

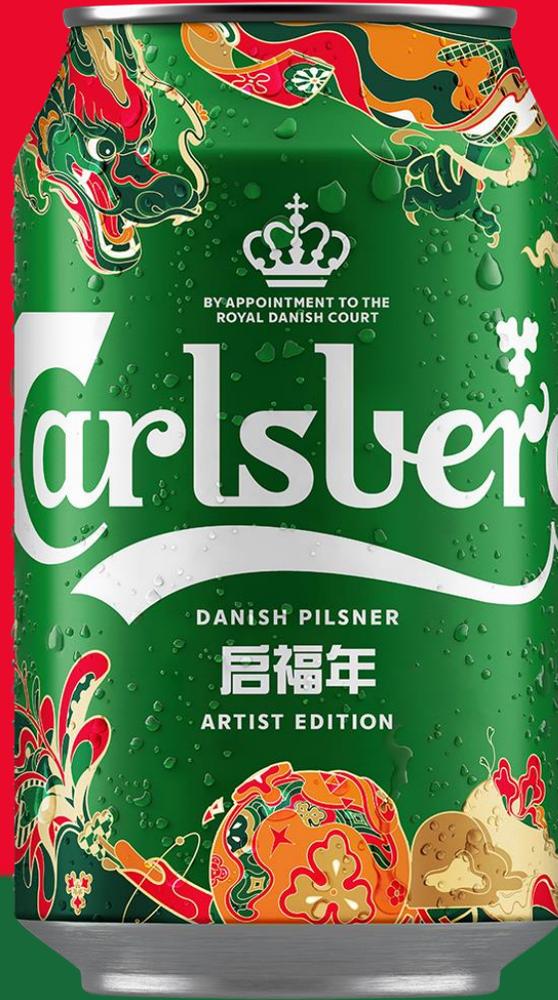
FINANCIAL RESULTS



Q4/FY23

Analyst & Press Briefing

Wednesday, 7 February 2024



FY23: Revenue -6%, Net Profit +5%

Q4FY23 vs. Q4FY22 & FY23 vs FY22



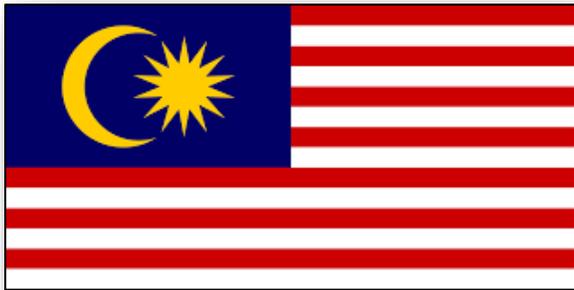
Results	Q4FY23 (RM million) Y-O-Y	FY23 (RM million) Y-O-Y
Revenue	↓ 580.5 -5.3%	↓ 2,260.9 -6.3%
Net Profit	↑ 84.0 +39.7%	↑ 333.2 +5.1
EPS (sen)	27.48 vs. 19.66 in 2022	108.99 vs. 103.70 in 2022

Q4FY23 & FY23:

- ✦ Lower revenue due to weak consumer sentiment as well as shorter timing of 2023 CNY.
- ✦ The stronger earnings were due to absence of Prosperity Tax 2022 in MY; and recognition of deferred tax income arising relating to reinvestment allowance for the new bottling line



Lower performance due to subdued discretionary spending and shorter timing of CNY 2023



Malaysia – Revenue

-7.1%

RM1.6bil

Profit from Operations

-7.0%

RM311.7mil



Singapore – Revenue

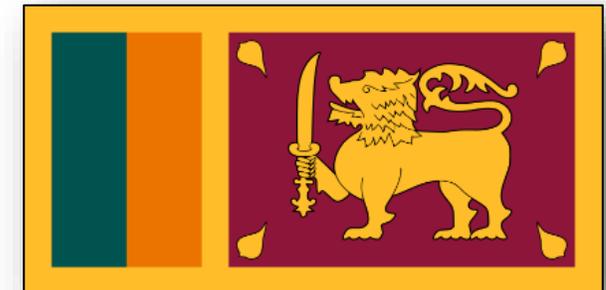
-4.3%

RM650.9mil

Profit from Operations

-3.1%

RM87.1mil



Sri Lanka – Higher share of profit of RM26.8 million in FY23 due to improved business performance and strengthening of the Sri Lanka Rupee



Proposed Final Dividend of 31 sen

	Q4FY23	Q4FY22	FY23	FY22
EARNINGS PER SHARE	27.48 sen	19.66 sen	108.99 sen	103.70 sen
DIVIDEND PER SHARE	31.00 sen*	25.00 sen	93.00 sen	88.00 sen
PAYOUT RATIO	113%	127%	85%	85%

* Equivalent to a total payout of **RM94.8million**

FY23: Strategy Review



SAIL'27



WHY
OUR **PURPOSE**



WHAT
OUR **AMBITION**



HOW
OUR **PRIORITIES**



FUNDING OUR JOURNEY

Strengthen Mainstream Core Beer

2HFY23 vs. 2HFY22



Boosting Brand Equity and Creating Memorable Consumer Moments

April – Dec



May – Sept



May – Oct



July – Aug



Aug – Sept



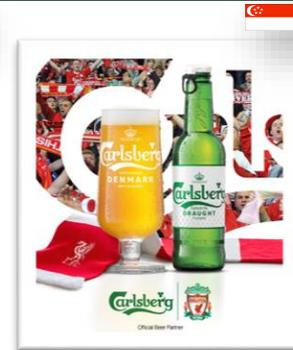
Raikan Kebanggaan Sabah & Sarawak



#BestWithCarlsberg



Carlsberg Golf Classic



Carlsberg x Liverpool FC



Real Spicy Real Smooth

FY23: Strategy Review



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FUNDING OUR JOURNEY

Step Up In Premium

Elevating the Premium Experience Through Innovation

2HFY23 vs. 2HFY22



Oct

Oct

Nov – Dec

Nov – Dec

Nov – Feb 2024



New Packaging Design



Launch of Brooklyn Pilsner



International Stout Month



An Extraordinary Trip To Paris with 1664



Limited Edition 1664 PRESTIGE



Enter into A New Partnership with Sapporo

A Fruitful Partnership with Asahi Super Dry for 10 years+



Consumption Slowdown, Shorter Timing of Chinese New Year Celebration

FY23 vs. FY22



-8%
in **MAINSTREAM** sales

-15%
in **PREMIUM** sales

- Lower sales due to weaker consumption as a result of a softer market, and shorter timing of 2023 CNY
- Continue to invest in consumer-facing campaigns to regain and drive growth



FY23: Strategy Review



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FUNDING OUR JOURNEY



Accelerate AFBs AND GROW BEYOND BEER

Spearheading AFB Category & Boosting Brand Awareness

Sept – Oct

Aug – Oct

Dec



Somersby Apple Month



Sampling Drive



Launch of Somersby Apple 0.0

Introduce SBY 0.0 in SG & New Variant Launch in conjunction with 2024 CNY

FY23 vs. FY22



2%

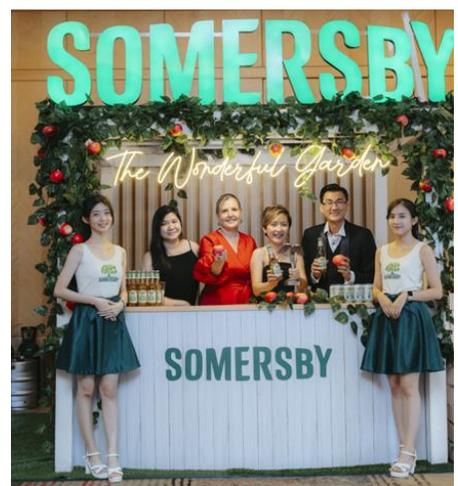
in **ALCOHOL-FREE BREW** sales



- CNY limited edition Somersby Mandarin Orange 0.0 drove higher sales in Q4FY23 and helped lift full year volume.
- In SG, Somersby Apple 0.0 was launched in December.
- In our commitment to advocating responsible consumption, we will continue to strengthen our Alcohol-Free offerings in our portfolio

Took Home 4 Awards from Putra Brand Awards 2023

Carlsberg brand won Platinum for 3rd year in a row



FY23: Strategy Review



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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

Top Performing Brand on eCommerce

Despite Decline in Ecommerce Sales



FY23



Shopee Shopee Mall

10.10 Shopee LIVE Festival

MALAYSIA

BEST-SELLING BRANDS

GROCERIES (F&B)

- 1 ENSURE & GLUCERNA
- 2 NESTLÉ
- 3 HEINEKEN
- 4 CARLSBERG
- 5 SIGNATURE MARKET

Lazada

12.12 ALL OUT YEAR-END SALE

SINGAPORE 2023

BEST SELLING BRANDS

12 TO 14 DEC GROCERIES

- 1 WALCH
- 2 CARLSBERG
- 3 BACHA
- 4 TWG
- 5 DETTOL

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Stand to WIN ALL EXPENSE PAID TRIP for 8 Pax worth RM50,000

MAKE EVERY MOMENT #BestWithCarlsberg

WIN A 302N TRIP

MAKE EVERY DINING OCCASION EXTRAORDINARY WITH 1004

GET RM10

TOP SPENDER CONTEST

NEW LOOK SAME GREAT TASTE YOU'VE EARNED IT

BE THE TOP SPENDER & WIN A PAIR OF TICKETS TO MEET LIVERPOOL FC 1ST TEAM PLAYERS

10 WINNERS 1 PAIR OF TICKETS

REDEEM LIMITED EDITION 1004 TUMBLER

REDEEM LIMITED EDITION CARLSBERG X THE CORNER SHOP

FREE PASSION FRUIT & ORANGE

FREE SOMERSBY X OAK & BINDI COLD CUP

\$8 OFF \$80 ON PARTICIPATING BRANDS

FREE GLASSWARE

SHAKE TO THE GOOD TIMES

Top 5 Brands in Groceries on major eCommerce platforms in MY and SG



FY23: Strategy Review



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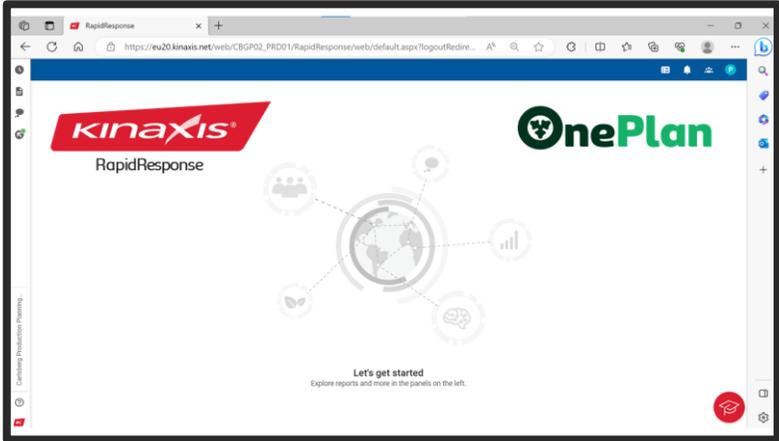
OnePlan Goes Live in June 2023

FY23



Benefits of OnePlan

- ✓ Time reduction in data analytics
- ✓ Improved insights
- ✓ Better data collection
- ✓ Enhanced Risk Management



❖ A new generation planning tool to harmonise **Demand and Supply Planning** process

❖ Malaysia operation is the pilot market for OnePlan, before rolling out to other markets

FY23



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

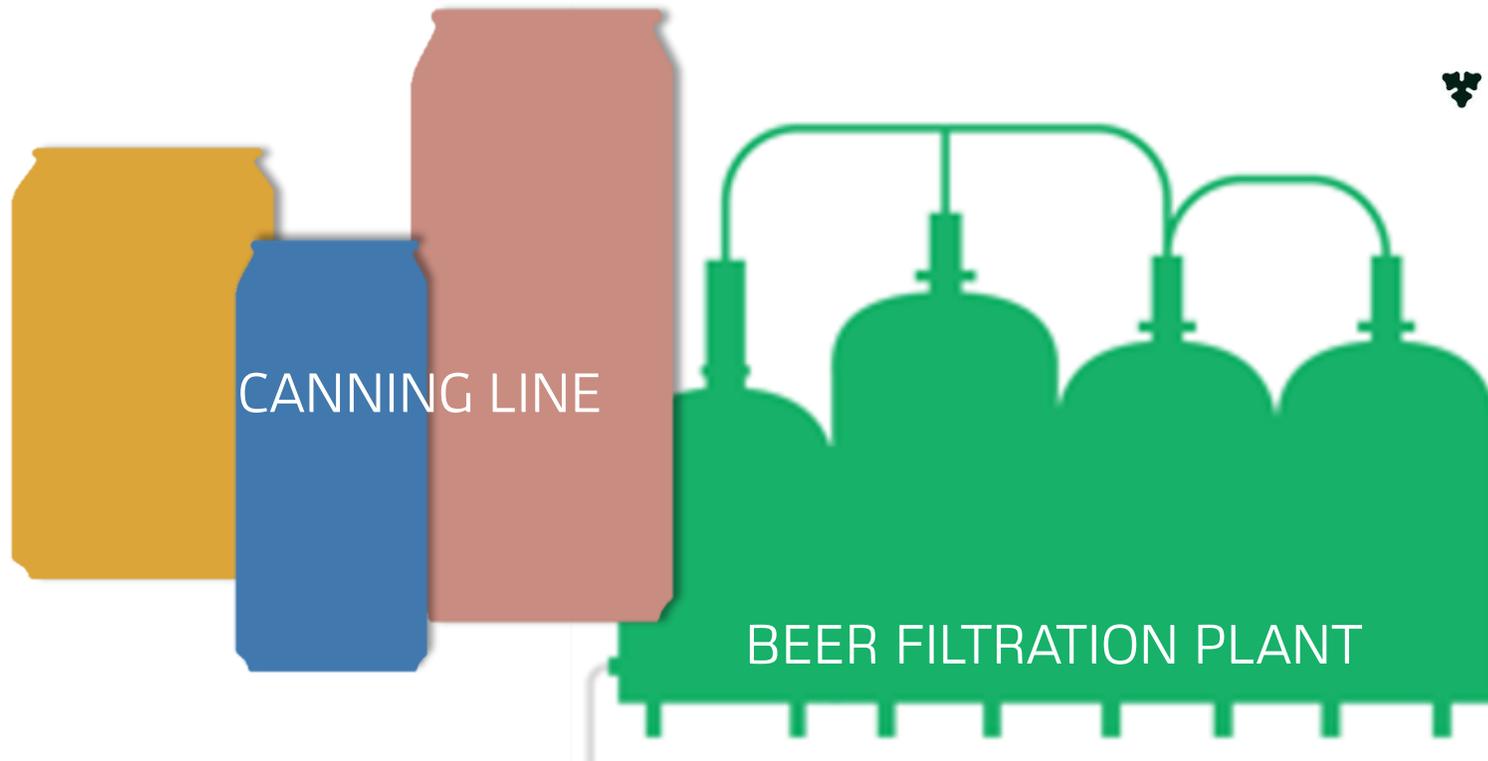


REDUCE ENVIRONMENT FOOTPRINT

FY24



RM92mil CapEX allocated for **Brewing Transformation in 2024**



✦ A NEW Canning line and Beer filtration plant for higher production flexibility and lower energy and water consumption

FY23: Strategy Review



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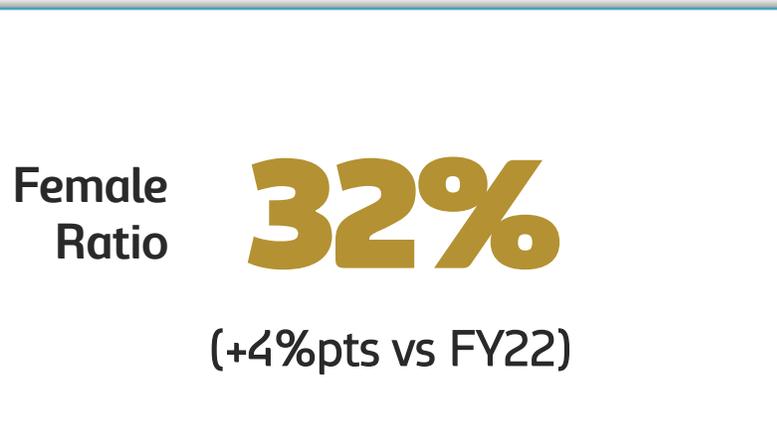


FUNDING OUR JOURNEY

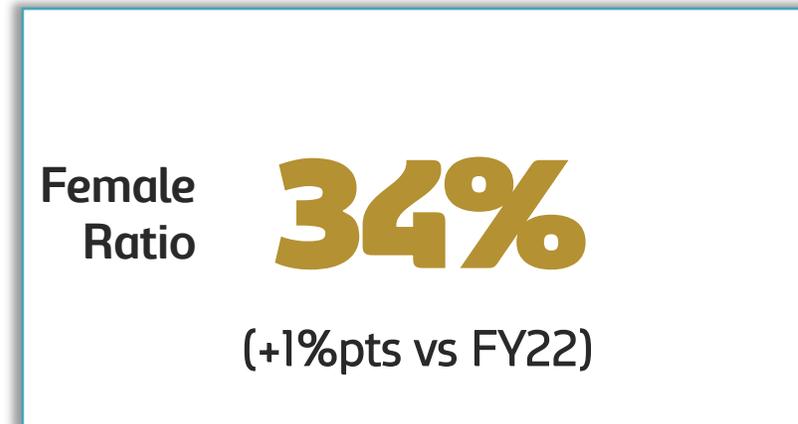
FY23: Improved Gender Diversity in Both Countries



Malaysia



Singapore



At Carlsberg Malaysia, **FEMALE** makes up:

67%

of Management Team

29%

of Board of Directors

(Unchanged against FY22)



GRADUATES' CHOICE AWARD

Carlsberg voted as "2024 Graduates' Choice of Employers to Work For" for 4 consecutive years



Carlsberg Malaysia won the award with an impressive **464,220 votes!**

✦ Continue to strengthen company employer branding and benchmarking with companies in Malaysia Market

FY23: Strategy Review



SAIL'27



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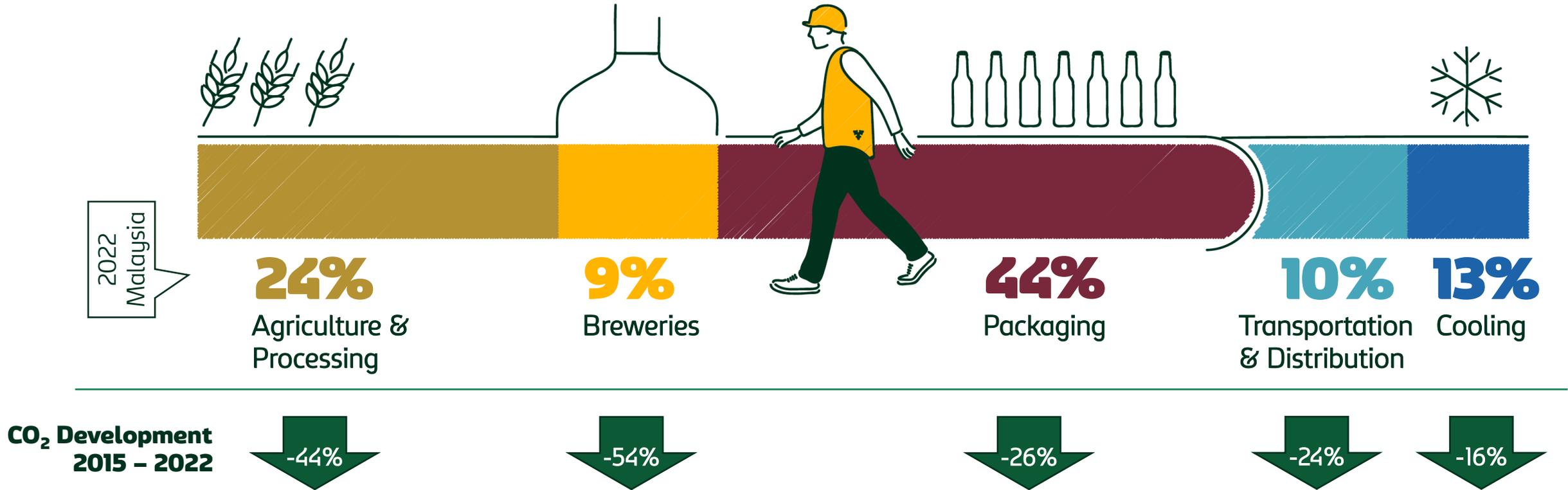
Defend Our License to Operate



FUNDING OUR JOURNEY

Roadmap to Net Zero: -33% reduction in carbon intensity [kg CO₂e/hl] in 2022 vs 2015

Proportion of greenhouse gas emissions in value chain



Relative reduction 2015–2022: -33%

Total emissions from CBMB produced volume in 2022: 110 k t CO₂e equivalent to 42,000 cars



FY23: On track to meet ESG targets



ZERO
Carbon
Footprint

2.8

Carbon emission
kgCO₂e/hl
(3.1 kgCO₂e/hl in FY22)



ZERO
Packaging
Waste

94%

Bottles and cans
collected and recycled
(92% in FY22)



ZERO
Water
Waste

3.2hl/hl

Water usage
per hl of beer
(3.4 hl/hl in FY22)



ZERO
Irresponsible
Drinking

0

Drink driving
Incidents
(0 in FY22)



ZERO
Accidents
Culture

242

Days of ZERO Lost-
Time Accidents
(1,452 days in FY22)

**TOGETHER TOWARDS
ZERO & BEYOND**



Over RM20mil raised via Top Ten charity shows

REVITALISE TOP TEN - Education funds of RM20.48mil raised for 10 schools

携手你我, 实现两千万梦想
 筹获 **RM 20,000,000**
 谢谢您

Carlsberg Malaysia 南洋商報 中國報

巴生港口国民型华文小学	高溪安邦国民型华文小学	美罗城嘉应国民型华小二校	山打根新国民型华文小学
RM2,061,770	RM1,361,062	RM1,212,628.82	RM646,888.80
安邦南华中	万隆三育国民型华文小学	关丹国民型华文小学	大山脚新国民型华文小学
RM1,111,111.11	RM3,800,000	RM778,888.88	RM7,788,880
		巴生中禧国民型华文小学	安邦新村国民型华文小学
		RM889,888	RM831,818

MAKING RECORDS "十大义演" 获马来西亚记录大会两项荣誉 "最悠久华教慈善义演" 及 "最高筹款华教慈善义演". MY meodv goxuan 电台伙伴 堪称最佳华教筹款平台 Carlsberg Malaysia www.top10charity.com.my



Corporate & ESG Awards



Highest Return-On-Equity' at The Edge Billion Ringgit Club 2023

- 4th consecutive year of highest ROE over 4 years within the Consumers Products & Services category



UN Global Compact Network M'sia & Brunei's Forward Faster Sustainability Awards 2023 - Recognition

- 'Partnership for the Goals' - Project CarlsBot
- 'SDG Reporting - Transparent sustainability reporting aligned with the UN SDGs

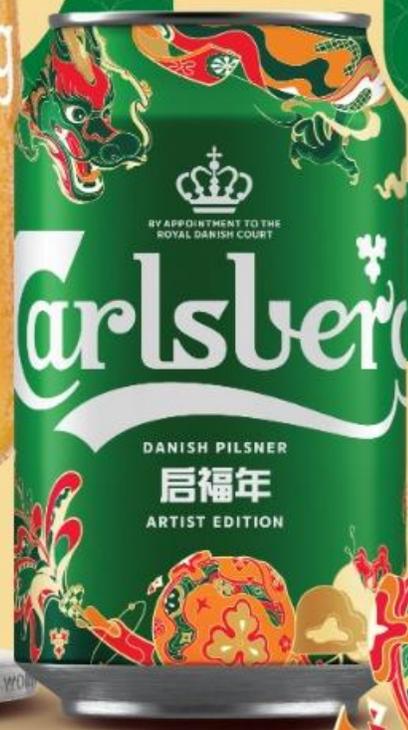
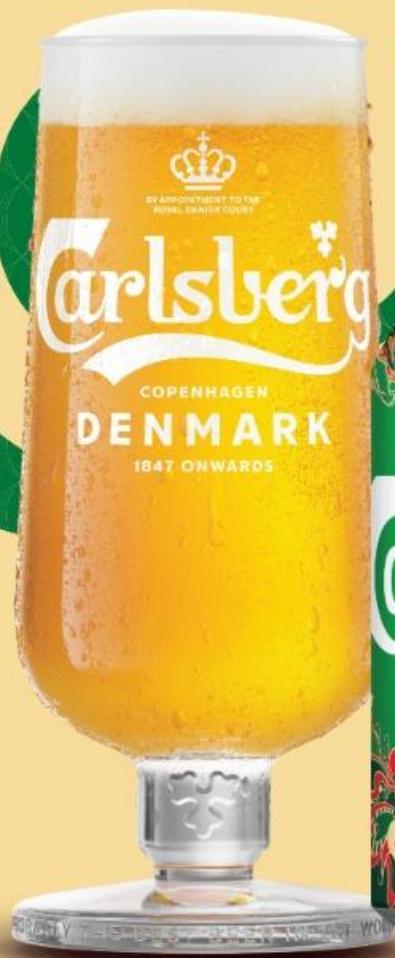


National Annual Corporate Report Awards (NACRA) 2023

2022 IAR: Platinum Excellence award
*2021 IAR: Silver Excellence Award
Category: Companies with a market capitalisation ranging from RM2 – RM10 billion.

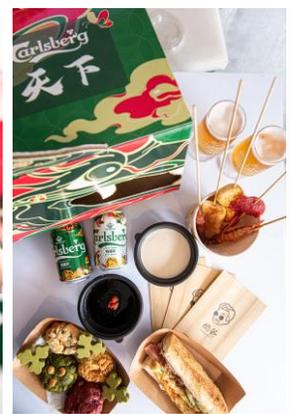
合家团圆 喜乐龙龙

BREWING PROSPERITY TOGETHER



Brewing Prosperity Together

DECEMBER - FEBRUARY 2024



VIBRANT AND IMPACTFUL CHINESE NEW YEAR EXECUTION



- ❖ CNY limited-edition festive can in collaboration with Chinese artist launched in both MY & SG
- ❖ In MY, executed activation in both KL and Penang
- ❖ Roll-out of integrated marketing campaign across all sales channels

Limited Edition 1664 Poker Set

DECEMBER – FEBRUARY 2024 



GOOD TASTE WITH A TWIST

FREE
LIMITED EDITION
1664 POKER SET

SCAN TO REDEEM 

WHEN YOU BUY 3 CARTONS OF
1664 BLANC OR 1664 ROSE

Carlsberg Marketing Sdn. Bhd. | 91801000898 | (603)534.4411
Promotion period: 26 Dec 2023 to 29 Feb 2024, or while stocks last. Valid for non-Muslims aged 21 years and above only.
Photo is for illustration purposes. Terms and conditions apply.



CELEBRATE THIS CHINESE NEW YEAR WITH OUR LIMITED EDITION 1664 POKER SET



- ♥ Reinforce brand presence during CNY
- ♥ Poker set fully redeemed almost 4 weeks ahead of the end of the campaign period

Somersby Mandarin Orange 0.0



❖ CNY limited edition cans garnered encouraging sales



KAM - listen to this radio ad which is available on **eight..!**



WEL-KAM PROSPERTY WITH OUR CNY LIMITED EDITION CANS



❖ CNY limited edition cans sold out on Shopee within 7 weeks of campaign

❖ Curated JYNNS x Somersby Wel-KAM Prosperity Bucket gift set. Sampling & activations at selected malls and stores



2024 Outlook

- The Group remains mindful of the prevailing uncertainty in the economic landscape due to:
 - High interest rates
 - Continuing inflationary pressures;
 - Currency fluctuations; and
 - Impacts of SST.
- The Group will remain vigilant on cost control management while continuing to reinvest in its brands to sustain growth.

