



# STRATEGY

## Society & Reputation

Integrating corporate social responsibility (CSR) throughout the value chain and securing a high level of compliance with our policies is imperative if we are to sustain and develop a strong reputation as a responsible brewing company and ensure the long-term value growth of our business.

Across many markets, the beer industry is increasingly facing legislative actions. Our reputation as a responsible brewer is critical in securing our licence to operate and grow and is therefore top of mind in the decisions we make. To this end, we recognise the importance of actively building a strong corporate sustainable brand position for the Carlsberg Group while ensuring that our people are well prepared to manage any potential crises and issues in a sensitive, responsible manner.

This strategic lever has three priorities.

### EFFICIENT GLOBAL BREWER

During the past three years, we have continuously worked to reduce our energy and water usage and CO<sub>2</sub> emissions in production. These results have benefitted both our busi-

ness and the environment. Our 2016 targets (see page 29) reflect our ambition to continue to be the most efficient global brewer.

In 2013, we achieved our target of 7.1 kg CO<sub>2</sub> emissions per hl in production. The reductions were driven by focused efforts at our production sites as well as offsetting emissions through the purchase of renewable power documented by Guarantees of Origin certificates in Western Europe.

Water efficiency continues to be an important area for the Group. Reducing water consumption at our breweries is of particular importance in parts of the world where water resources are under pressure. In 2013, we used 3.3 hl/hl to produce our products.

Our 2013 progress on energy, CO<sub>2</sub> and water is shown on page 29.

### DEVELOPING SUSTAINABLE PACKAGING

Packaging represents both a risk and an opportunity for the Group. By itself, packaging is a significant cost driver and, in addition, it accounts for approx. 45% of the Group's total end-to-end CO<sub>2</sub> emissions.



**CSR is about doing business in a responsible way. We want to grow and create value, not only for our company but also for our stakeholders and the societies in which we operate.**

ANNE-MARIE SKOV  
SVP Group Corporate Affairs

