

CARLSBERG BREWERY MALAYSIA BERHAD

Carlsberg
Malaysia

53rd ANNUAL GENERAL MEETING



19 April 2023



FINANCIAL PERFORMANCE & OPERATIONAL REVIEW

MANAGING DIRECTOR

MR. STEFANO CLINI



MANAGEMENT TEAM



New Leadership Team Members



Olga Pulyaeva

American, 39

Marketing Director

🏆 Appointed on 1st July 2022



Caroline Moreau

French, 48

General Manager, CSPL

🏆 Appointed on 1st July 2022



This report marks the **second year** of our three-year journey in publishing a **full-fledged Integrated Annual Report** for the financial year 2022.

It outlines our **2022 activities** and provides a comprehensive view of our **strategic priorities, financial and ESG performance**, framed by our **Together towards ZERO and Beyond (TTZAB)** programme.

Topics of Today's Presentation:

1. **Key Financial Highlights**
2. **Brand Highlights**
3. **Sustainability Highlights**
4. **Q1'23 Activities Overview**
5. **1H'23 Outlook**

KEY FINANCIAL Highlights

FY2022 Performance



↑ REVENUE

(+36.1%)

RM2.4 billion

2021: RM1.8 billion

↑ NET PROFIT

(+57.7%)

RM317.0 million

2021: RM201.0 million

MALAYSIA



Ownership

100% Carlsberg Marketing Sdn Bhd

Revenue
2022
RM1.7 billion

(+43.0%)



2021
RM1.2 billion

Profit from Operations
2022
RM335.3 million

(+77.5%)



2021
RM188.8 million

SINGAPORE



Ownership

100% Carlsberg Singapore Pte. Ltd.

51% MayBev Pte. Ltd.

Revenue
2022
RM679.9 million

(+21.2%)



2021
RM561.1 million

Profit from Operations
2022
RM89.9 million

(+54.9%)



2021
RM58.0 million

SRI LANKA



Ownership

25% Lion Brewery (Ceylon) PLC

Share of Profits
2022
RM21.5 million

(+41.8%)



2021
RM15.2 million

- * Net profit refers to the Group's profit attributable to Owners of the Company.
- ** Profit from operations refers to the results from operating activities.



Return to Growth in Mainstream

+29%

in sales

- Positive sales growth driven by on-trade consumption.
- Carlsberg brand CELEBRATED festivals with nationwide Chinese New Year and Harvest promotions, with limited-edition packaging.
- Not forgetting football campaigns such as Carlsberg x Liverpool FC 30-year partnership and Cheers to the Fans.





Continued Growth in PREMIUM

+32% in sales

- Accelerated premiumisation with a better premium mix and launch of new variant – Somersby Passion fruit & Orange.
- Connor's Stout Porter continues to grow strongest, amongst premium brands.
- Continued to invest behind premiumisation and innovation.



FY'22 vs. FY'21



Innovations in ALCOHOL-FREE BREWS

+177% in sales



- Two-fold growth from to lower base against FY21.
- In May 2022, MY operations launched Somersby Apple 0.0 – our maiden alcohol-free brew (AFB) spurred growth in this category. #RefreshinglyMore
- It is our commitment to promote responsible drinking and offer a growing range of AFBs to our customers and consumers in every country where we operate. #CelebrateResponsibly

Marginal 9% decline in eCommerce

Due to channel shift to On Trade as dine-in restrictions was lifted

FY'22 vs. FY'21



+15.3%



Shopee

panda mart
by foodpanda

Shopee
Supermarket

travelmall



+14.5%

Shopee
Supermarket

redmart™

panda mart
by foodpanda

amazon

Qoo10



Shopee



Lazada

6 Legends. 6 Jerseys.
6 Iconic Cans. **Collect them all!**

CELEBRATING 30 YEARS TOGETHER

FREE Carlsberg LFC Collectible Kit
with \$100 spend on Carlsberg*

*Participating Products: Carlsberg Danish Pilsner, Carlsberg Smooth Draught and Carlsberg Alcohol Free Beer. Terms and conditions apply.

SHOP NOW

1004 ART WITH A TWIST
1004 BLANC X MICHAEL CALLEWAERT
ARTIST EDITION

GOOD TASTE WITH A TWIST

1004 BLANC 1004 ROSE

FREE ARTIST EDITION TOTE BAG BY MICHAEL CALLEWAERT

with purchase of any 2 packs of 1004 BLANC or 1004 ROSE (4x 330ml CANS or 4x 330ml PINTS)

Prize Period: 1 Oct 2022 - 30 Nov 2022

panda mart OPEN 24/7

more than 5,000 products

Sip is about to get real. Hop on to the Oktoberfest ride with pandamart. up to 30% off

CONNOR'S STOUT PORTER

FREE* CONNOR'S COASTERS
WITH PURCHASE OF 2x4-CAN PACK

SET OF 4

*For 18+ and valid only in Singapore and Malaysia. Terms & conditions apply. While stocks last.

Carlsberg

FREE Australia Abalone

Worth RM98

Buy 2 Cartons Mix & Match

Minimum 1 carton of 1004 Blanc/Draught, Somersby Cider Assortment (including Somersby 0.0%, Asahi, Connor's Stout Porter) in a single receipt.

CONNOR'S STOUT PORTER

THE PERFECT UNION
OF FOUR MALTS, PINTS AND GOOD TIMES

BUY 8 CAN PACK AND GET 1 FREE GLASS

NEW CONNOR'S GLASS

*LIMITED TIME ONLY

BUY NOW

Proposes Final Dividend

Q4'22 vs. Q4'21 &
FY22 vs FY21



	Q4'22	Q4'21	FY22	FY21
EARNINGS PER SHARE	19.66 sen	23.36 sen	103.70 sen	65.74 sen
DIVIDEND PER SHARE	25 sen*	46 sen	88 sen	56 sen
PAYOUT RATIO	127%	197%	85%	85%

* Equivalent to a total payout of **RM76.4 million**

RM108mil CapEX for brewery upgrade completed

A positive step forward for our Group's sustainability efforts



5 benefits



OEE IMPROVEMENTS



INCREASE FLEXIBILITY



PRODUCE HIGHER QUALITY PRODUCTS



INCREASE CAPACITY



REDUCE ENVIRONMENT FOOTPRINT

BRAND Highlights

OUR QUALITY BREWS



Scan for the full portfolio of Brews We Love.



When consumed in moderation, our quality brews are at the heart of moments that bring people together.
#CELEBRATERESPONSIBLY



Asahi
Japanese Premium Beer

Jing-A
Day Day Up

Brooklyn
Award-winning Brooklyn Lager

Tuborg
Strong
Open to More Since 1880

Carlsberg
Alcohol Free Wheat
Enjoy Great Taste.

Carlsberg
Smooth Draught
Now You Can POP a Draught Anytime,

Carlsberg
Danish Pilsner
Probably the Best Beer in the World

1664
Good Taste with a Twist

Connor's
Stout Porter
Taste the Good Times

Somersby
No. 1 Cider in Malaysia and Singapore

Somersby
Apple 0.0
Refreshingly Non-Alcoholic

SKOL
You've Earned It

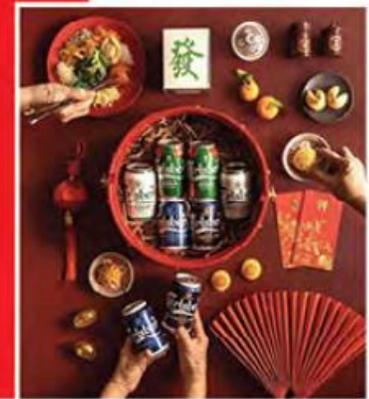
Royal Stout
King of Stouts

福 酒速相逢 福
齐庆顺年
 COMING TOGETHER FOR A SMOOTHER YEAR

Joey Yap
 Dato' Joey Yap



▼ To deliver smoothness and longevity, we ushered in the grand festival with limited-edition cans.



▼ Other than an abundance of rewards including ang pau (cash), consumers could experience firsthand an interactive digital wishing lantern area to input their own Chinese New Year greetings or wishes, as well as an interactive Zodiac Wall displaying zodiac forecasts by the world's No.1 expert in Feng Shui and Chinese Metaphysics, Dato' Joey Yap.



▼ Apart from sharing the festive joy together with everyone, our immersive CNY celebration promoted local F&B and tourism in Chinatown by bringing a vibrant interactive experience to Kuala Lumpur's cultural hub at RexKL, Petaling Street.



Scan the QR code to check out our limited-edition CNY 2022 cans.



Carlsberg
SMOOTH DRAUGHT

RAIKAN KEBANGGAAN SABAH & SARAWAK

Building on last year's success, we presented special-edition cans and bottles that were artistically designed in appreciation of the beautiful heritage, traditions and natural wonders of Borneo Island.



Celebrating the Pride of Sabah and Sarawak
with Special-Edition Packaging

We brought the campaign to life through localised interactions such as the Tapai and Tuak Bomb Challenge at the iconic atap bar setup, tasty local delicacies, native dance performances and a special Dinding Kebanggaan depicting the artistic icons in conjunction with the Kaamatan and Gawai festivals, at Kota Kinabalu and Kuching, respectively.



Scan the QR code to watch the video introducing our beautiful limited-edition cans.



Carlsberg
Malaysia

Carlsberg
SMOOTH DRAUGHT

Real Spicy, Real Smooth

▼ Consumers were treated to a gastronomic exBEERience of a lavish four-course meal showcasing creative combinations of spicy Indian cuisine complemented and infused with Carlsberg Smooth Draught, and had the opportunity to tap their very own pint too!



▼ 100 lucky consumers and their partners toasting to the ultimate dining exBEERience where accommodation was provided and they were chauffeur-driven to a gastronomic indulgence session with Malaysian Michelin-starred Chef Mano Thevar.



Scan the QR code to watch our Real Spicy, Real Smooth Dining ExBEERience video.

Carlsberg
Malaysia



CELEBRATING
30 YEARS
TOGETHER

6 Legends. 6 Jerseys. 6 Iconic Cans.



In conjunction with the 30th anniversary of the Carlsberg x Liverpool FC partnership, the coveted Carlsberg Liverpool FC Legends Edition Cans depicting jersey designs of six Liverpool FC legends were released, much to the excitement of its fans.



Our Carlsberg x LFC LEGENDary Experience held at Plaza Arkadia that featured the special appearances of football legends Sami Hyypia and John Barnes proved to be impactful as we were able to reach 200,000 consumers throughout the campaign period.



Scan the QR code to watch our LEGENDary celebration with Liverpool FC.

**Great taste.
Wherever.
Whenever.**



More than 20,000 samplings were carried out nationwide to encourage Singaporeans to try our Alcohol Free Pilsner and Wheat.

PROBABLY THE BEST  BEER IN THE WORLD



Scan the QR code to watch our Alcohol Free Beer video.

Carlsberg
Malaysia



▼ A captivating and immersive Parisian-inspired showcase at Pavilion Bukit Bintang, Kuala Lumpur that attracted more than 12,000 visitors who experienced Good Taste with a Twist.

Bon Appétit-lah



▼ Constantly elevating the #GoodTasteWithATwist experience, the second-year of Bon Appétit-lah! campaign treated contest winners to luxury staycations and exclusive prizes such as a limited-edition 1664 Blanc fridge.



▼ 1664 Rosé was launched in April 2022 as the third variant of Kronenbourg 1664 in Singapore, complementing the premium portfolios of Kronenbourg 1664 lager and 1664 Blanc.



▼ Charmingly designed 1664 Blanc and 1664 Rosé cans by French artist Michaël Cailloux as an elegant interpretation of Art with a Twist that adds aesthetic pleasure to simple occasions to elevate the French lifestyle.

Embracing the spirit of joie de vivre via French-Malaysian and Singaporean gastronomy with a twist

GOOD TASTE WITH A TWIST



Scan the QR code to watch our Rue 1664 video.



THE NO.1 CIDER BRAND IN MALAYSIA & SINGAPORE. THAT'S WONDERFUL.



▼ Somersby Passion Fruit & Orange, an exotic new flavour that's refreshingly zesty and fruity. If there's anything that's getting our taste buds tingling, it's this match made in paradise.



▼ Building on the positive reviews in Malaysia, Somersby Watermelon Cider was also launched in Singapore, adding variant offerings for cider consumers.



▼ Enjoy the all-new refreshingly fruity Somersby Apple 0.0. Brewed without any alcohol, the same classic apple taste will definitely keep you wanting more.

SOMERSBY



Scan the QR code to watch our Somersby Apple 0.0 video.

Carlsberg
Malaysia



CONNOR'S

STOUT PORTER

THE PERFECT UNION

OF FOUR MALTS, PINTS AND GOOD TIMES



NEW
CONNOR'S
GLASS

TASTE THE GOOD TIMES

▼ Connor's celebrated International Stout Month in November by amplifying everything Blackish and British with prizes from famous British brands and collectible merchandise.



▼ Building on the successful launch of Connor's Draught in a Can, Connor's Shake Challenge was introduced at over 70 hot spots across Malaysia, where consumers could experience the Shake ritual and stood a chance to win exclusive merchandise.



Scan the QR code to watch our Bring the Pub Home video.

ASIAN CRAFT BEER PIONEER JING-A DEBUTED IN SINGAPORE AS 1ST OVERSEAS MARKET OUTSIDE ITS COUNTRY OF ORIGIN

More than 70 modern on-trade outlets, topped e-commerce chart in craft beer category



好好酿酒



jingabrewing.com

jingabeer

jingabrewing



STAND A CHANCE TO WIN A FREE PINT

HOW TO PARTICIPATE?

- 1 Buy a pint of Jing-A
- 2 3 chances to roll 3 dices
- 3 Get these combinations

Win a free pint of Jing-A!

▼ The mechanics of a dice game were used to encourage consumer purchases, resulting in higher actual sales achieved vs target across all activation sessions.



Scan the QR code to visit our website.

SUSTAINABILITY

Highlights

BREWING FOR A BETTER TODAY & TOMORROW

TOGETHER TOWARDS ZERO & BEYOND



ZERO
Carbon
Footprint



ZERO
Farming
Footprint



ZERO
Packaging
Waste



ZERO
Water
Waste



ZERO
Irresponsible
Drinking



ZERO
Accidents
Culture



Responsible
Sourcing

Diversity, Equity
& Inclusion

Human
Rights

Living By
Our Compass

Community
Engagement





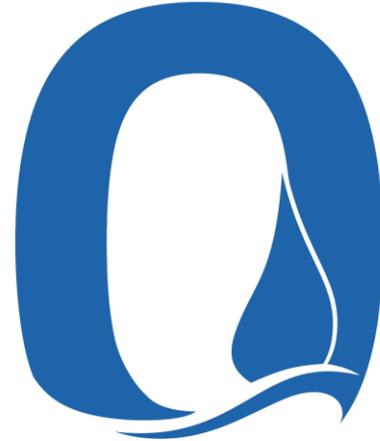
SAIL'22: Delivered our ESG targets in 2022



ZERO
Carbon
Footprint

-73%

Carbon emissions since 2015



ZERO
Water
Waste

-31%

Reduction in Water usage
per hl of beer since 2015



ZERO
Irresponsible
Drinking

0

Drink Driving Accidents



ZERO
Accidents
Culture

1,452

Days of ZERO Lost-
time accidents since
January 2019

Project CarlsBot Launch in Kota Kinabalu

NOVEMBER 2022



❖ As part of our ESG efforts under our TTZAB programme, to address ZERO Packaging Waste, we launched Project CarlsBot, a glass bottle recycling programme in collaboration with Ripple (Sabah Recycling Association).



❖ Some of the beautiful products made of crushed glass by Upcycled Shack.

Photo credit: Siung Films



Recognised by MSCI and CDP

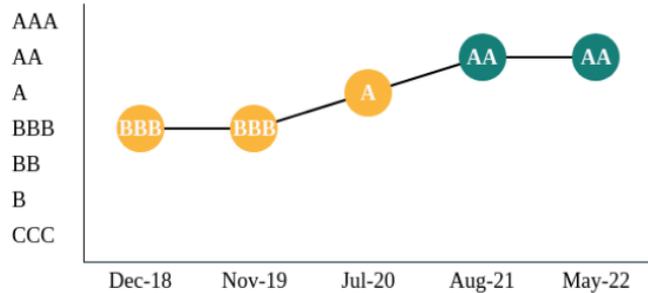
MSCI
ESG RATINGS

AA

CCC B BB BBB A **AA** AAA

RATING ACTION DATE: May 26, 2022
LAST REPORT UPDATE: April 03, 2023

ESG Rating history



- Maintained 'AA' ESG rating from Morgan Stanley Capital International (MSCI) in 2022, measuring our resilience to long-term ESG risks.

CDP
DISCLOSURE INSIGHT ACTION

A LIST
2022

CLIMATE WATER

- Upgraded to 'A' rating from the Carbon Disclosure Project (CDP) for transparency and action on climate in 2022.



PUTRA BRAND AWARDS

Putra Brand Awards: Our flagship brand Carlsberg received a Platinum Award for the second consecutive year. Our premium brands Somersby Cider and 1664 Blanc won Silver, while Connor's Stout Porter and Asahi Super Dry won a Bronze Award each under the Beverage-Alcoholic category.



Asahi Super Dry has achieved its maiden victory at this year's edition of the Awards with a Bronze recognition.



Connor's Stout Porter has secured a Bronze award this year, making them a second-time winner at the Awards.



Repeating last year's victory, Carlsberg took home the Platinum Award for the second year, also marking their 13th consecutive win.



Joining our list of winners for the year, 1664 Blanc bagged the Silver award in their very first year at the Awards.



Being a consistent winner, Somersby Cider won Silver for their sixth consecutive year.



AWARDS AND RECOGNITIONS



HR Asia Best Companies to Work for in Asia 2022 Awards: We received the 'Employers of Choice' recognition via an independent employee engagement survey that recognises companies with exemplary HR practices, employee engagement and workplace culture.



Graduates' Choice Award 2023: Voted for by Malaysian undergraduates from more than 100 private and public universities nationwide, we were named the Most Preferred Graduate Employers to Work for in 2022 under the Liquor category, making it our fourth consecutive win since 2020.

Employee Experience Awards (ExA) 2022: Through our innovative learning initiatives to effectively empower our workforce, we bagged a total of seven accolades in Crisis Management and Leadership, Soft Skills Training Programme, Response to COVID-19, Organisational Upskilling and Reskilling Strategy, Remote Learning Initiative and Diversity and Inclusion Strategy, together with the special 'Overall Learning Award'.



CSR Malaysia Awards 2022: Our COVID-19 relief programme, 'Safer Schools', was recognised as an exemplary project in providing a meaningful intervention and solution for the communities involved, earning us the 'Company of the Year' Award under the Community Impact category.



AWARDS AND RECOGNITIONS



The Edge Billion Ringgit Club (BRC) Awards 2022: We clinched the top spot for 'Highest Return-On-Equity', marking our third consecutive win over three years (2019-2021) within the Consumer Products & Services category.



2021 ASEAN Corporate Governance Scorecard (ACGS): We bagged the ASEAN Asset Class Award (Malaysia), given to ASEAN public-listed companies that attained a final score of 97.5 and above based on the 2021 ACGS assessment.



National Annual Corporate Report Awards (NACRA) 2022: We won Silver in the Excellence Awards in the Companies with RM2-10 Billion in Market Capitalisation category, where we were the only brewer awarded this year.

UN Global Compact Network Malaysia & Brunei (UNGCMYB)'s Sustainability Performance Awards: We received recognition for 'Partnership for the Goals', for our collaboration with e-hailing and chauffeur-on-call service providers to curb drink-driving under our **#CELEBRATERESPONSIBLY** campaign, and also for 'Pioneer Sustainable Development Action', for our iconic Carlsberg glass bottles that are designed to minimise environmental impact.





Q1'23

ACTIVITIES OVERVIEW



Embarking on the next 5-year strategy



SAIL'27



WHY
OUR **PURPOSE**



WHAT
OUR **AMBITION**



HOW
OUR **PRIORITIES**



OUR PORTFOLIO CHOICES

Step up in premium

Strengthen mainstream core beer

Accelerate alcohol-free brews and grow Beyond Beer



OUR EXECUTION EXCELLENCE

Excel at point of purchase

Master digital, data and processes

Manage supply chain end-to-end



OUR WINNING CULTURE

Purpose & performance driven people

Together Towards ZERO and Beyond

Live by Our Compass

Defend Our License to Operate



FUNDING OUR JOURNEY

BREWING PROSPERITY TOGETHER THIS 2023 CNY

DECEMBER - FEBRUARY 2023



♥️ CNY celebrations brought to life at Pavilion Bukit Bintang KL & Sunway Carnival Mall, Penang.

♥️ Resumes CNY Media visits to Nanyang Siang Pau, China Press, Sin Chew, The Star & The Sun





Back for the third year, Carlsberg Smooth Draught returns with the 'Raikan Kebanggaan Sabah & Sarawak' artfully designed cans and bottles.

To celebrate East Malaysian pride, the creative artwork is the collaborative masterpiece with two East Malaysian tattoo artists from Sabah and Sarawak respectively.



New Look, Same Great Taste. You've earned it

MARCH 2023



Rejuvenated brand identity with a new look featuring a soaring eagle as its key motif in vibrant shades of red and yellow to invite consumers to **unwind and unplug** in the company of friends after a hard day's work

Brewed in 4% ABV, SKOL is made with the best choice of hops, grain-malt and pure water, presenting consumers with a **crisp and refined** tasting beer.

SKOL's credentials with the use of quality ingredients, European heritage, and provenance cues are its badges of honour.

Embarking on the next 5-year strategy



SAIL'27



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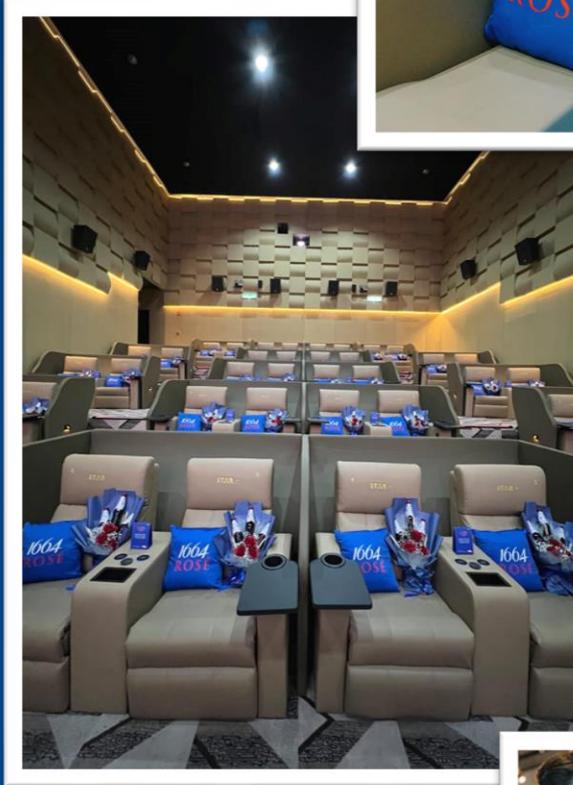


CELEBRATE *Moments* WITH A TWIST



GOOD TASTE
WITH A TWIST

For 21+ non-Muslims only.
If you drink, don't drive #CELEBRATERESPONSIBLY



♥ Experience Valentine's with A Twist
Specially Curated By 1664 Rosé!

♥ This is a first-of-its-kind superior movie-viewing experience in partnership with Dadi Cinema at Pavilion Bukit Bintang Kuala Lumpur.

♥ Le Cinema Lounge 1664, adorned with splashes of blue and white, presents an idyllic and charming setting for a date night with that special someone or even a chill evening with friends or family.



MARCH 2023



CONNOR'S
STOUT PORTER

CHEERS TO THE GOOD TIMES ON
ST. PATRICK'S DAY



TASTE THE GOOD TIMES



- ❖ In MY, Shake-Up Your St. Patrick's Day Celebration with Connor's in Almost 200 Outlets Nationwide
- ❖ Top-notch prizes and exclusive collectibles will be up for grabs in 50 outlets hosting an all-out epic do on 17th and 18th March.



- ❖ In SG, experiential event was held to educate consumers on Connor's unique shake ritual & the great blend of 4 malts

For non-Muslims aged 21 and above only. #CELEBRATERESPONSIBLY (21+) (S)





Embarking on the next 5-year strategy

SAIL'27



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Exciting E-commerce Campaigns in Q1'23



Carlsberg
合家团圆 好运连连
BREWING PROSPERITY TOGETHER

FREE Australia Abalone
Worth RM98

Buy 2 Cartons Mix & Match
Minimum 1 Carton of 1664 Blanc/Rose, Somersby Cider Assortment (excluding Somersby O.O), Asahi, Connor's Stout Porter in a single toogee.

SOMERSBY O.O
REFRESHINGLY NON-ALCOHOLIC

BUY NOW **MAKE A NEW TRADITION**
THIS NEW YEAR WITH SOMERSBY O.O

CELEBRATE Moments WITH A TWIST

FREE 1664 Premium Stem Glass
Online Exclusive
Promo Period: 1 Feb 2023 - 14 Feb 2023

With Purchase of ANY 3 1664 Blanc or 1664 Rosé 4-can/pint packs

BUY NOW

CONNOR'S STOUT PORTER

SHAKE UP ST. PATRICK'S DAY
SHAKE BEFORE ENJOYING

BUY CONNOR'S & STAND TO WIN
PROMO PERIOD: 1st FEB - 31st MAR 2023

1 CAN = 1 ENTRY

SUBMIT YOUR RECEIPT TO WWW.CONNORSMALAYSIA.COM/CONTEST

MARSHALL MINOR III x500 UNITS

Carlsberg
合家团圆 好运连连
BREWING PROSPERITY TOGETHER

SPEND & REDEEM

FREE TEFAL 24CM POT (MIN SPEND S70) Worth \$219

FREE ABALONE (MIN SPEND S30) Worth \$48

PARTICIPATING BRANDS: Carlsberg, Asahi, Somersby, Connor's, 1664, New Moon

1664

REDEEM LIMITED EDITION
1664 ROSE TOTE BAG WITH PURCHASE OF S20 ON 1664

Promo period: 1 Feb - 28 Feb 23

While stocks last. T&Cs apply.

CONNOR'S STOUT PORTER

SHAKE TO THE GOOD TIMES

FREE GLASSWARE
with purchase of any 4-can pack

TASTE THE GOOD TIMES

redmart by Lazada | **Carlsberg SMOOTH DRAUGHT**

FREE LIMITED EDITION CARLSBERG X HYDRO FLASK 16OZ BOTTLE
Worth \$59.90

Spend \$85 on Carlsberg Smooth Draught

While stocks last, 18 years and above only. Images are for illustration purposes only. Terms and conditions apply.

Shopee Mall | **Carlsberg x IT'S THE SHIP**
SMOOTH DRAUGHT

WIN
A TWIN-SHARING CABIN AT IT'S THE SHIP
Asia's Largest Festival at Sea (worth S2,339)



Embarking on the next 5-year strategy

SAIL'27



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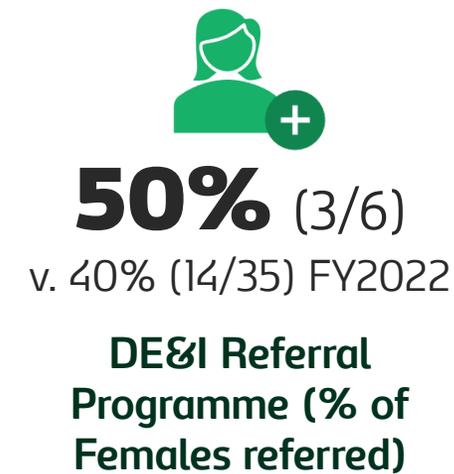
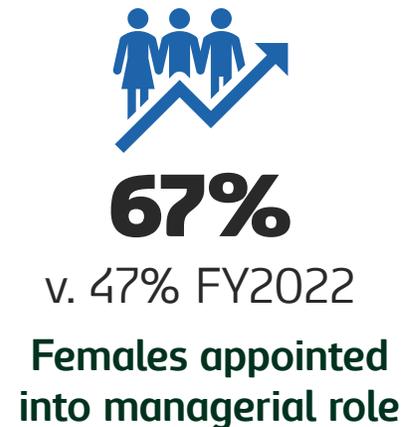
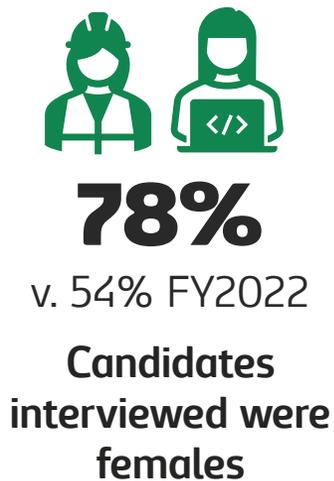
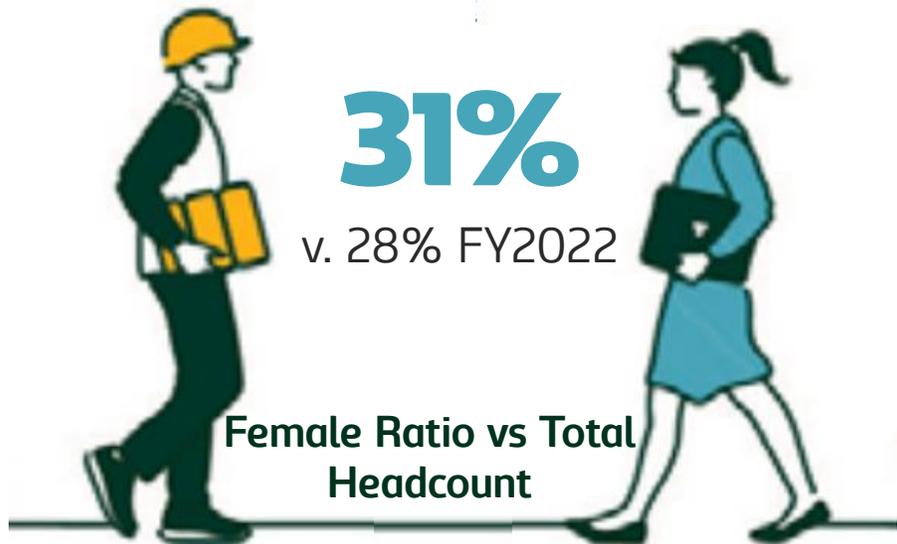


FUNDING OUR JOURNEY

BUILDING A DIVERSE, EQUITABLE & INCLUSIVE CULTURE



Q1'23 Key Highlights



WELCOME YOU Conversation with Management Team



Celebrating International Women's Day 2023



CONTINUE TO STEP UP INVESTMENTS TO BUILD YOUNG TALENT PIPELINE



REVAMPED



Growing Future Leader

- Develop future leaders
- Drive Employer Branding

NEW



PACKAGING TRAINEE

- Build talent pipeline in Packaging Operations
- Drive Employer Branding
- Develop competencies

CONTINUE

✓ APPRENTICESHIP



CONTINUE

✓ INTERNSHIP



Strengthening employer branding via career talks and career fairs.



Embarking on the next 5-year strategy

SAIL'27



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Strengthen mainstream core beer

Accelerate alcohol-free brews and grow Beyond Beer



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Excel at point of purchase

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FUNDING OUR JOURNEY

SAIL'27: Progressing towards global 2030 targets & achieving net ZERO carbon emissions across our entire value chain by 2040



ZERO Carbon Footprint

- ZERO carbon emissions at our breweries
- Net ZERO across our entire value chain by 2040
- 100% renewable electricity to power our breweries, coming from assets that contribute additional renewable capacity to the grid



ZERO Farming Footprint

- 30% of our raw materials are sourced sustainably and 100% by 2040
- Ensuring that social and environmental impacts are responsibly managed, tracked and reported at our sourcing locations
- Ensuring our raw materials have been cultivated using regenerative agricultural practices



ZERO Packaging Waste

- 100% of our packaging to be recyclable, reusable or renewable
- 90% of our bottles and cans are collected and recycled
- Increasing recycled content in our bottles and cans to 50%
- Reducing our use of fossil fuel-based virgin plastics



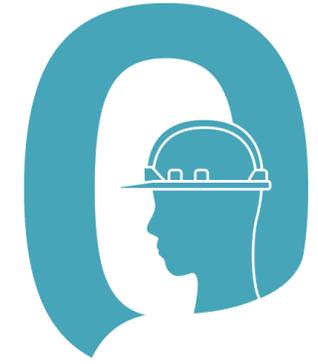
ZERO Water Waste

- Reduce our water usage to 2.0hl/hl of beverage produced



ZERO Irresponsible Drinking

- 100% responsible drinking messaging in our packaging and brand activations
- 100% availability of AFBs for B2B
- Running partnerships to support responsible consumption



ZERO Accidents Culture

- ZERO LTAs at all our locations
- Year-on-year reduction in the accident rate



Outlook

- Outlook for 2023 remains another challenging year due to:
 - Risks of global recession;
 - Rising global inflationary pressures;
 - Escalating commodity prices;
 - Elevated costs of living & lower disposable income; and
 - Lower gross domestic product (GDP) growth forecasts for 2023.
- SAIL'27 strategy will continue to guide the Group in delivering sustainable long-term value creation for shareholders.



THANK
YOU

Carlsberg

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BREWING PROSPERITY TOGETHER

