

The background is a solid green color with several large, overlapping, organic shapes in various shades of green, ranging from dark forest green to light lime green. These shapes create a layered, abstract effect. The text is centered in the middle-right portion of the image.

STANDING ON THE SHOULDERS OF GIANTS

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The men behind the brands

The brands in the DIAGEO portfolio all represent the finest in the production of alcoholic beverages. Behind many of our most well known brands lie some truly remarkable characters, who

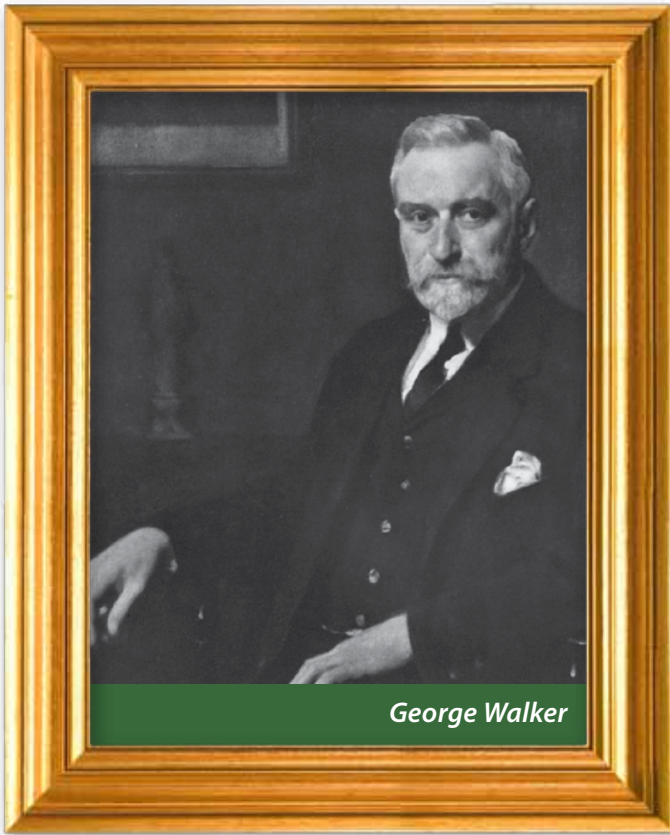
our industry and the world. In the following pages you will discover the dedication to their craft, marketing genius and philanthropic gestures of these captains of industry. DIAGEO

truly remarkable characters

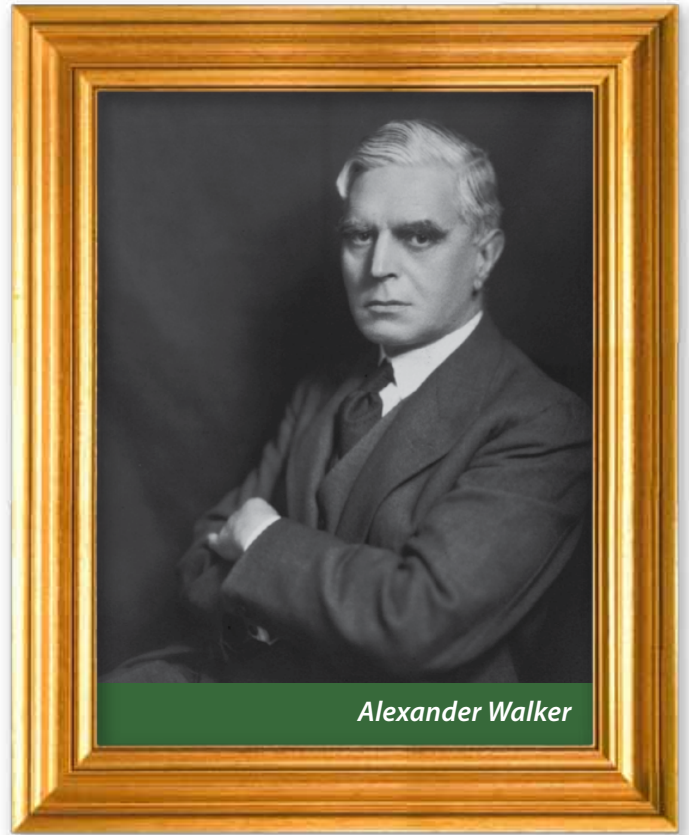
not only created world-famous brands and labels that have lived on for decades and indeed centuries after their passing, but have made a lasting impact on

strives to continue the work of these pioneering entrepreneurs by growing their brands around the world while simultaneously safeguarding their legacies.

STANDING ON THE SHOULDERS OF GIANTS



George Walker



Alexander Walker

GEORGE AND ALEXANDER WALKER II

(1864 - 1926 and 1869 - 1950)

While it is John Walker's name that graces the bottles of JOHNNIE WALKER®, it is his grandsons George and Alexander Walker who truly made the brand what it is today. From the humble beginnings of their grandfather's grocery store in Kilmarnock, Scotland (opened in 1820) this progressive duo applied the Walker family values of persistent drive and the pursuit of excellence to the ambitious venture of creating a global brand.

STANDING ON THE SHOULDERS OF GIANTS

The Walkers had searched long and hard for a distillery producing a malt of the stature they required for blending. In 1893, they discovered Cardhu distillery, home to an exceptionally smooth mellow Speyside malt, and in order to safeguard the quality of the whisky and its availability, they persuaded its owner, Elizabeth Cumming, to sell. Alexander used Cardhu to flavor his new whisky with a soft maltiness. From this smoother, lighter blend of around 35 whiskies he created a whole that was far greater than the sum of its individual parts. The new blend had been developed specifically for drinking “long”; to replace the now unavailable French brandy. The whisky and soda age had arrived.

The opening years of the 20th century saw a radical development in drinking customs; people were increasingly combining spirits with soft drinks instead of taking them straight. Whisky was being combined with soda, gin with tonic, and so on. It was time for a new whisky; a whisky that mixed well; a whisky that could retain its own flavor whilst enhancing that of the liquid with which it was combined. So in 1906, Alexander, a master of the art of blending, unveiled a powerful combination of spicy, smoky malts and lingering lighter grains. He called this innovation ‘Special Old Highland Whisky’.

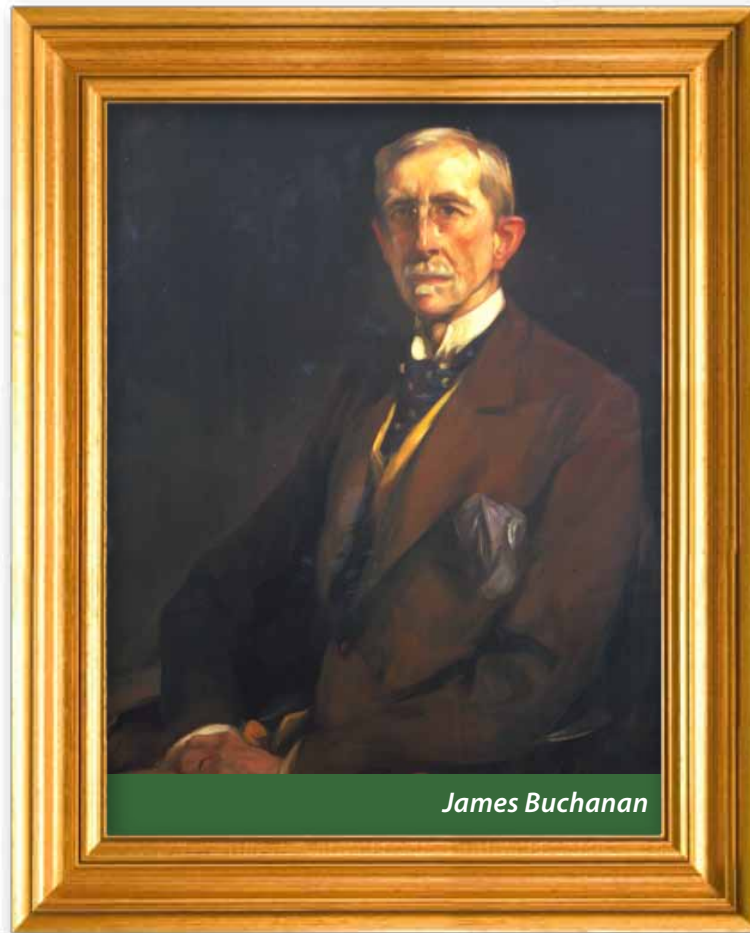
Entrepreneurial George, who managed the marketing and distribution end of the business, had a challenge on his hands and he decided that the most effective method was the personal touch. He travelled widely, establishing his global distribution network and inspiring the individuals to whom he entrusted the responsibility of taking his whisky to the consumer. His next step was to devise a vibrant new marketing strategy that would bring the lively new taste to social occasions worldwide. He retained the

distinctive slanting label and square bottle his father had introduced. In collaboration with cartoonist Tom Browne, the stylish figure of the Striding Man was created, originally sketched on the back of a restaurant menu. In 1909, Alexander renamed his recipe **JOHNNIE WALKER RED LABEL** in deference to his consumers who were already using “Red Label” as shorthand when ordering the brand. Within 11 years it was being consumed at social gatherings in **120 countries around the world.**

By the time the Second World War drew to a close, JOHNNIE WALKER RED LABEL firmly occupied the position of the number-one brand of Scotch whisky in the world, with a million cases being purchased annually. By 1958, this figure had leapt to five million cases, with 2005 seeing it selling at a rate of well more than seven million cases per annum.

Following the family tradition of staying in the vanguard of industry progress, George and Alexander developed a global distribution network; Walker whiskies became internationally known. At the forefront of marketing concepts, the brothers understood the importance of producing a distinctive and easily recognizable brand. In 1906, George and Alexander launched a whisky based on the original Walker recipe for ‘Old Highland Whisky’ first sold in 1867, and for the first time they added the 12-year-old age statement. It was packaged in the now famous square bottle with a slanting label, and in 1909, the words “JOHNNIE WALKER BLACK LABEL” appeared on the bottle for the first time. Since then, the portfolio has grown to include GREEN LABEL, GOLD LABEL and BLUE LABEL, but it is as the creators of JOHNNIE WALKER RED LABEL and BLACK LABEL that their names will be forever associated.

STANDING ON THE SHOULDERS OF GIANTS



JAMES BUCHANAN

(1849 – 1935)

The life of James Buchanan is the quintessential British success story: from office boy to a Baron of the realm with a seat in the House of Lords; a title bestowed on him by the King of England. James Buchanan was one of the vital figures in the worldwide growth and popularity of Scotch whisky.

STANDING ON THE SHOULDERS OF GIANTS

Born in Western Canada in 1849 to Scottish immigrants, he returned to Scotland as a small child. In 1863 at the age of fourteen, Buchanan started work in the offices of steamship owners and shipping agents WM Sloane & Co as an office boy, and in 1868 Buchanan joined his brother William in his hay, grain and seed business in Glasgow. He remained there for 10 years before leaving for London and becoming the London Sales Agent for the firm of Charles Mackinley & Co, whisky merchants and blenders based in Edinburgh.

Having seen the coming boom in Scotch whisky, James Buchanan decided to set up his own business with The Buchanan's Blend in 1884. He asked a good acquaintance to loan him the capital to start his own company. His friend agreed and James Buchanan & Co was founded. The company did well and he began supplying Scotch whisky to the Houses of Parliament – the seat of the United Kingdom's government - the next year, which led to his first major contract with them shortly thereafter in 1886. In 1898, Buchanan won his first Royal Warrant from Queen Victoria, a feat he achieved with every successive monarch through Elizabeth II.

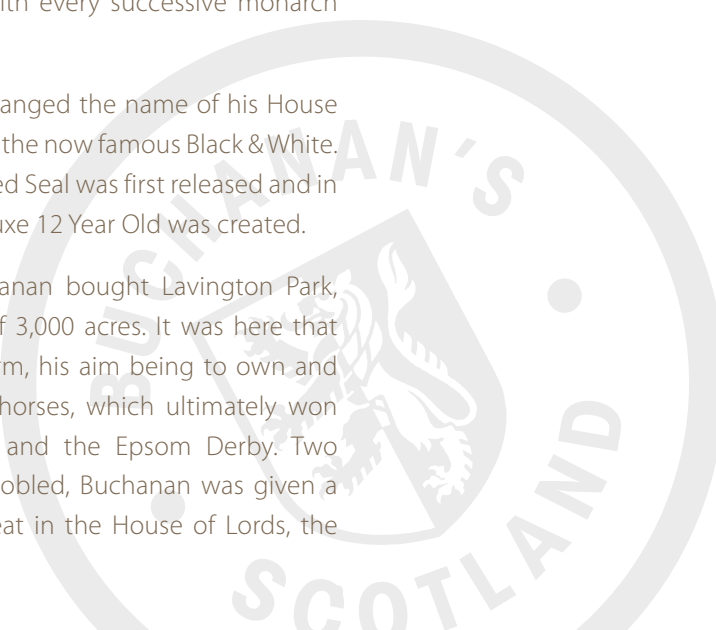
In 1902, Buchanan changed the name of his House of Commons blend to the now famous Black & White. In 1905, Buchanan's Red Seal was first released and in 1925, Buchanan's Deluxe 12 Year Old was created.

In 1903, James Buchanan bought Lavington Park, an estate in Sussex of 3,000 acres. It was here that he set up his stud farm, his aim being to own and breed the best race horses, which ultimately won races at Newmarket and the Epsom Derby. Two years after being ennobled, Buchanan was given a barony and took a seat in the House of Lords, the

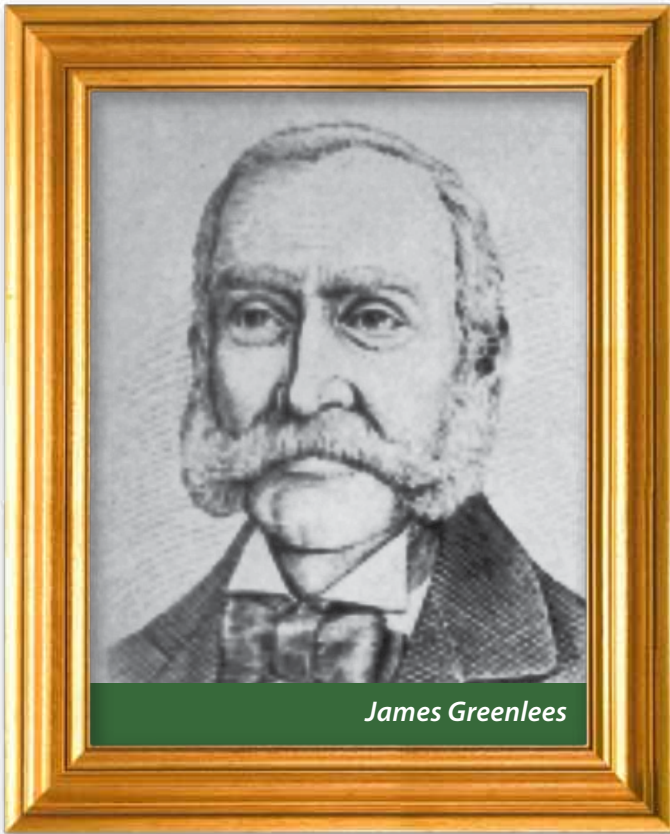
upper chamber of the British parliament. Being the owner of Lavington Park and the Lord of the Manor of Woolavington, he took the older name as his title and became Lord Woolavington.

Lord Woolavington became known as a generous philanthropist as well as a racehorse owner and whisky merchant. Although most of his donations were anonymous, some of his major gifts became public knowledge. Among these was a donation of £10,000 to Edinburgh University for the endowment of an Animal Breeding Research Centre, and one of £5,000 to the West of Scotland Agricultural College. He put £50,000 at the King's disposal for the restoration of St. George's Chapel, Windsor Castle, and gave £125,000 in memory of his wife to the Middlesex Hospital in London to provide 'pay beds' for patients of moderate means.

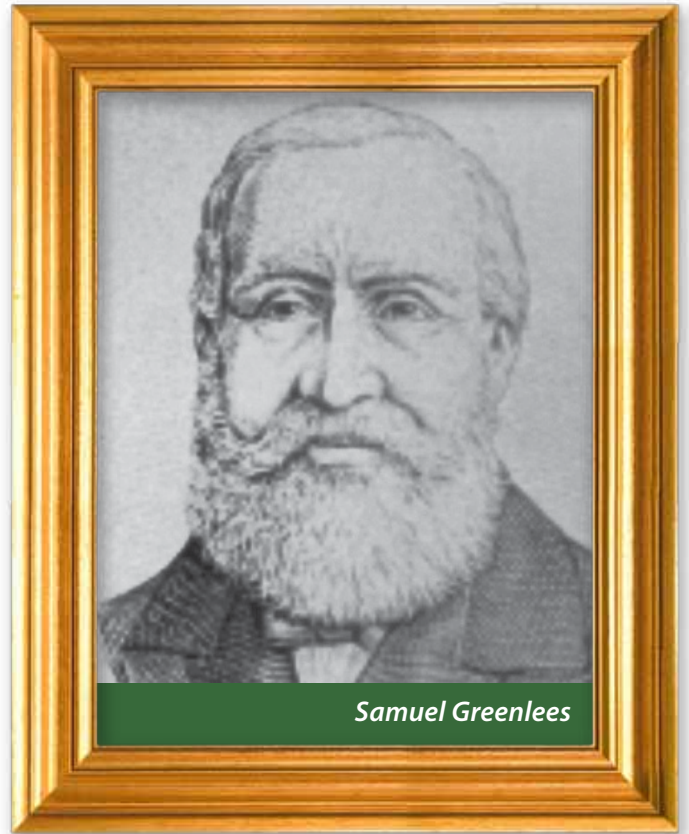
James Buchanan died on August 9th, 1935, a week before his 86th birthday. His legacy lives on around the world wherever a glass of Buchanan's is enjoyed, particularly in Mexico, Venezuela and Colombia, the brand's largest markets.



STANDING ON THE SHOULDERS OF GIANTS



James Greenlees



Samuel Greenlees

JAMES AND SAMUEL GREENLEES

(1848 – 1926 and 1850 – 1939)

OLD PARR® whisky was created in 1909 by James and Samuel Greenlees, Scottish brothers who became two of the most skilled and successful pioneers of the blended whisky business. Their conviction that they could create whiskies of the highest quality through the skilled blending of various carefully selected malts revolutionized the whisky market during their lifetime and created a lasting legacy. Named in honor of England's oldest living man, Thomas Parr (1483-1635) who was reputed to have lived to 152, the OLD PARR® brand reflects its founders' prodigious dedication to quality and craftsmanship.

STANDING ON THE SHOULDERS OF GIANTS

During their childhood in the 1860s, the two brothers acquired a deep knowledge of the Scotch whisky trade from their father, Samuel Greenlees Sr., a well-known whisky distiller who ran the successful Greenlees, Colvill & Co. business and operated Hazelburn Distillery in Campbeltown. At 21 and 23 years of age, the two young men moved to London in 1871 and established Greenlees Brothers, a firm of whisky merchants trading in Scotch and Irish whiskies. At that time, the taste in London was still geared towards the lighter Irish whiskies. The market for blended Scotch whiskies was still very much in its infancy – and the Greenlees brothers hoped to exploit this newly emerging interest.

The Greenlees brothers believed that combining the best whiskies at precisely the right point in their maturation process could produce a blend of extraordinary flavor. Driven by this conviction, they experimented tirelessly. They were determined to create a blend that would be acknowledged as one of the finest Scotch whiskies the world had ever seen – and the eventual market leadership of their many brands is a testament to their success.

By 1884, the business was flourishing and the company had moved to a new location to support its growing whisky sales. The new office was described as “one of the finest buildings” in London’s East End in *The Mercantile Age*, and by 1885, Greenlees Brothers had achieved market leadership in England. In fact,

James Buchanan later recalled that: “the wants of the licensed trade in London were pretty well met by Messrs. Greenlees, whose Lorne whisky practically held a monopoly of supply.”

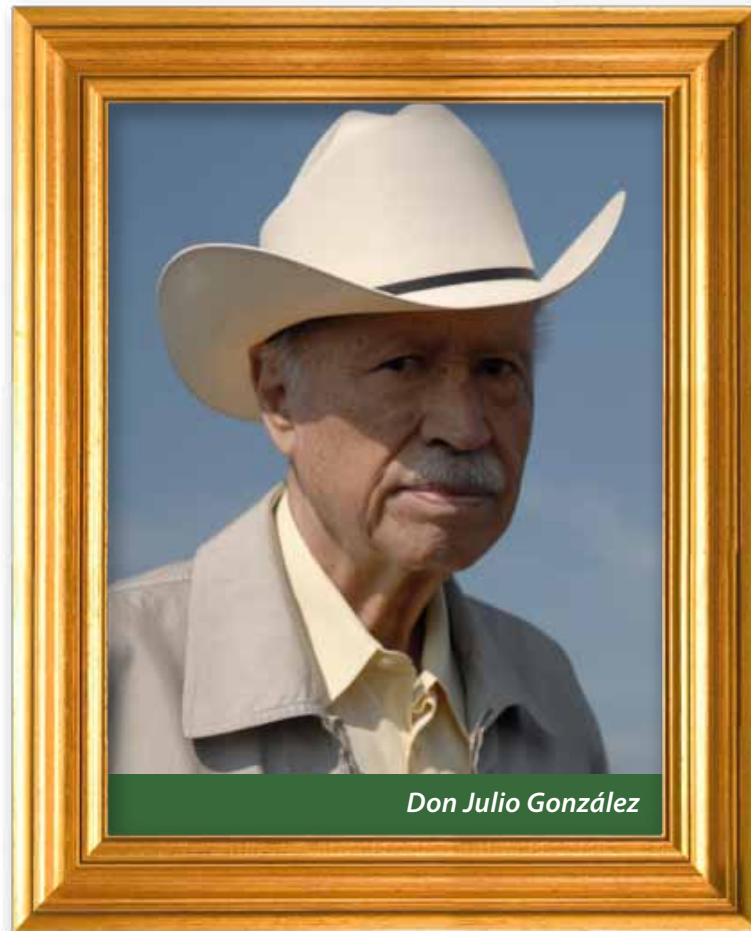
Their success in “educating the public up to a blended whisky of a pleasant description” significantly increased consumer taste and demand for this new product. (Source: Royal Commission on Whisky). And so, in 1909, Greenlees Brothers introduced (Ancient) Old Parr. To communicate the enduring values of maturity and wisdom, they named their blend after the legendary figure of Thomas Parr, England’s longest-lived man. His long life symbolized the maturity of the whiskies used in the blend, whilst his wisdom represented the skill and knowledge required to produce it.

OLD PARR has had a historically strong presence in Latin America, with its first shipments to the region estimated to have taken place in 1921 to Panama, based on lapsed trademark records. This was followed by Costa Rica in 1930, Argentina in 1937, Guatemala in 1939, Colombia in 1940, Chile in 1941, Peru in 1942 and Mexico in 1951.

Today, Latin America and the Caribbean accounts for approximately 85% of OLD PARR global sales volume; anchored by strong sales in Colombia and Venezuela.



STANDING ON THE SHOULDERS OF GIANTS



DON JULIO

(1925 –

The legacy of DON JULIO® tequila is the story of one man – the legendary and very real Don Julio González – who re-imagined tequila's possibilities to create an ultra-premium tequila. Tequila DON JULIO is a celebration of two Mexicos: the past and the exciting future. Don Julio González is one of Mexico's most renowned premium tequila makers. His tequila, made in the same way since 1942, is his masterwork.

STANDING ON THE SHOULDERS OF GIANTS

In 1942, at the age of 17, Don Julio González founded his first distillery in his hometown of Atotonilco el Alto in the Los Altos region of the Mexican state of Jalisco. As he began, he soon realized that to create a tequila that stands apart, one must control every aspect of the process, from the cultivation of the agave to the bottling of the final product. He then spent decades perfecting the craft that would produce extraordinary tequila with every bottle. At first, Don Julio only shared his tequila with friends. But soon word spread, and Tequila DON JULIO quickly became the most sought after tequila in Mexico.

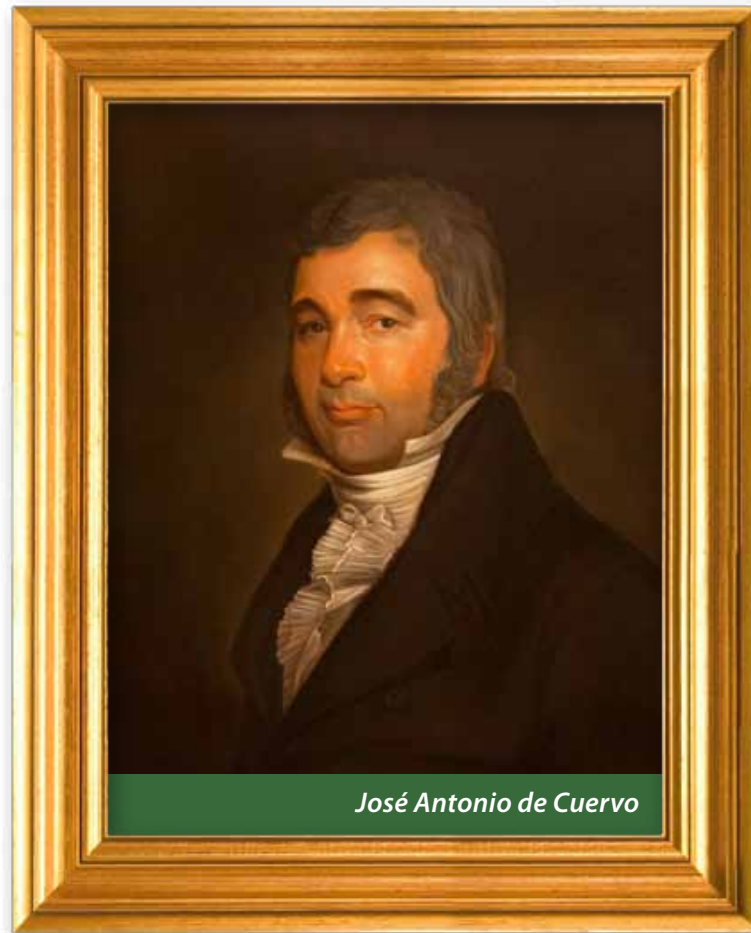
Don Julio understood that tequila's soul resides in the agave azul. So La Primavera, the DON JULIO distillery, was built in the Los Altos (Highlands) region of Jalisco, in an area of Mexico renowned for producing many of the largest, heaviest 'piñas' (agave's "heart"). Don Julio grew his agave in the Highlands valley (not the traditional hillside locations) because he wanted his agave to mature into larger plants. And, in what might have been his masterstroke, Don Julio further flouted convention by planting his agave further apart than other growers, giving the hearty plants room to grow naturally without much need for pruning. DON JULIO uses only prime grade agave from the Los Altos region of Jalisco. Los Altos, with its clay soils and ideal microclimate, is widely acknowledged as the "Napa" of the Tequila industry.

Don Julio González retired in 2002 after DIAGEO bought out his family's remaining interest in the distillery; but Don Julio continues to consult with and grow agave for the company. DON JULIO is

still produced at the original distillery, La Primavera, which is located in the heart of the mountain town of Atotonilco el Alto. Today, DON JULIO is one of the area's largest employers and a critical part of the local culture. Thanks to one man, the world now knows that it is passion above all else that makes a great tequila.



STANDING ON THE SHOULDERS OF GIANTS



JOSE CUERVO

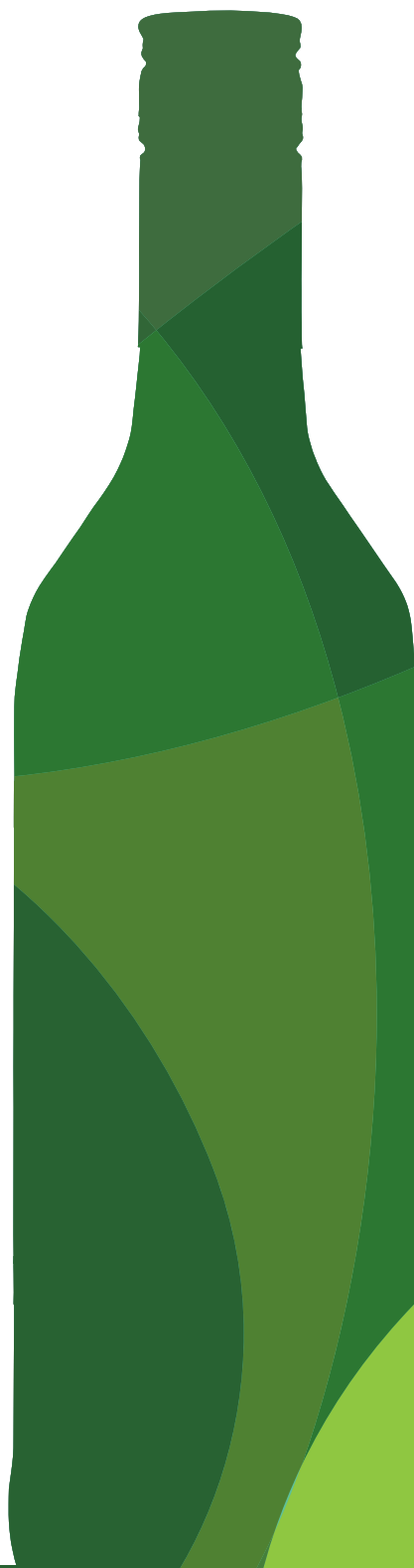
In 1758, José Antonio de Cuervo received a land grant from the King of Spain in the Mexican state of Jalisco, where he began to produce 'mezcal' in a small facility. 37 years later, in 1795, King Carlos IV granted Jose's son José María Guadalupe Cuervo the first concession to commercially produce what was called at the time "wine of the earth", now known as tequila. In 1812 the family built a distillery and named it Fabrica La Rojeña.

STANDING ON THE SHOULDERS OF GIANTS

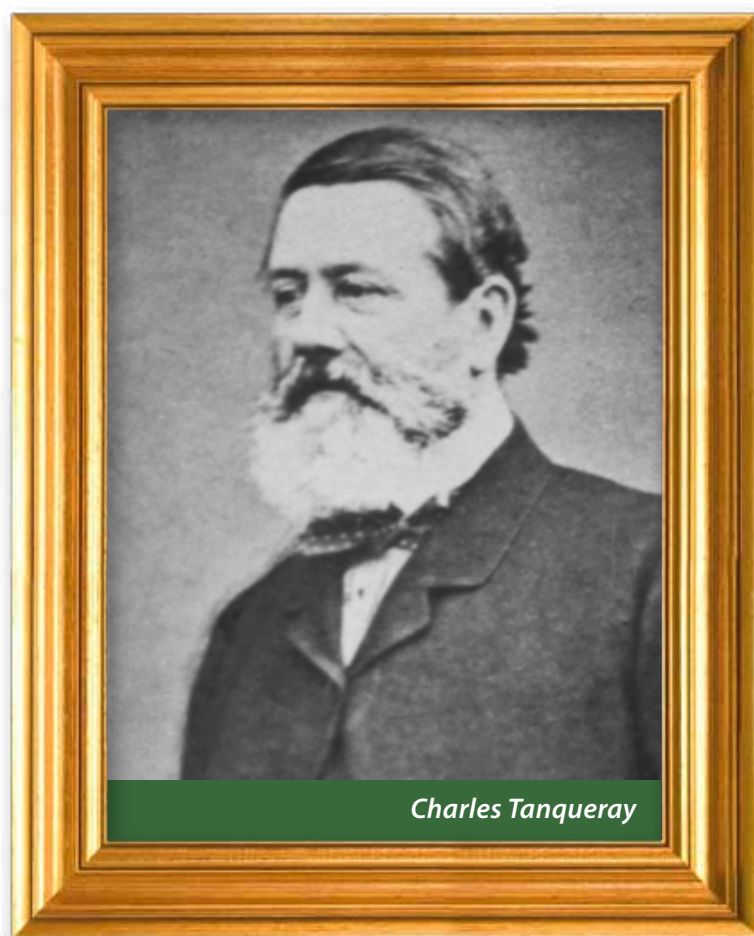
The La Rojeña distillery, the oldest such commercial facility in the western hemisphere, has been continuously producing tequila since then. Throughout its history and right up to today, the elegant, hacienda-like La Rojeña and the JOSE CUERVO company have remained securely in the hands of the descendants of the original Cuervo family.

The tequila was exported to the United States for the first time in 1873. During the 1880s, individual bottles were introduced for tequila distribution, replacing the “damajuanas” (rope-encased jugs) previously used. Bottles made it easier to transport tequila across the Mexican/American frontier. In 1900, José Cuervo Labastida decided to brand the tequila as JOSE CUERVO®. The company is now owned and run by heirs of the Cuervo family, the Beckmann family, whose name entered the Cuervo family when Juan Beckmann’s great-grandfather, then Germany’s Ambassador to Mexico, married a Cuervo daughter. Today, this family business works with DIAGEO to sell its premium spirits around the world, where the brand name is almost synonymous with great tequila.

Though its JOSE CUERVO GOLD is its most well-known product and associated with the old tequila-salt-lime routine, the distillery also produces fine sipping tequilas: from GRAN CENTENARIO REPOSADO (first made in 1857 to celebrate Casa Cuervo’s 100th anniversary), to RESERVA ANTIGUA 1800 (a major export), to AGAVERO (a tequila liqueur), to its top of the line RESERVA DE LA FAMILIA, which is as smooth as cognac.



STANDING ON THE SHOULDERS OF GIANTS



CHARLES TANQUERAY

(1810-1868)

Born in 1810, Charles Tanqueray was a clergyman's son, but rather than follow in his father's footsteps, he elected to find a new profession. Educated at the famous St. Paul's school in London, Charles showed no interest in university: his tastes were for the practical and experimental with a leaning towards chemistry in its social applications.

STANDING ON THE SHOULDERS OF GIANTS

Between 1828 and 1830, Charles Tanqueray set out to establish his business. Earlier his choice of profession might have been criticized, but it was by now something with which a gentleman could be associated, shown by two earlier founding distillers, Alexander Gordon and Felix Booth. At the time of the establishment of a distillery by Charles Tanqueray, Alexander Gordon had recently died as an honored citizen of London. Another great gin distiller of the day, Sheriff Booth, had in the previous year gained acclaim for public spiritedness in financing Captain Ross's second expedition to find the legendary Northwest Passage. Charles Tanqueray decided that his future lay in following the pioneering examples of Felix Booth and Alexander Gordon.

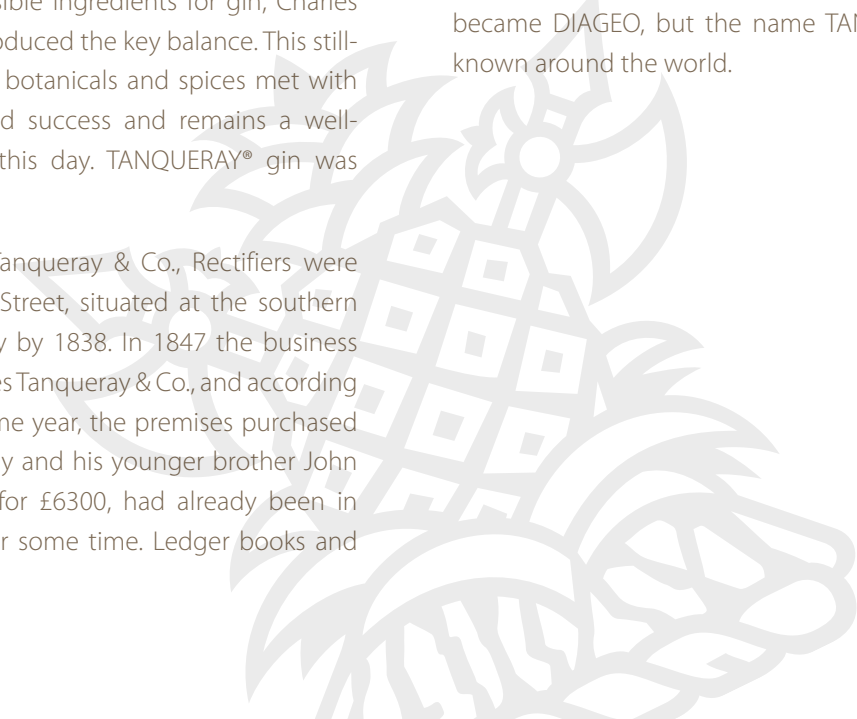
In his Bloomsbury Distillery, Charles Tanqueray wanted to produce a quality gin worthy of his ambition. He started with the pure waters of Finsbury spa, a district of lush rolling countryside and crystal clear streams just outside London. After years of experimenting with the many possible ingredients for gin, Charles Tanqueray finally produced the key balance. This still-secret blend of fine botanicals and spices met with instant approval and success and remains a well-guarded secret to this day. TANQUERAY® gin was launched.

Edward & Charles Tanqueray & Co., Rectifiers were established in Vine Street, situated at the southern edge of Bloomsbury by 1838. In 1847 the business was known as Charles Tanqueray & Co., and according to a deed of the same year, the premises purchased by Charles Tanqueray and his younger brother John Samuel Tanqueray, for £6300, had already been in use as a distillery for some time. Ledger books and

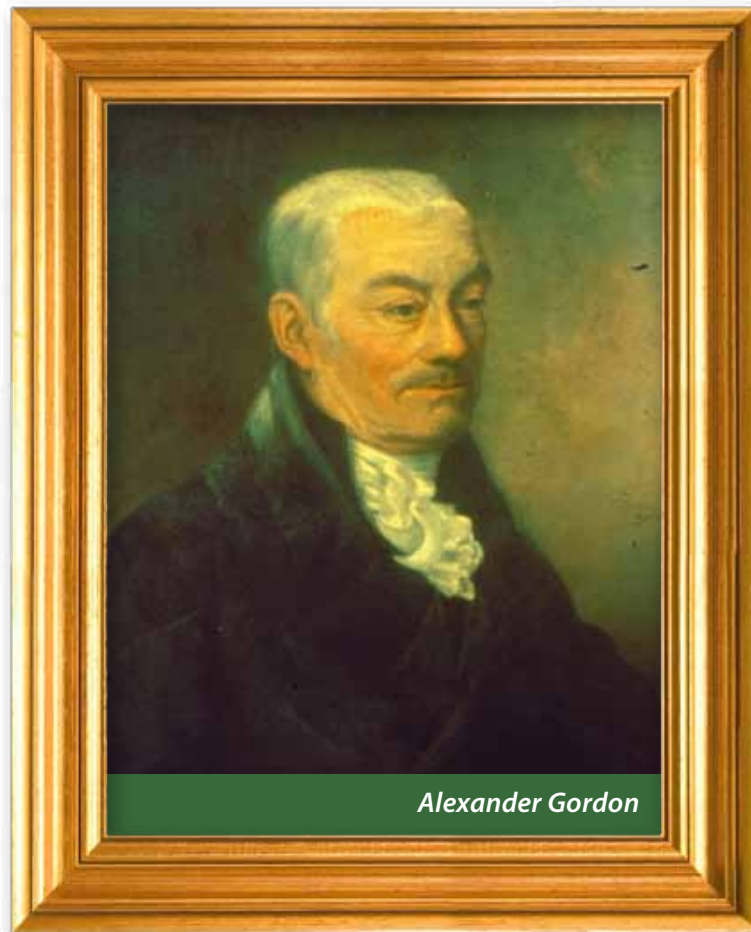
remaining records show a small but prestigious clientele. Within a few years Tanqueray Gin was being exported to British colonies while still being much in demand at home.

Slowly the fame of TANQUERAY Gin began to spread. By 1847, it was already making inroads among the spice planters and traders of far-away Jamaica, shown by the recovery of a tall ceramic crock discovered in a shipwreck in Kingston, Jamaica, bearing the legend TANQUERAY Gin.

Charles Tanqueray died on the 29th of September 1868, in Perth, Scotland. His place was taken by his son, Charles Waugh Tanqueray, at age 20, the same young age his father was when he started the company. Charles Waugh presided over the continuing success of the business and the subsequent merger with Gordon's Gin. On 11 January 1898, according to the incorporation certificate, the new company took the name of Tanqueray, Gordon & Co. It was subsequently taken over by The Distillers Company, which later became DIAGEO, but the name TANQUERAY is still known around the world.



STANDING ON THE SHOULDERS OF GIANTS



ALEXANDER GORDON

(1742-1823)

GORDON'S® Gin, one of the most quintessential British spirits known around the world, dates back almost 250 years. By the mid-1700s, gin had moved so far away from its original medieval recipe that it had become an unpalatable, syrupy spirit with almost no hint of its essential juniper. Seizing the opportunity, a young Scot named Alexander Gordon made the decision to explore ingredients for the perfect gin. After an exhaustive process, he arrived at the solution and produced Special London Dry Gin. It was exactly what it said on the bottle, special, dry and distilled in London.

STANDING ON THE SHOULDERS OF GIANTS

In 1769, Alexander Gordon opened a distillery in the Southwark area of London, and set about refining his recipe for a spirit named "GORDON'S LONDON DRY GIN". Then in 1786, he moved operations to Clerkenwell, a district favored for the purity and abundance of its waters and its closeness to the growing financial district, "The City" of London.

Alexander only used the finest ingredients, never employing such underhanded tactics as adding sugar, which other manufacturers would often use to mask unbalanced taste and rough mix. He also decided that he wanted to distill his gin 3 times, to ensure the purity and extra-dryness to which his recipe aspired. It is then matured for 18 months in order to get that superb and unique GORDON'S taste. The current recipe, which uses whole juniper berries and spices, is only known by 12 people at any one time.

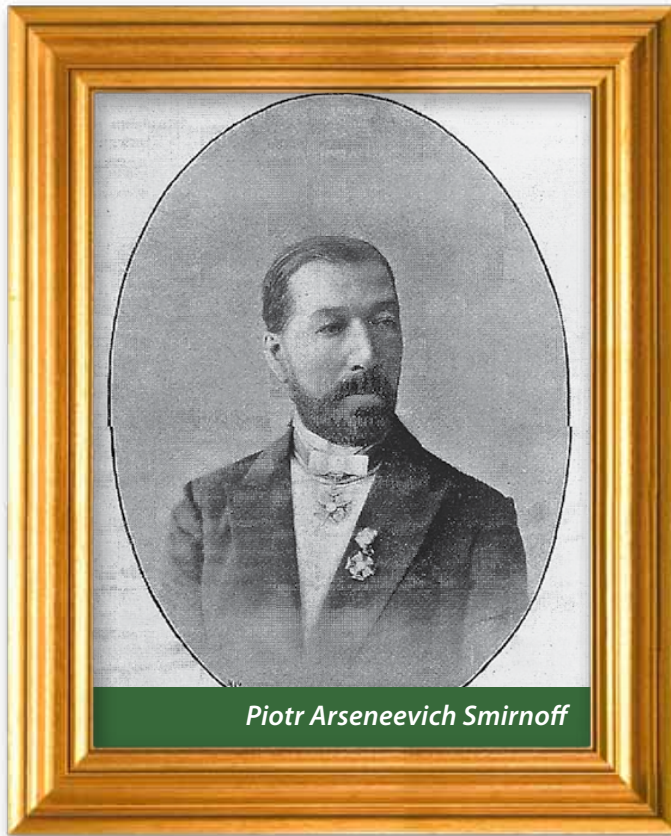
By 1800, GORDON'S Gin had made its name, not only in the English market but especially with the sailors of the British Navy and Merchant Navy, who carried it in their ships to all corners of the world. As a favorite spirit, and mixer with quinine in the British colonies to ward off malaria, GORDON'S was literally worth its weight in gold. Entries in ledgers record payments by Joseph Franks of Melbourne for consignments of gin brought by the ships 'Nancy' and 'Rostock', payment being made by the settlers in gold dust.

Alexander died in 183 and the business stayed in the family until Charles Gordon died in 1898, prompting the amalgamation with Charles Tanqueray & Co to form Tanqueray Gordon & Co. In 1922, the company joined The Distillers Company, the forerunner of DIAGEO.

At the GORDON'S distillery, the last two processes of the three-step production process take place in large copper stills. The oldest of which, Old Tom, is over 200 years old and survived the destruction of the distillery during the last war.



STANDING ON THE SHOULDERS OF GIANTS



PA SMIRNOFF

(1831-1898)

The SMIRNOFF® brand traces its origins to late 19th century Russia, where Piotr Arseneevich Smirnoff – known by his initials, PA – founded a distillery in Moscow and began selling vodkas under his name. PA descended from serfs who worked the land as grain farmers. He was born in 1831 and by 1857, his father, Arsenii, had earned enough money working in wine cellars to buy PA and his immediate family out of serfdom. In 1858, Arsenii became “merchant of the third class” – a designation given by the Russian government to indicate one’s social and commercial status. Arsenii established a wine cellar of his own in 1859, and PA joined the business as his assistant and later became the manager. PA branched out on his own in 1860 and opened a Moscow wine cellar. By 1864, he had opened a distillery and began producing his own brand of vodka. In 1867 he purchased a house at 1 Piatnitskaya Street in Moscow.

STANDING ON THE SHOULDERS OF GIANTS

In the 19th century, it was discovered that many impurities could be removed by filtering vodka through charcoal made from charred hardwoods. Charcoal filtration was essential to PA's method of vodka making, and he filtered his vodkas through more charcoal than his competitors. He routinely passed his vodkas through a battery of charcoal-filled columns as many as five times. The Russian government later credited PA with contributing in large measure to the development of the method of charcoal filtration known as the "St. Petersburg model."

PA's most successful vodka was "Table Wine No. 21", today more commonly known as SMIRNOFF RED LABEL (At the time, Russians referred to their vodka as "table wine.") Vodka drinkers flocked to No. 21 because it was a good vodka that was relatively affordable. No. 21 was distributed all across Russia and around the world. It was also stocked in hotels in European cities such as Paris and Nice, and purchased by the Winter Palace, the main residence of the tsars. No. 21 became such a household name that Russian writers of the time mentioned it in their writings, including Anton Chekhov in his short story "The Duel," published in 1891.

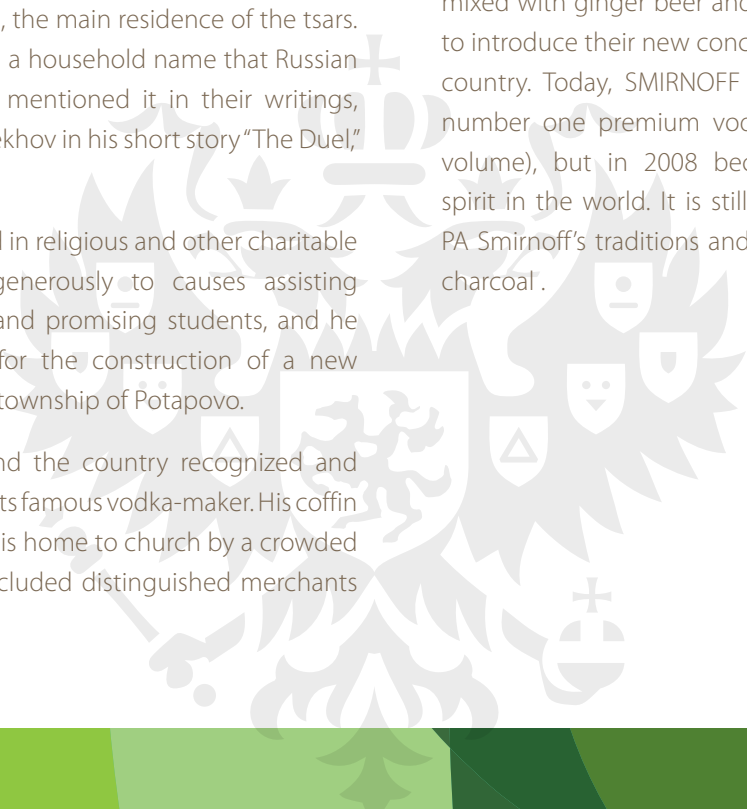
PA was very involved in religious and other charitable causes. He gave generously to causes assisting the poor, orphans, and promising students, and he contributed funds for the construction of a new church in his native township of Potapovo.

In 1898, PA died and the country recognized and mourned the loss of its famous vodka-maker. His coffin was escorted from his home to church by a crowded procession that included distinguished merchants

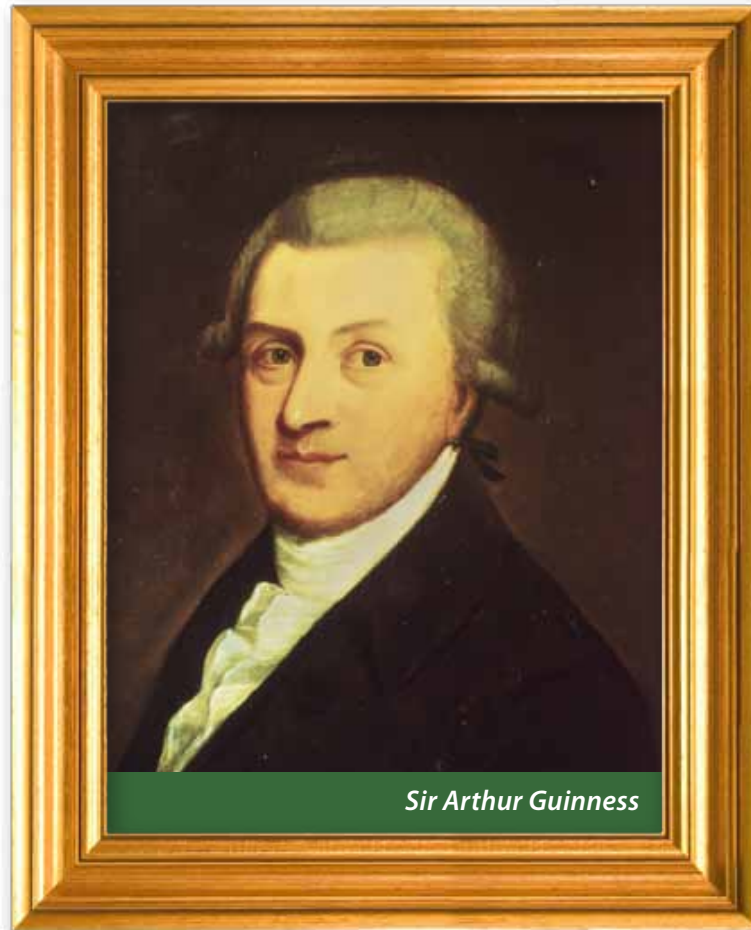
and former employees. At his service, mourners laid some 50 honorary wreaths upon his coffin. In his will, PA left his company and his fortune of close to 15 million rubles to his wife and children. His third son, Vladimir, continued the business with elder brothers Piotr and Nikolai. But in 1901, the government's all-out ban on private vodka production took effect in Moscow and the company went into decline.

Vladimir criss-crossed Europe during war and the Great Depression in an attempt to re-establish the business. Eventually, in 1939 SMIRNOFF was purchased by John Martin of the United States who, with the aid of a distributor in South Carolina, began selling SMIRNOFF vodka as "white whiskey," a spirit with "no taste, no smell" and nearly limitless mixing possibilities.

Those mixing possibilities became an even bigger deal in 1941, when John Martin and a friend from Los Angeles invented the Moscow Mule – SMIRNOFF mixed with ginger beer and lime – and hit the road to introduce their new concoction in bars across the country. Today, SMIRNOFF is not only the world's number one premium vodka (by both value and volume), but in 2008 became the number one spirit in the world. It is still produced according to PA Smirnoff's traditions and using his multi-column charcoal.



STANDING ON THE SHOULDERS OF GIANTS



SIR ARTHUR GUINNESS

(1725 – 1803)

Arthur Guinness was a visionary founder with a passionate obsession. He was an innovator, a campaigner, father of 21 children and a generous philanthropist. It is his original passion and belief that went on to guide and shape 250 years of GUINNESS® history from 1759 to today.

STANDING ON THE SHOULDERS OF GIANTS

An astute businessman, Arthur Guinness had the foresight to take out a 9,000-year lease on the St. James's Gate Brewery in Dublin in 1759. When he first acquired St. James's Gate, the brewery was quite modest and only consisted of a copper 'kieve' (a mash sieve), a mill, two malt houses, stabling for 12 horses and a loft to hold 200 tons of hay. Today, GUINNESS is brewed in almost 50 countries, including at St. James's Gate, Dublin and sold in 150 countries around the world.

By 1767, Arthur became the master of the Dublin Corporation of Brewers. His first actual sales of the "porter" ale that we know today as GUINNESS were listed on tax (excise) data from 1778. His major achievement was in expanding his brewery in 1797–99. Thereafter, he brewed only porter. In the 1900s, GUINNESS began employing members of the Purser family, who had brewed porter in London from the 1770s.

Arthur stood up for his rights and protected the brewery's interests; he was a man of strength and character. In 1779, almost as soon as he began brewing at St. James's Gate, he entered into dispute with Dublin Corporation. What was at stake was access to one of his key ingredients: fresh water. Arthur refused to pay the Corporation's proposed water levy, citing the terms of his lease. The Dublin Corporation and sheriff responded by sending a gang of laborers to block the brewery's access to water by filling in the local watercourse. Arthur was enraged and responded vigorously by seizing a pick-axe from one of the men and declaring "with very much improper language that they should not proceed." The gang backed down and water (and thus Guinness) continued to flow.

Philanthropy and social benevolence have always been intrinsically linked to the history of the GUINNESS story. While Arthur Guinness demonstrated his commitment to Guinness employees and to the citizens of Dublin from the early years, the more recent expansion of the brand gave the Guinness Company the opportunity to engage in community initiatives in developing countries. The Guinness Company has always had an excellent reputation for its social welfare and benevolent ethos. Historically, the phrase 'from womb to tomb' encapsulates the GUINNESS brand commitment to the welfare of its employees. Looking after all aspects of their lives offering medical benefits, sick pay and pensions long before the "welfare state" had been considered, the Guinness company policy set the template for the modern, globally responsible company we know today.

Arthur Guinness was still running his business with vigor and vigilance well into his seventies, coming to the brewery for at least one or two hours every day. By his death in 1803, the annual brewery output was over 20,000 barrels. The 250 year-old GUINNESS brand goes back to the vision and inspiration of one man, Arthur Guinness, and his brewing legacy continue to be enjoyed by millions of people around the world.

