

FACT SHEET



The Carlsberg Group is among the leading brewers in the world. We have breweries in 33 countries across Western Europe, Eastern Europe and Asia, serving consumers from our portfolio of attractive local and international beer brands.

OUR PURPOSE

We **pursue perfection** every day. We strive to **brew better beers**. Beers that stand at the heart of **moments that bring people together**. We don't settle for immediate gain, when we can **create a better tomorrow** for all of us.

BREWING FOR A BETTER TODAY & TOMORROW

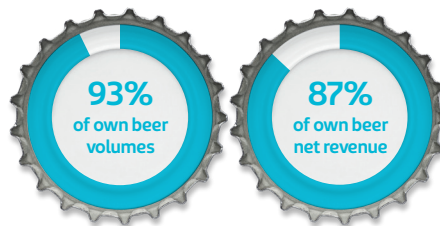


OUR BRANDS

INTERNATIONAL BRANDS



CORE BEER



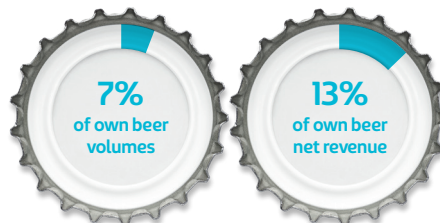
LOCAL POWER BRANDS



CRAFT & SPECIALITY BRANDS



CRAFT & SPECIALITY AND ALCOHOL-FREE BREWS



ALCOHOL-FREE BREWS



29% volume growth

33% volume growth

SOME FACTS



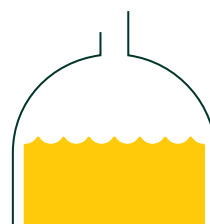
133.1

BEER VOLUME
M.HL.



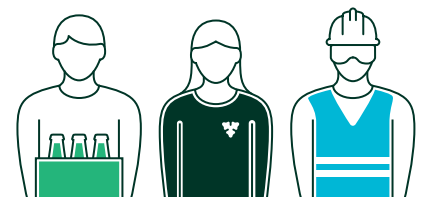
+35%

NUMBER OF
DRAUGHTMASTER™
INSTALLATIONS



75

BREWERIES



>40,000

NUMBER OF
EMPLOYEES

OUR REGIONS

WESTERN EUROPE

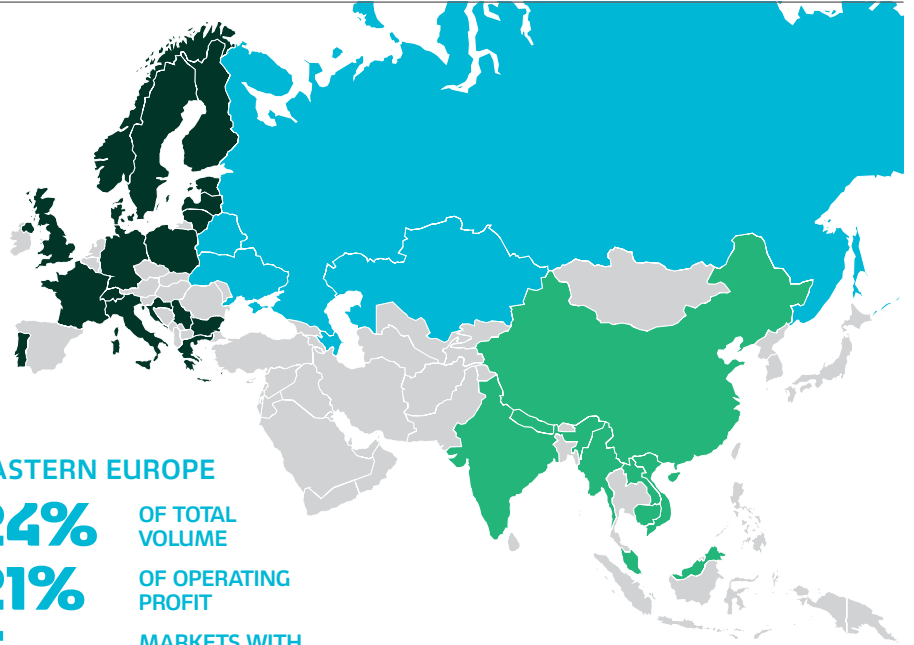
47% OF TOTAL VOLUME
50% OF OPERATING PROFIT
13 MARKETS WITH #1-2 POSITION

ASIA

29% OF TOTAL VOLUME
29% OF OPERATING PROFIT
7 MARKETS WITH #1-2 POSITION

EASTERN EUROPE

24% OF TOTAL VOLUME
21% OF OPERATING PROFIT
5 MARKETS WITH #1-2 POSITION

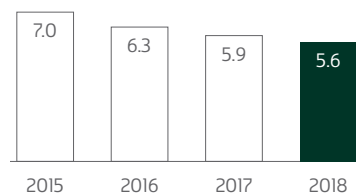


TOGETHER TOWARDS ZERO



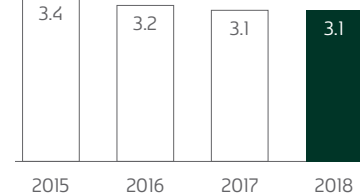
ZERO
CARBON
FOOTPRINT

RELATIVE CO₂ EMISSIONS
(KG CO₂/hl)



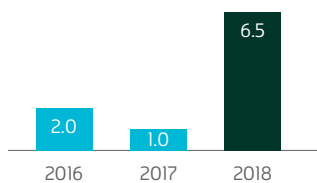
ZERO
WATER
WASTE

RELATIVE WATER CONSUMPTION
(hl/hl)



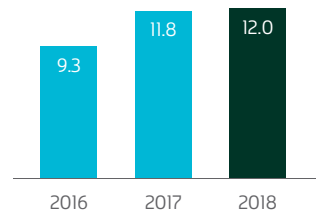
OUR NUMBERS

NET REVENUE
ORGANIC GROWTH (%)

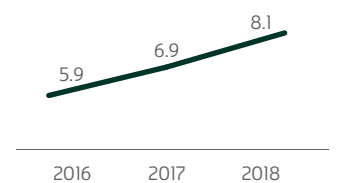


62.5
REPORTED
NET REVENUE
DKKbn

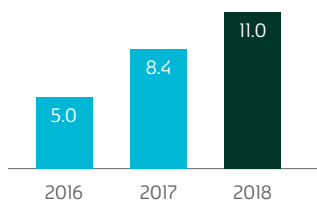
CASH FLOW FROM
OPERATING ACTIVITIES (DKKbn)



ROIC
(%)

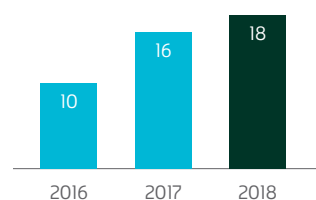


OPERATING PROFIT
ORGANIC GROWTH (%)



9.3
REPORTED
OPERATING PROFIT
DKKbn

DIVIDEND PER SHARE
(DKK)



NET DEBT/EBITDA
PAYOUT RATIO (%)

