



FINANCIAL PERFORMANCE & OPERATIONAL REVIEW

MANAGING DIRECTOR

MR. STEFANO CLINI



2021 Integrated Annual Report marks the **first year** of our three-year integrated reporting journey.

This report contains detailed info of our **strategy**, financial and **Environmental, Social and Governance (ESG)** performance.

It also explains on how we leveraged on the <IR> 6 capitals to create sustainable values for the business and communities.

Topics of Today's Presentation:

1. Financial Health
2. People Health
3. Strategic Health
4. Brand Portfolio Health
5. Sustainability Health
6. Q1'22 Activities Overview
7. 1H'22 Outlook

FINANCIAL HEALTH

FY2021 Performance

REVENUE
 (-0.7%)
RM1.8 billion
 2020: RM1.8 billion

NET PROFIT
 (+23.9%)
RM201.0 million
 2020: RM162.2 million

MALAYSIA



Ownership

100% Carlsberg Marketing Sdn. Bhd.

Revenue
 2021
RM1.21 billion
 (-3.6%)



2020
 RM1.26 billion

Profit from
 Operations
 2021
RM188.8 million
 (+39.4%)



2020
 RM135.4 million

SINGAPORE



Ownership

100% Carlsberg Singapore Pte. Ltd.

51% MayBev Pte. Ltd.

Revenue
 2021
RM561.1 million
 (+6.3%)



2020
 RM527.9 million

Profit from
 Operations
 2021
RM58.0 million
 (-10.2%)



2020
 RM64.6 million

SRI LANKA



Ownership

25% Lion Brewery (Ceylon) PLC

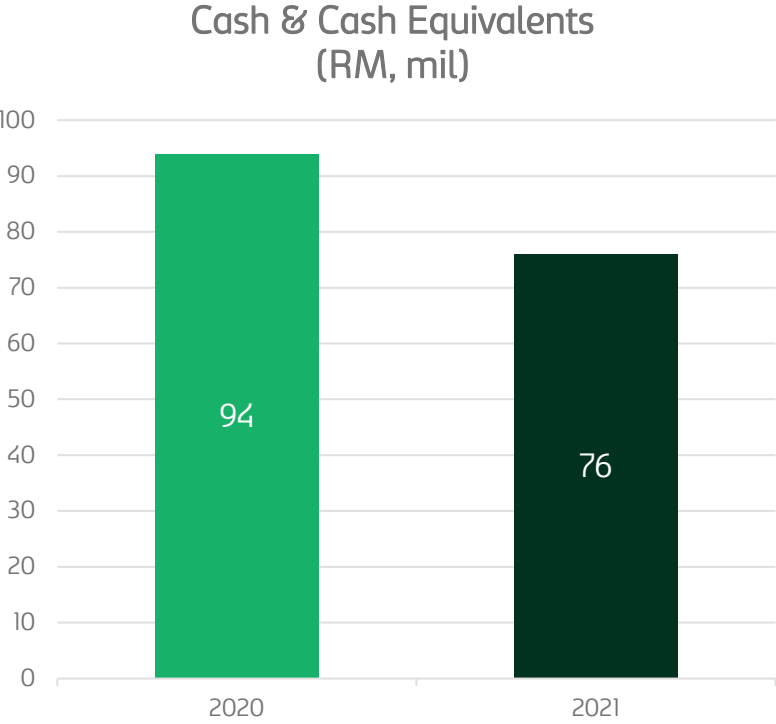
Share of
 Profits
 2021
RM15.2 million
 (+1.7%)



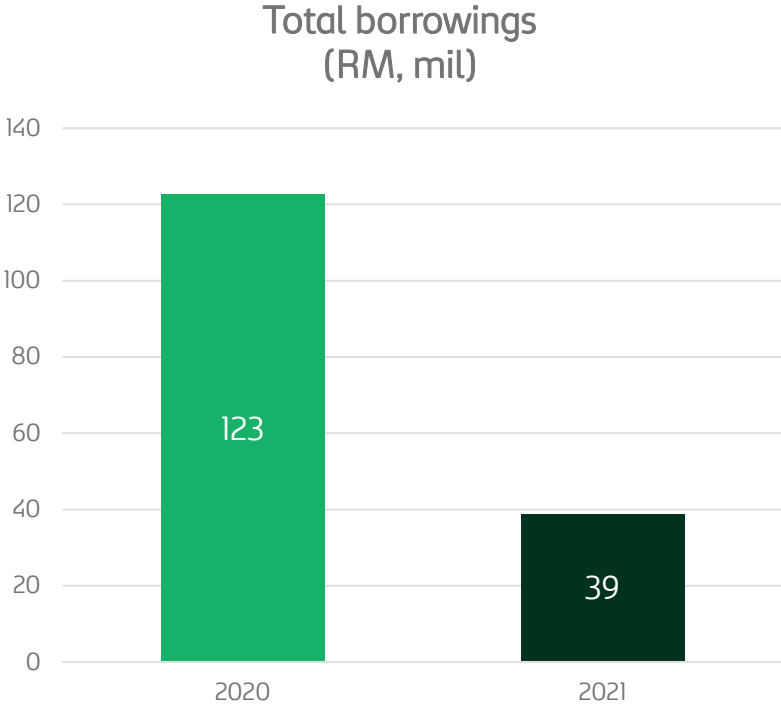
2020
 RM14.9 million



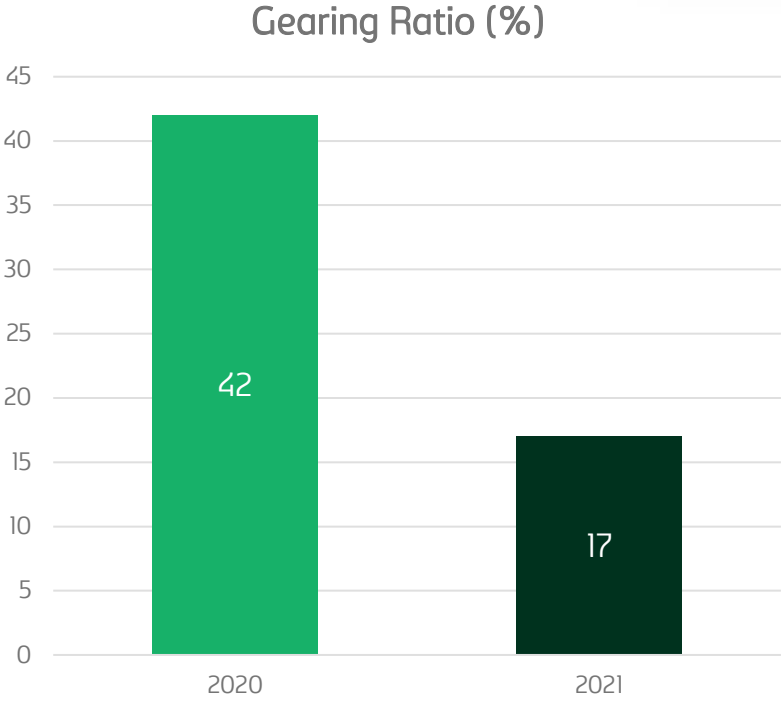
Strong Balance Sheet to support CapEX investment



Reduction of cash to reduce short term loan



Lower bank borrowings driven by strong P&L



Low gearing ratio that will enable us to support Working Capital and Capex Investment.

CapEX of RM110mil for brewery upgrade

BIGGEST investment in 30 years scheduled to be completed by end-year



NEW BOTTLING LINE

FACILITY UPGRADE

5 benefits



OEE IMPROVEMENTS



INCREASE FLEXIBILITY



PRODUCE HIGHER
QUALITY PRODUCTS



INCREASE CAPACITY

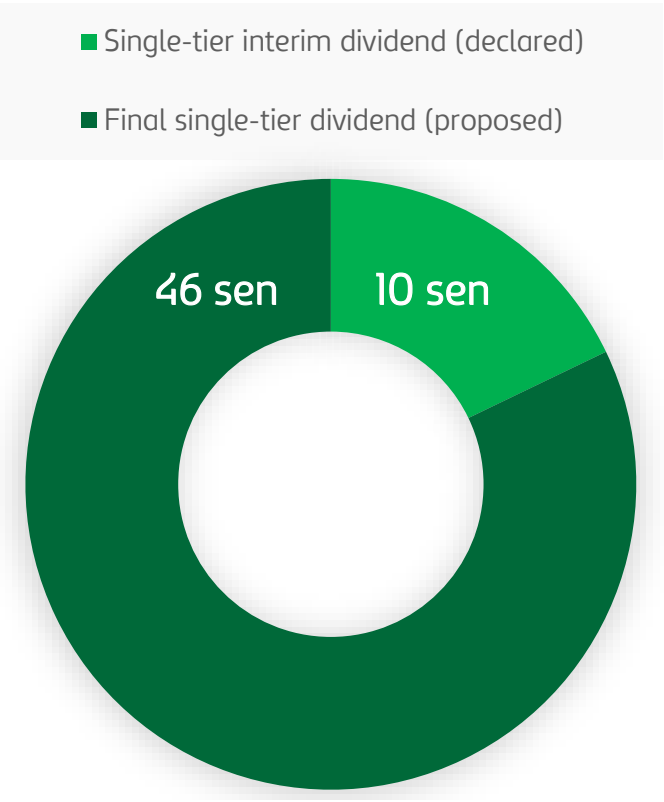


REDUCE ENVIRONMENT
FOOTPRINT

Higher Dividend per Share at 56.0 sen



	FY'21	FY'20
EARNINGS PER SHARE	65.7 sen	53.0 sen
DIVIDEND PER SHARE	56.0 sen*	40.0 sen
PAYOUT RATIO	85.2%*	75.4%



* Equivalent to a total payout of **RM171.2 mil** of the Group's FY'21 net profit.

PEOPLE HEALTH

122 days of operations suspension in 2020 & 2021



- All employees worked from home except several essential employees who worked on-site to ensure the safety of the machinery and equipment.
- 100% of our workforce based in Shah Alam brewery was fully vaccinated by August 2021, as well as on-site contractors under the Selangor Vaccination Programme (SelVAX).
- This quick action to support the nation's **vaccination drive** enabled resumption of brewery operations in mid August.





Leading with Care for a Healthier Workplace

- Zero COVID-19 work clusters within our premises since pandemic started in 2020.
- Implemented mandatory swab tests every 14 days since Jan 2021. Employees on **Team A & B work shifts** to reduce density and risks of infection.
- **Weekly swab test since April 2022** and all employees can return to work in office commencing on Apr 11. Employees can opt to work from home.
- Enhanced our **diversity and inclusion policies and practices**, to cater to our employees' differing priorities & commitments at different stages of life.



People and Safety Milestones



**Human
Resources**
Online.net

The Company bagged three Awards at Employee Experience Awards 2021 by Human Resources Online

- (I) Gold for Best Crisis Management and Leadership,
- (II) Silver for Best Succession Planning Strategy, and
- (III) Bronze for Best First-Time Manager Programme

1,000 Days ZERO Lost-Time Accident

**since 10 Jan 2019*



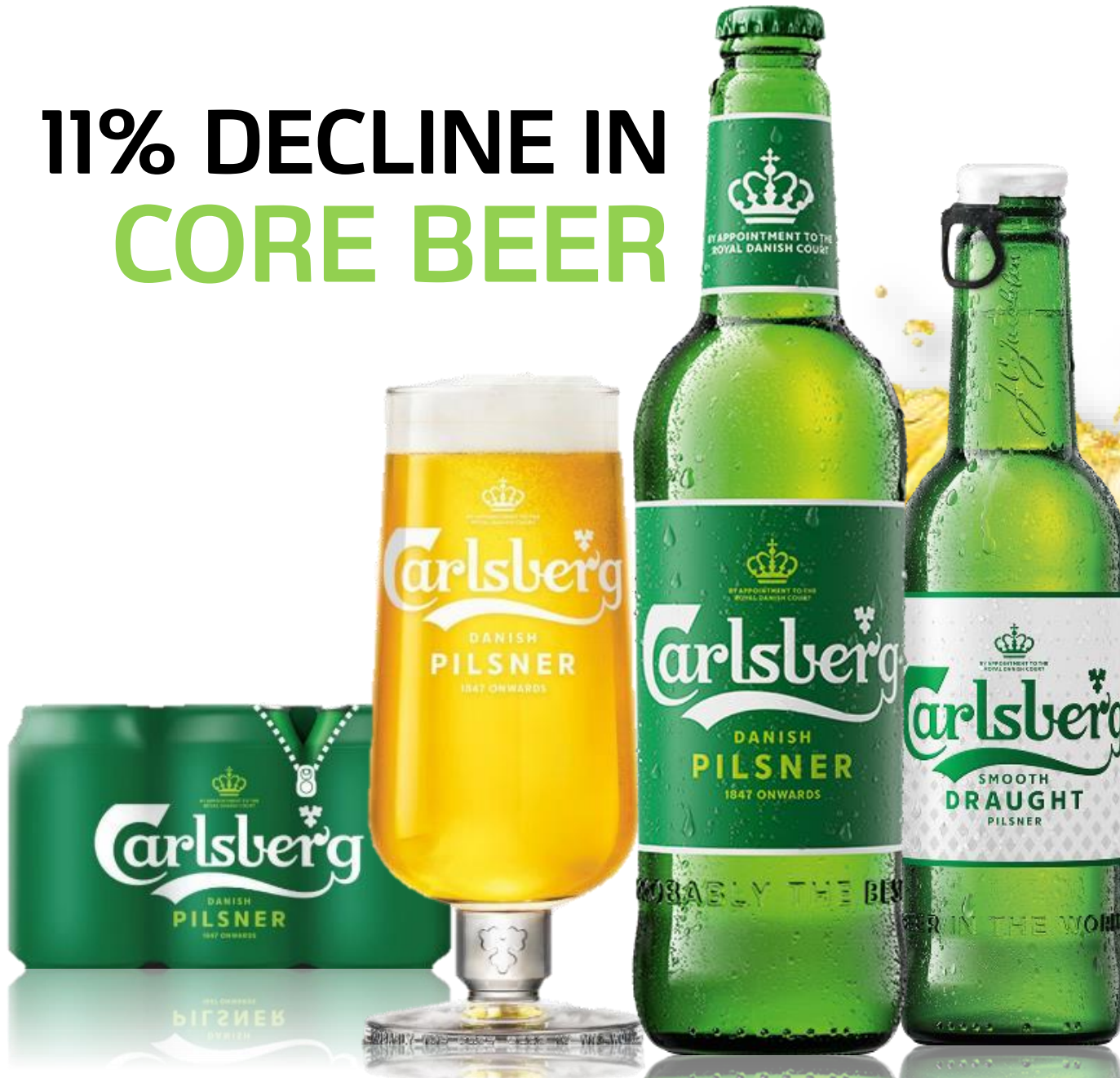
1,188 consecutive days without lost-time accidents was recorded on 11 April 2022 across our operations nationwide, beating our previous record of 415 days in 2018.

STRATEGIC HEALTH

Persistence in corporate strategy made us A RESILIENT BREWER in 2021



11% DECLINE IN CORE BEER



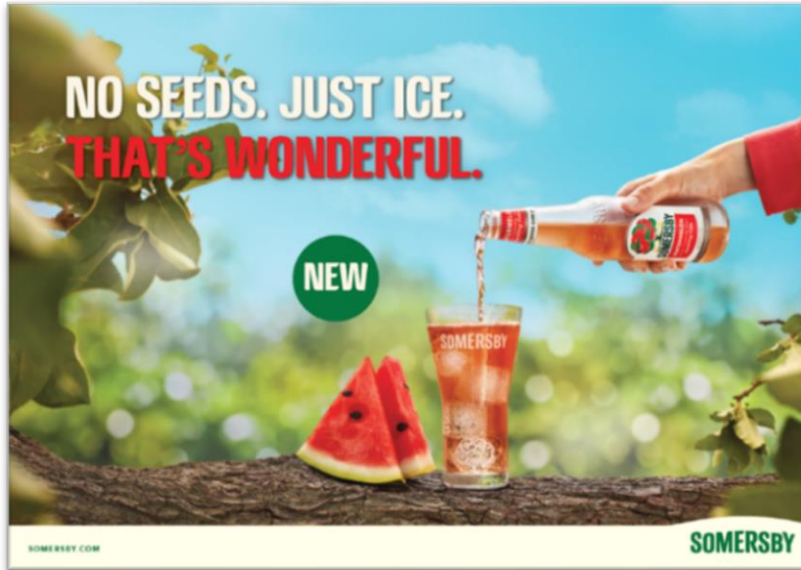
- 11-week suspension (2nd June until 15th Aug 2021) of brewery operations during FMCO and NRP 1 to 3 impacting stock availability in domestic markets, Singapore and for exports.
- Dine-in restrictions severely affecting on-trade sales; marketing activations suspended in adherence to social distancing measures.
- Carlsberg brand CELEBRATED festivals with nationwide promotions for Chinese New Year and Harvest as well as Football.
- Packaging innovations for Carlsberg Smooth Draught offering fresher beer for longer.

15% INCREASE IN PREMIUM

- Accelerated premiumisation with a better premium mix and launch of new variants Somersby Watermelon Cider and 1664 Rosé.
- Connor's Stout Porter doubled its total sales in Malaysia and Singapore.
 - 1664 Blanc, Somersby Cider and Asahi delivered growth in off-trade and e-commerce.
- Continue to innovate and invest behind premiumization and build brand equity.



Craft and Specialty Products Launched in 2021



Capitalising on e-Commerce

Doubled volume growth
in 2021!



Evolving to the next 5-year strategy

SAIL'27



OUR PORTFOLIO CHOICES

Step up in premium

Strengthen mainstream core beer

Accelerate AFB & Grow beyond beer



OUR GEOGRAPHICAL PRIORITIES

Premiumise and increase margins 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 SHAREHOLDERS

Organic revenue growth of 3-5% CAGR

Organic operating profit growth above revenue growth

Continued ROIC focus

Disciplined capital allocation

Ambitious sustainability targets





MANAGEMENT TEAM



BRAND PORTFOLIO

HEALTH

OUR QUALITY BREWS



Scan for the full portfolio of
Probably the Best Beers,
Stouts and Ciders



Jing-A
Day Day Up

Danish
Royal Stout
King
of Stouts

SKOL
Cheers to
Brotherhood!

Carlsberg
Alcohol Free
Enjoy Great
Taste. Wherever.
Whenever

Carlsberg
Special Brew
Full-Bodied
Strong Lager
With a Hint of
Cognac

Carlsberg
Smooth Draught
Now You Can
POP A Draught
Anytime,
Anywhere

Carlsberg
Danish Pilsner
Probably the
Best Beer in the
World

Kronenbourg
1664 Blanc
Good Taste
With a Twist

Asahi
Japan's No. 1
Premium
Beer

Somersby
No. 1 Cider in
Malaysia &
Singapore

Somersby
Hard Seltzer
Alcoholic
Sparkling Water,
With Less Than
100 calories

Connor's
Stout Porter
Brewed with The
Great Blend of
4 Malts

Brooklyn
Lager
Award-
winning
Brooklyn
Lager



**CELEBRATING
PROSPERITY AND
CHEERS TOGETHER**
FOR A FIERY,
GOLD OXPICIOUS
YEAR AHEAD



♥ Pledged RM2 million in
Food and Education Aid to
underprivileged Malaysians



♥ More than 15,000
happy consumers
received their 3-Litre
Red Bottles and
Luggage Bags



♥ Beautiful block displays setting
the festive mood to usher in the
Lunar New Year



Scan the QR Code
to watch the
CNY video



**MENUAI & RAIKAN
BERSAMA**

FIRST TIME LIMITED EDITION CANS PURELY FOR EAST MALAYSIA

GAYU GURU GERAI NYAMAI

KOTOBIAN TADAU TAGAZO DO KAAMATAN



♥ Exclusive Harvest design t-shirts and umbrellas to celebrate Gawai and Kaamatan festivals



♥ 40 consumers received Samsung Galaxy Tab S7s to celebrate their Harvest festival



Scan the QR Code to watch the Harvest festival video



DEDICATED TO FOOTBALL FANS FOR THEIR UNWAVERING SUPPORT TOWARDS THE SPORT.



♥ 20 consumers walked home RM10,000 richer as they emerged as the grand prize winners



♥ Collectible Jerseys and Football Tees in 8 different designs, inspired by country flags, were up for grabs



Scan the QR Code to watch the Cheers To Football Fans video



NEW LOOK, SAME SMOOTH BREW

Refreshed look and availability on tap to offer better and smoother drinking experience



♥ Bringing the bar to consumers via the Fizzics Draught Beer Machine, so they could enjoy draught beer in the comfort of their homes



♥ 5x fresher taste for longer with new fresh cap



Scan the QR Code to watch the Carlsberg Smooth Draught video

Great taste.
Alcohol Free.
Wherever. Whenever.

♥ Driving the relevance of Alcohol Free beers through a new & refreshing occasion-based campaign



PROBABLY THE BEST  BEER IN THE WORLD



Scan the QR Code
to watch our
Alcohol Free Beer
video

Carlsberg
Malaysia

1664 BLANC

FASTEST GROWING PREMIUM BRAND IN MALAYSIA



▼ Bon Appetit-lah with 1664 Blanc

France meets Malaysia in a twist of gastronomy featuring five unique fusion recipes curated by two award-winning chefs. Over 1,500 prizes redeemed in consumer promotion. Facebook Watch Party with 70.5k views



▼ Bonjour 1664 ROSE

Expand good taste with the new 1664 ROSE – with a refreshing twist of raspberry. Now available nationwide in Malaysia. Over 100k sampling trials in two months



▼ Premium Festive Campaign

1,000 sets of Festive Beer Advent Calendars sold out in e-com. Consumer promotion with 1,800 prizes redeemed



Scan the QR Code to visit our microsite



CONNOR'S

STOUT PORTER

**BRING THE BAR HOME AND
ENJOY CONNOR'S DRAUGHT IN A CAN**



TASTE THE GOOD TIMES

♥ Unique serving ritual to get a creamy head

**SHAKE
BEFORE
OPENING**

SHAKE UNTIL NO SOUND
TO GET A CREAMY HEAD



♥ Unique brew with double dosing of nitrogen to get cascading effect



♥ New communication method to increase awareness - 3.1 million reach

♥ Successful launch in April
- 50,000 samplings
- Thousands of displays



Scan the QR Code
to watch the Shake
& Pour Ritual

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



♥ Celebrated Apple Day with consumer promotion & contest in October, giving out the latest Apple gadgets and limited edition Somersby kombi van cooler box



♥ The second-biggest flavour after Apple within three months of launch. Available in both 320 ml cans and 330 ml pint bottles

SOMERSBY



Scan the QR Code to visit our Instagram page

^{SUPER}
"DRY"
Asahi
辛口

SCAN. SPIN.
**DISCOVER
TOKYO**

JAPAN'S NO.1 BEER

▼ **Asahi Discover Tokyo**
Asahi's focus campaign of the year. Scan, spin and discover Tokyo to unearth the four hidden sides of food, art, fashion and lifestyle in Tokyo



▼ **Limited Edition Discover Tokyo Can & Promo Pack**
Sold over 14,000 sets of Asahi Discover Tokyo promo packs featuring the limited edition can and special Asahi glassware. Over 3,600 participants in consumer contest to win highly sought-after Sony PlayStation 5



Scan the QR code to Discover Tokyo

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

More than 70 outlets/coverage areas in MONT, topped e-commerce chart in craft beer category

♥ Jing-A was launched in Q3'21 as the premium Asian craft beer pioneer, first overseas market outside China



The advertisement features a central graphic of a stylized bird with a large eye and a beak, set against a grey, textured background. The bird's body is a large circle containing the text 'JING-A 京A BREWING CO.'. Above the bird, the Chinese characters '好好酿酒' (Hǎo Hǎo Niàng Jiǔ) are written in a curved, stylized font. To the left of the bird is a bottle of 'MANDARIN WHEAT' beer, and to the right is a bottle of 'WORKER'S PALE ALE'. Both bottles have labels with the 'JING-A 京A BREWING CO.' logo. The background is decorated with four circular icons containing the Chinese characters '天' (top), '地' (bottom), '人' (left), and '上' (right), which together mean 'Heaven, Earth, Man, and God' or 'The Four Symbols'. At the bottom, there are social media links: 'jingabrewing.com', 'jingabeer', and 'jingabrewing' with Facebook and Instagram icons.



Scan the QR Code to visit our website



NEW TUBORG STRONG

OPEN TO MORE SINCE 1880

ONE OF THE LEADING
INTERNATIONAL BRANDS PRESENT
IN OVER 70 COUNTRIES

♥ Carlsberg Singapore grew +3pts in Market Share of Value Strong segment after the introduction of TBS



♥ Consumers have responded very positively to the brand, as it continues to build on its international recognition



PUTRA BRAND AWARDS 2021

Carlsberg Malaysia received three Putra Brand Awards – a Platinum Award for Carlsberg and a Silver Award each for Somersby Cider and Connor's Stout Porter under the Beverage – Alcoholic category at the 2021 awards presentation ceremony in January 2022.



Connor's Stout Porter
made its debut to the hall of fame by winning Silver.



SOMERSBY

Somersby, the only cider that made the cut, won Silver, marking its fifth consecutive win.



Carlsberg emerged as Platinum Award winner and marked its 12th consecutive win at the prestigious awards.



More information on 'Chairman's Address' on page 22.



Scan the QR Code to read our Press Release



SUSTAINABILITY HEALTH

BREWING FOR A BETTER TODAY & TOMORROW

We believe that sustainability is central to our purpose of Brewing for a Better Today & Tomorrow. Driven by our purpose, we are committed to create meaningful impacts in the areas of environment, social and governance to deliver on our sustainability ambition of

**TOGETHER
TOWARDS ZERO.**



Planet
Pledge



WE SUPPORT



CLIMATE GOVERNANCE MALAYSIA

Going beyond Sustainability to ESG



13.4% reduction in carbon emissions since 2015

8.3% reduction beer-in-hand footprint from 2015-2019

43.5% reduction of waste to landfill at **750 tonnes** in 2021 (vs. 1,327 tonnes in 2020)

21% reduction in water usage since 2015

17% y-o-y reduction in water usage in 2021 vs 2020

0 drink driving accidents since 2019

100% responsible consumption messaging (MY&SG)

Partnered with **5** e-hailing & chauffeur-on-call partners via **#CelebrateResponsibly** campaign

1,188 days without Lost-Time Accidents
*as of 11 Apr 2022
27% reduction in traffic accidents in 2021 vs 2020

100% completion of mandatory e-learning in every quarter of 2021

0 cases reported of breaches of ABC, competition, trade sanctions and data protection.

99.8% employees & contractors inoculated in 2021.

Communities:
RM2 million in Food & Education aid sponsored in 2021.

RM1.6 million in Safer School donations in 2021.

Supply Chain Director	Supply Chain Director	Corporate Affairs & Sustainability Director	Supply Chain Director	Legal & Compliance Director	Human Resources Director
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FTSE4Good

FTSE4Good Bursa Malaysia Index
Remained as sole brewer among 80 constituents in Dec'21 (ESG Rating: 2.6)

MSCI ESG RATINGS

CCC	B	BB	BBB	A	AA	AAA
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MSCI ESG Ratings
Upgraded to 'AA' rating, from 'A' (vs. 'BBB' rating in Nov'19) in Aug 2021



ISO 45001

ISO 45001 certification
Commitment to occupational health & safety with over 1,000 days and counting without lost-time accidents

PRESTIGIOUS CORPORATE & SUSTAINABILITY AWARDS 2021



The Group won **"Highest Return-On-Equity"** at The Edge Billion Ringgit Club Awards in December 2021. This is our second consecutive year winning the awards for "Highest ROE over three years" in the Consumer Products and Services category.



The Safer School campaign won us the **"Company of the Year"** award under the manufacturing of beverages sector for the second time at the 6th edition of the Sustainability & CSR Malaysia Awards presentation in November 2021.

Our Malaysia operations clinched a hat-trick at the 2021 Employee Experience Awards taking home Gold for Best Crisis Management and Leadership, Silver for Best Succession Planning Strategy and Bronze for Best First-Time Manager Programme.



Scan the QR Code to read our Press Release

Q1'22

ACTIVITIES OVERVIEW



Carlsberg
Malaysia

2022 CNY Campaign

A Perfect Occasion to toast Prosperity and Smoothness



Joey Yap
Dato' Joey Yap



❖ CNY celebrations came to life at REXKL featuring art, culture, food and beer.



❖ Enjoy our brews and bring home exciting free gifts, and to also stand a chance to win Ang Pau!



❖ Loyal Carlsberg drinkers from all over the nation proudly celebrating their lucky RM888 Ang Pau winnings.

21+ non-Muslims.

If you drink, don't drive. #CelebrateResponsibly

KANPAI TO THE NEW YEAR WITH A FRESH START ASAHI'S CNY LIMITED-EDITION PACKAGING





PRODUCT LAUNCH OF PASSION FRUIT & ORANGE VARIANT

ALREADY IN STORE
SINCE MARCH!



First Combination Flavour
Cider in Malaysia

Specially illustrated by
Malaysia's much loved
graphic artist Marissa Voo



NEW

SCAN, REDEEM & STAND A CHANCE TO WIN

Promotion Period: 1 Mar - 30 Apr 2022

When you purchase at least 2 x 4-can pack (including Somersby Passion Fruit & Orange)

FREE 2 in 1 Reversible Passion Fruit & Orange Tote Bag

STAND A CHANCE TO WIN 4 days 3 nights stay in Sipadan Kapalai Dive Resort, Sabah for 2 pax worth RM8,000 (x 5)

SOMERSBY

#CELEBRATERESPONSIBLY

AVAILABLE SINCE MARCH!

CELEBRATING THE BOUNTIFUL ART AND CULTURE OF THE STUNNING SABAH & SARAWAK



❖ 6 limited-edition packaging purely for Sabah & Sarawak only



❖ Exclusive T-Shirt designs to celebrate Gawai and Kaamatan festivals



CAMPAIGN RUNNING FROM APRIL - MAY



Carlsberg
SMOOTH DRAUGHT
Real Spicy, Real Smooth

❖ Beer lovers will stand a chance to win a VIP-styled getaway and a gastronomic dinner experience by Penang-born Chef Mano Thevar of the Michelin-starred restaurant Thevar.



Carlsberg
Malaysia

1H'2022 OUTLOOK



- ❖ 2022 will be another challenging year, given the emergence of new variant and surge of COVID-19 cases in both Malaysia and Singapore. The escalating commodity prices, further exacerbated by the Ukraine-Russia crisis, will also create additional costs pressure and uncertainties.
- ❖ Nonetheless, as Malaysia begins its transition to the endemic phase of COVID-19 with the reopening of international borders, this sends very encouraging signals for the prospects of business recovery in the country.
- ❖ This year marks the tail end of SAIL'22 strategy as the brewer transition into a new five-year strategy SAIL'27 from year 2023. The Group is committed to delivering growth this year through innovation and premiumisation and to deliver sustainable long-term value creation.

THANK YOU



Carlsberg
Malaysia