

### Climate strategy

The climate strategy of any company can focus on two approaches: the use of energy resources that have lower CO<sub>2</sub> emissions (such as biomass and wind energy) or improvement in the consumption efficiency of their operations. Although we try to combine both areas, in many cases we are not in a position to choose the kind of energy we would like to use.

Our own climate strategy focuses on achieving those two main objectives: reducing carbon dioxide emissions and reducing the use and emission of ozone-depleting substances. Improvement of our energy efficiency is, however, the cornerstone of our climate strategy.

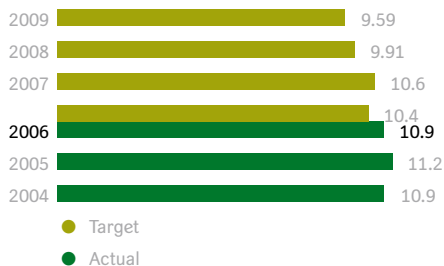
We are committed to reduce fuel and electricity use through our Aware of Energy programme and, consequently, to reduce our CO<sub>2</sub> emissions. Our target is a 15 percent saving between 2002 and 2010; to date we have achieved a saving of 6 percent. Despite a slowing in the rate of improvement due to the acquisition of breweries with a high-energy consumption, we believe we are on track to achieve our target in 2010.

The share of renewable thermal energy used has increased. This share mainly consists of biogas from anaerobic waste-water treatment, and to a lesser extent from combustion of brewers' spent grains at two sites. The renewable electricity used in our breweries was mainly derived from external suppliers.

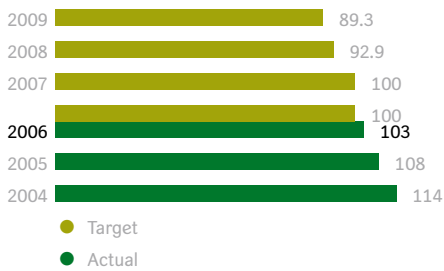
Our total carbon dioxide emissions have increased slightly from 1,232 ktons in 2004 to 1,510 ktons in 2006. This reported increase results from acquisitions in emerging markets. Our performance in CO<sub>2</sub> emissions from breweries and soft drink plants has remained stable at 10.9 kg per hectolitre compared with 2004.



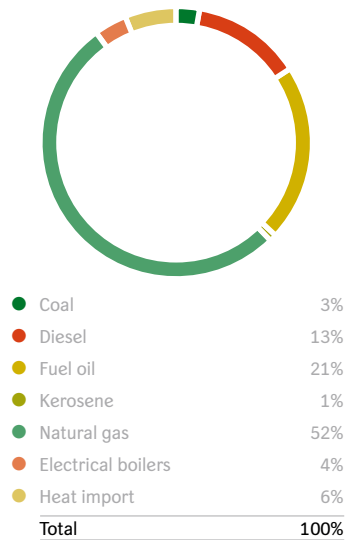
Direct and indirect CO<sub>2</sub> emissions: breweries and soft drink plants  
kg CO<sub>2</sub>/hl beer and soft drink



**Specific thermal consumption: breweries and soft drink plants**  
MJ/hl beer and soft drink



**Main energy sources used for heat generation**  
(% of brewery and soft drink plants)



Details about our results for thermal energy, electricity and ozone-layer depleting substances are highlighted in the paragraphs that follow.

**Thermal energy**

Our specific fuel consumption has decreased from 114 MJ per hectolitre in 2004 to 103 MJ per hectolitre in 2006. This total is just above our target of 100 MJ per hectolitre for 2006. However, we achieved 79 percent of our targeted improvement. Reduction of specific fuel consumption is mainly caused by replacement of equipment or improvement in the utilisation of our breweries. As examples of the first, a new brewhouse in Nizhny Novgorod, Russia, reduced energy consumption and in Bujumbura, Burundi, a new bottling line was installed. A total of 25 sites achieved an explicit improvement in efficiency (sites that reported an increase in production of more than 20 percent).

The amount of direct CO<sub>2</sub> emissions related to the use of fossil fuels decreased from 7.65 kg CO<sub>2</sub> per hectolitre in 2004 to 6.72 kg CO<sub>2</sub> per hectolitre in 2006. This decrease is mainly the result of the reduction in fuel consumption. In addition, a small change in the energy sources used for heat production also contributed to the reduction.