

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 1<sup>st</sup> July 2022



**Caroline Moreau**

*French, 48*

**General Manager, CSPL**

🏆 Appointed on 1<sup>st</sup> 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.

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

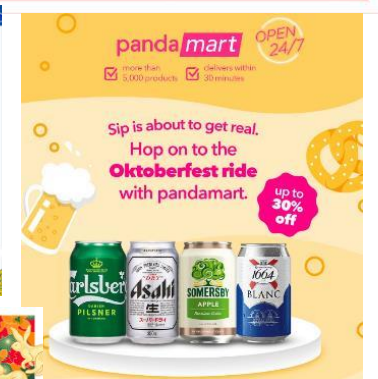
Qoo10



Shopee



Lazada



Carlsberg  
Malaysia

# 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  
Malaysia



**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**



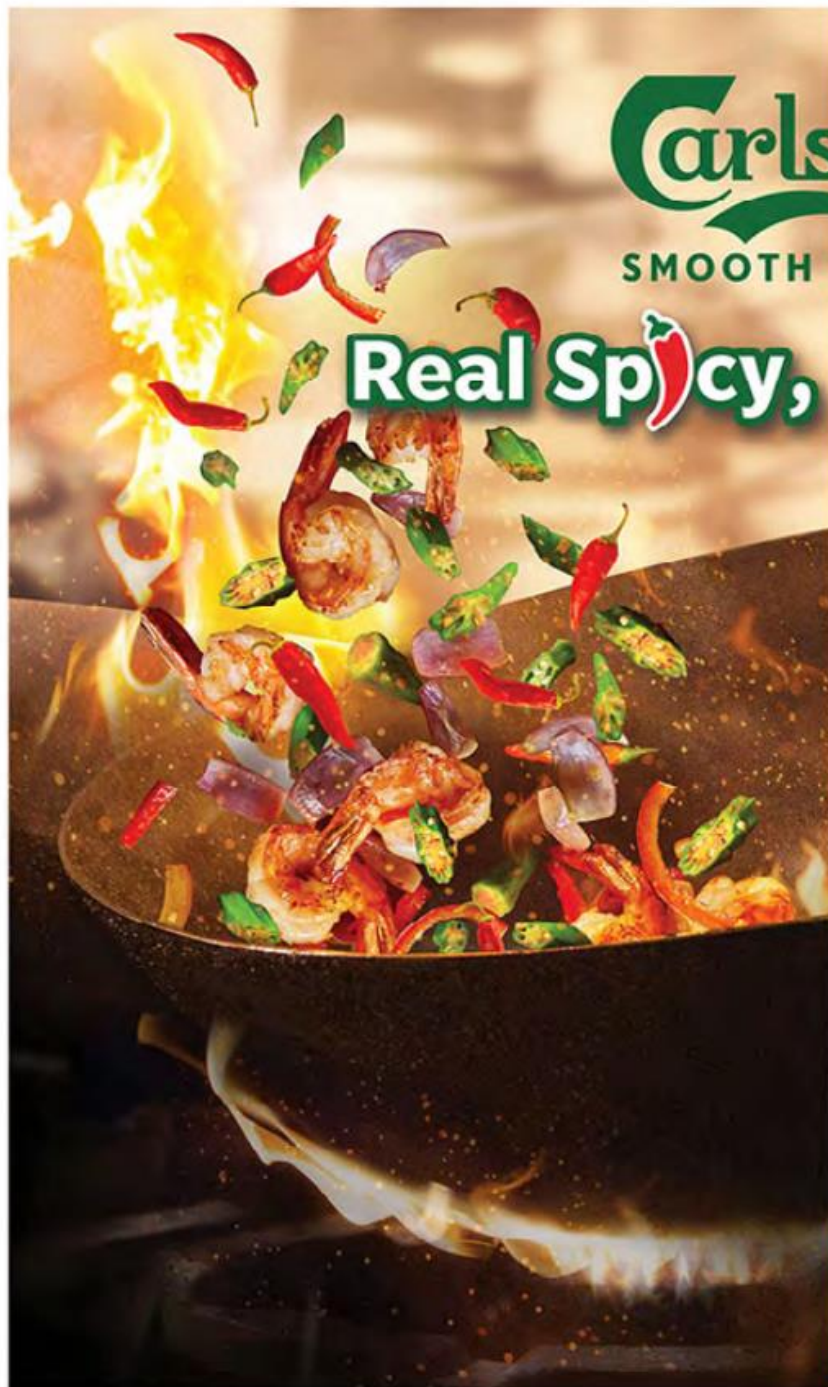
▼ We brought the campaign to life through localised interactions such as the Tapai and Tuak Bomb Challenge at the iconic atap bar setup, tasty local delicacies, native dance performances and a special Dinding Kebanggaan depicting the artistic icons in conjunction with the Kaamatan and Gawai festivals, 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 Manoj 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 30<sup>th</sup> 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.**



PROBABLY THE BEST  BEER IN THE WORLD



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



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





▼ 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 stand 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 1<sup>ST</sup> 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

f o 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. Win a free pint of Jing-A

For more details on the game mechanics, please visit our website at jingabrewing.com. The promotion is valid from 1st April 2023 to 31st May 2023. The promotion is subject to change without notice.

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.

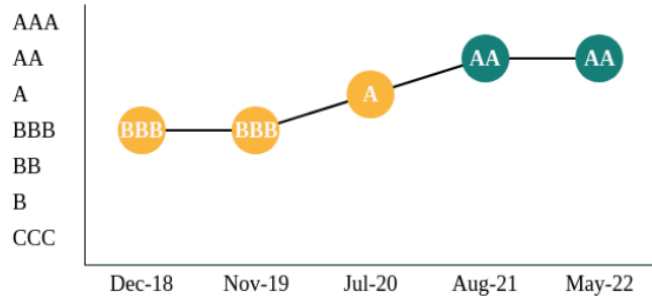
Photo credit: Siung Films



# Recognised by MSCI and CDP



## ESG Rating history



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



- 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 13<sup>th</sup> 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



Carlsberg  
Malaysia



# 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



**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**



FEBRUARY 2023

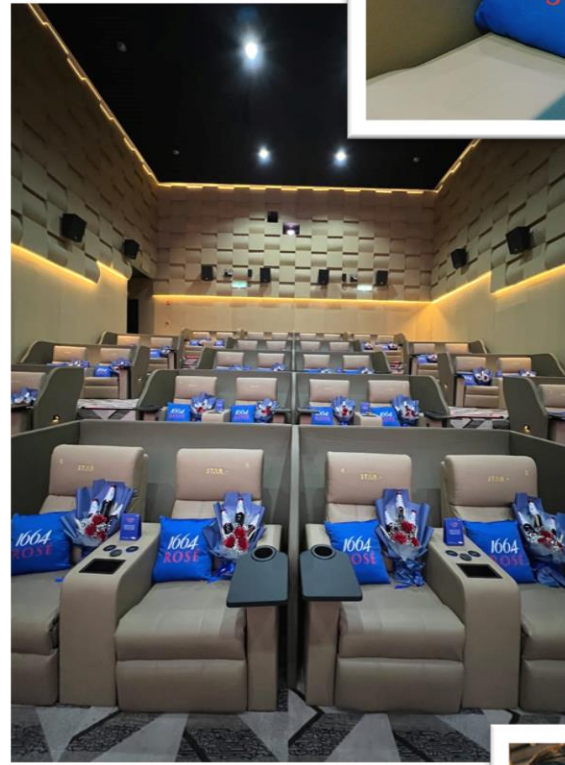
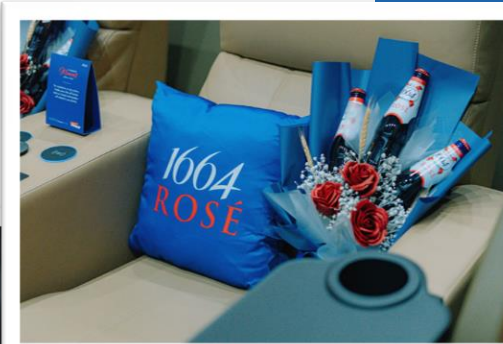


# CELEBRATE *Moments* WITH A TWIST



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

GOOD TASTE  
WITH A TWIST



♥ 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 17<sup>th</sup> and 18<sup>th</sup> 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+)

Carlsberg  
Malaysia





# 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**

# Exciting E-commerce Campaigns in Q1'23



**Carlsberg**  
合家团圆 好运连连  
BREWING PROSPERITY TOGETHER

**Buy 2 Cartons Mix & Match**

Minimum 1 carton of 1664 Blanc/Rose, Somersby Cider Assortment (excluding Somersby 0.0), Asahi, Connor's Stout Porter in a single receipt.

**FREE Australia Abalone**  
Worth RM98

Redeem @ carlsbergmy.com.my/event For inquiries, please call 1800 32 3889

**SOMERSBY 0.0**  
REFRESHINGLY NON-ALCOHOLIC

**BUY NOW** **MAKE A NEW TRADITION**  
THIS NEW YEAR WITH SOMERSBY 0.0

**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: 1<sup>st</sup> FEB - 31<sup>st</sup> MAR 2023

**1 CAN = 1 ENTRY**

SUBMIT YOUR RECEIPT TO [WWW.CONNORSMALAYSIA.COM/CONTEST](http://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 \$219)

**FREE** ABALONE (MIN SPEND \$30)

PARTICIPATING BRANDS:

**1664**

**REDEEM LIMITED EDITION**

1664 ROSÉ TOTE BAG WITH PURCHASE OF \$20 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**

Spend \$85 on Carlsberg Smooth Draught

Worth \$89.90

**Shopee Mall** **Carlsberg x IT'S THE SHIP**

**WIN**

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

**Carlsberg PILSENER DRAUGHT LIGHT ALCOHOL FREE**





# 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

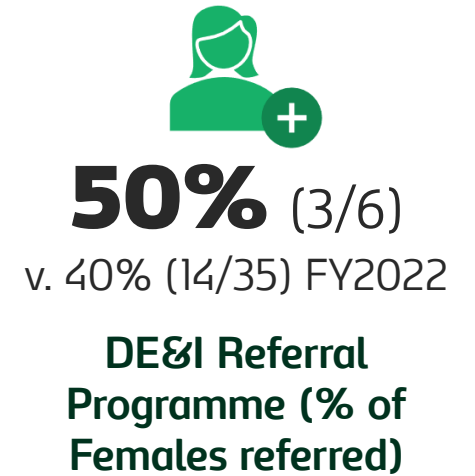
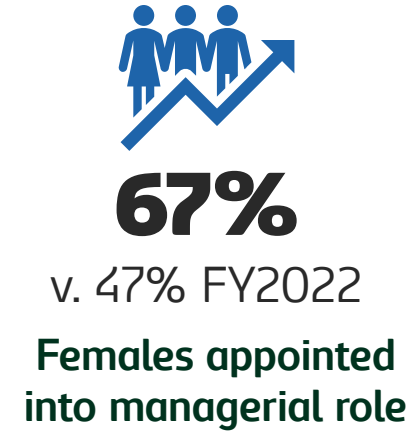
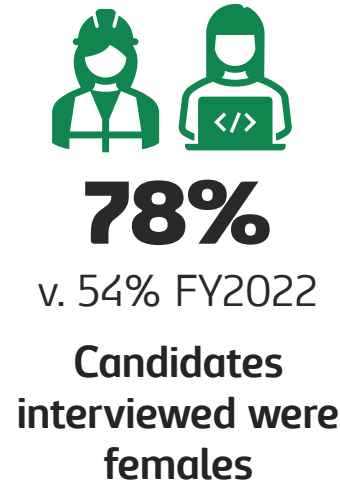
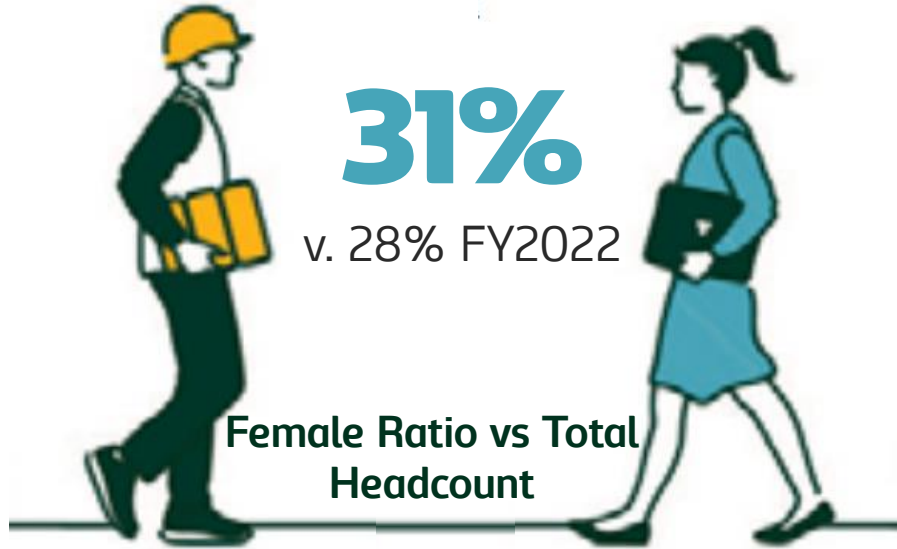


**FUNDING OUR JOURNEY**

# 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

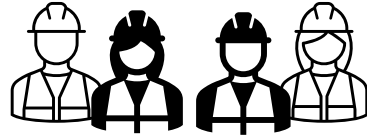


## REVAMPED



- 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



**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**



# 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 conditions 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

合家团圆  
好运连连

BREWING PROSPERITY TOGETHER

Carlsberg  
Malaysia