

CAPITAL MARKETS DAY

Cees 't Hart, CEO

Carlsberg
Group



Disclaimer

FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements, including statements about the Group's sales, revenues, earnings, spending, margins, cash flow, inventory, products, actions, plans, strategies, objectives and guidance with respect to the Group's future operating results. Forward-looking statements include, without limitation, any statement that may predict, forecast, indicate or imply future results, performance or achievements, and may contain the words "believe", "anticipate", "expect", "estimate", "intend", "plan", "project", "will be", "will continue", "will result", "could", "may", "might", or any variations of such words or other words with similar meanings. Any such statements are subject to risks and uncertainties that could cause the Group's actual results to differ materially from the results discussed in such forward-looking statements. Prospective information is based on management's then current expectations or forecasts. Such information is subject to the risk that such expectations or forecasts, or the assumptions underlying such expectations or forecasts, may change. The Group assumes no obligation to update any such forward-looking statements to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking statements.

Some important risk factors that could cause the Group's actual results to differ materially from those expressed in its forward-looking statements include, but are not limited to: economic and political uncertainty (including interest rates and exchange rates), financial and regulatory developments, demand for the Group's products, increasing industry consolidation, competition from other breweries, the availability and pricing of raw materials and packaging materials, cost of energy, production and distribution related issues, information technology failures, breach or unexpected termination of contracts, price reductions resulting from market driven price reductions, market acceptance of new products, changes in consumer preferences, launches of rival products, stipulation of fair value in the opening balance sheet of acquired entities, litigation, environmental issues and other unforeseen factors. New risk factors can arise, and it may not be possible for management to predict all such risk factors, nor to assess the impact of all such risk factors on the Group's business or the extent to which any individual risk factor, or combination of factors, may cause results to differ materially from those contained in any forward-looking statement. Accordingly, forward-looking statements should not be relied on as a prediction of actual results.

TODAY'S AGENDA:



OUR PORTFOLIO CHOICES

Step up in premium

Strengthen mainstream core beer

Accelerate AFB and Grow Beyond Beer



SØREN BRINCK & STEVE STRINGER



OUR GEOGRAPHICAL PRIORITIES

Premiumise and grow profits in Western Europe

Accelerate in core markets in Asia

Drive value and build scale in Central & Eastern Europe



GRAHAM FEWKES
JOAO ABECASIS & CK LEE
LARS LEHMANN



OUR EXECUTION EXCELLENCE

Excel at point of purchase

Master digital, data and processes

Manage supply chain end-to-end



SØREN BRINCK & VICTOR SHEVTSOV



OUR WINNING CULTURE

Purpose & performance driven people

Together Towards ZERO and Beyond

Live by our Compass



JORIS HUIJSMANS
SIMON HOFFMEYER BOAS

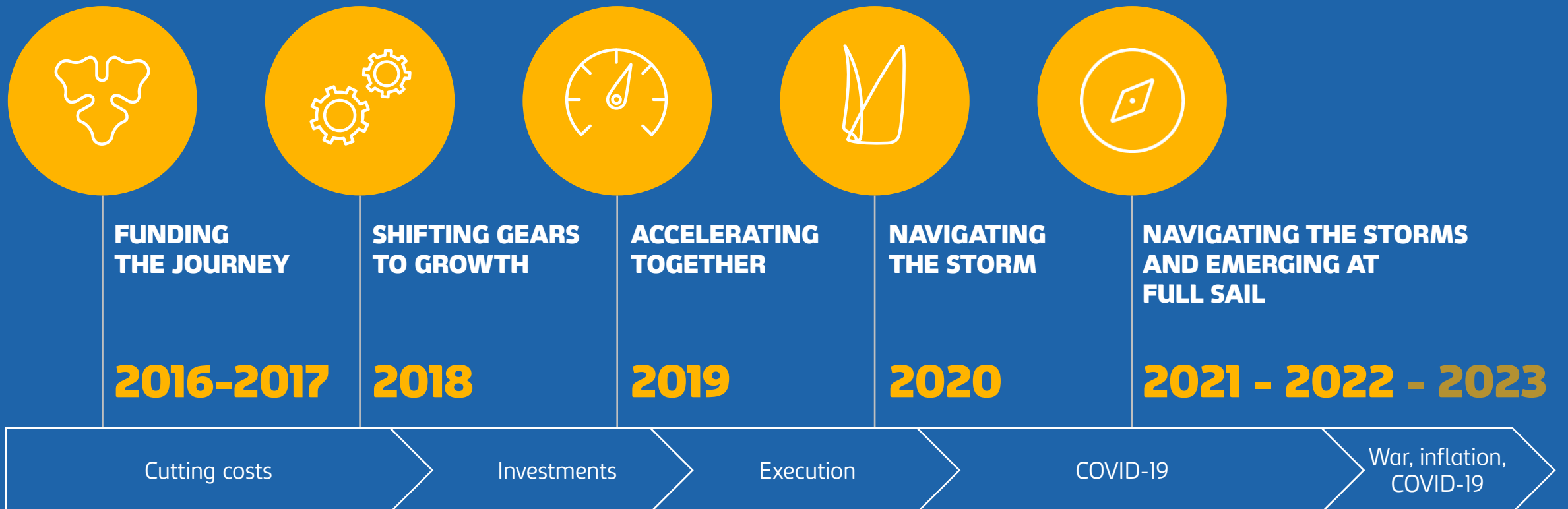


FUNDING OUR JOURNEY



HEINE DALSGAARD

SAIL'22 has successfully guided our journey, also during the challenges of recent years...



... with strong results for the **SAIL'22** priorities...

C&S

+11% CAGR
VOLUME
2016-2021



AFB

+14% CAGR
VOLUME
2016-2021



ASIA

+12% CAGR
OPERATING PROFIT
2016-2021



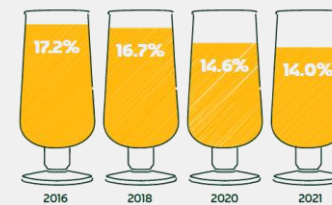
CORE BEER

Gross brand contribution,
organic growth



FUNDING THE JOURNEY

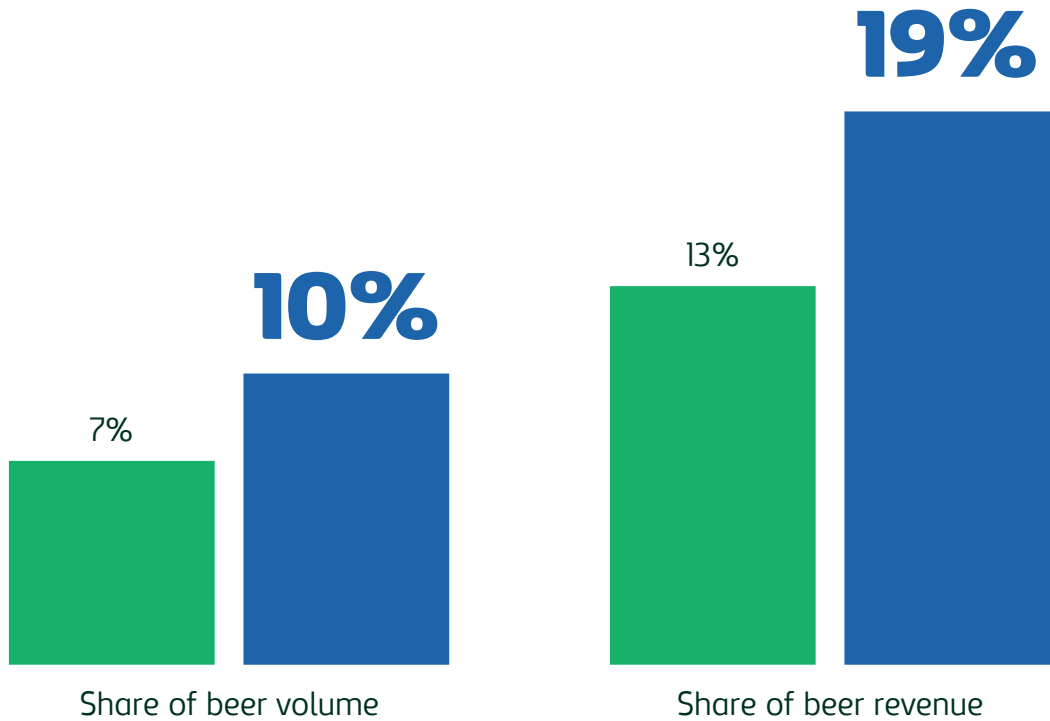
SG&A/revenue
-320bp



... leading to a transformation of our portfolio in just three years and this despite COVID-19...

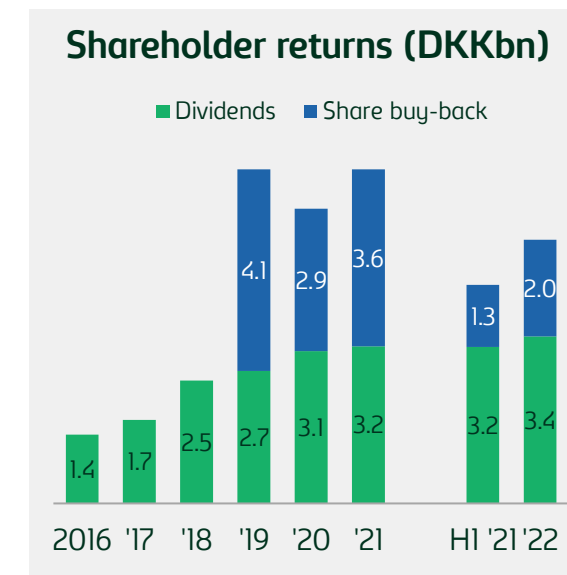
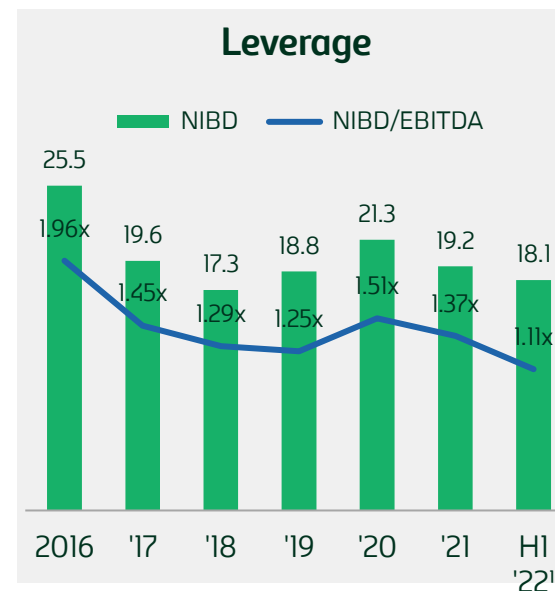
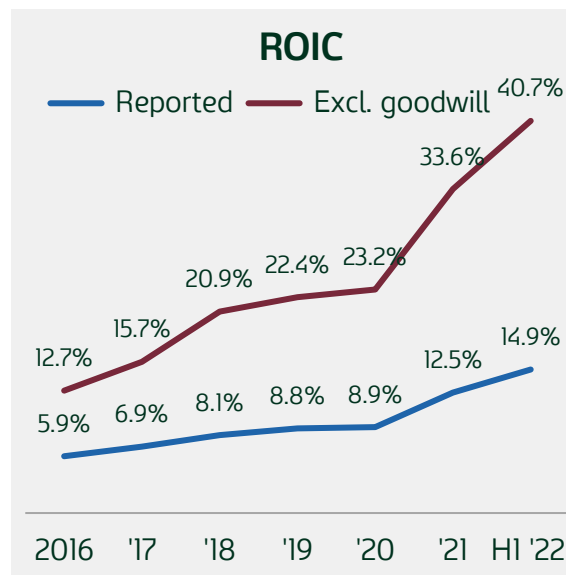
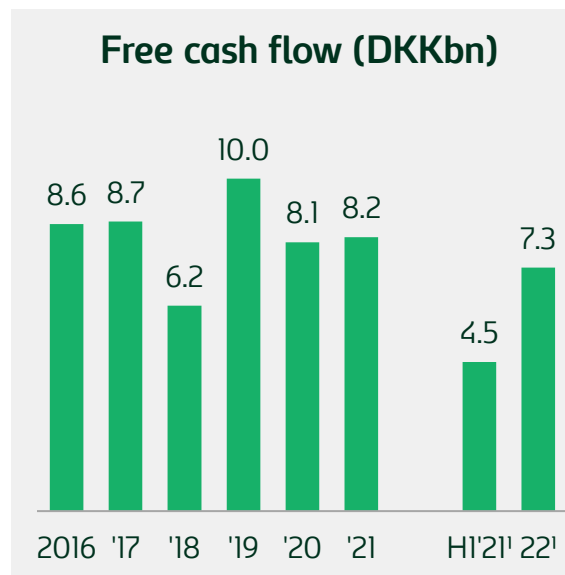
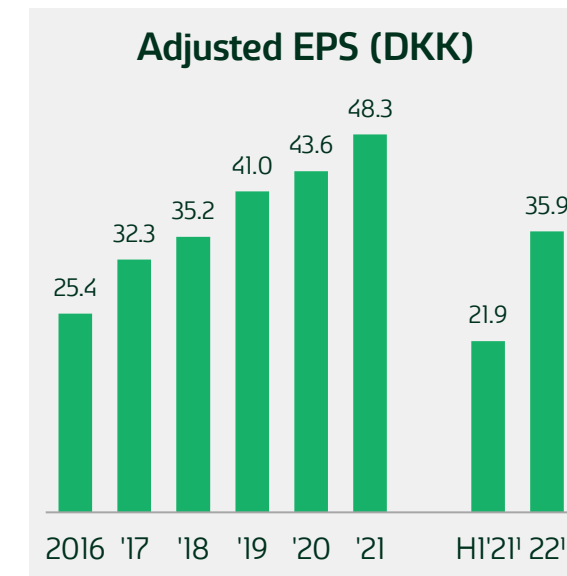
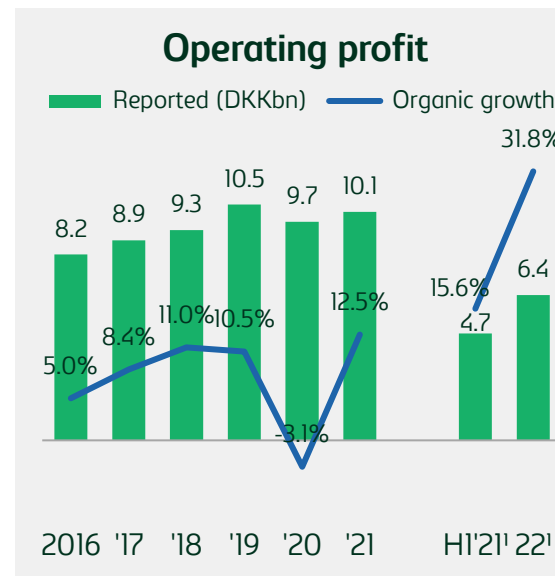
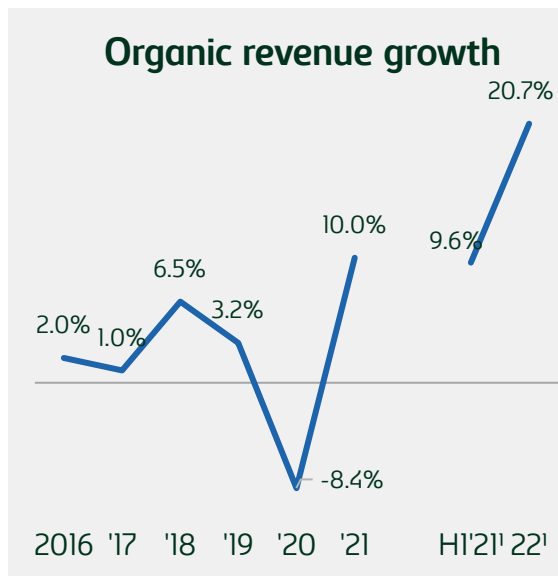
Craft & speciality and alcohol-free brews

■ 2018 ■ 2021



... enabling us to deliver strong business results, creating a solid foundation for our next journey – SAIL'27

¹ Excluding Russia



SAIL'27 – an evolution of SAIL'22, but more than incremental...

FROM

Focus on beer
Strong growth
momentum '17-'19
Large share of profit
coming from small
markets
Exploring and defining
success models



TO

Growing beer
and going beyond
Accelerating organic
sales growth
Expanding footprint
in large profit pools
Scaling success
models rapidly

SAIL
27



... and based on the three pillars

WHY
OUR PURPOSE
BREWING FOR A BETTER TODAY & TOMORROW



WHAT
OUR AMBITION
MOST SUCCESSFUL, PROFESSIONAL AND ATTRACTIVE
BREWER IN OUR MARKETS



HOW
OUR PRIORITIES
BUILDING ON OUR STRENGTHS & ACCELERATING GROWTH



Our ambition remains...

By being the most...

We want to...

And by that ensure Carlsberg's...

SUCCESSFUL

Outperform competitors through improved market share, revenue, margins and earnings



FINANCIAL HEALTH

PROFESSIONAL

Deliver the highest standards in everything we do, including brands, brews and service



STRATEGIC HEALTH

ATTRACTIVE

Be purpose-led and performance-driven for shareholders, employees and society



ORGANISATIONAL AND SOCIETAL HEALTH

... and so does our purpose

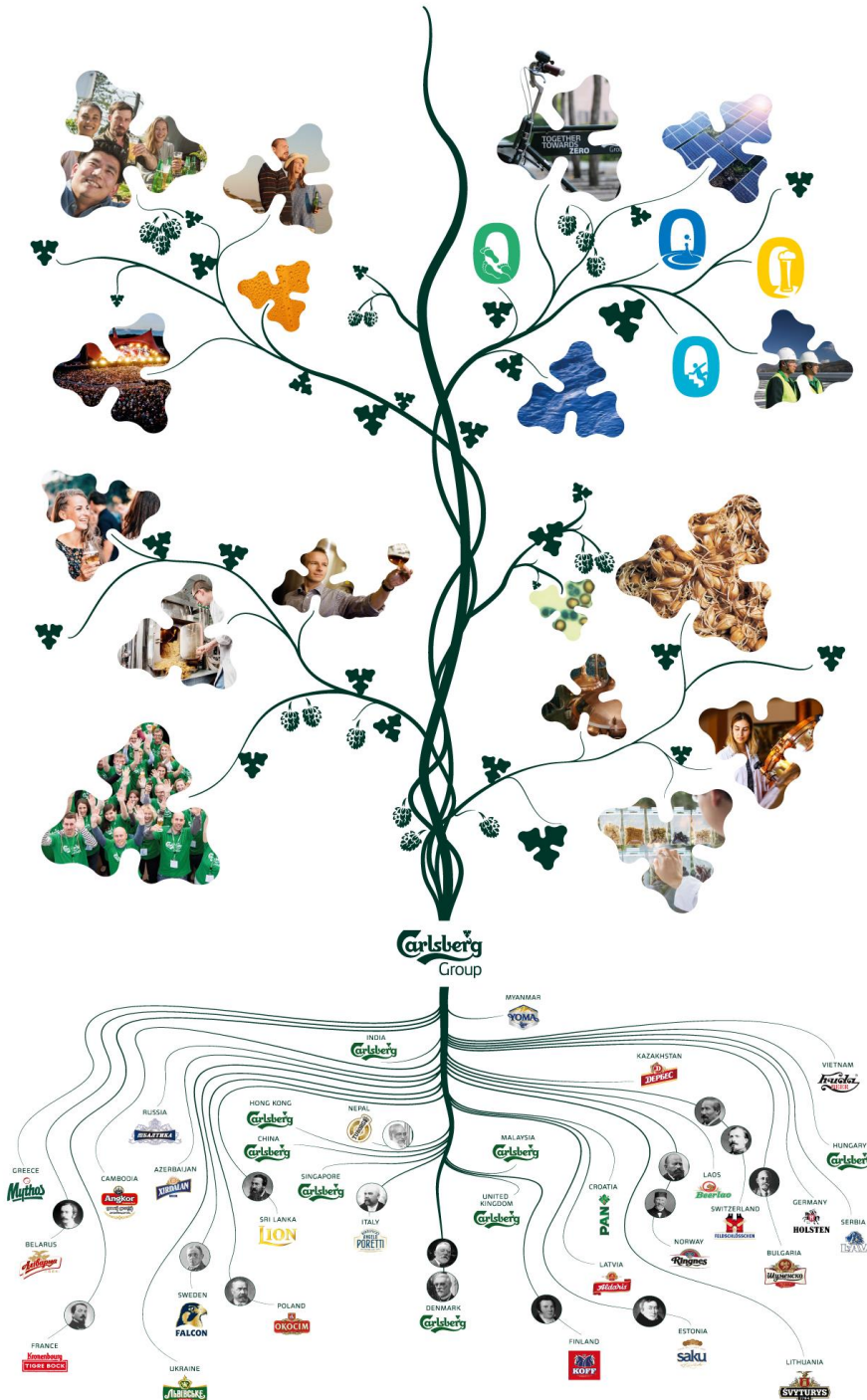
Some have to dig deep to find their purpose, for us it has always been there

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



We launched **SAIL'27** on 3 February ...



OUR PORTFOLIO CHOICES

Step up in premium

Strengthen mainstream core beer

Accelerate AFB and Grow Beyond Beer



OUR GEOGRAPHICAL PRIORITIES

Premiumise and grow profits in Western Europe

Accelerate in core markets in Asia

Drive value and build scale in Central & Eastern Europe



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



FUNDING OUR JOURNEY

CREATING VALUE FOR ALL OUR STAKEHOLDERS

SHAREHOLDERS

- Organic revenue growth of 3-5% CAGR
- Organic operating profit growth above NR
- Continued ROIC focus
- Disciplined capital allocation
- Ambitious sustainability targets

EMPLOYEES

- A purpose-led and performance-driven company with strong development opportunities and engagement
- An attractive, diverse and inclusive workplace
- Strong brands, products and ambitious sustainability efforts, to be proud of

SOCIETY

- Championing sustainability in our journey Together Towards ZERO and Beyond
- Supporting the Carlsberg Foundation to invest in science, arts and culture
- Partnering with communities and contributing to prosperity in the countries in which we operate

... soon after which three storms hit the world and us

COVID

- Almost normalised in Western Europe and Central & Eastern Europe; however, on trade not fully back yet
- China affected by zero-COVID policy
- Risks remain
 - New COVID variants
 - China's zero-COVID policy

War in Ukraine

- Commodity and energy prices significantly impacted
- Persisting supply chain disruption and bottlenecks

Inflation

- Energy costs rapidly increasing
- Commodities remaining at record levels
- High macroeconomic uncertainty

We believe most assumptions underlying **SAIL'27** remain valid – albeit with some short-term challenges

SAIL'27 assumptions	Short term (2023)	Rest of SAIL'27 period
MACRO DEVELOPMENTS		
GDP growth and consumer spending power in line with pre-COVID-19	●	●
COVID-19-linked lockdowns will remain largely limited and contained	●	●
Forecasted CPI +2.5% CAGR	●	●
Beer market assumed to grow at +2.5% CAGR in value (weighted across markets)	●	●
On-trade bounce-back from COVID-19 during the SAIL'27 period	●	●

Our geographic priorities and portfolio choices provide a solid foundation for managing the short-term challenges, while driving long-term grow

SAIL'27 assumptions and choices	Short term (2023)	Rest of SAIL'27 period
OUR GEOGRAPHIC PRIORITIES		
Scale up in key markets by ensuring the right brand mix, route-to-market access and cost-effective sourcing	●	●
OUR PORTFOLIO CHOICES		
Beer category remains resilient	●	●
Premiumisation trends continue to be robust; premium growth above beer category average	●	●
Opportunities in Beyond Beer	●	●
Trend towards localisation and preference for local products; portfolio of strong local brands will be a competitive advantage	●	●

We therefore remain confident in our **SAIL'27** choices and priorities and in our ability to accelerate growth...



OUR PORTFOLIO CHOICES

Step up in premium

Strengthen mainstream core beer

Accelerate AFB and Grow Beyond Beer



OUR GEOGRAPHICAL PRIORITIES

Premiumise and grow profits in Western Europe

Accelerate in core markets in Asia

Drive value and build scale in Central & Eastern Europe



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



CREATING VALUE FOR SHAREHOLDERS

- Organic revenue growth of 3-5% CAGR
- Organic operating profit growth above revenue growth
- Continued ROIC focus
- Disciplined capital allocation
- Ambitious sustainability targets



FUNDING OUR JOURNEY

... as we have the right beer brand portfolio...

**SUPER
PREMIUM**

**PREMIUM
INTERNATIONAL
LAGER**

**LOCAL
PREMIUM**

**LOCAL
CORE BEER**



... coupled with alcohol-free brews and brands Beyond Beer...

ALCOHOL-FREE BREWS



BRANDS BEYOND BEER



... a diversified regional footprint with 21 #1/2 positions...

WESTERN EUROPE

35%

of Group
volumes

51%

of Group
revenue

38%

of region
operating profit



ASIA



37%

of Group
volumes

32%

of Group
revenue

42%

of region
operating profit

CENTRAL & EASTERN EUROPE

28%

of Group
volumes

17%

of Group
revenue

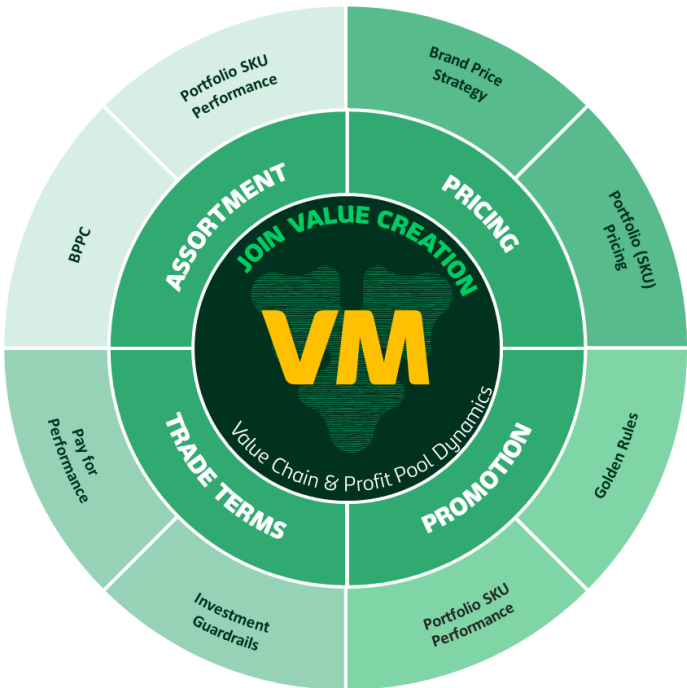
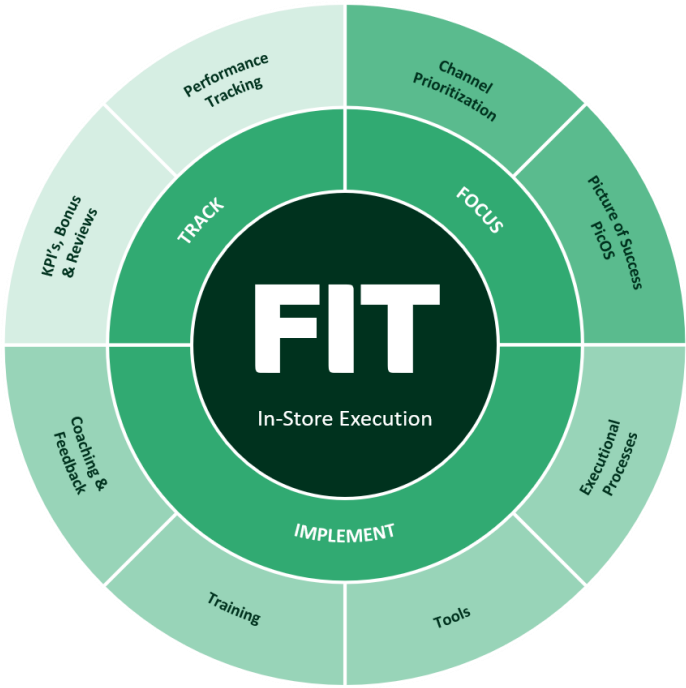
20%

of region
operating profit











2021 restated figures

... the right sales execution tools, which will be further enhanced and embedded across markets, supporting market share and revenue/hl



We operationalise our strategy annually in our 9-Grids at Group, regional and market level...

GROWTH ACCELERATORS	MUST-WIN BATTLES	KEY ENABLERS
<p>STRENGTHEN MAINSTREAM CORE BEER</p>  <ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3 	<p>WESTERN EUROPE</p> <p>Accelerate premiumisation</p>  <ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3 • Activity 4 	<p>MANAGING COST INFLATION WAVE</p>  <ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3
<p>WIN IN PREMIUM WITH C&S AND IPB'S</p>  <ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3 • Activity 4 	<p>ASIA</p> <p>Premiumise, Gain Market Share and Build New Growth Engines</p>  <ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3 • Activity 4 	<p>FUNDING OUR JOURNEY</p>  <ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3
<p>ACCELERATE AFB AND GROW BEYOND BEER</p>  <ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3 • Activity 4 	<p>CENTRAL & EASTERN EUROPE</p> <p>Aggressively drive top-line to defend EBIT</p>  <ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3 • Activity 4 	<p>BREWING FOR A BETTER TOMORROW</p>  <ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3

... and leverage our well-embedded performance management systems and processes...

Group 2022 9-Grid Navigate the storms and re-accelerate growth

GROWTH ACCELERATORS

STRENGTHEN MAINSTREAM CORE BEER

- Activity 1
- Activity 2
- Activity 3

WIN IN PREMIUM WITH C&S AND IPB'S

- Activity 1
- Activity 2
- Activity 3
- Activity 4

ACCELERATE AFB AND GROW BEYOND BEER

- Activity 1
- Activity 2
- Activity 3
- Activity 4

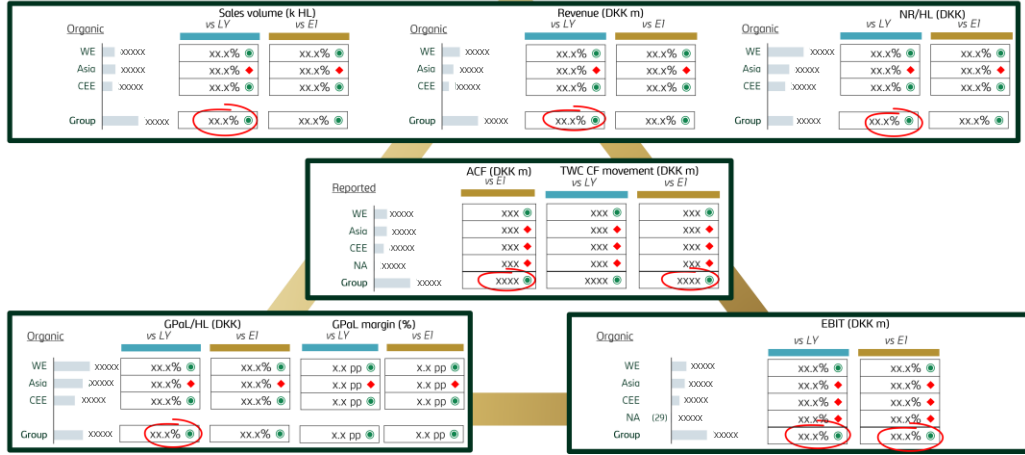
MUST-WIN BATTLES

REGIONAL ANNUAL PLANNING & OPERATIONAL R

Overall meeting routines and interdependencies

KEY ENABLERS

Golden triangle - Actual YTD Strong performance in all regions compared to EI; ACF & TWC outperformed vs EI as well



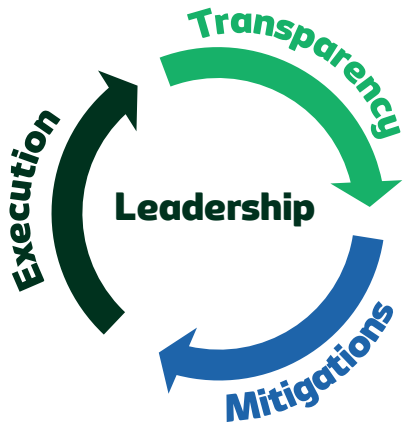
... enabling detailed operational action when needed

2022/2023: WINDFORCE 12

PRICE INCREASE INFLATION COVERAGE MODEL (PIIC)

DEFINITION

- Indicator showing percentage of cost inflation impact covered by price increases



Inflation factor includes

- Excise rate
- Commodity prices
- **Supply chain inflation**
- FX rates
- Salary increases in non-supply chain functions
- Inflation in marketing investments and SG&A-related costs

Price increase factor includes

- List price increase
- Discounts (including promo, trade terms, other discounts)

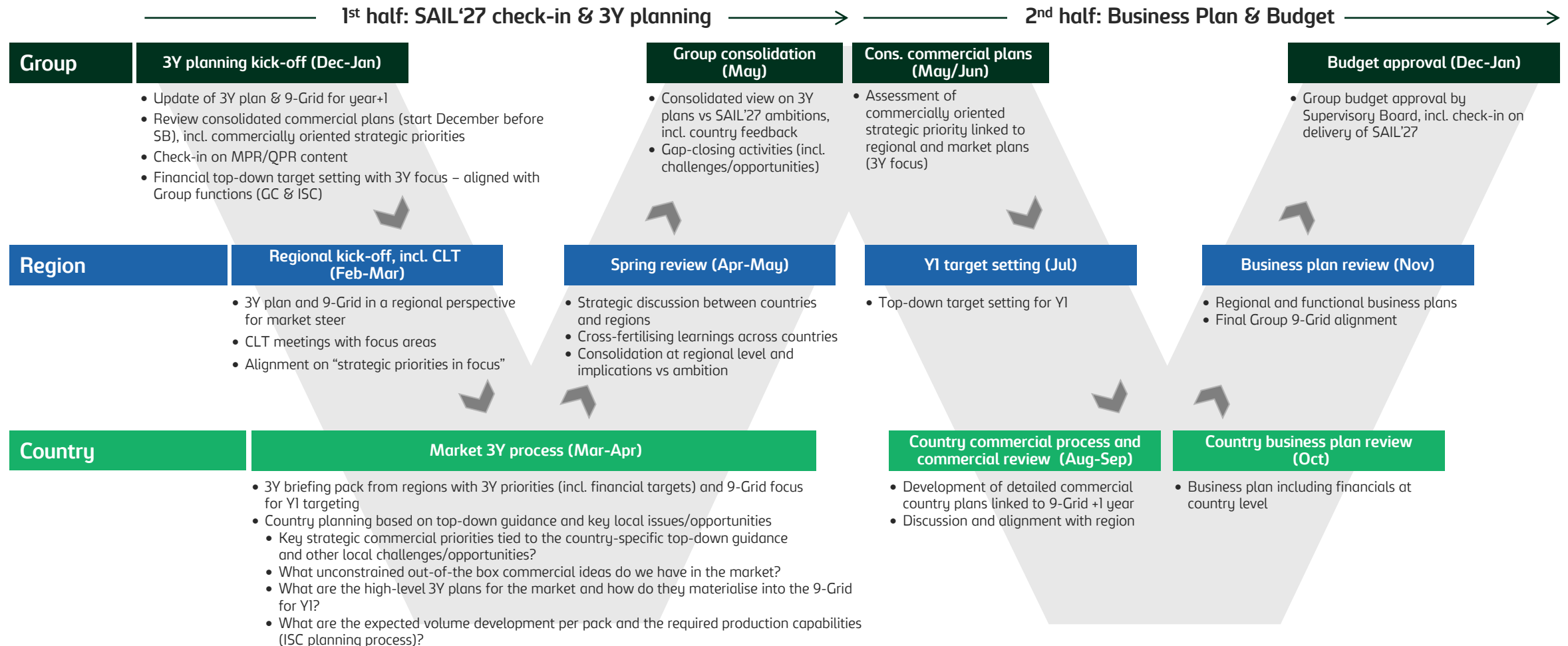
Supply chain inflation

- Cost of sales inflation components
- Raw and pack input prices (non-commodity)
- Utilities prices
- Consumables prices
- Salary increase effect
- Outsourcing personnel prices
- Other items of relevance for the market
- Price increase of purchased finished goods (landed costs incl. excise rate increase, delivery cost inflation, etc.)

Logistics inflation components

- Transport tariffs
- 3PL tariffs
- Salary increase effect
- Warehousing tariffs
- Outsourcing personnel prices
- Other item of relevance for the market

... while not losing sight of the long term, embedding the **SAIL'27** priorities in our three-year planning cycle



We have the right people and the right capabilities to execute SAIL'27...



... and the funds to invest...



FUNDING
THE JOURNEY
PROGRAMME

2016-2018



FUNDING
THE JOURNEY
CULTURE

2018-2022



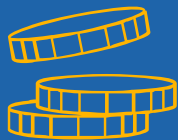
**FUNDING
OUR JOURNEY**

Enabling continued investments
in SAIL'27 priorities

2022-

... enabling us to **create value** for **shareholders** towards 2027...

Organic revenue
growth of 3-5%
CAGR



Organic
operating profit
growth above
revenue growth

Continued ROIC
focus



Disciplined
capital
allocation

Ambitious
sustainability
targets



... as you will see from today's presentations:



OUR PORTFOLIO CHOICES

Step up in premium

Strengthen mainstream core beer

Accelerate AFB and Grow Beyond Beer



SØREN BRINCK & STEVE STRINGER



OUR GEOGRAPHICAL PRIORITIES

Premiumise and grow profits in Western Europe

Accelerate in core markets in Asia

Drive value and build scale in Central & Eastern Europe



GRAHAM FEWKES
JOAO ABECASIS & CK LEE
LARS LEHMANN



OUR EXECUTION EXCELLENCE

Excel at point of purchase

Master digital, data and processes

Manage supply chain end-to-end



SØREN BRINCK & VICTOR SHEVTSOV



OUR WINNING CULTURE

Purpose & performance driven people

Together Towards ZERO and Beyond

Live by our Compass



JORIS HUIJSMANS
SIMON HOFFMEYER BOAS



FUNDING OUR JOURNEY



HEINE DALSGAARD