

PREMIUMISE AND GROW PROFITS

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**WESTERN
EUROPE**



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.

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OUR FOOTPRINT IN WESTERN EUROPE

1-2 positions in 7 markets

NORDICS

Denmark, Sweden, Norway, Finland
 #1 in the market
 26-54% market share
 6 breweries



SWITZERLAND

Feldschlösschen
 #1 in the market
 40% market share
 1 brewery



FRANCE

Kronenbourg
 #2 in the market
 25% market share
 1 brewery



POLAND

Carlsberg Polska
 #3 in the market
 19% market share
 3 breweries



UK

Carlsberg Marston's
 #4 in the market
 14% market share
 6 breweries



GERMANY

Carlsberg Deutschland
 #1 in North Germany
 10% Core Germany MS
 3 breweries



PORTUGAL

Superbock Group
 #1 in the market
 45% market share
 1 brewery
 Associate company



35%
 of Group volumes¹

51%
 of Group revenue¹

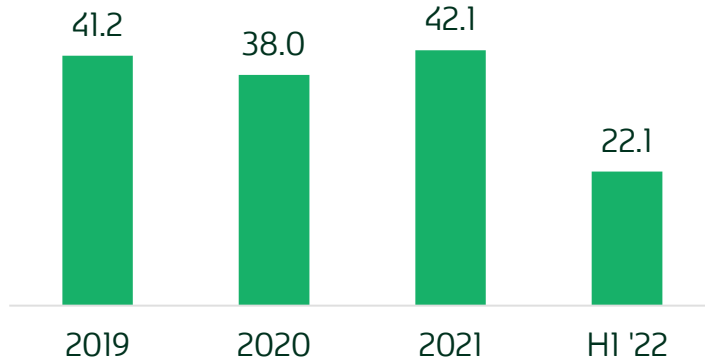
38%
 of Group operating profit¹



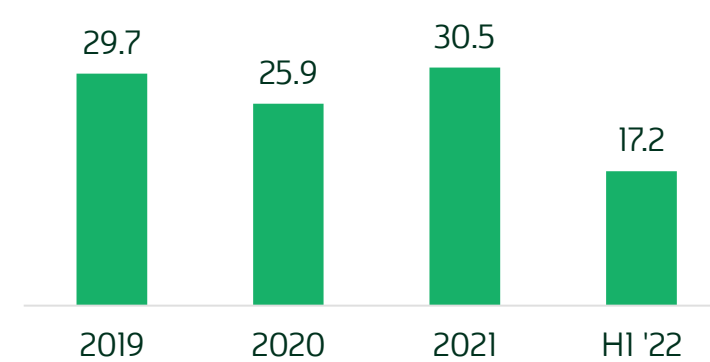
¹ Share of regions; 2021 restated figures

WESTERN EUROPE

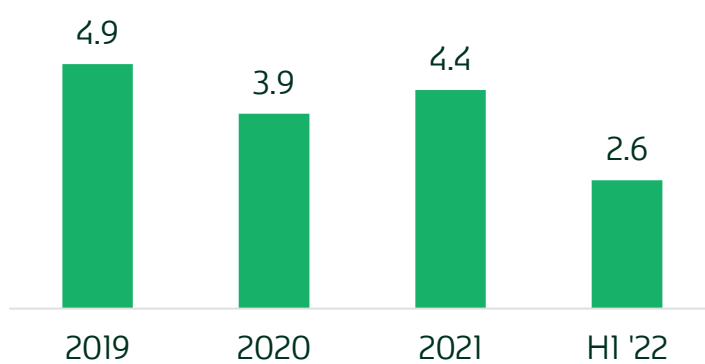
TOTAL VOLUMES (m.hl)



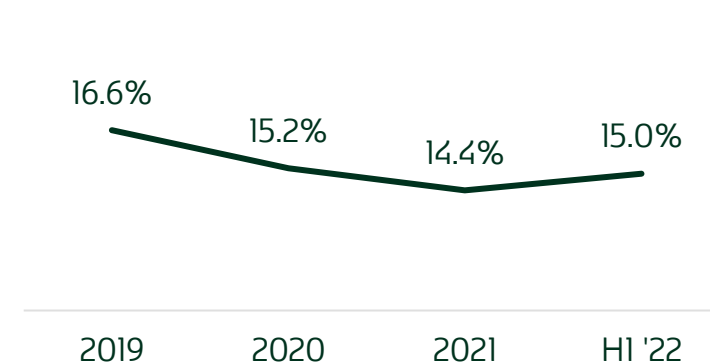
REVENUE (DKKbn)



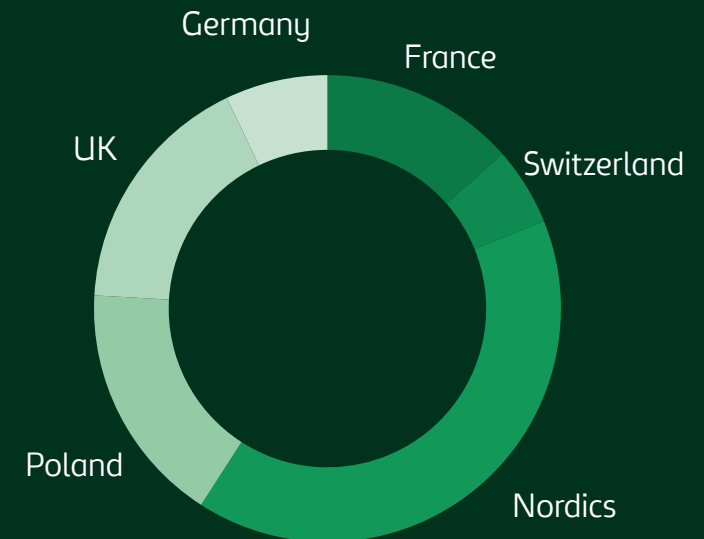
OPERATING PROFIT (DKKbn)



OPERATING MARGIN



VOLUME BY MARKET (2021)

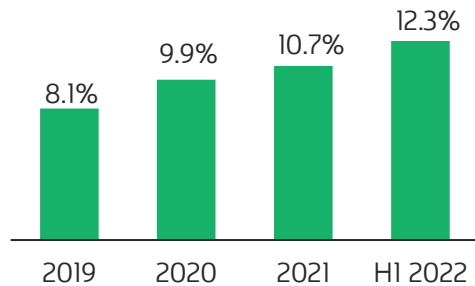


Starting from 2020 Marstons and Wernesgruner acquisitions are included in Western Europe figures
2020 impacted by the loss of the soft drinks business on the Danish-German border

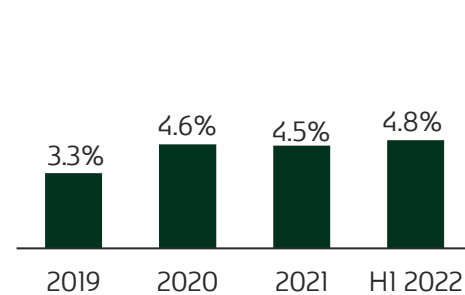
Strong performance through COVID-19, with portfolio transformation underway into premium & AFB

POSITIVE MIX

PREMIUM MIX SHARE OF REVENUE



AFB MIX SHARE OF REVENUE



Value market share gains in 8 out of 10 beer markets vs 2019

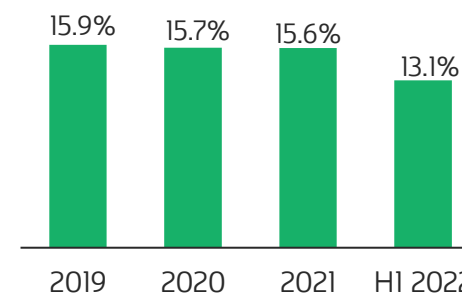
Portfolio transformation underway with strong mix gains for premium beer and alcohol-free brews (AFB)

Premium innovations contributing 11.5% of total revenue by H1 2022

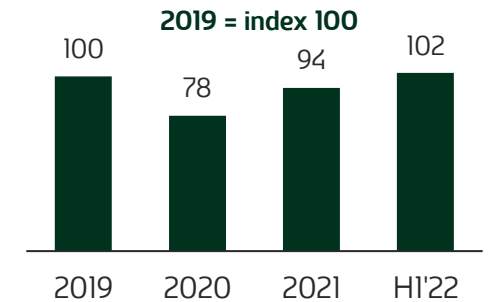
Avg. revenue/hl +12.4% vs 2019

COST MANAGEMENT

SG&A/REVENUE



MARKETING INVESTMENTS



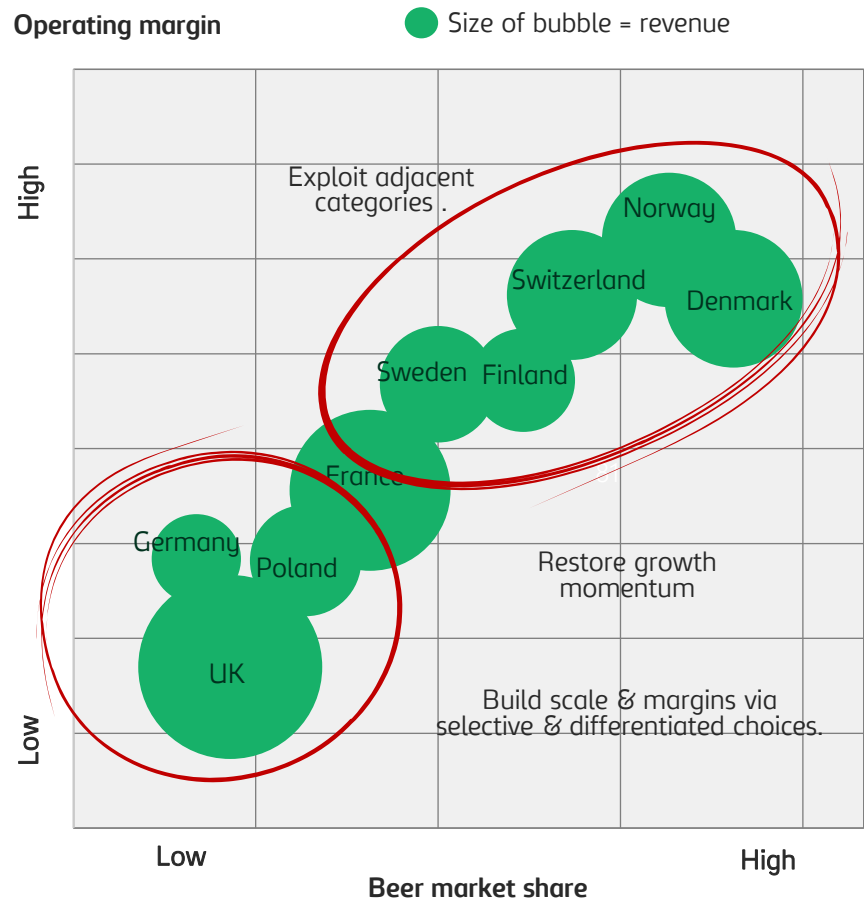
Integration of two sizeable acquisitions in 2021-22

“Cleaning the Hull” programme to reduce costs and complexity

- Carl’s Shop B2B platform reaching 30,000 customers and 35% of total on-trade revenue by H1 2022
- SG&A/revenue reduced by 280bp by H1 2022
- Variable cost base, and spans and layers optimised
- Four non-core breweries closed or sold

Marketing investment on trajectory to restore 2019 levels this year

Western Europe consists of market archetypes with different risk & opportunity profiles



Western Europe – not a homogeneous business unit

Very asymmetric trends by market during 2020-21 Covid-era

Different outlooks for the current inflationary period

Different long-term growth opportunities by market archetype

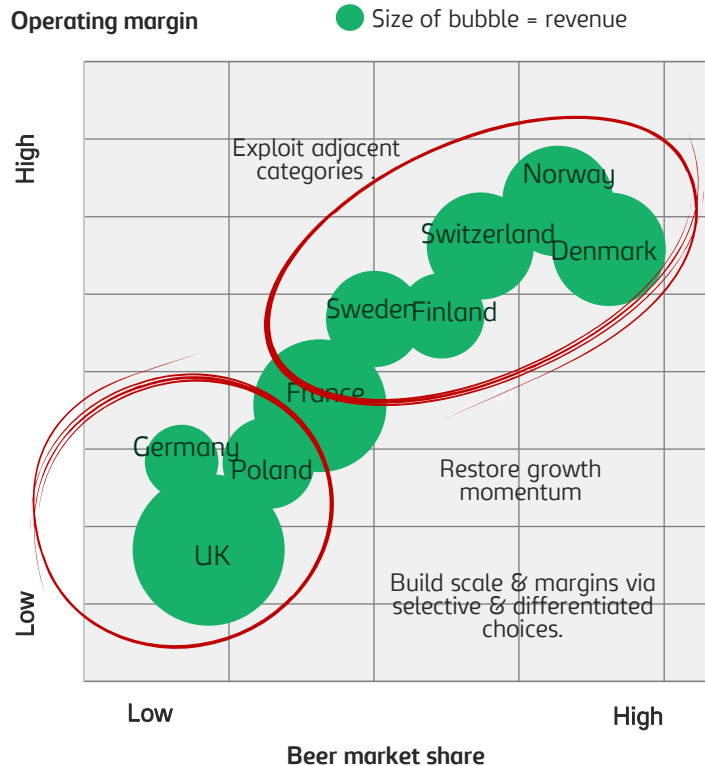
- Exploit adjacent categories to leverage scale in the Nordics and Switzerland
- More selective differentiated choices to build margins in UK, Poland and Germany

Several sizeable common pan-European growth opportunities

- Premium beer and Beyond Beer, where we typically under-index
- Alcohol-free brews, where we typically over-index
- Portfolio, network, systems & process synergies

High-inflation environment requires detailed planning and execution

Diverse markets with different risk & opportunity profiles



Asymmetrical inflation impact

Lower % price increases and/or lower volume elasticity risk	Higher % price increases and/or greater volume elasticity risk
Leadership positions in consolidated markets	Challenger positions in fragmented markets
Higher priced markets	Lower-priced markets
Robust premium mix / packaging mix	Mix concentrated in lower-priced segments
Resilient currencies	Weaker currencies
Lighter disposable income pressures	Tougher disposable income pressures

WINDFORCE 12: Tight management discipline for the inflation period

Pricing up in all channels to defend gross profit after logistics/hl and restore marketing investments

- Transparency of rolling input cost inflation in all cost groups vs price increases for 24m period
- Target >80% PIIC coverage, although realistic targets vary widely by market archetype
- Monthly reviews of 2023 “gap close” and contingency for any big step-changes in volume impact and fixed cost absorption
- Continued tight OCM cost control to restore marketing investments and grow our brands

Western Europe offer very positive long-term category dynamics... with near-term challenges...

Tailwinds to catch...

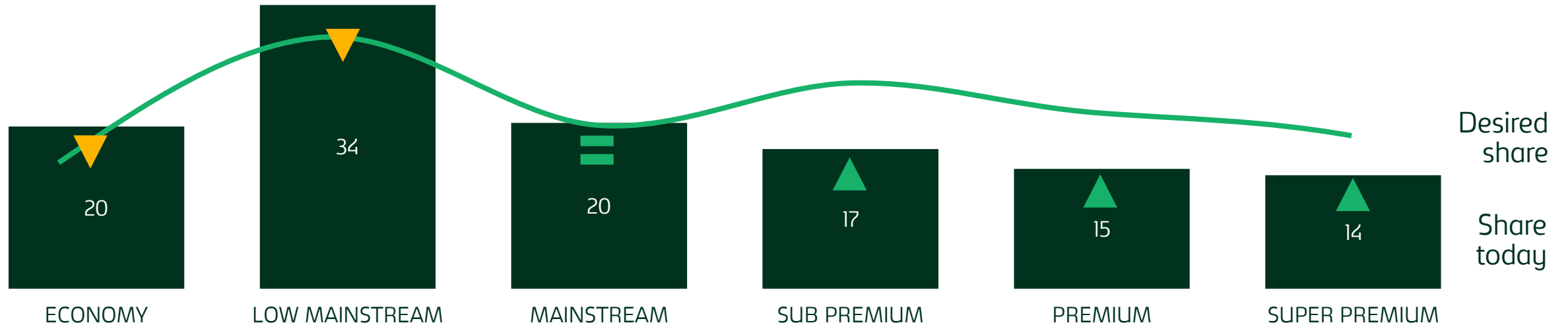
- 1. ON-TRADE RECOVERY**
already >90% index vs 2019
- 2. RESILIENCE OF BRANDED CORE BEER** with private label only 5.6% share and declining (-100bp vs 2020)
- 3. REVITALISED INTEREST IN DIFFERENT BEER TYPES** with premium category +5% since 2020
- 4. HEALTH & WELLBEING** with alcohol-free brews category +14% since 2020
- 5. BEYOND BEER OPPORTUNITIES** with flavoured malt beverages +12% since 2019
- 6. E-COMM GROWTH, FOR CUSTOMERS & CONSUMERS**

Headwinds to manage...

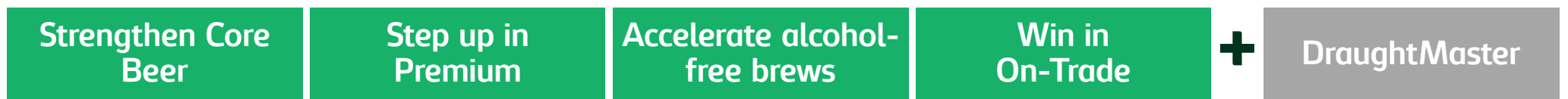
- 1. SUPPLY CHAIN CHALLENGES**
especially logistics
- 2. INPUT COST INFLATION**
- 3. CONSUMER CONFIDENCE**
- 4. ON-TRADE VS. OFF-TRADE PRICE GAP**
- 5. POLITICAL, FISCAL & REGULATORY**
- 6. MARKET CONSOLIDATION** incl. international key accounts & hard discounters

Western Europe offers significant premiumisation opportunities...

Carlsberg value market share 5-year outlook across main Western Europe markets



Key levers to reach desired curve



Source: FY2021 Nielsen data

CAPITAL MARKETS DAY 28 SEPTEMBER 2022

... and we aim to capture value through clearly defined category priorities...

GROWTH LEVERS

25% of 2021 revenue

#1 Growth Lever

Step up in PREMIUM

Secure fair >20% share of premium beer



#2 Growth Lever

Accelerate AFB

Cement our category leadership with share >10pp above company average



#3 Growth Lever

Grow BEYOND BEER

Initial focus on fruity flavoured alternatives for core beer sceptics



SECURE FOUNDATIONS

60% of 2021 revenue

Strengthen CORE BEER

Hold value share in mainstream core beer & increase gross brand contribution via clever value management



Win in SOFT DRINKS

Grow market share & defend GPAL/hl



Note: Remaining ~15% of revenue comprised 3PP sales, water & non-drinks

... with excellent proof points for our category priorities

GROWTH LEVERS

25% of 2021 revenue

Solid momentum in H1'22... with substantial headroom to accelerate

Step up in PREMIUM

+32%

volume growth in scalable premium



+10%

@ price index 178

+42%

@ price index 257



Accelerate AFB

29%

volume market share +0.9pp

+7%

Volume growth

+38%



Grow BEYOND BEER

+5%

SOMERSBY & GARAGE



SECURE FOUNDATIONS

60% of 2021 revenue

Strengthen CORE BEER



SHARE GAIN IN
8/10
MARKETS

Win in SOFT DRINKS

SHARE GAIN IN

4/5
MARKETS

+14%
CSD volume growth vs 2019

+90%
ENERGY volume growth vs 2019



Note: Remaining ~14% of 2021 NS comprised of 3 party products sales, water & non-drinks

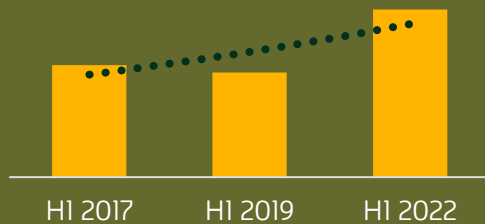
DRIVING SHARE IN PREMIUM WITH **LOCAL SCALABLE PREMIUM** PROPOSITIONS



FRYDENLUND



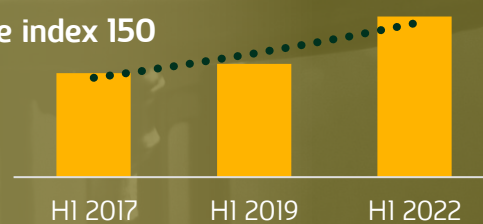
- Fastest growing beer brand in Norway
- From 1.1% value share in 2009 to 10.7% in 2022
- Price index 110



JACOBSEN



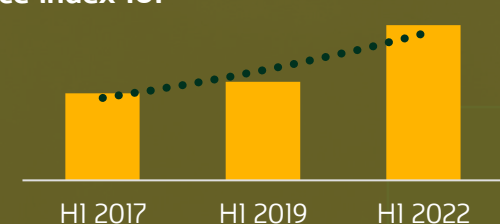
- Uniquely Danish – a modern take on great beer
- Strong performance with +70% growth YTD 2022 vs LY
- Price index 150



VALAISANNE



- Ambition to become the #1 craft beer in CH
- Strong performance with +58% growth YTD 2022 vs LY
- Price index 167

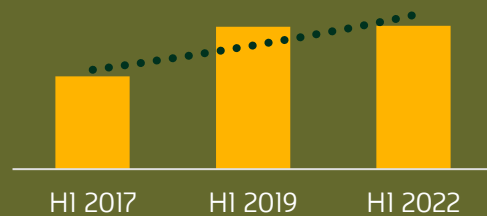


DRIVING SHARE IN PREMIUM WITH **INTERNATIONAL PREMIUM** PROPOSITIONS



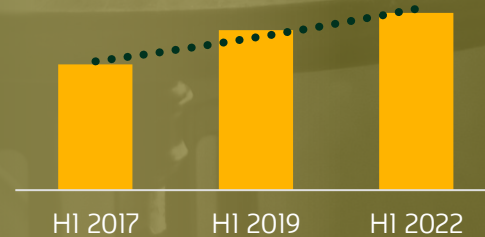
BLANC

- 21% CAGR the last 5 years
- YTD growth +10%
- YTD growth in Denmark 67%



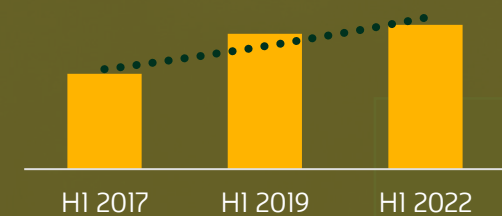
BROOKLYN

- Region growth YTD +44%: France +73%, Sweden +25% and the UK +28%



SOMERSBY

- 11% CAGR the last 5 years
- Poland ~60% of regional brand revenue
- YTD growth in Sweden 43% and Denmark 37%

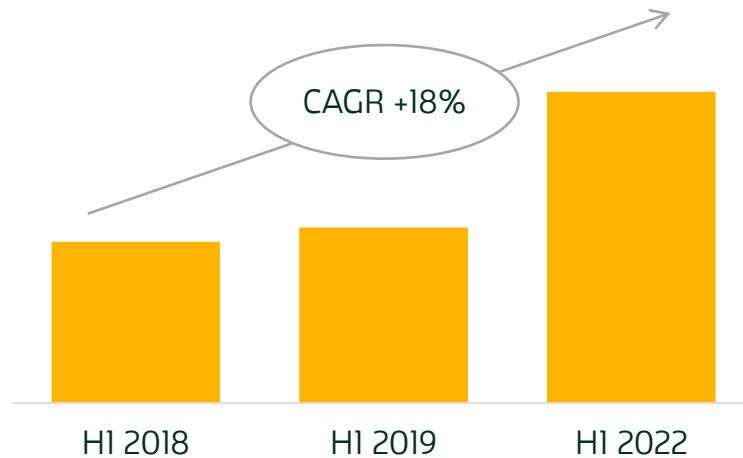


TOURTEL TWIST

– market leader in alcohol-free brews in France



- A unique proposition combining beer and soft drink
- AFB category captain with 30% share of shelf in AFB
- 88% of growth sourced from non-alcoholic beverages
- Strong innovation strategy



WESTERN EUROPE REGION IN SUMMARY



1.

Diverse footprint of markets with different risk & opportunity profiles

2.

Solid performance through the Covid cycle, with underlying momentum in key future categories

3.

Strong OCM cost control on track to fund marketing investment recovery

4.

Challenging near-term outlook requires tight management discipline

5.

Significant premiumisation headroom to accelerate in growth categories: premium beer, AFB & Beyond Beer... and broadly on-track vs '22 targets