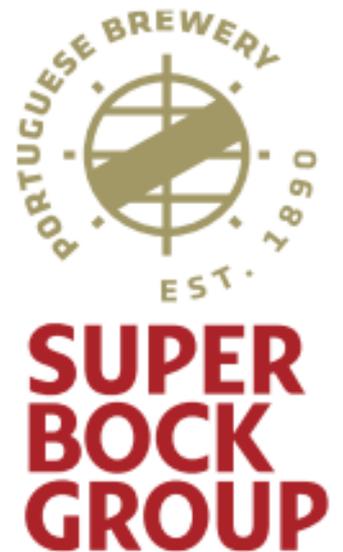


COVID-19 Contingency Plan

Version 1

12 March 2020





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1. INTRODUCTION

COVID-19 is an emerging infectious disease, first identified in the Chinese city of Wuhan, the initial cases which date from December 2019. Although the source of infection is still unknown, most of the initial cases were related to a food and live animal market in that city. Since then, the outbreak has reached epidemic proportions, with cases confirmed in over 60 countries, including Portugal. The Emergency Committee of the World Health Organisation (WHO) has decreed an International Public Health Emergency within the framework of the International Health Regulations. According to the European Centre for Disease Prevention and Control (ECDC), the potential impact of COVID-19 is high and the continued global spread of the virus is likely. Transmission occurs person to person, by direct or indirect contact via droplets. After contact with the virus, most people develop mild illness, with the likelihood of serious complications most common in older people and those with other chronic illnesses.

Against this backdrop, it is essential for institutions, organisations, services and society to be prepared in order to offer an effective and timely response. Actions must be proportional to the level of risk defined by the relevant institutions. The strategy to be followed must take into account alignment with the World Health Organization (WHO) and the Portuguese Directorate General for Health (DGS). Contingency plans are reference instruments regarding the measures to be taken, according to the areas of intervention, the level of risk and the specificities of the organisations where they are triggered.

In view of the current risk, Super Bock Group has prepared this contingency plan in line with national guidelines. Its application is flexible and subject to new information and knowledge, which could lead to new measures and an update of the plan.



2.TARGET POPULATION

This document is intended for all Super Bock Group employees as well as their suppliers, service providers and customers.

3.OBJECTIVES

- Inform employees about the prevention and protection behaviours to adopt;
- Determine needs and resources for an effective response proportionate to the level of risk;
- Communicate and equip employees, suppliers, service providers and customers with up-to-date and reliable information and knowledge;
- Implement primary prevention measures appropriate to the level of risk;
- Detect illness cases and their contacts, facilitating links and liaison with the appropriate health services;
- Ensure a coordinated response by providing protection means adapted to each employee's duties

4. DEFINITIONS AND CONCEPT

4.1. Suspected Case

The following definition is based on the information available to date at the European Centre for Disease Prevention and Control (ECDC).

Suspected Case Clinical Criteria		Suspected Case Epidemiological Criteria
Acute respiratory infection (fever or cough or difficulty breathing) whether requiring hospitalisation or not	A N D	Travel history to areas with active community transmission in the 14 days before the onset of symptoms OR Contact with Confirmed or Suspected Case of COVID-19 infection within 14 days of onset of symptoms OR Healthcare professional or person who has been in a healthcare institution where patients are treated with COVID-19

4.2. Verified Suspected Case

A Verified Suspected Case is a case deemed suspected after contact with the National Health Service's "Saúde 24" hotline.

4.3. Confirmed Case

A case is considered confirmed following laboratory confirmation of COVID-19, regardless of signs and symptoms.

4.4. Close Contact

Close Contact is considered to be a worker who does not show symptoms at the time, but has had or may have had contact with a confirmed case of COVID-19.

4.5. Transmission of Infection

According to the WHO, COVID-19 can be transmitted:

- By respiratory droplets;
- By direct contact with secretions;
- By aerosols in therapeutic procedures that produce them.

The COVID-19 preventive measures to be introduced by the company should take into account direct transmission routes (air and contact) as well as indirect transmission routes (contaminated surfaces/objects).

5. TEAM

In order to meet its objectives and implement all aspects of this Contingency Plan, Super Bock Group has appointed the following crisis team:

Crisis Director – Rui Lopes Ferreira

People Management – Pedro Ribeiro

People Management – Ana Adelaide Moreira

Communication – Inês Mesquita

Supply Chain – Pedro Rodrigues

Occupational Health – Maurício Soares

Commercial – Graça Borges

Financial Management – Patrícia Godinho

Marketing – Luís Filipe Teixeira

The Crisis Team aims to minimise the impact of the COVID-19 epidemic on Super Bock Group's employees, service providers, partners and customers. The team's work extends to the business, anticipating scenarios and proposing measures.

6. GENERAL PROCEDURES

6.1. Personal and Public Hygiene Respiratory Etiquette

- Wash hands as often as possible with soap and water, rubbing them in accordance with DGS guidelines. Or, alternatively, sanitise hands with an alcohol-based solution of at least 70%;
- Avoid touching the eyes, nose and mouth;
- Avoid shaking hands and other greetings, maintaining a safe distance between employees (approximately 2 metres);
- Cough and sneeze into the inside of the arm, not the hand.

6.2. Access to Super Bock Group facilities

- Suspension of visits to the Beer House and the rest of the group's sites;
- Access by non-residents is only permitted upon approval. Prior to entry, a survey requested by occupational health must be completed;
- The entry of trucks into the premises is subject to a driver screening process at the entrance. Personal protection equipment is provided to groups considered to be at risk. Drivers may be restricted to the cab.
Only people with no symptoms are permitted entry.

6.3. Travel, Trips and Events

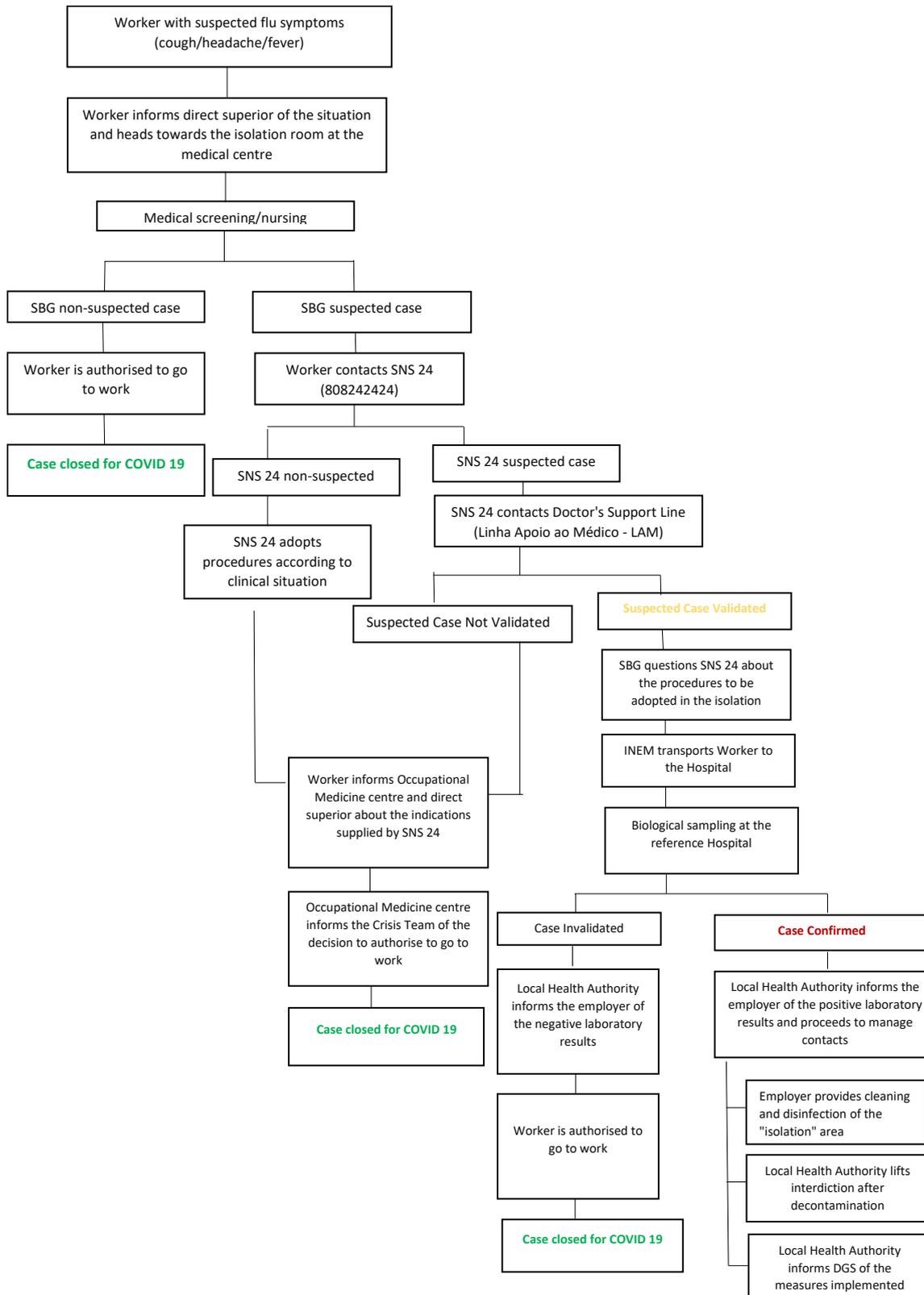
- Restriction of internal and external travel, even in a personal capacity;
- Employees travelling to destinations with a higher incidence of COVID-19, according to the Portuguese health authorities' list, should contact the Occupational Health Coordinator before returning to Super Bock Group;
- Restriction on scheduling meetings or holding them in person, either between employees or with external entities. Only the necessary number of participants should be invited, with priority being given to videoconferencing for such meetings;

- The company is restricting professional travel by air and train, with priority being given to travel by car for such purposes. Professional travel via public transport requires approval by the Crisis Office;
- Employees' attendance at professional events with a large number of people is discouraged and is reduced to essential cases only. Evaluation and approval of the schedule of events promoted by the group or employees' participation in them is centralised at the Crisis Office;
- Suspension of all internal and external events promoted by the Group, within the different departments.

6.4. Remote Working

- During the containment period, no training sessions will take place;
- Remote working will be preferred in roles that allow it;
- Employees who are more vulnerable due to low immunity have been invited to work remotely.

7. SUSPECTED CASE PROCEDURES



8. CLOSE CONTACT PROCEDURES

Based on employees' exposure to people infected with COVID-19, and the disease's 14-day incubation period identified by health entities, monitoring measures will be defined according to the following table:

	High Risk	Low Risk
Type of exposure	<ul style="list-style-type: none"> Employee at the same workplace (office, room, area up to 2 metres) as a Confirmed Case. Employee who has been face-to-face with the Confirmed Case or who has been with them in an enclosed space. Employee who has shared, with the Confirmed Case, tableware (plates, glasses, cutlery), towels or other objects or equipment that may be contaminated with sputum, blood, or respiratory droplets. 	<ul style="list-style-type: none"> Employee who has had sporadic (momentary) contact with the Confirmed Case; Employee who has assisted a Confirmed Case using preventive measures (e.g. proper use of mask and gloves; respiratory etiquette; hand hygiene).
Monitoring measures to be implemented	<ul style="list-style-type: none"> Observe any restriction order issued by the DGS for the Case Active monitoring by the local health authority for 14 days from last exposure; Daily self-monitoring of COVID-19 symptoms; Restrict social contact to the essential; Avoid travel; Be reachable for active monitoring for 14 days from last exposure. 	<ul style="list-style-type: none"> Daily self-monitoring of COVID-19 symptoms; Monitoring of the situation by the Occupational Health Coordinator.

9. COMMUNICATION PLAN

Communication should be conducted by the Crisis Team in a precise, transparent and timely manner. Proactive communication and the clarification and mitigation of false information is a priority in the sense of building and maintaining the trust of Super Bock Group employees, service providers, partners and customers.

9.1. Communication with Employees

- Creation of an email address for queries and sharing information with the Crisis Team - info.coronavirus@superbockgroup.com
- Preparation and distribution of documents with information on COVID-19, and the good hygiene practices to adopt;
- Encouragement of behaviours that minimise the risk of contagion;
- Increased cleaning in areas susceptible to contagion;
- Updating of procedures in the organisation's various activities according to the development of the epidemic at national and international level;
- Actively updating and communicating the identification of Confirmed Cases within the organisation;
- Tracking the possible lines of contagion in employees exposed to Confirmed Cases.

9.2. Communication with Suppliers

- Preparation and distribution of documents with information on COVID-19, and the good hygiene practices to adopt;
- Formally contact suppliers in order to gather information on Super Bock Group's extensive employee monitoring and protection measures;
- Monitor the emergence of Confirmed Cases.

9.3. Communication with Customers

- Actively inform customers in the event of Confirmed Cases so that the possible contagion line can be traced. This information should be indicated by the Directorate General of Health;
- Contact customers in order to collect information regarding the control and protection measures applicable to Super Bock Group employees;

- Monitor the emergence of Confirmed Cases.

10. BUSINESS CONTINUITY PLAN

In this context the different areas should assess various scenarios with a view to implementing contingency measures that constitute a continuity plan:

- Evaluate activities that are essential to providing continuity (that cannot be suspended) and those that can be reduced or closed down/deactivated;
- Identify the essential resources (raw materials, suppliers, service providers and logistics) that must remain in operation for the company and in order to meet customers' basic requirements;
- The workers who must be guaranteed, especially for activities that are essential to the functioning of the company. The possibility of impacting on other workers (contractors, workers with other duties, retired staff) should be considered;
- The workers who, due to their activities and/or tasks, may have a higher risk of COVID-19 infection, namely employees who work in the market and events;
- Company activities that may accommodate alternative ways of working or carrying out tasks, namely through the use of telework, video meetings and teleconferences and remote access by customers.

Super Bock Group Business COVID-19 Continuity Plan available in **ANNEX IV**

10. ANNEXES

ANNEX I – INFORMATION PAMPHLET: GENERAL RECOMMENDATIONS

CORONAVÍRUS (COVID-19)

RECOMENDAÇÕES | RECOMMENDATIONS



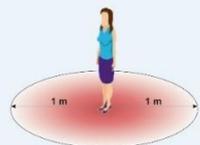
Quando espirrar ou tossir tape o nariz e a boca com o braço ou com lenço de papel que deverá ser colocado imediatamente no lixo

When coughing or sneezing cover your mouth and nose with your forearm or with tissue paper that should be placed immediately in the trash



Lave frequentemente as mãos com água e sabão ou use solução à base de álcool

Wash your hands frequently with soap and water or an alcohol -based solution



Se regressou de uma área afetada, evite contacto próximo com outras pessoas

If you returned from an affected area, avoid contact close with people

EM CASO DE DÚVIDA LIGUE
IF IN DOUBT, CALL

SNS 24 

808 24 24 24



REPÚBLICA PORTUGUESA
SAÚDE



40 ANOS



SNS
SERVIÇO NACIONAL DE SAÚDE



120 ANOS



DGS
Direção-Geral da Saúde



ANNEX II – INFORMATION PAMPHLET: HAND HYGIENE TECHNIQUE USING SOAP AND WATER

Handwashing

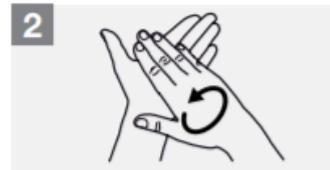
 **Duration of the entire procedure: 40-60 seconds**



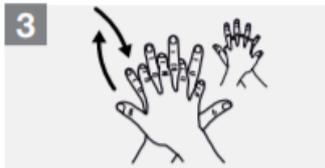
Wet hands with water;



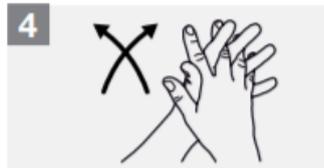
Apply enough soap to cover all hand surfaces;



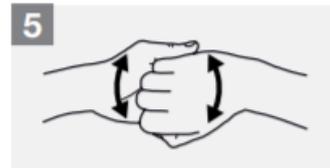
Rub hands palm to palm;



Right palm over left dorsum with interlaced fingers and vice versa;



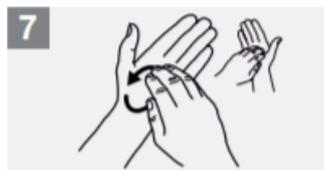
Palm to palm with fingers interlaced;



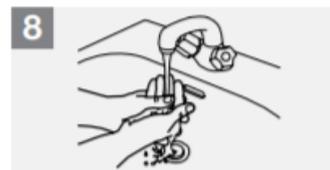
Backs of fingers to opposing palms with fingers interlocked;



Rotational rubbing of left thumb clasped in right palm and vice versa;



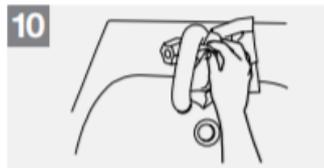
Rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa;



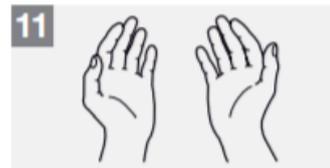
Rinse hands with water;



Dry hands thoroughly with a single use towel;



Use towel to turn off faucet;



Your hands are now safe.

ANNEX III – INFORMATION PAMPHLET: HAND HYGIENE TECHNIQUE USING ALCOHOL GEL

Antiseptic Handrubbing

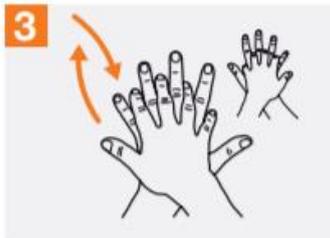
 Duration of the entire procedure: **20-30 seconds**



Apply a palmful of the product in a cupped hand, covering all surfaces;



Rub hands palm to palm;



Right palm over left dorsum with interlaced fingers and vice versa;



Palm to palm with fingers interlaced;



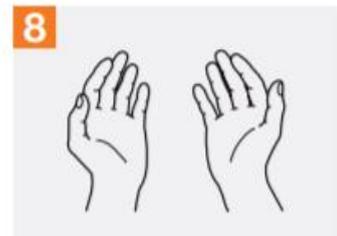
Backs of fingers to opposing palms with fingers interlocked;



Rotational rubbing of left thumb clasped in right palm and vice versa;



Rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa;



Once dry, your hands are safe.



ANNEX IV – SUPER BOCK GROUP COVID-19 BUSINESS CONTINUITY PLAN

Important Note:

The contingency plan set out above assumes that there is a specific impact on the company and a maintenance of consumption volumes in the market. We consider this scenario to be unlikely, the expectation being that during global epidemic outbreaks there will be a reduction in consumption that affects the entire supply chain. Measuring days of stock is therefore highly dependent on how consumption in the market is affected.

Absenteeism - Industrial Area

Sub-system	Description	Absenteeism Contingency 0-30%	Absenteeism Contingency 30-60%	Absenteeism Contingency 60-100%	Closure
Draught Beer, Cider, Wine Production	<ul style="list-style-type: none"> - Production - Lack of Employees in Service. - Start of Contingency with 21-day "product in progress" stock. 	Recourse to Overtime.	Recourse to Overtime Resolved by existing stock, for a period of over 31 days. Restriction of Portfolio to key products. Capacity reduction of up to 75%.	Recourse to Overtime. Resolved by existing stock, for a period of over 21 days. Restriction of Portfolio to Key Products. Capacity Reduction of over 75%.	Resolved by existing stock, for a period of 21 days. Activation of Production at Carlsberg.
Filling Beer, Water, Cider, Soda, Wine	<ul style="list-style-type: none"> - Production - Lack of Employees in Service - Start of Contingency with Average "Finished Product" Stock of 30 days. 	Recourse to Overtime. Capacity Reduction of up to 15%. Restriction of Portfolio to Key SKU's.	Recourse to Overtime. Resolved by existing stock, for a period of over 40 days. Capacity Reduction of 15-60%. Restriction of Portfolio to Key SKU's.	Recourse to Overtime. Resolved by existing stock, for a period of over 30 days. Capacity Reduction of over 60%. Restriction of Portfolio to Key SKU's.	Resolved by existing stock, for a period of 30 days. Activation of Production at Carlsberg. Import of Carlsberg products.

Supplier Service Failure - Industrial Area

Sub-system	Description	Contingency Service Level Failure 0-30%	Contingency Service Level Failure 30-60%	Contingency Service Level Failure 60-100%	Prohibition of movement
Utilities	<ul style="list-style-type: none"> - Utility Management Service Supply Failure. Lack of Employees. - Start of Contingency with 21-day "product in progress" stock. 	<ul style="list-style-type: none"> Recourse to Overtime. Movement of personnel between companies. 	<ul style="list-style-type: none"> Recourse to Overtime. Movement of personnel between companies. Allocation of SBG Staff to Service Management. Up to 30% reduction in production capacity. 	<ul style="list-style-type: none"> Recourse to Overtime. Movement of personnel between companies. Allocation of SBG Staff to Service Management. More than 30% reduction in production capacity. 	<ul style="list-style-type: none"> Resolved by existing stock, for a period of 21 days. Activation of Production at Carlsberg.

Absenteeism - Logistics Area

Sub-system	Description	Absenteeism Contingency 0-30%	Absenteeism Contingency 30-60%	Absenteeism Contingency 60-100%	Closure
Warehouses	<p>- Warehouse operations.</p> <p>Product movement and invoicing - Lack of Employees in Service.</p> <p>- Start of Contingency with Average "Finished Product" Stock of 30 days.</p>	<p>Recourse to Overtime.</p> <p>Movement of personnel between storage centres.</p> <p>Redundant stock in various warehouses.</p>	<p>Recourse to Overtime.</p> <p>Movement of personnel between storage centres.</p> <p>Redundant stock in various warehouses.</p> <p>Delivery of full pallets only.</p> <p>Up to 40% Reduction in Delivery Capacity.</p> <p>Customer Restriction.</p> <p>Initial average stock of 30 days.</p>	<p>Recourse to Overtime.</p> <p>Movement of personnel between storage centres.</p> <p>Redundant stock in various warehouses.</p> <p>More than 40% Reduction in Delivery Capacity.</p> <p>Customer Restriction.</p> <p>Initial average stock of 30 days</p>	<p>No Delivery.</p> <p>Request to health authorities for movement of goods in stock.</p> <p>Initial average stock of 30 days.</p>

Supplier Service Failure - Logistics Area

Sub-system	Description	Contingency Service Level Failure 0-30%	Contingency Service Level Failure 30-60%	Contingency Service Level Failure 60-100%	Prohibition of movement
SBG Off Trade Delivery	- Transportation of goods to customers - Lack of Employees in Service, unavailability of transport, restrictions on movement.	Alternative supplier. Customer Restriction - Deliveries over 2000Kg.	Alternative supplier. Delivery of full pallets only. Customer Restriction - Deliveries over 8000Kg. Up to 50% reduction in delivery capacity.	Alternative supplier. Delivery of full pallets. Customer Restriction - Deliveries over 8000Kg. Up to 50% reduction in delivery capacity.	No delivery. Request to health authorities for movement of goods in stock.
SBG On Trade Delivery and Export	- Transportation of goods to customers - Lack of Employees in Service, unavailability of transport, restrictions on movement.	Alternative supplier. Full truck. Customer stock replenishment, main SKU's.	Alternative supplier. Delivery of full pallets only. Full truck. Up to 50% Reduction in Delivery Capacity. Customer stock replenishment, main SKU's.	Alternative supplier. Delivery of full pallet Full truck. Delivery reduction of up to 50%. Customer stock replenishment, main SKU's.	No delivery. Request to health authorities for movement of goods in stock.
SBG Capillary Delivery	Transportation of goods to customer - Lack of Employees in Service, unavailability of transport, restrictions on movement.	Recourse to Overtime. Up to 15% Reduction in Delivery Capacity. Restriction of main SKU's.	Recourse to Overtime. Up to 50% Reduction in Delivery Capacity. Restriction of main SKU's.	Recourse to Overtime. More than 50% Reduction in Delivery Capacity. Restriction of main SKU's.	No delivery. Request to health authorities for movement of goods in stock.

Supplier Service Failure - Logistics Area

Sub-system	Description	Contingency Service Level Failure 0-30%	Contingency Service Level Failure 30-60%	Contingency Service Level Failure 60-100%	Total failure
Production material supply	Supply of Materials for production and filling. Supply failures.	<p>There are alternative approved suppliers.</p> <p>Increase stock coverage by 1 month for: foreign suppliers; small domestic suppliers.</p> <p>Alignment of 1 month supply guarantee with domestic bulk suppliers.</p>	<p>There are alternative approved suppliers.</p> <p>Increase stock coverage by 1 month for: foreign suppliers; small domestic suppliers.</p> <p>Alignment of 1 month supply guarantee with domestic bulk suppliers.</p> <p>Up to 40% Reduction in Production Capacity.</p> <p>Focus on supply for priority products.</p> <p>Carlsberg supply of substitute materials.</p>	<p>There are alternative approved suppliers.</p> <p>Increase stock coverage by 1 month for: foreign suppliers; small domestic suppliers.</p> <p>Alignment of 1 month supply guarantee with domestic bulk suppliers.</p> <p>More than 40% Reduction in Production Capacity.</p> <p>Focus on supply for priority products.</p> <p>Carlsberg supply of substitute materials.</p>	<p>Increase stock coverage by 1 month for: foreign suppliers; small domestic suppliers.</p> <p>Alignment of 1 month supply guarantee with domestic bulk suppliers.</p> <p>Approval of new suppliers. Activation of Carlsberg suppliers.</p> <p>No additional SBG production. Activation of Production at Carlsberg.</p> <p>Import of Carlsberg products.</p>

Service Failure - Commercial Area

Sub-system	Description	Absenteeism Contingency
Business Support	Maintenance of commercial activity and customer support.	<p>Laptops, mini-Desktops and tablets, which can be moved for remote working from home.</p> <p>Capacity of computer systems to support large-scale teleworking tested.</p> <p>Large-scale teleworking implemented, with the identified employees being sent to work from home.</p> <p>On-site work in the company's administrative buildings, or in customer support, ensuring the return of colleagues who are teleworking in the event of absenteeism.</p> <p>Ongoing monitoring of computer system capacity.</p>
Business Support	Activity in the market, events and face-to-face customer support.	<p>Compliance with Directorate General of Health decisions and legal rulings.</p> <p>Compliance with SBG's contingency plan directives and implemented restriction measures.</p> <p>Ongoing evaluation of commercial activities in conjunction with customers.</p> <p>Ongoing evaluation in conjunction with event promoters.</p> <p>Resources will be provided for personal hygiene and compliance with Personal and Public Hygiene Good Practices.</p> <p>Supply of personal protection equipment.</p>

Sub-system	Description	Contingency Service Level 0- 30%	Contingency Service Level 30-60%	Contingency Service Level 60-100%	Prohibition of movement
Technical Support to Customers	Preventive and Corrective Maintenance of Equipment for Customers.	<p>Recourse to Overtime.</p> <p>Up to 10% reduction in preventive interventions</p>	<p>Recourse to Overtime.</p> <p>Restriction of preventive interventions.</p>	<p>Recourse to Overtime.</p> <p>Planned interventions only</p>	<p>No delivery.</p> <p>Request to health authorities for movement of goods in stock.</p>

Service Failure - Administrative, Financial and Corporate Areas

Sub-system	Description	Absenteeism Contingency
Business Support	Maintenance of Administrative, Financial and Corporate Area Services	<p>Laptops, mini-Desktops and tablets, which can be moved for remote working from home.</p> <p>Capacity of computer systems to support large-scale teleworking tested.</p> <p>Large-scale teleworking implemented, with the identified employees being sent to work from home.</p> <p>On-site work in the company's administrative buildings, or in customer support, ensuring the return of colleagues who are teleworking in the event of absenteeism.</p> <p>Ongoing monitoring of computer system capacity.</p>

Service Failure - Marketing Area

Sub-system	Description	Absenteeism Contingency
Business Support	Maintenance of marketing activity.	<p>Laptops, mini-Desktops and tablets, which can be moved for remote working from home.</p> <p>Capacity of computer systems to support large-scale teleworking tested.</p> <p>Large-scale teleworking implemented, with the identified employees being sent to work from home.</p> <p>On-site work in the company's administrative buildings, or in customer support, ensuring the return of colleagues who are teleworking in the event of absenteeism.</p> <p>Ongoing monitoring of computer system capacity.</p>
Business Support	Activity in the market, events and face-to-face customer support.	<p>Compliance with Directorate General of Health decisions and legal rulings.</p> <p>Compliance with SBG's contingency plan directives and implemented restriction measures.</p> <p>Ongoing evaluation of commercial activities in conjunction with customers. Ongoing evaluation in conjunction with event promoters.</p> <p>Resources will be provided for personal hygiene and compliance with Personal and Public Hygiene Good Practices.</p> <p>Supply of personal protection equipment.</p>