



**54th ANNUAL
GENERAL MEETING**

24 April 2024



CONSOLIDATED QUESTIONS BY SHAREHOLDERS

Real Time questions submitted by Shareholders via <https://tqh.online/> at 54th AGM on Wednesday, 24 April 2024.

Q&A FROM SHAREHOLDERS - 15

Good morning. AGMs by remote participation was introduced during the MCO (pandemic) period. However, the pandemic is under control and few companies have reverted to face-to-face AGMs. I think Carlsberg Management should revert to having actual AGM with shareholders personal participation instead of virtual participation. Please do consider this suggestion.

*– Paramala Devi A/P P Rajaratnam,
Uma Maniam A/L Muthusamy, Ng Shu Pyng,
Neo Ser Siong, Tan Yi-wan, Poravi A/L S P
Sithambaram Pillay, Chea Ah Chun, Teh Peng Tin*

How much savings been obtained by holding AGM's online?

Answer: Thank you for your feedback and suggestion.

We wish to highlight that a virtual meeting offers several advantages i.e. time efficient and more inclusive for shareholders outside Klang Valley.

Q&A FROM SHAREHOLDERS - 16

Please send me a printed copy of the Annual report, TQ!

*– Teh Peng Tin, Woon Pitt Yoong, Uma Maniam
A/L Muthusamy, Leong Wai Leng, Chan Kim Joo
@ Tay Kim Joo, Ngee Geok Choo, Tan Kim Khuat,
Chea Ah Chun, Ho Wing Seng*

Answer: In line to our commitment to sustainability, we have limited printed copies. With that, we are pleased to share with you a soft copy of the Integrated Annual Report is also accessible on our company website here: https://ir.carlsbergmalaysia.com.my/media/o40kgjzb/interactive-carlsberg_iar2023.pdf.

Nevertheless, a hard copy of our annual report will be delivered to shareholders, proxies and attendees, who have made the abovementioned request.

Q&A FROM SHAREHOLDERS - 17

Please can we go for a factory visit on weekends as we are working on weekdays. Tq

– Lye Boon Kin, Loo Yeo Ming, Te Seng Whatt @ Tay Seng Whatt, Yong Yang Har, Tee Tzien Yung, Adrian Tay Kim Ming, Tee Kim Guan, Warren Tay Kim Leng, Timothy Gan Cheng Hui, Wong Kim Seong, Hong Cheng Wan @ Peng Cheng Wan, Justin A/L A.Kumaran, Lee Kwai Yoong, Yim Poh Wai

Any Door Gifts for Shareholders?

– Chan Lai Yin, Tang Kah Ken, Ari Saw Yong Ren, Stephen Lye Tuck Meng, Tan Lee Seng, Lee Suan Bee, Daberah Ann Danker, Ronald Danker, Chan Chang Yang, Low Soh Guat, See Yoot Wah, Tan Chai Heng, Tan Teng Chee, Tai Phoo Siew @ Thay Phoo Siew, Goh Woon Chun, Tan Saik Kuen, Chan Chee Kong, Loo Choo Cheng, Seng Chong Boon, Tan Mei Teng, Tan Hooi Im, Lee Tuck Feong, Tan Yi-wan, Lee Tuck Feong, Seng Chong Ho, Law Wei Yang, Huang Ing Miew, Ho Wing Seng, Au Yang Leong Kiat

Answer: Thank you for your feedback. We regret to inform that the brewery visit is only opened for weekdays. Nevertheless, we are pleased to host you at our upgraded brewery tour on 12 June, 18 July, 15 August and 12 September.

All four slots have been filled up. We are also unable to accommodate any additional brewery tours. Still, we look forward to hosting you in the remainder of the year or next year, when opportunity arises. We seek your kind understanding.

The Board is pleased to inform that we will be distributing ONE (1) Sapporo Premium Beer 4x320ml pack and ONE (1) Somersby Apple 0.0 4x320ml pack as door gifts to our Shareholders or proxies who attended the AGM. We thank you for your loyalty and continuous support towards Carlsberg Malaysia.



Q&A FROM SHAREHOLDERS - 18

What is Carlsberg's policy in retention of auditor.

– *Umamaniem A/L Muthusamy*

How long has current auditor been the auditor and when (if any) would they be replaced.

Answer: The senior management team members i.e. Audit Partner & Senior Manager are on a 7-year rotation. For the year 2024, the current audit partner is on its 3rd year of engagement.

Q&A FROM SHAREHOLDERS - 19

We, as shareholders, have worked hard but our efforts have not been appreciated and valued in the past few years. Since our most respected Board of directors had decided not to give reasonable and generous door gift to us who had given a lot of time, efforts, participation, contribution, involvement during the past 3 years AGM and in this 2024 AGM, we would propose that no directors' fees and expenses should also be given to the Board of Directors for attending past and present AGM meetings.

– Lee Chew Foong

Answer: Firstly, we thank you for your loyalty and support in Carlsberg Malaysia. We have been providing door gifts to all our shareholders who had attended our previous AGMs. Last year, we had distributed a set of 1664 artist edition cans and Connor's Stout Porter's limited edition stainless steel bottles, while we have also provided a Shopee e-voucher worth RM50 in 2022.

This year, we continue to provide our premium brands such as Sapporo Premium Beer and Somersby Apple 0.0 as door gifts to our esteemed shareholders or proxies for attending the 54th AGM. Sapporo is the latest addition to Carlsberg's portfolio of brands which we are proud to share with our shareholders.

As for the Directors' fees and expenses, the objective of the Group's remuneration policy for Directors is to attract and retain the right calibre of Directors required to lead and manage the Group effectively. The remuneration for the Directors is reflective of their roles, experiences and level of responsibility in the Board and the Board Committees.

Q&A FROM SHAREHOLDERS - 20

Reward participant to encourage support for pool voting

– Lim San Kim

Answer: Firstly, we thank you for your loyalty and support in Carlsberg Malaysia. We regret to inform that the Company has no policy in rewarding participants of the AGM in relation to the votes cast. We, however, are pleased to distribute ONE (1) Sapporo Premium Beer 4x320ml pack and ONE (1) Somersby Apple 0.0 4x320ml pack as door gifts to our Shareholders or proxies who attended the AGM.

Q&A FROM SHAREHOLDERS - 21

Would all the questions submitted will be answered?

- Uma Maniam A/L Muthusamy

Answer: All shareholders' pre-submitted Q&A, MSWG Q&A, AGM minutes and unanswered questions at the AGM due to time constraint will be published on the Company's corporate website in the next few weeks, upon the conclusion of the AGM. Notably, similar unanswered questions will be grouped together and posted on the website.

Q&A FROM SHAREHOLDERS - 22

In FY2023, both Malaysia and Singapore revenue dropped (page 10)

– Chua Song Yun

- (a) What caused the dropped in revenue? Is this mainly due to drops in sales volume? If so, what is the percentage of drop in terms of sales volume?
- (b) What is Carlsberg's Malaysia market shares in FY2022 and FY2023?
- (c) Did Carlsberg lose the customers to competitors, or the whole industry was experiencing a slowdown in 2023?

Answer: The Group's revenue declined by 6.3% to RM2.3 billion compared to last year as the soft market sentiment resulted in lower sales in both Malaysia and Singapore.

We are unable to disclose the market share as there is no official source or data that is representative of the market.

Based on unverified data and internal estimates, we did not lose but gained share in selected channels. We are steadfast in executing our strategies, which have been proven successful in delivering growth in both revenue and profitability.

Q&A FROM SHAREHOLDERS - 23

The export value to HK, Taiwan, Thailand is very small. Do they get their products from other Carlsberg breweries? How can we get more of their business? This is even more relevant after the current plant upgrade.

– Ee Yih Chin

Answer: While some products might be sourced from other Carlsberg breweries, our focus is on leveraging the entire group's expertise to optimise the whole supply chain. This includes streamlining production, enhancing distribution networks, and ensuring product excellence.

Our main priority, nevertheless, is to ensure we meet both the demands of Malaysia and Singapore. We will continue to explore export volume to optimise our capacity, should there be any excess capacity, after fulfilling our requirements in Malaysia and Singapore.

Q&A FROM SHAREHOLDERS - 24

Any contingency plan if raw materials increases (supply shock), like what happened to cocoa shortest now.

– Teh Boon Loong

Answer: On top of closely monitoring the costs of our raw materials and stock holdings days to make necessary changes to adapt to market risks, we proactively employed measures to address sudden increases in prices. Through Carlsberg Group, we hedged and negotiated a fixed price on a substantial annual requirement of key material input.

Q&A FROM SHAREHOLDERS - 25

If you remove the forex translation movements between RM and Singapore Dollar, was there increased revenue and profit from your Singapore operations in 2023. Do you have production operations in Singapore or is everything imported from Malaysia.

– Venkatachalam Alagappan

Answer: In 2023, revenue declined in both Malaysia and Singapore due to lower sales in as a result of the shorter sales period during Chinese New Year last year, and consumers pulled back on discretionary spending.

There is no production operations in Singapore. Products are sourced from our Shah Alam brewery, and other breweries within the Carlsberg Group.

Q&A FROM SHAREHOLDERS - 26

Does weak Ringgit affect company business?

– Sing Chaw @ Seng Kong Choo

Answer: Our export business provides a natural hedge on the MYR against major currencies especially the USD; this is subject to the share of export sales in our total revenue. Though most of our imported raw materials (malt and aluminium cans) are purchased in USD, our exposure in Forex risk is mitigated through our export sales to Singapore, Taiwan, Thailand and Hong Kong. We are also supported by our Group Treasury in formulating hedging policies.

Q&A FROM SHAREHOLDERS - 27

May I know what is the company's future outlook?

– *Lau Thing Sing*

How do you foresee and plan for the next two years on where The Company is heading with rising prices of raw materials and operation costs.

– *Joyce Wan Ai-ing*

Answer: While we do not comment nor provide forecast on business growth, acknowledging the challenges ahead, we approach 2024 with a cautious outlook, anticipating continued inflationary pressures, high interest rates impacting consumer spending, and currency fluctuations.

Despite these headwinds, we remain cautiously optimistic, and will focus on Accelerate SAIL. We will remain vigilant on cost management and cost optimisation opportunities in the supply chain, allowing us to accelerate the reinvestments into our brands to sustain growth and deliver sustainable value for our shareholders.

Q&A FROM SHAREHOLDERS - 28

Did inflation about Carlsberg business?

– Ong Poh Geok

Answer: We are not spared from the impacts of the inflations in both Malaysia and Singapore. Guided by Accelerate SAIL, we will continue to focus on our growth priorities - portfolio choices, execution excellence, and especially on 'Funding Our Journey' to drive growth. We will remain vigilant on cost management and cost optimisation opportunities in the supply chain, allowing us to accelerate the reinvestments into our brands to sustain growth and deliver sustainable value for our shareholders.

Q&A FROM SHAREHOLDERS - 29

With the recent announcement that the retail prices of Carlsberg are set to increase by five per cent from April, how much additional profit Carlsberg foreseen to increase? This additional price hike is will go tax or company ?

– *Gan Wei Fong*

What are the impacts (positive and/or negative) to the company for the recent price adjustment?

– *Keh Yeow Hwee*

Anymore price hike this year?

– *Neo Ser Siong*

How much margin compression are you currently experiencing ? I suspect you might find it difficult to increase selling price of your products due to the current consumer sentiments, thus the alternative needs to be optimising operating costs and other administrative overheads. Can you provide more details of your efforts in this regard.

– *Venkatachalam Alagappan*

Answer: The price adjustment is to mitigate the impact of escalating operating costs as a result of higher material prices along with higher logistic costs.

The Group also remains cautious of the prevailing uncertainty in the economic landscape, encompassing high interest rates, continuing inflationary pressures and currency fluctuations along with the impact of sales and services tax (SST), that may pose obstacles to current economic growth and consumer sentiments.

Nevertheless, we are mindful that taking a price adjustment under the current tough operating environment is challenging for all parties, hence, we have worked to absorb the higher input costs last year and delayed the price adjustment to this year.

We also remain vigilant on cost management and cost optimisation opportunities in the supply chain, allowing us to accelerate the reinvestments into our brands to sustain growth and deliver sustainable value for our shareholders.

Q&A FROM SHAREHOLDERS - 30

I am seeing Carlsberg share price is quite weak for the entire of Y2023 and Y2024 compare to competitor. I would like to ask any action or plan from management that would be able to increase investor's confidence ?

– Tan Wee Kuang, Ooi Cheng Kooi, Andrew Seah Meng Oun, Gan Wei Fong

Answer: Share price can be influenced by many factors, including external factors outside a company's control. We are committed to drive the financial growth of the company via our Accelerate SAIL strategies.

Q&A FROM SHAREHOLDERS - 31

Ordinary Resolution 1: Why is there deviation of the dividend payment date which was normally paid in April, but to be paid in June for this final dividend i.e. 3 months after the announcement date? How would this deviation affect the quarterly dividend (based on past transactions) to be paid?

*– Law Wei Yang, Chea Ah Chun,
Lau Soo Mooi, Khor Hong Long,
Chua Say Yik, Sakthy
Thiruvengadam A/L Bhatmalai,
Lim San Kim, Chua Ching Sheen*

Datuk Chairman, do you have dividend policy, if so, how much against net profit. Thank you.

Answer: The payment of a final single-tier dividend of 31 sen per ordinary share for FY23 will be on 21st June 2024, upon shareholders' approval during AGM. Payment date of final dividend is no later than 3 months from the date of declaration or the date on which approval is obtained in the AGM. With this final dividend of 31 sen per share, our dividend payout ratio will be 87% of the Group's FY23 net profit.

We are committed to creating shareholder value for all of our shareholders, which includes dividend payouts. Future dividends will consider the business's cash flow requirements to ensure its sustainability, while generating sustainable value for our shareholders.

Q&A FROM SHAREHOLDERS - 32

May you share with our shareholders your next 3 years business plans to grow the Company. Are we expecting any bonus issues or special dividends?

– Wan Kok Weng

Given the positive cash flow, high profitability and lower debt, can the COMPANY look at returning the capital invested?

– Uma Maniam A/L Muthusamy

Possible for company privatisation, giving current low market share price and competitive challenging market condition ?

– Ong Siong Weng

Answer: We are confident that our Accelerate SAIL strategic priorities will enable the company to drive growth.

We do not have plans for any bonus issues, capital reduction, special dividends or share-back buy programme for shareholders at the moment as it is not part of our capital management strategy.

We carefully monitor our profitability, cash flow and balance this with our working capital and capex requirements and returning dividends for our shareholders

Q&A FROM SHAREHOLDERS - 33

- 1) Presume Carlsberg will be giving door gifts to shareholders via courier services
- 2) what is the expected forecast percentage net profit within the next two years
- 3) Can you pls provide the overall percentage market share over Heim

– Wong Lean Huat

Which sector make profit n which segment making loss

– Lim San Kim

Answer: While we do not comment nor provide any profit guidance, acknowledging the challenges ahead, we approach 2024 with a cautious outlook, anticipating continued inflationary pressures, high interest rates impacting consumer spending, and currency fluctuations. Despite these headwinds, we remain cautiously optimistic, and will focus on our Accelerate SAIL strategy. There is no official source or data to market share hence we are unable to provide any insights.

We operate in Malaysia and Singapore and both the markets continue to make profit.

Q&A FROM SHAREHOLDERS - 34

Malaysia Excise duty on alcoholic drinks appear amongst the highest in the world, hence this encourages smuggling of such beverages on a massive scale. How is Carlsberg coping with this challenge ?

– Joyce Wan Ai-ing

Answer: As one of the founding members of the Confederation of Malaysia Brewers Berhad (CMBB), we hope to step-up our efforts and enforcement via the Beer Committee of Multi Agency Taskforce (MATF), which is in collaboration with the Ministry of Finance, Customs, MOH, KPDHHEP and other government agencies to curb contraband, smuggling and other illicit activities.

We are glad to say that over the last few years, the joint efforts between CMBB and Customs have paid off, with visible reductions in contraband available in the market.

Q&A FROM SHAREHOLDERS - 35

What are the major risk areas that the Group is experiencing in Malaysian operations and how does it expect to address it!

- Uma Maniam A/L Muthusamy

Answer: In every business, there are risks, as well as opportunities and these are being discussed regularly, assessed monthly and managed accordingly. For our Malaysian operations, some of the key risks we have identified include the economic uncertainty, global supply chain-related disruption and illicit beer, just to name a few. We do discuss and elaborate in detail on our Risks and Opportunities and their corresponding mitigating measures in our Annual Report, so may we invite you to read it on pages 118 & 119.

Q&A FROM SHAREHOLDERS - 36

What was the cost incurred for the OnePlan project ? What are the measurable improvements and payback in terms of better supply chain planning and sales forecast?

– Ee Yih Chin

Answer: With OnePlan, we expect to reap benefits such as efficiency in data analysis, improved insights that will lead to better demand and supply plans thereby optimising inventory holdings, reducing out-of-stock and market return. We are not able to share the costs incurred for this project.

Q&A FROM SHAREHOLDERS - 37

1. what is the company current % of production capacity?
2. what is the sales of new product the company has in plan?

– Ong Ken Wai

What is the future plan?

– Lam Sheng Yao

Answer:

In line with our brewery transformation project, we have also been enhancing our production capabilities and efficiencies in order to drive optimum capacity. Our current production capacity is operating at an optimum level. The upgraded production facilities - bottle filling line in end 2022, and soon to commence, new canning line installation and upgrade of filtration plant will further drive efficiencies for our domestic and Singapore markets, plus our export markets.

This year, we have kicked off the Chinese New Year celebrations with Carlsberg's artist edition CNY packaging and launched a new alcohol-free CNY edition Somersby Mandarin Orange 0.0, both of which received good reviews and sales from our consumers. We are thrilled to have begun local production and distribution of Sapporo beer since January.

In addition to the recently launched locally brewed Sapporo Premium Beer, effective January 2024, we are thrilled to unveil our newest lager beer – 1664 Brut, available in 325 ml pints and 320 ml cans nationwide. That is not all and do stay tuned as there is another new product in the brewing for the second half of this year.

Q&A FROM SHAREHOLDERS - 38

Do Carlsberg will have plan come out any new product example like soju in 2 to 3 years?

– *Chin Wan Yeun*

Answer: While we appreciate your interest, we are unable to comment on future initiatives due to regulations outlined in the Competition Act. Nevertheless, our commitment to innovation and providing the best experience to our consumers remains unwavering. At this time, launching in the soju products is not within our priority list.

Q&A FROM SHAREHOLDERS - 39

May i know whether the company has a plan to launch more non-alcoholic beverage ?

- Tan Ze Chien

Answer: Acceleration of Alcohol-Free Brews and grow Beyond Beer is part of the company strategy.

The trend towards health and wellness is gaining traction, influencing consumers to make more conscious lifestyle decisions, potentially increasing trials and acceptance of Alcohol-Free Brews.

Our markets in Malaysia and Singapore have already offered Carlsberg 0.0 Pilsner, Carlsberg 0.0 Wheat and Somersby Apple 0.0 for the past 2 to 3 years. During CNY this year, we introduced a new variant, the Somersby Mandarin Orange 0.0. All brands have been well received albeit a low base.

Q&A FROM SHAREHOLDERS - 40

Why jolly shandy is discontinued. Especially during festival n cny . Jollyshandy is a must for juniors. As they are not fit to drink beer

– *Yeow Siew Chong*

Answer: Thank you for your interest in Jolly Shandy. Aligned with our portfolio choices on 'Alcohol-Free Brew and Beyond Beer'. we have decided to prioritise AFB - Somersby Mandarin Orange 0.0 in Malaysia this CNY. We do still offer Jolly Shandy in our Singapore market.

Q&A FROM SHAREHOLDERS - 41

Recently I went to Jalan Changkat Kuala Lumpur. It was extremely hard to find our product anywhere there. Only competitors' beer dominating in that area. Please ask our marketing team to do better approach with the bar owners there

*– Marthandan A/L
Yathamaniam*

Answer: Thank you for your feedback. Our products are represented in Changkat Bukit Bintang, please do visit our outlets – Ciccio's, Pisco, Bahamas, Score Sports Bar & Delulu X Mandolin, which offers most of our products.

We also constantly remain in touch with key customers to review any opportunity to work with outlets there and grow our brands, subject of course to commercial viability.

Q&A FROM SHAREHOLDERS - 42

Congratulations on the event at One Utama. I almost gone to the event everyday after work. It is a very good approach for the public like the company done at Pavilion before MCO. I brought my foreign friends too.

– *Tan Chew Boon*

Answer: Thank you for your support and for sharing the *#BestWithCarlsberg* moments with your friends! Stay tuned as we have more events lined up to excite our loyal consumers and shareholders like yourselves.

Q&A FROM SHAREHOLDERS - 43

May I know the reason behind the absence of promotional activities during the Deepavali season, while there are promotions during the Chinese New Year?

– Gopinath A/L Arumugam

Answer: Firstly, we do promote our products during Deepavali, extending similar discounts as we do during CNY. However, in light of religious sensitivities, we are deeply committed to respecting every religion and their sensitivities. Hence, we refrain from incorporating Deepavali-related visuals on our packaging.

It is also noteworthy that there is a substantial surge in retail activity during key seasons, particularly during CNY, of when major retailers would significantly boost their investments during this period, resulting in higher volumes compared to other festivities. Nevertheless, we remain dedicated to offering discounts to consumers to celebrate all key moments.

Q&A FROM SHAREHOLDERS - 44

How much has Carlsberg committed to the causes of TAMIL schools in Peninsula, including its building cost, educational tools and CSR ?

*– Uma Maniam A/L Muthusamy,
Reemarachna A/P Poravi, Poravi
A/L S P Sithambaram Pillay*

Why there is no publicity on your assistance to Indian students? Are we shy?

Lot of assistance provided to Tamil students with scholarships. Thank you very much. We shall continue to support Carlsberg all the way.

Answer: As part of our ESG programme – "Together towards ZERO and Beyond," we prioritise Community Engagement, which encompasses Chinese, Indians, as well as native Sabahans and Sarawakians.

Our flagship initiative, the Top Ten Charity Campaign, launched in 1987 to support educational advancement, has aided over 500 vernacular schools, benefiting Indian students among others.

Additionally, our Carlsberg Huazong Education Fund provides scholarships to Indian students. As Community Engagement is integral to our strategy, quantifying the exact amount dedicated to these efforts is challenging.

Q&A FROM SHAREHOLDERS - 45

How has the Group practiced Diversity, Equity and Inclusivity esp of Malaysian population mosaic in its employee numbers?

– Gopinath A/L Arumugam

Answer: At Carlsberg Malaysia, we aspire to become a more diverse, equitable and inclusive company by fostering a workforce that mirrors the diversity of our stakeholders and creating an inclusive work environment to boost the morale of our employees. We consider Diversity, Equity, and Inclusion (DE&I) as business critical, now more than ever, and part of our DNA.

In Malaysia, we have seen a notable +4%pts in female representation. In an industry traditionally dominated by males, our female representation in the Malaysian Leadership Team has grown to 63% since December 2020 and has remained at this ratio till today.

In terms of cultural diversity, we also celebrate all major festivals nationwide with our employees to honour our diverse workforce.

Q&A FROM SHAREHOLDERS - 46

Zero packaging waste page 77 Targeting 90% Collection and recycling rate for bottles by 2030-what is your initiative plan to encourage consumers brought from drinkies platform or market ?- offer incentives reward or point collection in exchange for recyclable bottles ?

- Tan Kim Hong

Answer: In our efforts towards ZERO Packaging Waste, we have a Distributor Return Scheme where empties - consumed beer in bottles - are returned to the brewery by the distributors, which is a B2B scheme. 94% of empties are collected from the market, of which 95% returned to our brewery are cleaned, refilled, with remaining recycled.

Additionally, in Sabah, we have Project CarlsBot, where we invite consumers to return their glass waste to us for recycling as well as benefit the community at the same time. However, this is only confined to Sabah for now. Thank you for your suggestion, which we may consider for future plans.

In the meantime, we encourage consumers to send your recyclables to recycling centres like Zero Waste Malaysia - which is one of our collaboration partners - their website indicates recycling centres nearest to you.

Q&A FROM SHAREHOLDERS - 47

All unwanted FOOD n WASTE can buried into ground near all plants which is a good FERTILIZER, no need to use sharholder fund to buy FERTILIZER.

– Chea Ah Chun

Answer: We are pleased to share that under our Zero Waste @ Workplace initiative, all the food waste in our Shah Alam office are recycled and converted into fertiliser, which is then used to nourish the plants around our brewery.

Q&A FROM SHAREHOLDERS - 48

Do you plan to produce curcumin tablet to counteract the hangover effect, and indirectly boost the consuming of alcohol?

– Lean Chung Yee

Answer: Thank you for your suggestion. At Carlsberg Malaysia, we advocate responsible consumption. It is an integral part of our commitment to ethical and sustainability practices, as aligned with our ZERO Irresponsible Drinking commitment, which is part of our Together Towards ZERO and Beyond ESG programme.

THANK

YOU

