 2008, the initiative became a regular employee volunteer programme known under the name of Come Rain or

*Developed in cooperation with the Responsible Business Forum and Koi'mini'ski University, the Responsible Company Ranking has been verified by PwC and published by the Dziennik Gazeta Prawna*

The Ranking of Responsible Companies is the only comprehensive list of the largest companies in Poland assessed for quality management of corporate social responsibility (CSR), with participation of more than 150 companies operating in Poland.

At the same time, the weekly magazine POLITYKA released its first own ranking of socially responsible companies. Kompania Piwowarska also belongs to this elite group, thus becoming the winner of the prestigious POLITYKA Golden Leaf award.



care, culture, art and sports. While people's needs seem endless, there seem to be as many ideas for helping them!

**ANY EMPLOYEES MAY BECOME VOLUNTEERS AS LONG AS THEY HAVE THE DESIRE AND ABILITY TO GET INVOLVED.**

Any employees with an interest in voluntary work may submit projects supporting non-governmental organisations or public interest institutions which they then help implement. The themes and scope of such projects reflect the actual needs of specific organisations. The submissions are evaluated by the Programme Board which allocates funds to finance the work. Kompania Piwowarska supports its volunteering programmes organisationally, as well as financially. The funding ceiling per project has been set at PLN 10,000. The average joint project takes two months to complete.

Shine. KP's employees were given opportunities to develop their own projects supporting non-governmental organisations. The focus of KP volunteers shifted from helping individuals to supporting credible and trusted social partners. Such organisations have grown and gained experience in the environments in which they were engaged on a daily basis. In 2012, the programme was renamed Kompania of Volunteers. It was expanded by the addition of new forms of volunteering and the innovative tool: the Volunteering Platform. Among other changes, external organisations were allowed to propose their projects and invite Kompania of Volunteers to join in. The nature of the programme remained unchanged. It continues to be dedicated to those Kompania Piwowarska employees who are willing to contribute their time, energy and share their passions. The volunteering employees who are sensitive to the needs of others have come up with a wide range of projects in the fields of education,

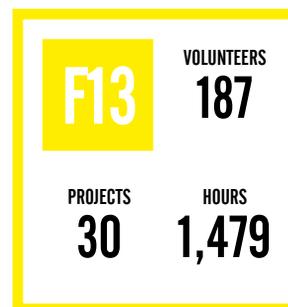
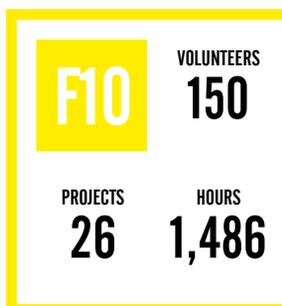
The Volunteering Platform is Kompania Piwowarska's novel, internally-developed tool created to streamline volunteering activities. The tool forms a bridge between the volunteering organisations (NGOs and public interest institutions), KP volunteers, people in need and those willing to extend their help. The Volunteering Platform was developed as a response to the needs of numerous groups.

**THE VOLUNTEERING PLATFORM ON THE EMPLOYEES' PORTAL MALEPIWO.PL AND WWW.KP.PL**

It was first proposed during a Stakeholder Panel meeting in 2011. The suggestions and opinions put forward at the meeting were used to develop the tool. The forms to be used by organisations and employees were consulted with selected representatives of the organisations and with volunteering employees. Today, the Volunteering Platform is used for the technical management of Kompania Piwowarska's employee volunteering programme. Its purpose is to bring together in one place all the volunteering programme data for all project stages, from the conception of ideas to supporting specific people, to the submission of specific project ideas by employees or organisations, to the admission of working partners, the allocation of funds and final assessment in the form of a report. Information on KP volunteering and activities is made available to external organisations (social partners) in a dedicated **KOMPAANIA OF VOLUNTEERS** tab at <http://www.kp.pl/odpowiedzialnosc-spoleczna//kompania-wolontariuszy/>. Partners are encouraged to use a specially-designed form to propose projects and invite Kompania of Volunteers to work with them. The submissions are recorded in the Volunteering Platform database where they can be seen by all KP employees across Poland. This provides employees with an easy way to search through projects in their area and engage in supporting them.

**THE VOLUNTEERING PLATFORM IS KP'S INTERNAL TOOL WHICH INTEGRATES VOLUNTEERS AND COMPILES ALL VOLUNTEERING-RELATED MATTERS AND PROJECTS IN A SINGLE PLACE.**

Volunteering produces a wealth of benefits to the Company, its employees and the cooperating organisations. By engaging in voluntary initiatives and programs, employees can pursue their interests and acquire skills which may some day prove useful in their daily work. The opportunity is precious for any person who seeks to evolve on many levels and grow stronger by helping others.



*Organisations may take advantage of our advanced environmentally-friendly channel for project submission, rather than sending letters and emails with requests for help or invitations to cooperate.*

**THE EMPLOYEES – VOLUNTEER AMBASSADORS – HAVE BROUGHT KOMPANIA PIWOWARSKA CLOSER TO LOCAL COMMUNITIES CONTRIBUTING TO THE CREATION OF SOCIAL WELFARE. KOMPANIA OF VOLUNTEERS IS A STRONG GROUP OF PEOPLE INTENT ON CHANGING THE WORLD AND THEIR IMMEDIATE ENVIRONMENT!**



*I engage in charitable efforts as there is always someone who has been less fortunate... Even a single individual makes the effort worthwhile. And isn't it true that volunteering is a way to help ourselves more than anyone else?*



**IZABELA NOWAK**  
ASSISTANT, PRUSZCZ GDAŃSKI

*I help because I want to, because I can and because I care. I have learned these values at home and instil them in my son. Whatever good I manage to give others will return to me one day...*



**ZABELA GIBAS**  
CREDIT CONTROL SPECIALIST, TYCHY

*I choose to give, as life is not easy and there are times when the spirits are low and when a smile and kindness make all the difference. What we do as volunteers is a small sacrifice for us and A WHOLE LOT OF help for other people. Doing something for others has given me a huge energy boost. It is a truly great feeling to have done something with no self-interest. I am definitely IN FAVOUR OF helping others!*



**ANNA FLORKIEWICZ**  
SALES SUPPORT SYSTEMS ADMINISTRATOR,  
WARSAW

*On many occasions in my life, I have witnessed the suffering of others. Having seen their pain and their problems has made me want to help out. The need to do so comes straight from our hearts - it is always worthwhile to reach out to those in need although it is not always easy and simple to do so. It is certainly worth the effort and dedication, as giving makes us better human beings - giving opens our minds to other people's needs and problems.*



**ALINA SZURKA**  
MECHANIC - OPERATOR, POZNAŃ

**KOMPANIA  
PIWOWARSKA IS  
ALSO DEVELOPING  
OTHER FORMS OF  
INVOLVEMENT.**



**DONATIONS TO LOCAL  
COMMUNITIES**

The Company has also been making donations to local communities. These are used to support local health care organisations, foundations as well as firefighting and police units and engage in charity campaigns. However, the majority of our support is provided within the framework of our employee volunteering programme. KP has also used its donations to support its own employees through hardship such as illness or misfortune.

**SPECIAL CAMPAIGNS**

Kompania Piwowarska's employees are always eager to help others and do so in a variety of ways. Many of their efforts are one-off, spontaneous campaigns which attract a great many workers. These frequently take the form of collections of clothes, food, books, Christmas gifts and bottle caps as well as blood donations and the Out with the Outfit project. Every year, we donate items to the Grand Orchestra of Christmas Charity. Since 2010, items donated by KP have been auctioned off for a total of over PLN 60,000.

Together with other companies involved in the Out with the Outfit project, we were able to collect 125,576 kg of clothing and footwear during the February 2012 - April 2013 period. KP employees alone collected nearly 3,000kg. A total of PLN 39,037.70 was transferred during the period to the account of the Mimo Wszystko Foundation.

**DONATE 1% OF PAYABLE TAX**

Every year, we encourage our employees to donate 1% of their tax to a public interest organization. A list of organizations selected by our employees is posted at all times on Kompania Piwowarska's Intranet.

**COOPERATION WITH SOCIAL  
ENTERPRISES**

Kompania Piwowarska also supports the work of social enterprises. A social enterprise is an organisation operating primarily to achieve social objectives and which, by its design, reinvests its revenues to meet such objectives or to support a community, rather than to maximize profit or increase the incomes of their shareholders or owners. Kompania Piwowarska has developed a line of eco-design items which includes bags made out of banners which used to advertise KP brands. In a standard procedure, such banners are disposed of at the end of their life cycle. KP has given them a new lease of life in a modified form. The banner eco-bags offer a combination of convenience, environmental friendliness and fashion. The bags are made by the workers of the Professional Activation Office (PAO) in Pila, which is a social enterprise involved in the professional activation of persons with mild to severe disabilities. Its mission is to achieve the social and professional rehabilitation of mentally disabled and mentally ill people. PAO suggested over a dozen bag models to Kompania Piwowarska. The company ultimately selected two, and ensures that each bag is one-of-a-kind and exceptional. Any purchase of a bag produced by PAO supports the community. All bags come with a tag saying not only that the bags are produced by people with disabilities but also that they have been made out of Kompania Piwowarska banners. The bags, which in themselves are an expression of social responsibility, premiered on the occasion of KP's announcement of its 2012 Sustainable Development Report.

KP's partnership with PAO is a perfect example of a practical way in which sustainability policy may be put into life. Respect for human rights, which is one of KP policy's areas, applies not only to the Company's employees. In pursuing this priority, KP seeks to support disabled people and carry out campaigns which prevent their discrimination. This was reaffirmed in the 2012 Sustainability Report, which won distinctions following its publication. The environment-related areas have been supplemented with a policy of making responsible purchases in the value chain, so as to create jobs and ensure job security for socially excluded persons.



*In this way, all users of our bags are sure to learn about the social and environmental ideas behind the product.*

For a company such as the Professional Activation Office of PiTA, partnership with Kompania Piwowarska is a big deal. The PAO-manufactured bags made of banners which used to advertise KP beer brands provide people with mild to severe disabilities with opportunities to find employment and acquire new skills and professional experience. This activates them professionally and prepares them for entering the open job market. For the Professional Activation Office of PiTA, the partnership is a huge chance to promote its activities and gain experience by working with a large and internationally recognised partner such as Kompania Piwowarska. I hope our partnership lasts long, to the satisfaction of both companies.



**NATASZA CYRULIK**  
HEAD OF THE PROFESSIONAL  
ACTIVATION OFFICE, PiTA

## GAUGING COMMUNITY INVESTMENT

### METHODOLOGY LBG

The LBG (London Benchmarking Group) methodology, also applied in SAM internal reporting, is a tool for measuring and reporting the effectiveness of corporate community investment with one of the most solid track records in business practice. The tool helps accurately and comprehensively assess a company's total investment in the community and express, in zloty (or another currency's) terms, the total contribution that a company has made to further its community projects. Community commitment is assessed in terms of not only the sums donated but also the time contributed by volunteer employees and the cost of managing individual projects.

**THE COMPANY'S TOTAL COMMUNITY INVESTMENT IN THE FISCAL YEAR F13, AS MEASURED BY THE LBG METHOD (DONATIONS, COMMUNITY PROJECTS, SOCIALLY RESPONSIBLE MARKETING PROJECTS), AMOUNTED TO PLN 1,375,838.**

### SROI ANALYSIS

Social Return on Investment is a tool designed to analyse the mechanisms through which organisations gain and exercise their influence on society, the environment and the economy, as well as to measure and report on this influence. While the underlying pioneering work was performed by the US company REDF at the turn of the century, SROI Analysis, as it is known today, was developed by the New Economics Foundation, a UK-based think-and-do tank which has supported innovation in the economy for a quarter of a century. The SROI is known and widely used by the public and social support sectors in the United Kingdom and the Netherlands in internal and external reporting and to manage special promotions. The tool is of particular value as an aid in decision-making by public institutions (for more, see: [www.sroi.pl](http://www.sroi.pl)). SROI combines the strengths of cost and benefit analysis with those of social audits. What makes it unique is its ability to present in monetary terms all the significant investments and effects of particular activities, that is, simply put, to express societal impact as money. Each analysis is summarised by quoting the so called SROI ratio which correlates investment in a particular project with the benefits that the project provides to society. Kompania Piwowarska has applied SROI Analysis to evaluate its employee volunteering programme, Kompania of Volunteers. The analysis was intended to determine the social value generated by the Programme, describe the change mechanism from the stakeholders' perspective and identify the projects which provide the highest social return on investment.

### OUR PARTNERS:

Kompania Piwowarska is a strategic partner of the Responsible Business Forum. Together with the RBF, we promote responsible business and share our knowledge with other companies. Each year, our practices are described in the RBF Good Practice Report.

*The volunteers have been recognised as significant stakeholders.*

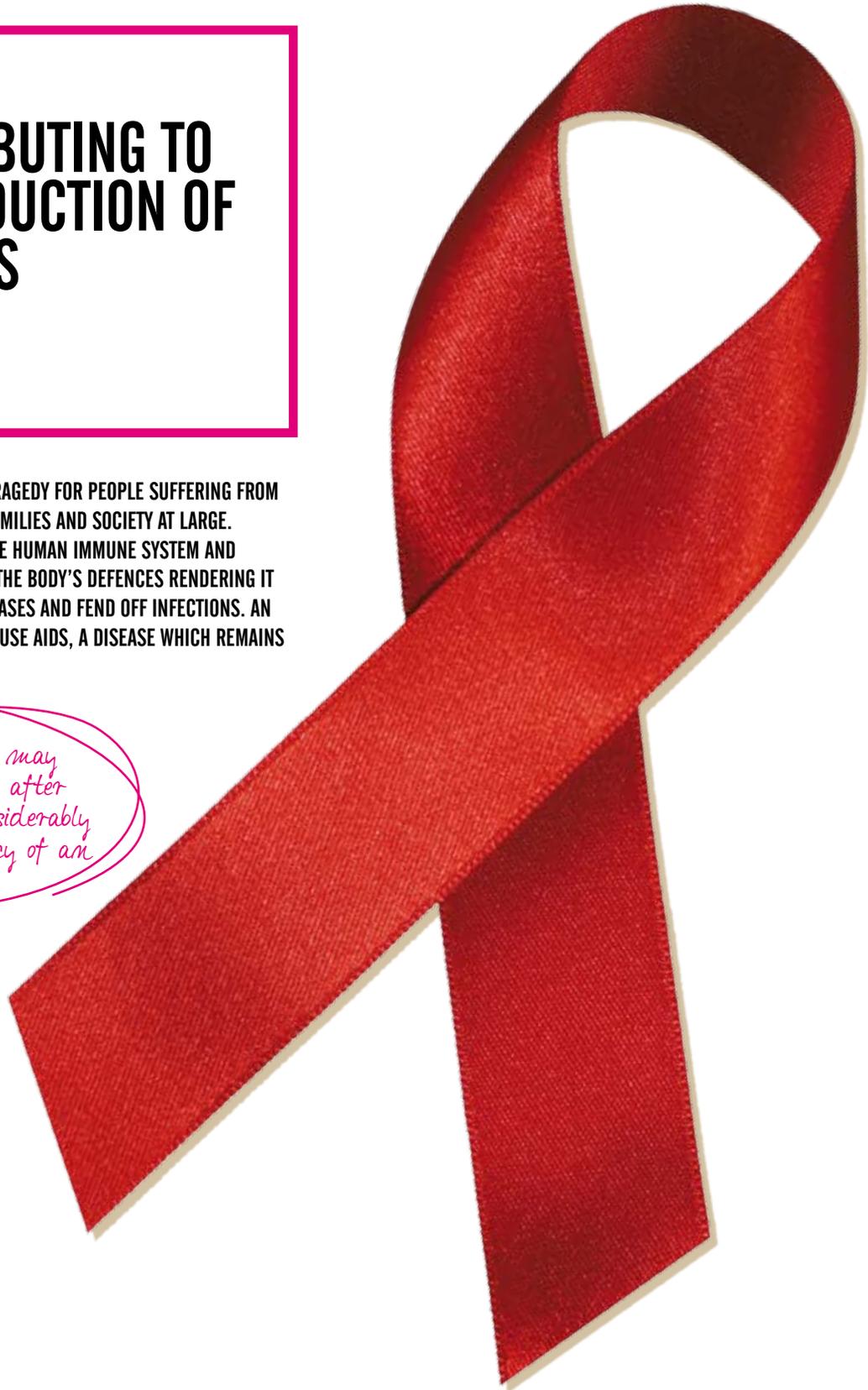
KP examined a total of 19 projects conducted in the financial year 2012/2013. Most of the projects supported the education and treatment of children and youths, including those with mental and physical disabilities. Such young people were also the key stakeholders. The volunteers provided help by upgrading facilities, supplying equipment for treatment, fun and games and education, organising entertainment and simply spending time together. The Social Return On Investment varied significantly ranging from 0.27 to 9.78. Although the SROI ratio should not be used to compare organisations having different profiles, correlations between the ratio and project types can easily be seen in this case.

**THE AVERAGE SROI RATIO FOR ALL PROJECTS WAS 5.81, MEANING THAT EACH ZŁOTY INVESTED (AS A MONETARY CONTRIBUTION OR IN THE FORM OF VOLUNTEER LABOUR) GENERATED PLN 5.81 OF SOCIAL VALUE. THIS EXCELLENT RESULT CONFIRMS THE MONEY WAS WELL SPENT.**

## CONTRIBUTING TO THE REDUCTION OF HIV/AIDS

HIV AND AIDS ARE A TRAGEDY FOR PEOPLE SUFFERING FROM THE DISEASE, THEIR FAMILIES AND SOCIETY AT LARGE. THE VIRUS ATTACKS THE HUMAN IMMUNE SYSTEM AND GRADUALLY WEAKENS THE BODY'S DEFENCES RENDERING IT UNABLE TO FIGHT DISEASES AND FEND OFF INFECTIONS. AN HIV INFECTION MAY CAUSE AIDS, A DISEASE WHICH REMAINS INCURABLE.

*Antiretroviral therapy may delay the onset of aids after HIV infection and considerably extend the life expectancy of an infected person.*



The disease is most common in Africa. 67% of HIV carriers live there, however, progress of the disease in other countries is a serious problem, too.

**A UN PROGRAM ON HIV SHOWS THAT AS MANY AS 60 MILLION PEOPLE HAVE GOT INFECTED WITH HIV FROM THE EPIDEMIC'S ONSET. IT FOLLOWS FROM THE LATEST UNAIDS REPORT THAT THE POPULATION OF PEOPLE SUFFERING FROM HIV OR AIDS IS OVER 33.3 MILLION.**

Between the time the research findings were implemented in 1985 and 31 March 2013, the HIV was detected in 16,511 Polish citizens and foreign nationals residing in Poland (this figure has been adjusted and updated to eliminate duplication and other distortions). By and large, of the 2,870 reported AIDS cases,

#### **WHY CONTRIBUTING TO THE REDUCTION OF HIV/AIDS IS ONE OF OUR CORPORATE PRIORITIES?**

- Being a responsible company, we take relevant preventive measures.
- We take care of our employees' health.
- An epidemic may have adverse effect on our employees, endanger our supply chain, and, consequently, weaken the community we operate in.

1,194 patients died (according to the National Health Institute/State Hygiene Authority). All registered infections were verified in keeping with the criteria of the European AIDS definition adopted to satisfy the needs of the epidemiological supervisory bodies. HIV virus / AIDS is not only a serious business risk but also one of the most significant human tragedies of our times. Both HIV and AIDS are not limited to Africa only. Reports clearly show that the epidemic is spreading (although gradually) in most of the countries of Eastern Europe, Latin America, and in India. There are many SABMiller Group employees with HIV virus who, owing to the drugs they take, live healthy lives and provide positive contribution to the growth of our company. There is no reason for people dying of HIV!

#### **WHAT DO WE DO IN THIS FIELD?**

- We take preventive measures. Healthcare benefits for Kompania Piwowarska's employees include free tests at Medicover healthcare centres or use of one of the country-wide base of facilities performing the tests posted at the National AIDS Centre. Moreover, we want to monitor the number of people infected with HIV in Poland on an on-going basis.
- We keep informing our employees of the risks and preventive measures, particularly during the annual World AIDS Day on the 1st of December.
- Kompania Piwowarska has also joined an educational campaign: we have printed, in cooperation with the Social Education Foundation, a special leaflet. The flyer reminds the employees what are the risks related to HIV and AIDS and provides the most recent data on relevant developments in Poland and in the world. The Social Education Foundation has dealt with HIV and AIDS for years. Its primary activity is to run consultation and

*HIV continues to be a grave concern, which must not be forgotten. The fact that its incidence remains on the rise, and that the majority of the cases affect the 20-29 age bracket, suggests that young people know too little about the risks. Although effective methods to prevent infections are available, the virus continues to spread. Too many people feel that AIDS could never happen to them, even though they remain sexually active. They never test themselves for the virus and often carry it for years, unaware they are passing it on to others. Now that HIV has been around for over three decades, we should finally be learning to contain its continuous advance.*



**MAGDALENA ANKIERSZTEJN-BARTCZAK**  
PRESIDENT OF THE BOARD,  
SOCIAL EDUCATION FOUNDATION

diagnostic centres in Warsaw which offer free anonymous AIDS tests to anyone. Since 2011, the organisation has coordinated the international SHE programme (Strong HIV-Positive Empowered Women, [www.program-she.pl](http://www.program-she.pl)). The programme has offered a workshop for seropositive women and established a toll-free hotline (at 0-800 14 14 23) for women living with HIV and their loved ones. The Foundation extends its patronage and sponsorship over a variety of initiatives. For a number of years, it has been helping to run the [www.leczhiv.pl](http://www.leczhiv.pl) website, which provides up-to-date information on HIV and AIDS and expert advice through its Virtual Help Desk.

#### **WHY IS REDUCTION OF HIV/AIDS EFFECTS IMPORTANT?**

- The key is to understand issues related to HIV and AIDS and methods for protection against the disease.
- That will help prevent disease spreading.
- Also, regular tests are important as they make it possible for the infected to get faster access to treatment.
- People, families and communities most threatened by HIV infection are those who live in the countries with high occurrence of the disease recorded.



**TRANSPARENCY  
AND ETHICS**

**ACCESSIBILITY OF INFORMATION FROM ANYWHERE ON THE GLOBE ALLOWS ANY STAKEHOLDER TO SCRUTINIZE NOT ONLY COMPANIES WITH A GLOBAL PRESENCE BUT ALSO THOSE OF ONLY LOCAL SCOPE. THE DUTY TO REPORT AND DISCLOSE INFORMATION ON COMPANY OPERATIONS IS NO LONGER LIMITED TO COMPANIES LISTED ON GLOBAL OR NATIONAL STOCK EXCHANGES. COMPANIES FACE EVER MORE STRINGENT REQUIREMENTS, ONE OF THEM BEING TO PUBLISH NON-FINANCIAL REPORTS DEALING WITH SUSTAINABILITY ISSUES**

On 16 April 2013, the European Commission (EC) published draft amendments of EU directives on accounting which envision adopting stricter rules for disclosing non-financial data by all large European enterprises. The purpose of the amendments is to make information on the efficiency of European enterprises in environmental and social matters more transparent and thereby contribute to long-term economic growth and job creation. Under the proposal, any large public or unlisted enterprises in the EU with headcounts above 500 workers, a balance sheet total exceeding 20 million and net sales of more than 40 million will be required to disclose, in their annual reports, essential information about their activities and policies concerning environmental management, social issues, employee relations, respect for human rights,

the combating of corruption and bribery and diversity within their governing and supervisory bodies. The enterprises will be free to select the method they find most useful and use either international or domestic guidelines that best fit their profiles and business environments (such as UN Global Compact, ISO 26000, guidelines of the Global Reporting Initiative). To respond to this legislative challenge, companies will be forced to develop growth strategies in non-financial areas based on specified indicators. Such an approach will help them adopt effective procedures for reporting the non-financial aspects of their businesses (for more information, see: [www.taxand.pl](http://www.taxand.pl) and [www.mg.gov.pl](http://www.mg.gov.pl)).

*The approach will help enterprises adopt effective procedures for reporting non-financial aspects of business.  
(source: [www.taxand.pl](http://www.taxand.pl))*

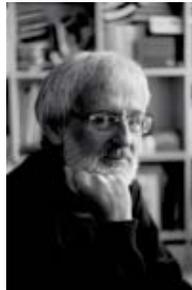
Stakeholders show growing interest in sustainability and keep a close eye on company activities. Pressure exerted by society may prove more effective than governmental interventions.

**DISSATISFIED CONSUMERS MAY EASILY USE GLOBAL COMMUNICATIONS TO UNDERMINE A COMPANY'S GOOD NAME AND DAMAGE THE REPUTATION OF ITS BRANDS. THEREFORE, COMPANIES SHOULD COMMUNICATE THEIR ACTIVITIES IN A TRANSPARENT FASHION AND HOLD THEMSELVES TO HIGH ETHICAL STANDARDS IN THEIR COMMERCIAL OPERATIONS.**

Companies which stand out in their approach to corporate responsibility are also likely to appeal to investors. Indices of socially responsible companies designed by global stock exchanges have been gaining significance. These include the FTSE KLD 400 Social Index, the Dow Jones Sustainability Index and the Polish RESPECT Index. Also of growing significance is the notion of socially responsible investing (SRI) which entails using the money of individuals or institutions to purchase shares in companies which hold themselves to a high CRS standard, ethical and green investment funds, etc. CSR indices represent a specific value, calculated on the basis of an appraisal of shares of companies characterized by high standards of social responsibility. Approaches to business social responsibility have been evolving continually, driven by, among other things, changes in global markets. Experts emphasize that companies throughout value chains share a common responsibility. They therefore need to act together for sustainable development and engage in cross-industry cooperation involving government administrations, the business sector and non-governmental organizations.



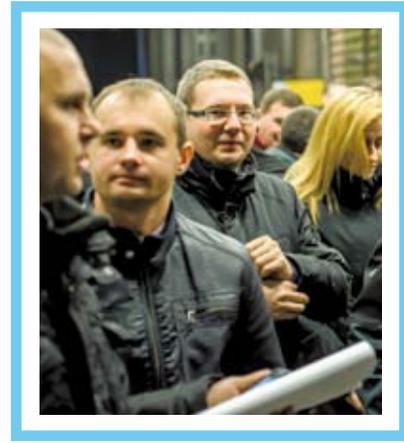
Social corporate responsibility is commonly associated with the extent to which generally accepted and recognised moral standards are upheld in business practice. To assess the recognition of such standards, it is essential to obtain reliable information on social, environmental and corporate governance indicators (ESG). Companies benefit from adopting a full reporting regime for their financial and non-financial indicators, not only by strengthening their positive image, but also because such reporting creates a new quality in their organisational culture, which is based on reliable information. I realise that very few people look for such information. After all, it is more convenient to repeat gossip from the net and believe stereotypes, especially regarding the irresponsible behaviour of corporations.



**DR BOLESŁAW ROK**  
CENTRE OF BUSINESS ETHICS OF THE LEON KOŹMIŃSKI UNIVERSITY  
DIRECTOR OF RESEARCH AT POST-GRADUATE CSR PROGRAMME



This, however, is precisely why the best companies choose information transparency. While at the present time such transparency is merely a good practice, the new reporting rules being prepared by the European Commission may soon force other enterprises to publish their socially significant information as well. As is commonly known, the way in which an organisation runs its business depends largely on public administration. For as long as state authorities are unable to make markets operate in a fully responsible manner, and as long as they fail to employ proper economic policies and instruments to eliminate irresponsible practices, corporate adherence to responsible management principles in day-to-day activities will remain an exception rather than the rule.



### WHY IS TRANSPARENCY OF INFORMATION ONE OF OUR PRIORITIES?

Transparency of information underlies our approach to sustainable development and business. Our customers are interested to know whether our beers are of very high quality and safe to drink. Our employees want to work in a company which is fair and socially responsible.

Our suppliers demand a fair relationship, while the communities in which we operate to make certain we will not jeopardize their quality of life or harm the environment. We cooperate with a number of NGOs with which we maintain relationships based on trust and fairness. All of us benefit from the culture of

openness and fairness. People who ask questions about the company expect honest answers, which is why every company has a responsibility to respond truthfully. Each company should care to ensure such truthfulness for the sake of its reputation and to keep its stakeholder relationships healthy.



## WHAT DOES THE COMPANY DO IN THIS FIELD?

- Kompania Piwowarska has committed to uphold high ethical standards and keep its business reports transparent.
- Kompania Piwowarska publishes reports on social and environmental activities and its contribution to the Polish economy – all such publications are available at [www.kp.pl](http://www.kp.pl). In 2007, Kompania Piwowarska became one of Poland's first companies to publish an environmental report.
- Employees are free to report unethical behaviours to the President of the Ethics Committee by using an anonymous hotline, writing an e-mail or arranging a meeting.
- The [www.kp.pl](http://www.kp.pl) website features Kompania Piwowarska's sales figures and financial results. SABMiller Group's information on its financial and sales performance is published in pursuance with a decision of the Management Board.
- Kompania Piwowarska has published a Code of Ethics which is binding on all of the company's employees as well as its cooperating business and social partners. The fundamental principles enshrined in the Code of Ethics include honesty, openness, responsibility, fairness, mutual respect and respect for dignity. See [www.kp.pl](http://www.kp.pl) for an abridged version of the Code.
- Kompania Piwowarska measures and monitors its activities on a half-yearly basis using the Sustainability Assessment Matrix. Results in individual areas are published in annual sustainability reports. Such reports are available at [www.kp.pl](http://www.kp.pl). KP's F13 results at the top of SABMiller Group placed it in the position of the Group's leader, as verified by an independent external audit.
- KP's partners, journalists and financial analysts are offered continuous access to company information at the expanded [www.kp.pl](http://www.kp.pl) website.

- Journalists and analysts may also use KP's virtual press office which responds to any inquiries concerning the company and its products.

- A consumer hotline and consumer forms at [www.kp.pl](http://www.kp.pl)

- Social partners, such as non-governmental organisations and social enterprises, may contact the company through the Volunteering Platform which brings such parties together and allows them to conduct joint volunteering projects.

- The Company stays close to its customers through its Facebook account and a YouTube information channel.

- Kompania Piwowarska encourages its consumers as well as social and business partners and employees to visit its Poznań and Tychy visitor centres, which offer to reveal brewing secrets. The tours provide every consumer with an opportunity to see first-hand how breweries make their beer, as they are allowed to visit fully operational production lines. For more on brewery tours, see: [www.zwiedzaniebrowaru.pl](http://www.zwiedzaniebrowaru.pl) and [www.tyskiebrowarium.pl](http://www.tyskiebrowarium.pl). Tour admission is restricted to adults only!

- The company's employees are its best ambassadors. No sustainable development objectives could be achieved without them. SABMiller has launched a WEBrew website providing employees with the latest news on the company's operations.
- KP representatives participate in conferences and discussion panels, among them the European Economic Congress 2012, the European Small and Medium-Sized Enterprise Congress 2012.

- Company employees have full access to information about the company and its products. They are also kept up to date on the latest measures and important decisions concerning the company and themselves by means of a range of communication tools:

- Kompania Piwowarska has set up an innovative communication platform to operate the [www.malepiwo.net](http://www.malepiwo.net) employee social network. The website facilitates fast information exchanges between the company's labour and management. Male Piwo provides information and integrates people, allowing all to enjoy equal rights and unlimited access from home or work.
- Twice every year, Kompania Piwowarska employees get to meet the Management Board in Road Show events designed to present the results of SABMiller and Kompania Piwowarska. The meetings are also an opportunity to engage in dialogue and have the employees ask frank questions.
- Świat Piwa – an internal Kompania Piwowarska publication appearing monthly since 1999. Świat Piwa provides reliable information on developments in the company, its branches and environment. In contrast to Male Piwo, Świat Piwa constitutes a more formal communication channel. Its editors form a multidisciplinary team of employees.





### KOMPANIA PIWOWARSKA'S 2012 SUSTAINABLE DEVELOPMENT REPORT ACCLAIMED POLAND'S BEST SOCIAL REPORT.

KP's Report has been commended by the jury of the 2012 Social Reports contest organised by the Responsible Business Forum, PwC and SGS Group. It is KP's second report which follows a new design compliant with version 3.1 (GRI G3.1) of the international Global Reporting Initiative standard. This is the first time the Publishing House has won the top prize. This is also KP's second consecutive distinction and the Company's third distinction in the contest's history. The 2012 Report is Kompania Piwowarska's seventh Sustainable Development Report in its history and its third Sustainability Report submitted for the Social Reports contest. KP has been successful every time it participated in the contest: its 2008 and 2011 reports earned an award from the Internet community, while this year's report received the main prize. In comments on its decision, the jury emphasised the particularly comprehensive nature of the report, its good description of strategies, its matter-of-fact approach, the credibility of the data it contains and its reader-friendly format. The winners of this year's contest edition were announced during a social reporting conference held on 3 December 2013 at the Ministry of Economy in Warsaw. The award ceremony was preceded by a discussion panel dedicated to the latest social reporting trends and new GRI G4 guidelines. A special guest at the session was Pietro Bertazzi of the Global Reporting Initiative.



### VERIFICATION OF THE SUSTAINABILITY REPORT

In an effort to continually improve transparency and assure its stakeholders of the credibility of the data it reports, Kompania Piwowarska has had its sustainability report verified by an independent auditor. This independent verification was also consistent with the SAM internal reporting requirements of SAB-Miller Group. KP has awarded the verification contract to the reputable certifying company PwC. PwC's verification report has been attached to this document.

*The extent of a company's communications is a measure of its openness and transparency. At Kompania Piwowarska, we place considerable emphasis on communicating with the media and, through the media, with consumers, communities and the authorities as well as company employees. While our main focus in external communications is on media relations, we continue to increase our internet presence and use social networks directly to reach our target audiences, i.e. beer consumers and prospective employees. With their potential for instant and direct messaging, such networks pose a considerable challenge organizationally and reputation-wise. Their advantage, however, is their immense potential for unlimited communication and the capacity to respond to questions and comments from any interested party. We communicate with our employees through printed materials, electronic channels and using tools for direct communication and exchanges of views.*



**WOJCIECH MRUGALSKI**  
COMMUNICATION MANAGER



## Limited assurance report

### To the Management Board of Kompania Piwowarska S.A.

#### Subject matter and Criteria

As per terms of our Agreement dated 6 September 2013 (the "Agreement") we have been engaged to perform a limited assurance engagement on sustainability information marked with a check symbol ✓ in the GRI Content Index for "in accordance" – Core table (the "GRI Content Index") and presented in the "Kompania Piwowarska Sustainable Development Report 2013 (the "2013 SD Report") for financial year F13 (12 months from 1 April 2012 to 31 March 2013), unless otherwise noted."

Kompania Piwowarska S.A. (the "Company") management prepared the 2013 SD Report ensuring its adherence to the Sustainability Reporting Guidelines of the Global Reporting Initiative version 4.0 "in accordance" - Core (the "GRI G4 Core criteria"). The 2013 SD Report presents quantitative and qualitative information on the Company's corporate responsibility practices for the period from 1 April 2012 to 31 March 2013.

#### Management's responsibility

The Company's management is responsible for the preparation of the 2013 SD Report in accordance with the GRI G4 Core criteria.

This responsibility includes the selection and application of appropriate methods to prepare the non-financial data and the design, implementation and maintenance of systems and processes which ensure the adherence to the GRI G4 Core criteria relevant for the preparation of the non-financial data using assumptions and estimates which are reasonable in the circumstances.

#### Practitioner's responsibility

Our responsibility is to express a limited assurance conclusion as to whether the indicators marked with a check symbol ✓ in the GRI Content Index as presented in 2013 SD Report have been prepared in accordance with the GRI G4 Core criteria. Performed procedures were chosen based on our judgment and take under consideration our judgment of the risk of material misstatement (the definitions of the indicators and respective reference to the page of their reporting are presented in the 2013 SD Report in the GRI Content Index table).

We conducted our work in accordance with International Standard on Assurance Engagements 3000 "Assurance engagements other than audits or reviews of historical financial information" ("ISAE 3000").

#### Summary of the work performed

Our procedures included:

*PricewaterhouseCoopers Sp. z o.o.,  
Al. Armii Ludowej 14, 00-638 Warszawa, Polska  
T: +48 (22) 523 4000, F: +48 (22) 523 4040, www.pwc.com*



- Analysis of the sustainable development strategy of the Company as presented in the 2013 SD Report and examination of the supporting management documentation,
- Interviews with persons responsible for CSR management and CSR reporting in the Company in respect of the processes established for preparation of the 2013 SD Report, including the process of defining material aspects and boundaries of the 2013 SD Report, we were not responsible for concluding on correctness of materiality determined by the Company.
- Examination of the relevant documentation regarding relevant systems and processes for gathering and analysing the data for the selected indicators marked with the check symbol ✓,
- Inquiries of the appropriate management members as well as personnel responsible for the reporting of CSR information and performing of analytical procedures on the indicators marked with the check symbol ✓, and
- Obtaining sample evidence for the selected indicators marked with the check symbol ✓. Sample analyzed documents included invoices/reports from external service providers, and internal reports including data generated as reports from the Company's IT-systems.

In a limited assurance engagement the evidence-gathering procedures are more limited than in a reasonable assurance engagement, and therefore less assurance is obtained than in a reasonable assurance engagement.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

#### **Limited assurance conclusion**

Based on our limited assurance engagement, nothing has come to our attention that causes us to believe that the indicators marked with the check symbol ✓ as presented in the 2013 SD Report have not been prepared, in all material respects, in accordance with the GRI G4 Core criteria.

#### **Limitation of use and distribution**

Our limited assurance report prepared by PricewaterhouseCoopers sp. z o.o. („PwC”) for Kompania Piwowarska S.A. in respect of the Agreement is directed to the sole use of the Company's Management Board and should not be used for other purposes.

Thus PwC does not take any responsibility in respect of this report (contractual, tort (including that for negligence) or any other) in respect of any parties other than the Company. Respectively, regardless of the form of the actions, whether in contract, tort or other, within the capacity allowed by the law, PwC does not take any responsibility, and any consequences coming out of the report for any person (excluding the Company, based on rules described above) or for any other decision taken based on this report.

The 2013 SD Report should be read together with Global Reporting Initiative Sustainability Reporting Guidelines, Implementation Manual, version 4.0 “in accordance” - Core.

#### **TRANSLATION ONLY**

PricewaterhouseCoopers Sp. z o.o.  
Warsaw, 16 October 2013



## THE METHODOLOGY

This sustainability report describes KP activities in the financial year F13 (12 months from April 2012 to March 2013) and, unless stated otherwise, it covers all company units, i.e. its breweries in Tychy,

Białystok and Poznań with the company head office, as well as its 14 branches and distribution centres throughout the country.

The report was produced according to the latest reporting guidelines of Global Reporting Initiative G4, the "Core" version. The report presents the main impacts that Kompania Piwowarska

makes and the degree of progress made in implementing its sustainable development strategy.

## ABOUT THE REPORT

*The Global Reporting Initiative is an international non-profit organization which develops and guards reporting guidelines for corporate social responsibility and sustainable development. In May 2013, GRI published a new generation of guidelines, the so-called GRI G4, which were used in preparation of this report.*

## REPORT PREPARATION

The scope of the report was defined in line with the GRI reporting procedure, based on the four principles of stakeholder recognition, significance, sustainability and completeness. In line with the principles of sustainability and stakeholder recognition, we began by identifying various reporting aspects and issues. In particular, we considered:

1. Aspects of the GRI guidelines.
  2. Aspects and issues reported in the previous reporting cycle.
  3. Aspects of guidelines and indicators in keeping with internal reporting covered by the SAM matrix.
  4. Other major issues linked to the company's activities in the reported year.
  5. Outcomes of the stakeholders' panel run in the reporting period.
- We have presented the character, place of occurrence and scope of their effect. We then set our priorities, in keeping with the significance principle. To that end, we considered the three criteria of: the impact of a given aspect or issue on company success, its importance for the company's stakeholder, and its presence in SABMiller's strategy. Then, by reference to the completeness principle, we selected the priority aspects to be reflected in the report.

The new GRI G4 guidelines adopt the notion of aspect scopes, which are based on assessments of whether a given aspect affects the organization internally or impacts its external spheres of influence. The majority of the aspects identified in Kompania Piwowarska's reporting process affect both the internal and the external environment, and vary in the severity and nature of their impact. For instance, the raw materials aspect is of significance for the breweries and influences production costs. However, that aspect also affects the environment and suppliers. Shown on the side is a list of the key aspects which are subject to reporting as selected from the reporting process, together with their areas of impact.

## KEY REPORTING ASPECTS AT KOMPANIA PIWOWARSKA

KEY ASPECT	IMPACT OF ASPECT WITHIN THE ORGANIZATION	IMPACT OF ASPECT OUTSIDE THE ORGANIZATION
<b>ECONOMIC</b>		
MARKET SHARE	●	●
ECONOMIC INFLUENCE:	●	●
HOPS PURCHASING POLICY		●
<b>ENVIRONMENTAL</b>		
RAW MATERIALS	●*	●
ENERGY CONSUMPTION	●*	●
CARE OF WATER RESOURCES	●*	●
SEWAGE MANAGEMENT	●*	●
GREEN GAS EMISSIONS		●
WASTE (PACKAGING AND OTHER)	●*	●
SUPPLIER CERTIFICATION		●
<b>SOCIAL: EMPLOYMENT AND DECENT WORK</b>		
EMPLOYEE GROWTH AND HUMAN CAPACITY IMPROVEMENT	●	
EMPLOYEE ASSESSMENT	●	
DIVERSITY (WOMEN IN EXECUTIVE POSITIONS)	●	
OCCUPATIONAL HEALTH AND SAFETY AND EMPLOYEE HEALTH	●*	●
<b>SOCIAL INDICATORS: RESPECTING HUMAN RIGHTS</b>		
SUPPLIER CERTIFICATION		●
<b>SOCIAL INDICATORS: SOCIETY</b>		
EMPLOYEE VOLUNTEER PROGRAMME	●	●
<b>SOCIAL INDICATORS: PRODUCT LIABILITY</b>		
ALCOHOL – DISCOURAGING IRRESPONSIBLE DRINKING EFFORTS TO MITIGATE SOCIAL HARM OF ALCOHOL DRINKING	●	●
BRAND IMAGE AND RESPONSIBLE MARKETING COMMUNICATION, INCLUDING THE CREATION OF A POSITIVE IMAGE OF BEER AND DRINKING BEHAVIOURS		
FINISHED PRODUCT QUALITY	●	●
PRODUCT INNOVATIONS	●*	●

DEFINITION OF STAKEHOLDERS: CHAPTER 3.3

\* AN ASPECT PARTICULARLY IMPORTANT IN PRODUCTION ACTIVITY (BREWERIES)

In addition to the above key aspects, the report presents issues which are of significance in a given year but which have nevertheless been given a lower priority. These include corruption, fair competition, the impact of transport and investment in environmental protection. The reporting process involved a number of employees and managers responsible for individual aspects. The process itself was managed by the Sustainable Development Manager. The changes resulting from GRI G4 were consulted with CSRinfo.

In addition, as in the preceding year, the report was verified externally by an independent auditor. This report forms part of Kompania Piwowarska's sustainability monitoring and reporting system. The data from the individual aspects as well as this report are entered into the common SABMiller system and reviewed by Kompania Piwowarska managers and at SABMiller Group level.

### ZCHANGES FROM PRECEDING REPORTING PERIOD

The previous report, for financial year F12, was published in 2012 and covered the 12 month period from 1 April 2011 to 31 March 2012, unless specified otherwise. Kompania Piwowarska adopted an annual reporting cycle. The report was prepared in line with GRI G3.1 guidelines. A significant change from last year's reporting resulted from the reporting guidelines themselves. The new GRI G4 guidelines modify the GRI G3.1 indicators applied in the preceding year. Another change was to shift the focus and alter the areas considered to be key reporting aspects. Corruption and fair competition was given the status of significant but no longer a priority, whereas aspects related to suppliers and product innovation gained key aspect status.

### CONTACT

Questions concerning this Kompania Piwowarska sustainability report should be addressed to: Małgorzata Półtorak-Wałędzińska, Sustainable Development Manager

Landline

+48 32 32 78 415

e-mail:

małgorzata.waledzinska@kp.sabmiller.com  
poczta@kp.sabmiller.com

# GRI CONTENT INDEX — THE “CORE” VERSION

Indicator	GRI G4 Guidelines	External Assurance	Reference in the Report
<b>STRATEGY AND ANALYSIS</b>			
<b>G4-1</b>	Statement from the most senior decision maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	✓	3-4
<b>ORGANIZATIONAL PROFILE</b>			
<b>G4-3</b>	The name of the organization	✓	6-7
<b>G4-4</b>	The primary brands, products and services	✓	6, 10-17
<b>G4-5</b>	The location of the organization's headquarters	✓	161
<b>G4-6</b>	The number of countries where the organization operates	✓	6-8
<b>G4-7</b>	The nature of ownership and legal form	✓	6-8, 20
<b>G4-8</b>	The markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	✓	6-8, 23-27, 132
<b>G4-9</b>	The scale of the organization	✓	6-8
<b>G4-10</b>	The total number of employees by employment contract, region and gender	✓	69
<b>G4-11</b>	The percentage of total employees covered by collective bargaining agreements	✓	68
<b>G4-12</b>	The organization's supply chain	✓	132
<b>G4-13</b>	Any significant changes during the reporting period regarding the organization's size, structure, ownership	✓	No change
<b>G4-14</b>	Report whether and how the precautionary principle is addressed by the organization	✓	18, 49-51
<b>G4-15</b>	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	✓	43, 44-48, 67, 70-71
<b>G4-16</b>	Memberships of associations (such as industry associations) and national or international organizations	✓	9, 43, 91, 130

Indicator	GRI G4 Guidelines	External Assurance	Reference in the Report
<b>IDENTIFIED MATERIAL ASPECTS</b>			
<b>G4-17</b>	Information on all entities included in the organization's consolidated financial statements or equivalent documents	✓	KP has subsidiary companies which do not run operational activity
<b>G4-18</b>	The process for defining the report content and for implementing the reporting principles for defining report content	✓	154
<b>G4-19</b>	The key reporting aspects	✓	155
<b>G4-20</b>	Materiality of the aspect within the organization	✓	155
<b>G4-21</b>	Materiality of the aspect outside the organization	✓	155
<b>G4-22</b>	The effect of any restatements of information provided in previous reports, and the reasons for such restatements, as well as their impact	✓	68, 155
<b>G4-23</b>	Significant changes from previous reporting periods in the scope, boundaries or measurement methods applied in the report	✓	155
<b>STAKEHOLDER ENGAGEMENT</b>			
<b>G4-24</b>	A list of stakeholder groups engaged by the organization	✓	62-63
<b>G4-25</b>	The basis for identification and selection of stakeholders with whom to engage	✓	63
<b>G4-26</b>	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	✓	63
<b>G4-27</b>	Key topics and concerns that have been raised by stakeholders, and how the organization has responded, including through its reporting	✓	64
<b>REPORT PARAMETERS</b>			
<b>G4-28</b>	Reporting period	✓	154
<b>G4-29</b>	Date of most recent previous report (if any)	✓	155
<b>G4-30</b>	Reporting cycle (such as annual, biennial)	✓	155
<b>G4-31</b>	The contact person	✓	155
<b>G4-32</b>	A table showing places where the indicators are presented in the report.	✓	156-159
<b>G4-33</b>	The organization's policy and practice with regard to external assurance for the report	✓	151-153, 155

Indicator	GRI G4 Guidelines	External Assurance	Reference in the Report
<b>GOVERNANCE</b>			
<b>G4-34</b>	The governance structure of the organization, including committees of the highest governance body in charge of specific tasks.	✓	20
<b>ETHICS AND INTEGRITY</b>			
<b>G4-56</b>	Internally created mission or values of the organization, the code of conduct and the code of ethics	✓	34, 41-42
<b>ECONOMIC INDICATORS</b>			
<b>G4-EC8</b>	Identification and description of significant indirect economic impacts, including the extent of impacts.		22-29
<b>G4-EC9</b>	Proportion of spending on local suppliers		133
<b>ENVIRONMENTAL INDICATORS</b>			
<b>G4-EN1</b>	Materials used by weight or volume	✓	19, 98
<b>G4-EN3</b>	Energy consumption within the organization	✓	105, 107
<b>G4-EN8</b>	Total water withdrawal by source	✓	98
<b>G4-EN10</b>	Percentage and total volume of water recycled and reused		99-101
<b>G4-EN15</b>	Total direct greenhouse gas emissions by weight	✓	106-107
<b>G4-EN16</b>	Total and indirect greenhouse gas emissions by weight		106-107
<b>G4-EN19</b>	Initiatives to reduce greenhouse gas emissions and their achieved results	✓	104-108
<b>G4-EN21</b>	NOX, SOX, and other significant air emissions by type and weight	✓	107
<b>G4-EN22</b>	Total wastewater discharge by quality and destination	✓	99-101
<b>G4-EN23</b>	Total weight of waste by type and disposal method	✓	127
<b>G4-EN27</b>	Initiatives to reduce the impact of products and services on the environment and the extent of impact mitigation	✓	Chapters 6.0-9.0
<b>G4-EN28</b>	Percentage of products sold and their packaging materials that are reclaimed by category of material	✓	114-115
<b>G4-EN29</b>	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce		107, 111
<b>G4-EN30</b>	Total environmental protection expenditures and investments by type		104

Indicator	GRI G4 Guidelines	External Assurance	Reference in the Report
<b>SOCIAL INDICATORS: LABOUR PRACTICES AND DECENT WORK</b>			
<b>G4-LA2</b>	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations		84-85
<b>G4-LA6</b>	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	✓	68
<b>G4-LA9</b>	Average hours of training per year per employee by gender and by employee category		77
<b>G4-LA12</b>	Percentage of employees receiving regular performance and career development reviews by gender, age and employee category	✓	77, 81
<b>SOCIAL INDICATORS: HUMAN RIGHTS</b>			
<b>G4-HR1</b>	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		133, 135
<b>G4-HR2</b>	Total hours of employee training on human rights policies and procedures concerning various aspects of human rights that are relevant to operations, including the percentage of employees trained		76
<b>G4-HR10</b>	Percentage of new suppliers that are screened using human rights criteria		135
<b>SOCIAL INDICATORS: PRODUCT RESPONSIBILITY</b>			
<b>G4-PR1</b>	Percentage of products and services for which health and safety impacts are assessed for improvement		18-19, 49-51
<b>G4-PR3</b>	Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements		18-19



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Corporate seat in Poznań  
ul. Szwajcarska 11  
61-285 Poznań  
ph. +48 (61) 667-77-94  
ph. +48 (61) 667-70-00  
fax: +48 (61) 667-78-50  
e-mail: poczta@kp.pl

Management Board Office in  
Warsaw  
ul. Emilii Plater 53  
00-113 Warszawa  
ph. +48 (22) 321-23-00  
ph. +48 (22) 321-23-01  
fax: +48 (22) 321-23-02

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