Carlsberg Group

CARLSBERG BREWERIES ANNUAL REPORT 2024

CONTENTS

MANAGEMENT REVIEW

Introduction

2024 review and 2025 expectations

Creating value

Governance

Sustainability statement

FINANCIAL STATEMENTS

Consolidated financial statements

Parent company financial statements

Reports

AN EVENTFUL YEAR

LETTER FROM THE CHAIR & THE GROUP CEO

2024 was a year of major events at Carlsberg, including the launch of our refreshed strategy and several acquisitions. It was also a year when our business was impacted by a challenging environment in some of our major markets.

ACTIVITIES OF THE GROUP

The Carlsberg Breweries Group comprise the beverage activities in the Carlsberg Group. Carlsberg Breweries' activities are focused on the markets where the Group has the expertise and the right products to secure a leading position. Due to the variation of the markets, the contribution to growth, earnings and development within the Group differs, both at present and in the longer-term projections.

The Parent Company's main activities are investments in national and international breweries as well as license and export business. The Parent Company has retail bonds listed at the Luxembourg Stock Exchange.

FINANCIAL DELIVERY

Despite challenging consumer environment in many markets, our teams achieved organic volume and revenue growth of 0.4% and 2.4% respectively.

As part of our refreshed strategy – Accelerate SAIL – we want to restore gross margins to pre-COVID levels over the coming years, and we were pleased to see positive progress already this year, with a 120bp improvement in gross margin. Part of this improvement was reinvested in the business in support of our key growth categories and markets. Despite the higher level of commercial investments, organic operating profit grew by 5.9%.

It is testimony to the financial strength of the Carlsberg Breweries Group that we have the capacity to invest in the business and, at the same time, continue our long-term earnings growth trajectory.

Read about the Group's financial results on pages 9-10.

OUR REFRESHED STRATEGY

In February, we launched Accelerate SAIL with ambitions to grow revenue organically by 4-6% (CAGR) and to grow operating profit ahead of that. To deliver on this ambition, we have set clear priorities for where and how we will grow our business. See page 6 for more information on how we will achieve our growth ambitions and pages 16-23 for more detailed information on the Accelerate SAIL growth levers.

In addition to the higher growth investments, we also need to ensure the engagement and motivation of our more than 30,000 employees. Their support of Accelerate SAIL is key for us to deliver on our growth ambitions.

> **"The Supervisory Board is confident that Accelerate SAIL – through its focus on growth opportunities in key markets and categories, commercial execution, cost optimisation, and the new growth culture principles – will set up Carlsberg to deliver top- and bottom-line growth."**
>
> **Henrik Poulsen, Chair**

An important element of Accelerate SAIL was therefore the launch of a structured growth culture programme, operationalised through five principles. These were developed by the extended leadership team (our global top 90 leaders). To ensure commitment to the growth principles, they will be embedded in our people performance evaluation and remuneration.

We are very pleased with the excited reception of the growth culture and principles by our people, which gives us confidence that, together, we will deliver results in line with our growth ambitions.

EXPANDING OUR BUSINESS

In addition to our refreshed strategy, we announced several acquisitions during the year that will strengthen the Group and be supportive of our growth ambitions.

The two most significant transactions were the acquisition of Britvic plc in the UK and the buy-out of the partners in our businesses in India and Nepal.

We are also excited about the further expansion of our global partnership with PepsiCo through the bottling franchise in Kazakhstan and Kyrgyzstan from 1 January 2026.

Read more about the acquisitions and the extended partnership with PepsiCo on pages 6-7.

Any future capital allocations towards inorganic opportunities will of course be subject to rigorous analysis to ensure long-term value creation and returns for our shareholder.

DIVESTING THE RUSSIAN BUSINESS

In December, following the removal of the Russian presidential decree, which transferred Baltika Breweries to the temporary management of the Russian Federal Agency for State Property Management, we sold our shares in the company to two long-standing Baltika employees. As part of the agreement, Baltika Breweries transferred its shareholdings in the businesses in Kazakhstan and Azerbaijan to Carlsberg, and we settled all outstanding legal disputes.

Given the circumstances, we believe that this deal was the best achievable outcome for our employees, our shareholder and the continued business.

CONTINUED COMMITMENT TO DOING BETTER

Our ESG programme, Together Towards ZERO and Beyond (TTZAB), is an integral part of Accelerate SAIL. The programme focuses on the most material environmental, social and governance (ESG) topics impacting our business.

We are working hard to deliver on the bold ambitions set out in TTZAB – from targeting a net ZERO value chain and sourcing all raw materials from regenerative agricultural practices by 2040 to replenishing all the water we consume at our breweries in areas with high water risk by 2030.

We are pleased with the progress achieved in 2024, including a decline in our absolute brewery carbon emissions of 58%, compared with our baseline year 2015, and four new water replenishment projects in China and Laos.

Within our ZERO farming footprint ambition, we were excited to expand our sourcing of regenerative raw materials to Denmark, joining France, the UK and Finland, where we have also started the transition to regenerative agriculture practices.

While we are on track to deliver on our ESG ambitions, we recognise that we still have significant work ahead of us if we are to succeed in our TTZAB ambitions.

REPORTING IN LINE WITH CSRD

In this year's Annual Report, we are for the first time reporting in accordance with the EU Corporate Sustainability Reporting Directive (CSRD) and the corresponding European Sustainability Reporting Standards (ESRS). See the sustainability statement, which starts on page 34.

We welcome this opportunity to enhance corporate transparency and reporting by ensuring standardised, comparable and reliable sustainability disclosure. We will seek to continuously develop our external reporting in the coming years as interpretation of the standards and guidance evolves.

Our sustainability reporting is based on a double materiality assessment as required by the CSRD. The assessment confirmed that TTZAB focuses our actions and commitments in the areas that are most material for our business and our stakeholders.

CHANGES TO THE EXECUTIVE COMMITTEE

During 2024, we strengthened our Executive Committee (ExCom) to align our top management team with the priorities and ambitions of Accelerate SAIL.

In June, Esther Wu, then Vice President, Integrated Information Technology in the Asia region, was appointed Chief Information Officer.

In August, Yves Briantais joined Carlsberg as Chief Marketing Officer from a Global Executive Vice President position at Colgate-Palmolive, and Susanne Skippari joined the Group as Chief Human Resources Officer from a position as Executive Vice President, People and Communications and member of the Executive Board at Kone.

In September, Søren Brinck, then Executive Vice President (EVP), Group Commercial and Strategy, took over responsibility for the Western Europe region following the retirement of Graham Fewkes. Anders Røed, then Managing Director of Brasseries Kronenbourg, our French business, was appointed Chief Strategy and Commercial Officer.

At the end of the year, Lars Lehmann, EVP, Central & Eastern Europe and India left the Group to pursue a CEO role in another company. Lars will be replaced by Nikos Kalaitzidakis no later than March 2025.

Although Graham will continue as special advisor to the Group CEO, we want to thank him and Lars for their significant contribution to the Group during their long tenures.

THANK YOU

On behalf of the Supervisory Board and ExCom, we would also like to take this opportunity to thank the Group's employees. We are continuously impressed by the engagement and enthusiasm of colleagues across the business and their reception of Accelerate SAIL. We are confident that we have the winning brands and the capabilities, energy and determination to deliver on our growth ambitions.

We also extend our thanks to all suppliers and customers for their partnership, and express our gratitude to our consumers around the world.

Henrik Poulsen
Chair

Jacob Aarup-Andersen
Group CEO

OUR EXECUTIVE COMMITTEE

Our Executive Committee was strengthened and expanded during 2024 to ensure alignment of capabilities with the priorities and ambitions of Accelerate SAIL

See the biographies of the Executive Committee on the following page.

JACOB AARUP-ANDERSEN

GROUP CEO

Nationality: Danish
Year of birth: 1977
Appointed to ExCom: 2023

Jacob joined Carlsberg on 1 September 2023. Prior to joining Carlsberg, Jacob served as CEO of ISS, a global leader in facility management with 350,000 employees operating in 60 countries globally. Prior to ISS, he had executive leadership roles at Danske Bank and Danica Pension. Before that, Jacob worked as an investment professional in firms including TPG-Axon Capital and Goldman Sachs. Jacob is a member of the Board of Directors of SEB Group.

ULRICA FEARN

CFO

Nationality: Swedish
Year of birth: 1973
Appointed to ExCom: 2023

Ulrica joined Carlsberg on 1 January 2023. Before joining Carlsberg, Ulrica was CFO of Equinor, Norway. Prior to Equinor, she was Director, Group Finance at BT Group. She began her career at Diageo, where she spent almost 20 years in various senior finance and other management roles across Europe, APAC and the USA. Ulrica is a member of the Board of Directors of Capgemini.

JOÃO ABECASIS

EVP, ASIA

Nationality: Portuguese
Year of birth: 1972
Appointed to ExCom: 2019

João joined Carlsberg in 2011 as CCO and later CEO of Super Bock, our associate in Portugal. In 2016, he became Vice President for smaller markets in the Western Europe region. He has also served as interim Managing Director of Carlsberg Danmark. In 2017, he became Managing Director of our French business, Kronenbourg. He became CCO and a member of ExCom in 2019. Earlier in his career, João held a range of sales and marketing roles at Unilever.

YVES BRIANTAIS

CHIEF MARKETING OFFICER

Nationality: French
Year of birth: 1974
Appointed to ExCom: 2024

Yves Briantais joined Carlsberg in August 2024 from Colgate-Palmolive, where he most recently served as Global Executive Vice President, Design and Creative Capabilities. Yves has 25 years of global, regional and local experience across marketing disciplines. During his time with Colgate-Palmolive, he held a range of senior leadership roles with marketing responsibilities for clusters, regions, categories and global functions.

SØREN BRINCK

EVP, WESTERN EUROPE

Nationality: Danish
Year of birth: 1974
Appointed to ExCom: 2021

Søren took over the responsibility for Western Europe in 2024, having been head of Group Commercial and Strategy. He joined Carlsberg in 2005. During his career at Carlsberg, Søren has held various management positions at Group, regional and market level. From 2009 to 2019, he was Managing Director in Denmark, Norway and Greece, and after that he was SVP, Asia. Before joining Carlsberg, Søren worked as a consultant at Accenture and was a manager at Arla Foods.

ANDERS RØED

CHIEF STRATEGY AND COMMERCIAL OFFICER

Nationality: Norwegian
Year of birth: 1968
Appointed to ExCom: 2024

Anders has been with Carlsberg since 2010, most recently as Managing Director of Kronenbourg in France. Before that, he was Managing Director of Ringnes in Norway, and held senior management roles in marketing and commercial in the Western Europe region and at Ringnes. Before Carlsberg, Anders held senior management positions at Storebrand and TINE in Norway.

VICTOR SHEVTSOV

EVP, SUPPLY CHAIN

Nationality: Russian
Year of birth: 1970
Appointed to ExCom: 2021

Victor joined Carlsberg from PepsiCo in 2015 as Vice President for our supply chain in Asia. Victor's solid end-to-end supply chain expertise has been accrued through various supply chain roles, including several operative and strategy roles within supply chain across Europe and Sub-Saharan Africa during his 20 years with PepsiCo. Prior to PepsiCo, Victor worked for Siemens.

SUSANNE SKIPPARI

CHIEF HUMAN RESOURCES OFFICER

Nationality: Finnish
Year of birth: 1974
Appointed to ExCom: 2024

Susanne joined Carlsberg in August 2024 from KONE. Susanne has 25 years of experience in human resources, including in senior leadership positions. This includes 17 years across HR areas at KONE, where most recently she served as Executive Vice President, People and Communications and a member of the Executive Board. Prior to KONE, Susanne worked at Nokia in various HR roles in Finland and Argentina.

ESTHER WU

CHIEF INFORMATION OFFICER

Nationality: Hong Kong SAR Chinese
Year of birth: 1976
Appointed to ExCom: 2024

Esther joined Carlsberg in 2019 as head of IT in the Asia region. Esther has more than 20 years of strong technology and digital transformation experience from various senior technology positions in global companies. Prior to joining Carlsberg, she was Head of Strategic Planning and IT Transformation at Chanel. Before that, she held management positions within IT at thyssenkrupp Elevator and The Nielsen Company.

NIKOS KALAITZIDAKIS

EVP, CENTRAL & EASTERN EUROPE AND INDIA

Nationality: Greek
Year of birth: 1968
Appointed to ExCom: 2025

Nikos will join Carlsberg no later than March 2025 from The Olayan Group, where he was responsible for the Food & Beverages division. Prior to joining The Olayan Group, Nikos held several executive roles at Coca-Cola HBC and commercial management roles at Philip Morris International. Nikos has extensive international experience, having worked in several countries in Central and Eastern Europe and Central Asia.

SHAPING OUR FUTURE

During 2024, we took several steps to support the future of the Carlsberg Breweries Group and the achievement of our long-term growth ambitions.

OUR STRATEGY: ACCELERATE SAIL

Accelerate SAIL was launched in February 2024. It sets clear priorities for selected growth drivers within our portfolio, geographies and capabilities, and for how we want to improve supply chain efficiency, develop a growth culture and continue our well-embedded cost focus. It also re-emphasises our commitment to sustainable business practices through our Together Towards ZERO and Beyond programme.

With Accelerate SAIL, we are making a clear commitment to support our business and drive compounding earnings growth. This includes gradually restoring gross margins to pre-COVID levels and increasing investments in marketing and sales, capability building, and digital tools and systems.

Consequently, we have raised our long-term organic growth ambitions for revenue and operating profit for the business (with 2024 as the baseline):

- Organic revenue growth of 4-6% CAGR (previously 3-5%).
- Organic operating profit growth ahead of revenue growth.

Read more about the Accelerate SAIL priorities on pages 16-23.

EXPANDING OUR SOFT DRINKS BUSINESS

For more than 30 years, the production, distribution and selling of soft drinks have been an integral and value-accretive part of the Group's business in several markets, providing many operational and financial synergistic benefits.

Our soft drinks portfolio includes both own and partner-owned brands. It mainly consists of beverages within the carbonated soft drinks, energy drinks and water categories.

PepsiCo is our largest soft drinks partner. Up until 2024, our partnership comprised five markets: Norway, Sweden, Switzerland, Laos and Cambodia. We also partner with Coca-Cola in Denmark and Finland.

In 2024, soft drinks accounted for 16% of total Group volumes.

Strengthening our partnership with PepsiCo

In 2024, we were pleased to announce the expansion of the PepsiCo partnership to four new markets:

- The UK and Ireland, where we acquired Britvic plc in January 2025.
- Kazakhstan and Kyrgyzstan, where we will take over the soft drinks licences in these markets from 1 January 2026.

In addition, we extended our bottling agreements in Norway and Sweden, securing our long-term cooperation with PepsiCo in these two markets.

The extended partnership makes the Carlsberg Breweries Group the largest partner for PepsiCo in Europe and one of the biggest worldwide. The increased cooperation will bring long-term opportunities to the benefit of both companies.

"We're happy to see our long-standing partnership with PepsiCo strengthening with the addition of four new markets, underlining the long-term potential in the collaboration between our two companies."

Jacob Aarup-Andersen, Group CEO

BRITVIC

Britvic is a leading integrated soft drinks business in Europe, with a comprehensive portfolio of market-leading brands.

The company has been the bottling partner for PepsiCo in the UK since 1987 and in Ireland since 2007, with the Pepsi franchise accounting for around half of total revenue.

The other half is generated by a range of own brands in multiple soft drinks segments. Many of these own brands hold a no. 1 or 2 market position in their respective segments.

Britvic is the largest supplier of branded still soft drinks in the UK and the second-largest supplier of branded carbonated soft drinks.

Beyond the UK and Ireland, Britvic is established in France and Brazil, where it markets and sells owned brands in a smaller number of categories. In both markets, it is the leading supplier of dilutables, also called flavour concentrates.

The company has a proven track record of growing, expanding and revitalising its own brands, such as Robinsons, Tango, MiWadi, Ballygowan, Teisseire and Maguary.

BRITVIC ACQUISITION DELIVERING COMPELLING SHAREHOLDER VALUE CREATION

The acquisition valued the ordinary share capital of Britvic plc at approximately GBP 3.3bn on a fully diluted basis.

The acquisition of Britvic plc is attractive for Carlsberg Breweries' shareholder:

- It is expected to become accretive to the Group's operating margin by 2027.
- Total synergies of GBP 100m are expected to be realised by 2029, of which GBP 80m are expected to be realised by 2027.
- Return on invested capital (ROIC) is expected to exceed the weighted average cost of capital (WACC) of 7.0% in 2027.
- The acquisition will be fully debt-financed. We expect to reach our net interest-bearing debt/EBITDA leverage target of below 2.5x by the end of 2027 at the latest.

Acquisition of Britvic

On 8 July, we announced the recommended offer to acquire Britvic plc, one of the leading integrated soft drinks businesses in Europe and a Pepsi bottler in the UK and Ireland. The transaction was completed on 16 January 2025.

The acquisition of Britvic plc is attractive for Carlsberg Breweries Group strategically, operationally and financially. It also brings on board a company with a highly talented workforce, a strong innovation track record and consistent sustainability performance, and the same strong commitment to science-based climate targets as the Carlsberg Breweries Group.

Incorporating Britvic into the Carlsberg Breweries Group will be supportive of our Accelerate SAIL growth ambitions, doubling our soft drinks exposure to around 30% of total volumes. While beer remains our core business, the increased exposure to structurally growing categories will improve the resilience of the Group, from both a market and brand portfolio perspective.

In Western Europe, the acquisition will improve the long-term revenue and operating profit growth opportunities, and enhance operating margin.

In the UK, we will create a single, integrated company, applying the same operating model that we have successfully set up in other markets with commercial and synergistic benefits. In so doing, we will transform the business into a leading supplier, offering customers a comprehensive portfolio of strong beer and soft drinks brands.

During the past decade, the share of low-calorie cola of the total cola segment in the UK has gone up by 18 percentage points. During the same period, Pepsi Max's share of the total cola segment has more than doubled to almost 31%.

Compared with our experience with the cola market in Norway and other Nordic markets, we believe that there is more growth potential for Pepsi Max in the UK, supported by continued growth of the low-calorie segment and market share gains.

Consequently, we intend to invest further in Britvic and the combined business to accelerate growth. The increased investments will mainly be in sales and marketing, and will be allocated to brands and categories for which we see attractive growth opportunities.

We will leverage the combined company's broad-based opportunities for cross-selling between beer and soft drinks, and for expanding the distribution reach for growth categories.

Synergies

We expect to realise GBP 100m in synergies in the combined business across a number of areas, including direct and indirect procurement, supply chain, administration and overheads.

While we have also identified a number of revenue opportunities from the combination, these are not included in the announced synergy estimates.

Taking over the Pepsi bottling franchise in Kazakhstan and Kyrgyzstan

As of 1 January 2026, we will take over the Pepsi bottling franchise in Kazakhstan and Kyrgyzstan.

Carlsberg Kazakhstan holds a no. 1 position in the beer market, with a market share of around 36%.

The new agreement will more than double our business in Kazakhstan, consolidating our presence in the market. It will also support us in further building our business in neighbouring Kyrgyzstan.

To facilitate the significant increase in volumes, during 2025 we intend to invest more than EUR 100m in building a new soft drinks facility in Kazakhstan. The investment is expected to deliver a double-digit ROIC from year 1 and be accretive to Group ROIC by year 3.

Getting full control of India and Nepal

India is one of the key growth markets in Accelerate SAIL. It is an exciting beer market with a positive long-term outlook, driven by increasing disposable income, urbanisation, a growing on-trade and the increasing popularity of beer.

We first entered India in 2007 and have since built an attractive business. Today, we have a no. 2 market position and a market share of around 21%.

Up until November 2024, the holding company of the Indian business – Carlsberg South Asia Pte Ltd (CSAPL) – was owned 67% by Carlsberg and 33% by CSAPL Holdings Pte Ltd (CSAPLH). CSAPL also owned 90% of the shares in Gorkha Brewery in Nepal.

On 2 August, following several years of negotiations, we signed an agreement to acquire CSAPLH's 33% shareholding in CSAPL and an additional 9.94% shareholding in Gorkha Brewery.

Following the final closure of the deal on 29 November, the Group now owns 100% of the Indian business and 99.94% of the Nepalese business.

The full ownership enables us to accelerate investments in India with the aim of increasing capacity, expanding and developing the brand portfolio, and increasing distribution to capture the long-term volume and value growth opportunities in this exciting growth market.

5-YEAR KEY FIGURES

	2024	2023	2022	2021	2020[1]
Volumes (million hl)					
Beer	101.2	101.0	101.0	98.8	110.1
Other beverages	24.5	24.1	24.4	20.4	20.0
DKK million					
Income statement					
Revenue	75,011	73,585	70,265	60,097	58,541
Gross profit	34,380	32,832	32,067	28,569	28,361
EBITDA	15,822	15,219	15,485	14,367	14,094
Operating profit before special items	11,452	11,147	11,313	10,137	9,718
Special items, net	-522	-416	-94	623	-244
Financial items, net	-854	-803	-714	-385	-403
Profit before tax	10,076	9,928	10,505	10,375	9,071
Income tax	-1,962	-1,983	-1,844	-2,115	-2,240
Profit for the period, continuing operations	8,114	7,945	8,661	8,260	6,831
Net result from discontinued operations	2,258	-47,748	-6,490	-284	-
Profit for the period	10,372	-39,803	2,171	7,976	6,831
Attributable to					
Non-controlling interests	1,147	1,011	1,171	1,163	778
Shareholder in Carlsberg Breweries A/S (net profit)	9,225	-40,814	1,000	6,813	6,053
Statement of financial position					
Total assets	103,836	102,183	105,798	114,738	108,100
Invested capital	56,083	51,431	50,463	52,846	69,555
Invested capital excl. goodwill	20,387	19,037	17,931	19,575	27,269
Net interest-bearing debt (NIBD)[2]	27,125	22,491	19,696	18,843	20,092
Equity, shareholder in Carlsberg Breweries A/S	18,944	14,021	22,481	34,079	28,815
Statement of cash flows					
Cash flow from operating activities	11,317	11,615	12,794	11,818	10,866
Cash flow from investing activities	-1,503	-6,657	-3,403	-3,965	-5,867
Free cash flow	9,814	4,958	9,391	7,853	4,999

		2024	2023	2022	2021	2020[1]
Investments						
Acquisition of property, plant and equipment, including right-of-use assets		-5,820	-4,977	-4,598	-4,311	-3,813
Acquisition and disposal of subsidiaries, net		227	-822	-	-621	-2,409
Financial ratios						
Gross margin	%	45.8	44.6	45.6	47.5	48.4
EBITDA margin	%	21.1	20.7	22.0	23.9	24.1
Operating margin	%	15.3	15.1	16.1	16.9	16.6
Effective tax rate	%	19.5	20.0	17.5	20.4	24.7
Return on invested capital (ROIC)	%	16.2	17.3	18.0	15.0	10.5
ROIC excl. goodwill	%	41.5	45.7	49.9	39.9	27.1
NIBD/EBITDA	x	1.71	1.47	1.27	1.34	1.43
Dividend per share (proposed)	DKK	7,185	7,240	7,420	6,986	6,520
Payout ratio	%	39	n.m.	370	51	54
Payout ratio, adjusted[3]	%	48	49	45	51	51

[1] Comparative figures for 2020 include the result from the discontinued operation in Russia.
[2] Comparative figures for 2021 have not been restated.
[3] Proposed dividend on number of shares at year-end as a percentage of net profit adjusted for special items after tax, and in 2022-2024 also adjusted for net result from the discontinued operation in Russia.
Please refer to section 9.2 General accounting policies in the consolidated financial statements for definition and calculation of key figures and ratios.

GROUP REVIEW

"The two most important priorities on my agenda in the coming years are improving the gross margin and deleveraging our balance sheet. I'm pleased with the first steps achieved in 2024, with a gross margin improvement of 120bp. And the sale of the Russian business supports our efforts towards reaching our leverage target."

Ulrica Fearn
CFO

The Group delivered good results with overall positive development for all key growth categories despite the challenging environment in some of our markets.

VOLUMES

Beer volumes grew organically by 0.2% due to solid growth in CEEI that more than offset a decline in Western Europe and Asia. Other beverage volumes grew organically by 1.6%, mainly driven by carbonated soft drinks in Sweden, Finland and Laos, energy drinks in CEEI and Beyond Beer products in China and Ukraine.

Growth categories

Our portfolio of international and premium brands grew by 2%, supported by very strong growth in CEEI.

Alcohol-free brews grew by 6%. Growth was broad based across most markets in Wester Europe and CEEI.

Beyond Beer volumes grew by 5%, driven by the Garage and Wind Flower Snow Moon brands.

Our soft drinks portfolio grew by 1%, impacted by the loss of the Schweppes brand in Switzerland.

REVENUE, EARNINGS AND RETURNS

Revenue grew organically by 2.4% as a result of revenue/hl growth of 2% and organic volume growth of 0.4%. Reported revenue grew by 1.9% with a negative currency impact from China, Ukraine and Laos (including the impact from hyperinflation accounting), partly offset by a small net acquisition impact from Waterloo Brewing in Canada and Jing-A in China.

Group		Change				Change
	2023	Organic	Acq., net	FX	2024	Reported
Volumes (million hl)						
Beer	101.0	0.2%	0.0%	-	101.2	0.2%
Other beverages	24.1	1.6%	0.0%	-	24.5	1.6%
Total volume	**125.1**	**0.4%**	**0.1%**	**-**	**125.7**	**0.5%**
DKK million						
Revenue	73,585	2.4%	0.2%	-0.7%	75,011	1.9%
Operating profit	11,147	5.9%	-0.1%	-3.1%	11,452	2.7%
Operating margin (%)	15.1				15.3	20bp

Earnings expectations 2024

Date	Expectations for operating profit
7 February 2024	Organic growth of 1-5%
13 August 2024	Organic growth of 4-6%
6 February 2025	Organic growth of 5.9% (reported).

Gross profit/hl increased organically by 5%. The improvement was due to the higher revenue/hl and a 1% decline in cost of sales/hl thanks to efficiency improvements, a positive country mix and slightly lower commodity prices, the combination of which more than offset continued salary inflation, higher packaging costs and increasing environmental fees. Gross profit increased organically by 5.9%. The reported gross margin was 45.8% (+120bp).

We maintained our focus on costs, supporting our efforts to offset inflation and increase growth investments in brands and commercial activities. Marketing investments grew organically and in reported terms by 6%. As a percentage of revenue, reported marketing investments increased to 8.7% (+30bp). Total reported operating expenses increased by 5.3%, impacted by higher logistics costs, higher sales expenses, mainly in Asia, and higher commercial IT investments.

Other operating activities declined by DKK 90m. Profit from associates increased by DKK 35m, mainly due to the good performance of Super Bock in Portugal.

Operating profit before depreciation, amortisation and impairment losses (EBITDA) grew organically by 5.4% and by 4.0% in reported terms to DKK 15,822m (including the impact from hyperinflation accounting in Laos of DKK +87m).

Total operating profit grew organically by 5.9%, with positive contributions from all three regions.

The reported operating profit before special items grew by 2.7%, particularly impacted by the hyperinflation accounting in Laos, amounting to DKK -75m, and the weakening of the Laotian, Ukrainian and Chinese currencies.

The reported operating margin improved by 20bp to 15.3%, mainly because of the improved gross margin, which more than offset higher commercial investments.

Section 1 of the consolidated financial statements contains more details on operating activities.

Net special items (pre-tax) amounted to DKK -522m (2023: DKK -416m). Special items are detailed in section 3.1 of the consolidated financial statements.

Financial items, net, amounted to DKK -854m (2023: DKK -803m). Excluding currency gains and losses, financial items, net, amounted to DKK -1,012m (2023: DKK -654m). The increase was mainly a result of higher interest rates on bonds issued in 2023 and higher net interest-bearing debt. Read more about net financial items in section 4.3 of the consolidated financial statements.

Tax totalled DKK -1,962m (2023: DKK -1,983m). The effective tax rate was 19.5% (2023: 20.0%). Tax is detailed in section 6 of the consolidated financial statements.

The Carlsberg Breweries Group's share of profit from continuing operations amounted to DKK 6,967m (2023: DKK 6,934m). Impacted by higher special items, net, financial items and tax rate, and the impact from hyperinflation accounting in Laos (DKK -2m).

The Group's share of consolidated profit (net profit) for the period was DKK 9,225m, positively impacted by reversal of impairment recognised in prior years of DKK 2,258m from the disposal of the Russian business. Non-controlling interests' share of profit for the period was DKK 1,147m (2023: DKK 1,011m).

ROIC was 16.2% (2023: 17.3%), mainly impacted by the step acquisition in Nepal and hyperinflation accounting, the latter reducing ROIC by 90bp. ROIC excluding goodwill was 41.5% (2023: 45.7%).

CASH FLOW

Free operating cash flow amounted to DKK 6,388m (2023: DKK 7,549m).

The change in trade working capital was DKK 477m (2023: DKK 713m), mainly impacted by an increase in trade payables. Average trade working capital to revenue for the year remained strong at -20.7% (2023: -20.3%). The change in other working capital was DKK -1,128m (2023: DKK -976m), mainly impacted by other receivables.

Total operational investments amounted to DKK -4,929m (2023: DKK -4,066m), of which acquisition of property, plant and equipment (CapEx) amounted to DKK -4,653m (2023: DKK -3,877m). The higher CapEx was mainly due to capacity expansion in Asia, including the greenfield brewery in Foshan, China.

Total financial investments amounted to DKK +3,426m (2023: DKK -2,591m). The difference was mainly related to change in financial investments, which in 2023 was negatively impacted by cash in deposits not meeting the definition of cash and cash equivalents. The positive impact of acquisition of subsidiaries related to Gorkha Brewery in Nepal. The change in financial receivables included the repayment of a loan to the partner in CSAPL, which was settled as part of the acquisition of the partner's 33.33% shareholding in CSAPL.

Free cash flow amounted to DKK 9,814m (2023: DKK 4,958m). The positive development was mainly due to the rewinding of a deposit in 2023, financial receivables and acquisitions.

Net cash flow amounted to DKK -1,883m (2023: DKK 5,254m). Cash flow from financing activities amounted to DKK -13,955m (2023: DKK 1,290m), impacted by non-controlling interests of DKK -6,463m, including the acquisition of 33.33% of the shares in CSAPL and the acquisition of the 40% non-controlling interest in Carlsberg Marston's Brewing Company, capital reduction and dividend to the shareholder of DKK -5,258m, and the net impact of bond repayment and ECP issuance of DKK -2,234m.

The net cash flow from discontinued operations of DKK 2,258m related to the sale of the Russian business.

FINANCING

At 31 December 2024, net interest-bearing debt amounted to DKK 27,125m (2023: DKK 22,491m). The increase of DKK 4,634m was mainly the result of acquisition of non-controlling interests, the dividend payout and share buy-back, and CapEx, partly offset by the proceeds from the disposal of the Russian business. Net interest-bearing debt/EBITDA was 1.71x (2023: 1.47x).

Read more about capital structure, net interest-bearing debt and borrowings in sections 4.1, 4.5 and 4.6 of the consolidated financial statements.

CAPITAL ALLOCATION
OUR PRIORITIES

We reconfirm our commitment to our capital allocation principles – in place since 2016 – albeit we revised our leverage target in 2024.

1

INVESTING IN OUR BUSINESS TO DRIVE LONG-TERM SUSTAINABLE GROWTH

6%

Our first priority is to ensure the right investments in our business to drive sustainable, compounding organic earnings growth. In 2024, we increased our marketing investments by 6% organically in support of our growth categories and markets. Marketing investments/revenue increased by 30bp to 8.7%.

2

TARGETTING NET INTEREST-BEARING DEBT/EBITDA OF BELOW 2.5x

1.71x

Our second priority is our leverage target of NIBD/EBITDA below 2.5x. In 2024, we revised our leverage target from below 2.0x to below 2.5x due to the increased exposure to stable, hard currency cash flows following the exit from Russia and the acquisition of Britvic plc. As our leverage increased to above our target following completion of the acquisition, we are committed to reaching our target by the end of 2027 at the latest.

3

TARGETTING AN ADJUSTED PAYOUT RATIO OF AROUND 50%

48%

Our third priority is to ensure a consistent dividend payout to our shareholder. We target a payout ratio of around 50% of adjusted net profit. At the Annual General Meeting the Supervisory Board will propose a dividend to be paid for 2024 of DKK 7,185 per share, or a total of DKK 3.6bn. This equals an adjusted payout ratio of 48%.

4

DISTRIBUTING EXCESS CASH TO SHAREHOLDER

1.7bn

Our fourth priority is to return excess cash to the shareholder if we do not engage in value-accretive M&A. In 2024, we distributed cash worth DKK 1.7bn by capital reduction.

5

VALUE-ENHANCING M&A

2024

We will carry out value-enhancing M&A if relevant opportunities arise. In 2024, we announced two major deals. In July, we announced the acquisition of Britvic plc, which was completed in January 2025. In November, the acquisition of our partners' shareholdings in the Indian and Nepalese businesses was completed. Read more about these acquisitions on page 6-7.

2025 EARNINGS EXPECTATIONS

For 2025, we are expecting a relatively stable consumer environment, although uncertainty related to consumer sentiment in both Asia and Europe remains.

For the business excluding Britvic, we expect a moderate increase in our total cost base due to slightly higher marketing investments and investments in capability building and technology, while we expect a flattish development in cost of sales/hl.

The organic development in volumes, revenue and operating profit will be impacted by the loss of the San Miguel brand in the UK as of 31 December 2024, with an estimated negative impact of 2-3 percentage points on organic operating profit growth for the Group (included in the earnings expectations).

Consequently, our earnings expectations for 2025 are:

- Organic operating profit growth of 1-5%.

Based on the currency spot rates at 5 February, we assume a translation impact of around DKK +150m for 2025. The currency impact does not include the impact from hyperinflation accounting in Laos or the currency impact on profits in Britvic, as the latter will be included in the acquisition impact in 2025.

EXPECTATIONS FOR BRITVIC

Britvic has been consolidated into Carlsberg's financial statements as of 16 January 2025.

Having owned the business for only three weeks, we are still in the process of assessing the commercial and financial details of the company in terms of historical performance and plans for the future. Our current assessment is that the commercial and financial situation is in line with our expectations, giving us confidence in the business case on which we based our offer.

For the full-year ending 30 September 2024, Britvic plc reported an adjusted operating profit of GBP 250m. We currently assume a similar level in 2025, driven by underlying business growth and initial cost synergies offset by items such as additional commercial investments, write-offs, accounting differences and impact of purchase price allocation adjustments.

OTHER RELEVANT ASSUMPTIONS

Other relevant assumptions, including the impact from the Britvic acquisition, are:

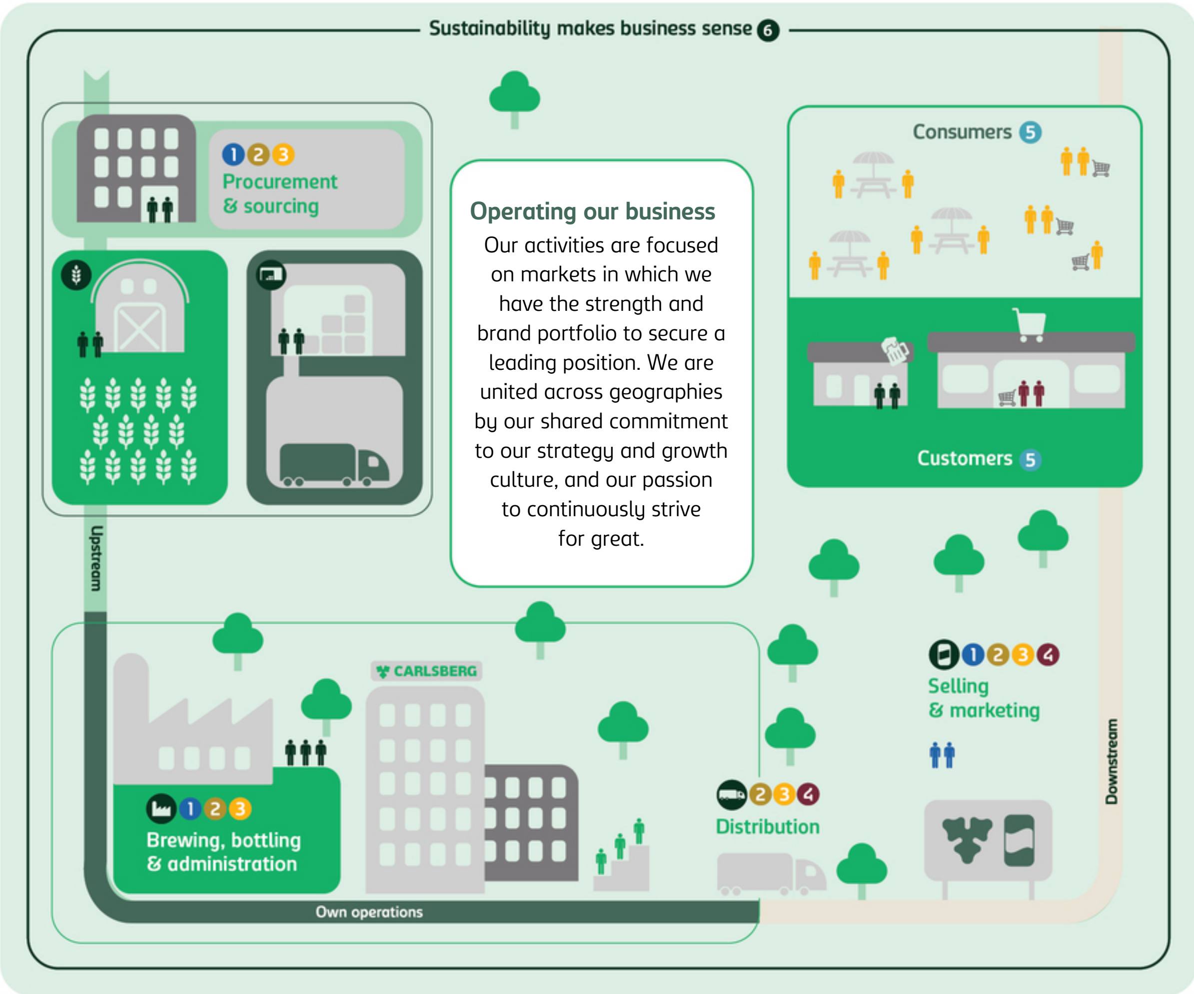
- Financial expenses, excluding foreign exchange losses or gains, of DKK 2.6-2.7bn. The increase compared with 2024 is due to higher financial leverage as a result of the acquisition of Britvic plc and the buyout of the partner in CSAPL.
- Reported effective tax rate of around 23%. The increase compared with previous years is due to the acquisition of Britvic plc and deferred tax deductibility of the acquisition-related interest expenses.
- Capital expenditure of around DKK 7-8bn (including estimated capital expenditure for Britvic), impacted by the construction of a soft drinks bottling facility in Kazakhstan ahead of the takeover of the Pepsi licence in 2026.

Forward-looking statements

Forward-looking statements are subject to risks and uncertainties that could cause the Group's actual results to differ materially from those expressed in the forward-looking statements. Accordingly, forward-looking statements should not be relied on as a prediction of actual results. Please see page 33 for the full forward-looking statements disclaimer.

DELIVERING ACROSS THE VALUE CHAIN

OUR BUSINESS MODEL



1 We optimise supply chain and back office systems and processes

We continuously optimise across our value chain to improve service and profitability. We maximise asset utilisation and standardise processes and systems to deliver timely data to support growth.

2 We focus on the markets where we have a no. 1 or 2 position

Beer is a volume business with significant scale benefits. Our strong market positions and the expansion of our market share in growth markets drive economies of scale in sourcing, production, distribution and sales, supporting the profitability of our business.

3 We engage in partnerships when it adds value to our local businesses

We partner with soft drinks and other beverage producers in several markets. These relationships broaden and enhance our brand portfolio and expand our market presence, delivering synergies in supply chain, logistics, sales and customer service.

4 We optimise our route-to-market to cater for customer needs

Our customers range from small on-trade outlets to large retail accounts. Our route-to-market approach varies by market to meet diverse needs and ensure broad market access – from direct distribution to multi-layered distributor networks tailored to local customs and logistics.

5 We deliver attractive portfolios for all consumer occasions

Our brand portfolio is an appealing mix of international and local premium beer brands, local core mainstream beer brands, and alcohol-free brews, Beyond Beer and soft drinks brands. This diverse portfolio supports our strong market positions and fosters customer and consumer loyalty.

6 Sustainability makes business sense

Sustainability is integral to our business success and our strategy, Accelerate SAIL. Our Together Towards ZERO and Beyond programme helps us mitigate and reduce our risk exposure, capitalise on opportunities for business growth and strengthen long-term business resilience. This in turn creates value for stakeholders throughout the value chain. See the sustainability statement for further detail.

OUR BEER PORTFOLIO

SELECTED BRANDS

PREMIUM BEER

SHARE OF TOTAL VOLUMES
19%

VOLUME GROWTH
2%

5% volume growth	9% volume growth	6% volume growth	5% volume growth

MAINSTREAM CORE BEER

SHARE OF TOTAL VOLUMES
59%

VOLUME GROWTH
-1%

OUR ALCOHOL-FREE BREWS AND OTHER BEVERAGE PORTFOLIOS

SELECTED BRANDS

ALCOHOL-FREE BREWS (AFB)

SHARE OF TOTAL VOLUMES
3%

VOLUME GROWTH
6%

BEYOND BEER

SHARE OF TOTAL VOLUMES
2%

VOLUME GROWTH
5%

-2% volume growth

SOFT DRINKS

SHARE OF TOTAL VOLUMES
16%

VOLUME GROWTH
1%

OUR STRATEGY

ACCELERATE SAIL

Launched in February 2024, Accelerate SAIL sets high ambitions for top- and bottom-line growth as we sharpen our focus on selected growth drivers within our portfolio, geographies and capabilities, for which we are ensuring sufficient investments and support. We are also improving supply chain efficiency, continuing our well-embedded cost focus, developing a growth culture and maintaining our commitment to ESG.

PORTFOLIO CHOICES

Accelerate premium beer and AFB

Strengthen mainstream core beer

Step up in Beyond Beer and soft drinks

GEOGRAPHICAL PRIORITIES

Accelerate growth in Asia

Drive profitable growth in strongholds

Develop high-potential markets

EXECUTION EXCELLENCE

Excel at sales, marketing and innovation

Drive digital transformation

Manage supply chain end to end

FUNDING OUR JOURNEY

Optimise sourcing

Unlock supply chain efficiency

Continue cost discipline

WINNING CULTURE

Build a growth culture

Together Towards ZERO and Beyond

Live by our Compass

OUR PORTFOLIO CHOICES

In Accelerate SAIL, we particularly focus on categories with attractive long-term volume and value growth opportunities. This includes premium beer, alcohol-free brews, Beyond Beer and soft drinks.

We have a solid foundation with our local mainstream power brands. With Accelerate SAIL, we aim to transform our portfolio by increasing our presence in key growth categories, capturing our fair share across all the growing segments in our markets. By increasing investments in marketing and brand development, and strengthening our execution capabilities, we aim to accelerate growth of our premium-margin brands.

The soft drinks category presents long-term growth opportunities and is an important part of our business in many markets. It offers numerous synergistic benefits and attractive prospects, especially within the no-sugar segments, aligning perfectly with our commitment to consumer centricity and future-proofing our strategy.

SUPPORTING CARLSBERG GROWTH WITH NEW GLOBAL CAMPAIGN

Carlsberg is one of our key international premium brands. In 2024, we launched a new global campaign: "Do the best things begin with curiosity? Probably." Since our founder opened his brewery in 1847, curiosity has been at the forefront of everything we do. The Carlsberg Research Laboratory, founded in 1875, is home to more than 100 scientists dedicated to not only brewing better beer, but "brewing" a better world – from inventing the pH scale in 1909 to winning a Nobel Prize for click chemistry in 2022 and breeding climate-tolerant plant types for future generations.

9%

CARLSBERG BRAND VOLUME GROWTH

Q&A

What is the most important growth driver in the Group's beer portfolio?

Carlsberg has a strong brand portfolio, consisting of both local power brands and international premium brands. This combination allows us to cater for varying consumer needs and occasions. In particular, we see very attractive volume and value growth opportunities for our local and international premium and alcohol-free brands by leveraging segment growth and improving our market share.

Is soft drinks a new focus area in Accelerate SAIL?

Soft drinks has been an integral part of our business for decades. We are now a Pepsi bottler in seven markets across Europe and Asia, and a Coca-Cola bottler in two Nordic markets. Soft drinks has multiple synergies with beer, including in areas such as back office and administration, supply chain, logistics, sales and customer service. As such, the combination of beer and soft drinks drives top-line opportunities and bottom-line benefits.

"We're ensuring the right level of support for our growth categories to support our top- and bottom-line growth ambitions."

Yves Briantais, CMO

GEOGRAPHICAL PRIORITIES

Our geographical footprint spans Europe and Asia, across which we have a no. 1 or 2 position in 23 markets. The rest of the world is serviced through export or licence agreements.

While market dynamics differ between our regions, our strategic levers are the same, albeit with local adaptations.

Despite recent macroeconomic challenges and weak consumer sentiment in some markets, Asia has been and remains the key long-term volume and value growth driver for the Group, particularly in the key markets of China, Vietnam and India, where we are leveraging our attractive portfolios of international premium brands and strong local brands.

In China, we will continue to support our strongholds in the western part of the country. In the big cities, we will strengthen our presence and market share in the cities we already serve by developing and advancing our route-to-market, while continuing to seed for the future by entering new big cities.

In Vietnam, we are continuing the execution of our multi-year growth strategy with its clear ambition of driving growth and market share gains by expanding our portfolio and increasing investments in key brands, regions and capabilities.

In India, we achieved full control of the business in November 2024. We will now accelerate our growth journey in this exciting beer market by expanding our portfolio, strengthening our route-to-market and investing in capacity.

In our other stronghold markets across our geographies, we are maintaining our focus on driving profitable growth by strengthening our portfolio growth categories, scale and leading route-to-market set-up.

OUR BUSINESS IN INDIA

We first entered India in 2007, when we acquired a brewery in Himachal Pradesh. This was followed by a greenfield brewery in Rajastan in 2008. Today, we have seven breweries in India. With a focused portfolio comprising Carlsberg and Tuborg, we have consistently grown our market share, reaching a solid no. 2 position with a market share of around 21%. Tuborg is the largest and most popular international brand and second largest brand overall in India. Having acquired full ownership of the business, we are excited about our future growth opportunities in India.

12%

VOLUME GROWTH IN INDIA

Q&A

Will you change strategy in China in light of the soft consumer sentiment?

We have not changed our view on China. We remain committed to this market, where we continue to see attractive long-term volume and value growth opportunities.

Are you looking to expand outside your current regional exposure?

Beer is a scale business, and having a no. 1 or 2 market position and a strong regional position are key to profitability. We strongly believe that our regional footprint offers appealing revenue and earnings growth prospects, both in the short and the long term.

"Our regional footprint offers appealing revenue and earnings growth prospects."

Jacob Aarup-Andersen
Group CEO

EXECUTION EXCELLENCE

To be successful and achieve our growth ambitions, we must continuously improve our commercial capabilities, drive supply chain excellence and master digital, data and processes.

We have identified the key capabilities and enablers for the delivery of our Accelerate SAIL ambitions. These require improved tools, processes and digitisation in areas such as value management, sales execution and business-to-business e-commerce to drive revenue growth, and in the areas of end-to-end supply chain management and transactional processes to drive productivity.

We will ensure the right investments behind these capabilities and enablers, many of which rely heavily on digital components. Consequently, investments will support the digital transformation of our business.

TAKING VALUE MANAGEMENT TO THE NEXT LEVEL

Building on our strong foundation, we are taking our value management capabilities to the next level. Leveraging machine learning and cloud computing, our enhanced value management toolbox allows improved and more efficient utilisation of data. Using data from multiple external and internal sources, such as shopper data, weather data, competitor pricing, promotional activities, customer data and internal data, the enhanced toolbox will deliver more accurate and granular customer-level insights into elasticity and impact on product, brand and portfolio, enabling end-to-end simulations across pricing, promotions and assortment. We have started the roll-out of the toolbox, which we will continue in the coming years.

Q&A

In what areas will digital transformation be particularly important?

Our digital transformation will be in all areas of the business. We have set out to change the traditional role of IT from being a support function to being a trusted and strategic business partner across all functions, delivering impactful solutions and innovations to unlock value.

Can you leverage the power of GenAI across Carlsberg?

In the ever-evolving landscape of technology, GenAI stands out as a beacon of innovation, driving efficiency and creativity across various industries. When I was working in Asia, we launched the value proposition for GenAI together with key markets in the region. As we integrate GenAI tools into our daily operations, it is crucial for us to understand both the immense potential they hold and the risks they entail.

"The digital transformation of Carlsberg is key to deliver on our growth ambition."

Esther Wu
CIO

Where will you step change capabilities to achieve your ambitions?

We are prioritising seven key capabilities across the commercial, supply chain and back office areas, in which we will build scalable, innovative digital platforms. Within the commercial area we will particularly focus on go-to-market excellence, value management and marketing, while in the back office area we are working on simplifying and automating administrative and retrospective reporting tasks to free up resources to focus on driving insights and proactively identifying opportunities for growth.

What are you doing in e-commerce?

We have launched a digital transformation programme that focuses on bringing the best of modern-day e-commerce capabilities to our customers. By leveraging advanced analytics and AI capabilities, we aim to deliver a personalised and seamless experience to our customers, enabling them to grow their business.

"Our new B2B e-commerce programme will redefine how we connect with and know our customers."

Anders Roed
CSCO

FUNDING OUR JOURNEY

Funding our Journey is a crucial element in Accelerate SAIL, as it will provide the financial headroom for the increased commercial investments.

Being well embedded in our corporate culture, the Funding our Journey mindset has served us well since first introduced in 2015. We remain committed to Funding our Journey and the continuous strict focus on cost and cash.

In Accelerate SAIL, we are expanding the reach of Funding our Journey, taking the programme to the next level with a firm ambition to restore gross margin to pre-COVID levels. This will facilitate the step-up in investment levels required to capture the growth opportunities for our brands and in our markets.

We have identified significant savings and efficiency opportunities within supply chain, including in areas such as procurement, value engineering and standardisation of raw and packaging materials, production and brewing, and logistics.

We are maintaining the focus on SG&A costs, enabled by our operating cost management (OCM) framework.

Supporting the delivery of our high ambitions, we have anchored responsibility and performance management of the supply chain savings in ExCom to ensure top leadership attention, fast execution and alignment between functions, regions and markets. Furthermore, incentive structures align with the savings ambitions.

TRANSFORMING SUPPLY CHAIN PLANNING

First launched in Malaysia in 2023, OnePlan is a new-generation planning tool that brings together all aspects of supply chain planning, including demand, supply, inventory, production and materials planning. It enables a fully connected sales and operations planning (S&OP) process and near-real-time "what if" scenario planning, as well as faster identification of capacity constraints and faster response time to changes in demand. Leveraging learnings from Malaysia, we continued the market preparation and roll-out in 2024.

Q&A

What are the key levers to restore the gross margin to pre-COVID levels?

As for supply chain levers, we will not be dependent on commodity prices coming down. The margin improvement will mainly be driven by initiatives within our control related to procurement, raw materials and packaging, and brewing and production. However, the gross margin will also benefit from pricing and, over time, mix as we premiumise our portfolio.

How important is the development in commodity prices for the margin uplift?

Being sourced on the open market, we are not in control of commodity prices. Consequently, we base our margin ambition on initiatives within our control.

Victor Shevtsov
EVP, Supply Chain

WINNING CULTURE

We are a purpose-driven company with high ambitions and clear priorities. Our winning culture is built on our ambition to grow our people, our growth culture principles and our contribution to societies at large.

We believe that our people and culture set us apart.

To successfully deliver on our Accelerate SAIL growth priorities, we need an even stronger growth focus. We are therefore evolving our culture to empower our entire organisation to shift into growth mode. By translating our growth principles into tangible behaviours, ways of working, leadership practices and aligned incentive programmes, we are creating the foundation for success. Our growth culture is the foundation for unlocking growth, enabling us to deliver strong results today and tomorrow.

Living by our Compass is an integral part of our Winning Culture. This entails doing business well and responsibly, upholding our commitment to making the right choices in how we conduct our business as we brew for a better today and tomorrow. We expect and empower all our people to act ethically and make the right choices in their daily work, setting the tone from the top, ensuring that integrity underpins our business success and reputation.

Our contribution to societies at large is delivered through our comprehensive and ambitious ESG programme, which is expanded on in the following pages and in the sustainability statement.

- **We live by Semper Ardens and constantly strive for the extraordinary**
- **We foster an environment of positive energy and compassion**
- **We are passionate about the consumer in everything we do**
- **We decide fast and deliver with excellence**
- **We empower, support and grow our people to reach their full potential**

OUR GROWTH CULTURE

Recognising that our people work in different markets, cultures, functions and roles, we launched five common growth principles, which will serve as our north star for the behaviours that we expect of our employees. Our growth culture means striving for the extraordinary by challenging the status quo, setting stretched targets and driving innovation. It is about fostering a workplace fuelled by positive energy, compassion, collaboration and inclusion, where achievements are celebrated. Our passion for consumers is at the heart of everything we do, making us true ambassadors for our brands. We prioritise fast, make data-driven decisions and embrace failures as opportunities to learn. Our growth culture empowers, supports and grows our people, enabling everyone to reach their full potential.

Q&A

Are you changing the corporate culture at Carlsberg?

We are building on our already strong performance-driven culture. While we will evolve our culture to support our growth ambitions, we remain committed to the strengths that have brought us to where we are today.

Is the growth culture well embedded across Carlsberg?

We began our new growth journey in 2024 with the launch of Accelerate SAIL and our growth culture principles. Embedding a culture across a global organisation takes time, but much of the foundation we need is already in place. We are now focused on supporting our people in embracing the growth principles and, together, continuously building the culture we need to succeed.

Susanne Skippari
CHRO

TOGETHER TOWARDS ZERO AND BEYOND

Our ESG programme, Together Towards ZERO and Beyond (TTZAB), is an integral part of Accelerate SAIL, focusing on the 11 most material ESG issues affecting our business.

TTZAB is our response to global challenges such as climate change, water scarcity and inequality. TTZAB supports our licence to operate and reputation, and strengthens our relationships with stakeholders.

Meeting our targets and commitments will be challenging and demands transformative change – across our operations and value chain – that we cannot achieve alone. Therefore, partnering with suppliers, customers, consumers and communities remains central to our approach as we drive progress Together Towards ZERO and Beyond.

Read more about our ESG actions in the sustainability statement.

ZERO CARBON FOOTPRINT

ZERO FARMING FOOTPRINT

ZERO PACKAGING WASTE

ZERO WATER WASTE

ZERO IRRESPONSIBLE DRINKING

ZERO ACCIDENTS CULTURE

Responsible Sourcing
We strive to partner with suppliers who share our values and responsible approach to doing business.

Diversity, Equity & Inclusion
We are committed to providing a diverse and inclusive global workplace where everyone belongs and can be at their best.

Human Rights
We are committed to respecting the human rights of the people connected to our business and our value chain.

Living by our Compass
We are committed to conducting our business with integrity in a responsible, honest and ethical manner.

Community Engagement
We give back to the communities we are part of through local partnerships, brand campaigns and employee volunteering.

DRIVING PROGRESS FOR TOGETHER TOWARDS ZERO AND BEYOND

ZERO CARBON FOOTPRINT

We aim to eliminate carbon emissions from our breweries by 2030 and reach net ZERO for our entire value chain by 2040. In 2024, the relative emissions at our breweries were 2.7 kg CO_2e/hl. This was a reduction of 60% against our 2015 baseline. The absolute carbon emissions decreased by 58% in the same period. Our relative value chain emissions declined by 3% from 2022 to 2024. Read more in the sustainability statement.

-58%

absolute emissions from our breweries 2015-2024.

ZERO FARMING FOOTPRINT

We aim to have 30% of our raw materials grown using regenerative agricultural practices by 2030 and 100% by 2040. Recognising that our approach will vary depending on geographic and climatic circumstances, our initial actions include formalising the principles of regenerative agriculture, engaging with our suppliers on the topic and plugging new regenerative agriculture requirements into our automated procurement process. Read more in the sustainability statement.

ZERO ACCIDENTS CULTURE

We are creating a ZERO accidents culture that aims to ensure that everyone returns home safely every day. We want to achieve a year-on-year reduction in the accident rate to achieve ZERO lost-time accidents. We put a strong focus on instilling safe behaviours across our business. Read more in the sustainability statement.

-69%

lost-time accidents 2015-2024.

ZERO PACKAGING WASTE

Our ambitious targets for 2030 include shifting 100% to recyclable, reusable or renewable packaging, a 90% collection and recycling rate for bottles and cans, a 50% reduction in virgin fossil-based plastic and 50% recycled content in bottles and cans. Our actions include projects and innovations across markets, global collaboration with suppliers, and industry engagement and advocacy to support the roll-out of effective deposit return schemes. Read more in the sustainability statement.

ZERO WATER WASTE

We are working hard to minimise our water usage across our breweries. We target a water usage efficiency of 2.0 hl/hl globally and 1.7 hl/hl at our breweries in high-risk areas. We also target 100% replenishment of water consumption at breweries in high-risk areas by 2030. Read more in the sustainability statement.

4 new projects

on water replenishment in China and Laos.

ZERO IRRESPONSIBLE DRINKING

Our targets reflect our commitment to responsible drinking, moderation and enjoyment of our products as part of a balanced lifestyle, and to offer consumers alternatives if they choose not to consume alcohol. We promote responsible drinking and have committed to having 100% responsible drinking messaging through packaging and brand activations, 100% availability of alcohol-free brews and 35% of our brews to be low- or no-alcohol by 2030. Read more in the sustainability statement.

RISK MANAGEMENT

In conducting our business and executing our strategy, we seek to manage risks in such a way as to minimise the threats they present.

As with any business, we face a number of risks and uncertainties that could have both short-term and long-term implications for the Group.

The aim of our risk management approach is to address these risks and uncertainties in due time.

GOVERNANCE STRUCTURE

The Supervisory Board is ultimately responsible for the risk management framework and its effectiveness.

The Board is made aware of the material risks facing the company on an ongoing basis. At least once a year, the Board reviews the overall risk matrix and conducts deep dives into selected risks. The identified risks, including risk development, are subsequently monitored by the Board, ensuring that plans are in place to manage the individual risks, such as strategic, operational, financial and compliance risks.

The Supervisory Board may choose to delegate the monitoring of one or more specific risks to a board committee, which then reports back to the Supervisory Board on progress.

The Executive Committee (ExCom) is responsible for reviewing the overall risk exposure associated with the Group's activities and ensuring that appropriate actions are taken.

RISK MANAGEMENT PROCESS

Our risk management process ensures timely identification and proactive management of risks and uncertainties throughout the year.

Risks are assessed according to a two-dimensional heat map that estimates the impact of the risk on operating profit or brand/image and the likelihood of the risk materialising.

The risks identified in the heat map represent the most significant current and emerging risks to the company over the next 3-5 years.

The identification of risks is founded on a systematic bottom-up/top-down approach involving markets, regions and functions. This is complemented with external views, including publicly available white papers from leading organisations and enterprises.

Local and functional risk assessment workshops follow the same principles and methodology as Group-level risk assessment, and are held at appropriate intervals, or as a minimum on an annual basis.

Our most significant risks are assessed holistically by ExCom, which considers changes to the risk environment and the adequacy of our risk response, generally applying a time horizon of up to five years, although some risks may have a longer time horizon.

ExCom assigns risk owners, who are responsible for mitigating the risks through a programme of risk management activities. Each key risk is assigned to an ExCom member, who assumes ultimate responsibility for risk mitigation.

ExCom conducts half-yearly reviews of the risk heat map and mitigation plans, and also conducts a deep dive into heightened risks at least twice a year. Our principal risks are presented to and discussed with the Supervisory Board at least once a year.

Read about the management of sustainability risks in the sustainability statement.

IDENTIFIED RISKS

The most significant risks are presented in the following paragraphs. Other significant risks identified included the digital transformation of our company, supply chain interruption due to climate risks and resource scarcity, upholding product quality and safety, talent and workforce shortage, and reputational risks stemming from potential human rights and ESG concerns.

Legal and regulatory compliance

Risk movement

Heightened versus last year.

Description

Carlsberg faces potential significant legal and regulatory compliance risks as the regulatory landscape expands, and the international focus on competition law, anti-corruption, trade sanctions, tax compliance and health standards is increasing.

The risk is further exacerbated by the Group's growth in complex markets.

Failure to comply with regulations and Group policies may lead to fines, claims, and brand and reputation damage.

The Group is party to certain ongoing lawsuits and disputes. These and their significance are described in section 3.4 of the consolidated financial statements.

Mitigation

We maintain a strong tone from the top and continuously review and strengthen the Group-wide control framework covering legal compliance areas, including, but not limited to, competition law, anti-bribery & corruption and trade sanctions to reflect areas of increased regulatory focus.

We periodically update our Code of Ethics & Conduct and related Group legal and compliance policies as needed. To ensure thorough understanding, we provide mandatory training to all relevant employees on a regular basis. We also continuously strive to include health concerns in our innovation efforts.

Read more about our compliance efforts in the sustainability statement.

Macroeconomic and financial volatility

Risk movement

Heightened versus last year.

Description

Across our regions, the Group is subject to a volatile and uncertain macroeconomic and financial environment, impacting inflation, interest rates, unemployment and consumer sentiment. The volatile macroeconomic environment may also lead to governments seeking to add additional revenue streams from higher taxes, including excise duties.

Such conditions influence the Group in multiple ways, including, but not limited to, the pricing of raw and packaging materials, the ability to implement price increases, and execution of the Group's growth agenda as set out in our refreshed strategy, Accelerate SAIL.

In addition, the variability in financial markets, interest rate fluctuations and currency instability impact the Group's financial flexibility.

Mitigation

We employ scenario planning and agile financial management, leverage our value management capabilities and deploy localised strategies to address volatility and adapt to market-specific challenges.

Our public affairs team, in cooperation with relevant industry associations, seeks to engage in fact-based dialogue with relevant public authorities on changes in regulation, including within the areas of tax and excise duty.

In addition, our well-embedded and rigorous performance management system allows us to quickly adapt to changes in the trading environment.

These measures aim to safeguard growth, maintain financial flexibility and ensure operational stability across our key markets.

Geopolitical uncertainty

Risk movement

Heightened versus last year.

Description

The geopolitical environment is challenged by wars, civil unrest and an increased level of global geopolitical tensions.

The wider impact of these challenges may be economic instability in key markets, inflation and recession, posing a risk to operational resilience and financial flexibility.

Mitigation

We monitor the global geopolitical situation on an ongoing basis and develop scenarios for intervention in the event that tensions emerge or further evolve.

In our scenario analyses, we apply lessons learned from various geographies, including the impact and consequences of the situation in Russia.

Consumer preferences

Risk movement

New.

Description

Consumer preferences are continuously changing, including for areas such as consumption occasions, liquid preferences, alcohol intake, and purchasing habits and patterns.

The Group faces a risk of market share and volume loss if we fail to respond, adapt and evolve our product portfolio to cater for changing and emerging consumer trends and the evolving beverage landscape.

Mitigation

Accelerate SAIL has a clear focus on stepping up investments in and support of key growth categories, including premium beer, alcohol-free brews, Beyond Beer and soft drinks, and capabilities, including within sales execution and digital. See pages 16-23 for more information on Accelerate SAIL.

To ensure a consumer-centric focus and superior marketing and sales capabilities, in 2024 we further strengthened ExCom with the appointment of a Chief Marketing Officer and a Chief Strategy & Commercial Officer.

Cyber and IT security

Risk movement

Unchanged versus last year.

Description

The Carlsberg Breweries Group relies heavily on technology and IT infrastructure for its day-to-day business. A cyber attack or non-availability of IT systems could have severe financial, regulatory and reputational consequences for our business.

Mitigation

Our Chief Information Security Officer (CISO) leads an independent cyber security function within our IT organisation. The CISO coordinates risk mitigation plans and activities with ExCom and the Supervisory Board.

As the cyber security threat assessment has intensified in recent years, we have strengthened our protective work to counter the risk. Furthermore, we deploy a wide array of advanced defensive technologies, as well as continuing to embed our risk management framework in all layers of the organisation. We undertake regular testing of our security controls via an ongoing series of technological audits and breach simulations.

As the threat landscape remains difficult, we continue to invest in improving our security and mitigation activities.

Britvic integration

Risk movement

New.

Description

The Britvic acquisition is significant and entails financial and operational risks until the company has been successfully integrated. Any integration process requires significant operational resources on both sides, which may impact our ability to execute other initiatives and daily operations.

Mitigation

We prioritise thorough due diligence, robust integration planning and clear governance structures.

Dedicated teams are assigned to manage business continuity and integration processes, ensuring alignment with Carlsberg's operational standards and strategic goals. Additionally, we closely monitor resource allocation to minimise disruption to ongoing initiatives and daily operations.

CORPORATE GOVERNANCE

Our governance framework aims to ensure value creation, safeguard active and transparent stewardship across the Group and reduce risk.

The Carlsberg Breweries Group governance framework is aligned with the Carlsberg Group.

A comprehensive description of the Carlsberg Group's corporate governance position is available www.carlsberggroup.com/who-we-are/corporate-governance.

The Group has policies for a number of key areas, including, but not limited to, anti-bribery & corruption, labour & human rights, diversity, equity & inclusion, competition law, information security & acceptable use, trade sanctions, data protection, data ethics, risk management, finance, marketing, corporate communication, responsible drinking and public & government affairs.

The Supervisory Board is responsible for overseeing that the Executive Committee has an adequate system and resources in place to ensure compliance with these policies.

COMPOSITION OF THE EXECUTIVE COMMITTEE[1]

The Executive Committee (ExCom) currently consists of the Executive Board and a wider group of senior executives, in total nine members, portrayed on pages 4-5. A tenth member, replacing the Executive Vice President, Central & Eastern Europe and India will join the Executive Committee no later than March 2025.

Executive Committee gender representation

ExCom	Women	Men
Number	3	6
Share of total	33%	67%

ExCom members collectively prepare and implement the Group's strategic plans.

The nine members of ExCom represent eight different nationalities. They all have an international business background and a broad set of competencies and responsibilities related to general management, strategy, finance, our three regions, FMCG, marketing, sales, supply chain, procurement, ESG, human resources, digital and technology.

Driving diversity is a business priority. The Diversity, Equity & Inclusion Policy, available on www.carlsberggroup.com, sets out the Group's broader aspirations and commitments to attract, develop and retain people with different perspectives, experiences and backgrounds. Read more about our commitments and work with diversity in the sustainability statement.

[1] ESRS-2, GOV-1; 21c, 21d.

COMPOSITION OF THE SUPERVISORY BOARD[2]

The Supervisory Board has seven members, two of whom are part of the executive management of the Company.

Four of the seven members are elected by the General Meeting, one of whom (25%) is an independent director. In accordance with the Danish Companies Act, the three other members are elected by the employees.

One member elected by the General Meeting is affiliated to the Carlsberg Foundation, in her capacity as Chair of the Board of Directors of the Carlsberg Foundation Board, and has an academic background. This member is bearer of Carlsberg culture and heritage, and the values stemming from our founder, J.C. Jacobsen, and the Supervisory Board sees this member as patrons of the same.

The three employee representatives are elected for a term of four years. They have the same rights and obligations as the members elected by the General Meeting. The current employee representatives were elected in 2022 and the next election will take place in 2026.

Justyn Apelt-Salamon joined in 2024, replacing Thomas Paludan-Müller who changed position to another company within the Carlsberg Breweries Group.

Information on the Supervisory Board members is available on pages 30-31.

[2] ESRS-2, GOV-1; 21a, 21b, 21e.

Diversity[1]

The Supervisory Board recognises the value and benefits of diversity in respect of professional and international experience, culture and gender.

Consequently, diversity is of high priority for the Supervisory Board, and it has laid down the following specific objectives in relation to international experience and gender:

- With regard to international experience, the objective is that 50% or more of the Supervisory Board members elected by the General Meeting should have substantial international experience from managing large corporations or institutions. The Supervisory Board fulfils the objective regarding international experience.
- With regard to gender, the target for the under-represented gender is 40% of the Supervisory Board members elected by the General Meeting to be reached no later than 2028. As per the Annual General Meeting 2024, the gender distribution among the AGM elected members was 50% women and 50% men and consequently, the target is achieved.

[1] ESRS-2, GOV-1; 21d.

Competencies[2]

The Carlsberg Group's Specification of Competencies serves as the basis for the composition of the Carlsberg Breweries Group's Supervisory Board. It should be composed such that the Board is able to support, inspire, challenge and guide the Executive Board and the wider Executive Committee, and to deal effectively with the Carlsberg Breweries Group's strategic direction and decisions, general and financial management, and challenges and opportunities.

Three of the four Supervisory Board members elected by the General Meeting have an international business background and, in addition, competencies related to FMCG, finance, ESG, procurement, M&A, Carlsberg's three key regions and emerging markets.

In line with the new CSRD regulation, we undertook an evaluation of the Supervisory Board generally, and specifically with regard to our sustainability-related impacts, risks and opportunities. Please see the sustainability statement for more information.

The Supervisory Board continuously assesses, including as part of its annual Board evaluation, whether the board members possess the required skills and competencies to best support the Carlsberg Breweries Group and its strategy, and whether the composition can be further optimised for this purpose.

The Supervisory Board believes that the current composition of the Board ensures an appropriate level of skills, breadth and diversity in the members' approach to their duties, thereby helping to ensure that decisions are well considered and that both short- and long-term perspectives are taken into account.

[2] ESRS-2, GOV-1; 21c.

INTERNAL CONTROL AND RISK MANAGEMENT RELATED TO THE OVERALL CONTROL ENVIRONMENT FOR THE FINANCIAL REPORTING PROCESS

The Supervisory Board and ExCom have overall responsibility for the Carlsberg Breweries Group's internal control environment.

The Audit Committee is responsible for monitoring the effectiveness of the overall internal control environment and risk management systems, in particular related to the financial reporting process.

The Group has a number of policies and procedures in key areas of financial reporting, including the Finance Policy, the Accounting Manual, the Controller Manual, the Use of Auditors Policy, the Chart of Authority, the Risk Management Policy, the Financial Risk Management Policy, the Corporate Governance Policy, the Information Security & Acceptable Use Policy, the Stock Exchange Compliance Policy, the Tax Policy and the Code of Ethics & Conduct.

The policies and procedures apply to all subsidiaries, and we expect standards similar to those set out in the Carlsberg codes and policies for non-controlled entities.

The Group's internal control framework for financial reporting is designed to reduce and mitigate financial risks identified and ensure reliable internal and external financial reporting. It defines roles and responsibilities, and provides assurance that key risks are covered by internal control activities.

While systems and processes are not standardised across all entities, all entities are subject to the same set of internal key controls.

The Group continuously seeks to strengthen the internal control environment through further standardisation, increased automation, strong analytics and transparent governance.

The internal financial control framework is monitored through entities' self-assessment of the effectiveness of the implemented controls and continuous testing of performance by the Group's Internal Controls function. The monitoring of the performance of the controls focuses on the adequacy of the controls, their design and operating effectiveness, and the efficiency of the overall controlling processes.

Risk assessment

In the internal control framework for financial reporting, the Group has identified the risks that could have a direct or indirect material impact on the financial statements. Group entities are required to carry out and document the internal controls defined by the Group to cover the key risks identified.

All Group entities are further required to reassess the coverage and effectiveness of their controls biannually and to document additions to the local internal control framework for financial reporting addressing local risks.

Furthermore, Group entities are required to maintain mapping of risks related to the segregation of duties and to implement necessary compensating controls, thereby continuously strengthening the internal control environment and enforcing optimal segregation of duties in the ERP systems.

The segregation of duties within the main ERP systems is continuously monitored by the Group's Internal Control function.

Control activities and monitoring

The Group has implemented a formalised financial reporting process, budget process, estimates and monthly reporting on actual performance. The accounting information reported by all Group companies is reviewed by controllers with regional or functional in-depth knowledge of the individual companies/ functions and by technical accounting specialists.

Controllers are continuously updated on best practice relating to internal financial controls, and trained in new accounting and reporting requirements.

The entities in the Group are dependent on IT systems. Any weaknesses in the system controls or IT environment are compensated for by manual controls to mitigate any significant risk relating to the financial reporting.

The quality of processes and associated internal controls is subject to continuous monitoring and testing by the Group's Internal Control function as well as to regular internal audits.

The Audit Committee's monitoring covers both the internal control environment and business risk.

The financial risks are assessed and reviewed at multiple levels in the Group, including monthly performance review meetings at ExCom level, periodic review of control documentation, and audits performed by Group Internal Audit.

GROUP INTERNAL AUDIT

Group Internal Audit provides objective and independent assessment of the adequacy, effectiveness and quality of the Group's internal controls. Group Internal Audit works in accordance with a charter, which is reviewed periodically and approved by the Audit Committee.

Taking into account the annual review of business risks (see pages 24-25), an internal audit plan is drawn up for the year. The plan is reviewed and approved by the Audit Committee. In 2024, Group Internal Audit conducted audits mainly in the areas of key operational processes, financial reporting controls, brewery operations, compliance (internal and external regulation) and information technology.

In addition, Group Internal Audit continuously assesses the adequacy of actions implemented by management to address previously raised risks and control issues.

UPHOLDING DATA ETHICS[1]

The Group is committed to earning and keeping the trust of our consumers, business partners, employees and other stakeholders as we strive to brew for a better today and tomorrow. As explained in our corporate Data Ethics Policy, which can be found on www.carlsberggroup.com, one way in which we live up to this commitment – within a globalised and digitised business environment – is to only use personal data consistently with our four ethical pillars:

1. Keeping data safe

We take measures to ensure that any data shared and used – whether personal or business data – is protected through robust security features, effective processes for their implementation, and reliable IT applications and providers. Through these actions, we protect the digital wellbeing of our many stakeholders by safeguarding all of their data in our care, including in our information systems, from the exponentially growing risks of illegal and damaging conduct by individuals or groups acting either carelessly or intentionally for financial gain or other pernicious reasons.

2. Complying with data protection laws

The Group has effective and meaningful privacy and data protection standards in place, not only to comply with the many evolving regulatory requirements across our global markets, but also to promote the trust of those countries' citizens, leaders and business communities. To comply with local requirements, the Group directs that all personal data, however and wherever used in our business operations, must be handled in strict accordance with the data protection standards set out in our internal policies.

3. Using data respectfully

The Group respects individual privacy as part of our greater commitment to ethical business conduct and stakeholder dignity. For our workers, our commitment to a fair, respectful, safe and non-discriminatory workplace includes the lawful, fair and limited handling of their data as part of our working relationship. When collecting and using consumer data to better produce and market our products, the Group does so ethically, for example by not acting in any way to promote the drinking of alcohol to minors, by enabling consumers' autonomy over how their data is processed through transparent privacy notifications, and by reducing the privacy impact of digital technologies that we use.

4. Embedding data ethics in the organisation

Our Data Ethics Policy is approved by the Group's executive management team. In addition to top management being committed to prioritising data ethics, it is also embedded throughout the organisation in various polices, manuals and guidance, which detail Carlsberg's standards of privacy, data protection and responsible use of data. These standards are promoted through employee training, communication and continuous improvement of underlying processes, technology, and organisational and technical controls.

[1] The information contained in this text box constitutes our compliance with section 99d of the Danish Financial Statements Act.

SPEAKUP

Our whistleblower system[1]

The Group encourages open communication about company culture, ethics and values. We provide several channels for our employees, value chain workers, consumers and business partners to report suspected breaches of our Code of Ethics & Conduct, including bribery and corruption, or other concerns, without fear of retaliation.

While employees are encouraged to share concerns directly with managers or local HR or compliance representatives, any individual – internal or external – can report concerns anonymously through our SpeakUp system.

The SpeakUp system is a 24-hour grievance mechanism operated by an external provider. It is accessible via phone or online at speakup@carlsberg.com, and available in local languages across our markets.

We have robust processes in place to ensure compliance with the EU Whistleblower Protection Directive. The SpeakUp Manual, which clarifies how investigations should be undertaken, is regularly updated to reflect the most recent changes in legislation and new tools used in investigations.

Reviewing and investigating complaints[2]

All reports received through the SpeakUp system or other channels are treated seriously. To ensure confidentiality, an independent SpeakUp Review team, which is part of Group Internal Audit, reviews all reports.

Reporters receive acknowledgement upon submission of a report and are notified when investigations conclude.

Serious matters are overseen by our Integrity Committee, chaired by the CFO, with members from HR, Group Internal Audit and Legal & Compliance, including follow-up of major SpeakUp investigations, with a report to ExCom and the Audit Committee at least quarterly. The SpeakUp Summary report contains an overview of all open and closed investigations during the quarter and the time taken to resolve cases.

Remediation actions developed as a result of serious matters are tracked by Group Internal Audit to ensure they are implemented in a timely manner. Where a matter is upheld, or partially upheld, we take appropriate disciplinary action as required.

Less serious matters are allocated to the market to investigate, track and resolve with timely remediation plans.

In 2024, we received 229 reports. These included 146 reports of suspected misconduct, compared to 188 in 2023, covering issues such as bribery, conflicts of interest and other integrity breaches. Of the 147 cases closed, 72 were fully or partially upheld, leading to actions, including 30 dismissals, 38 warnings and 26 feedback meetings.

The incidents have not had any material impact on the financial results of the Group.

Promoting a culture of speaking up[3]

In Q1 2024, we launched an internal campaign to promote SpeakUp throughout our markets. As part of this campaign, information about SpeakUp was disseminated through posters, intranet articles and town hall or department meetings in all markets where Carlsberg has operations, and in export and licence markets where such activities were conducted for the first time.

In addition to regular SpeakUp campaigns, a survey was initiated in Q4 2024 to understand awareness among employees of the SpeakUp system and experience of it in order to identify areas for further improvement of the SpeakUp process and understand reporting behaviours of employees.

In order to assess how comfortable our employees feel about speaking their minds, our My Voice survey includes a question on whether employees feel comfortable speaking freely. In 2024, this question scored 75, which was five points above the external benchmark of nearly 1,100 companies – reflecting our commitment to fostering a culture of safety, transparency and open dialogue.

Protecting people raising concerns[4]

The SpeakUp Manual and Code of Ethics & Conduct explicitly prohibit retaliation against those who report concerns in good faith or participate in investigations. Managers may not dismiss, demote, suspend, threaten, harass or in any other way discriminate against an employee who reports a suspected violation in good faith.

[1] G1-1; 10a, S1-3; 32a, 32b, 32c, 32d, S2-3; AR25, S2-3; 27a, 27b, 27c S4-3; 25a, 25b, 25c.
[2] G1-1; 10e, G1-3; 18c, S1-3; 32e, G1-4; 24b, S2-3; 27d, S4-3; 25d.
[3] S1-3; 33, S2-3; 28, S4-3; 26.
[4] G1-1, 10c, S1-3; 33, S2-3; 28, S4-3; 26.

SUPERVISORY BOARD

HENRIK POULSEN

Chair (since 2022)

Nationality: Danish
Year of birth: 1967
Appointed (until): 2021 (2025)
Board function: Non-executive, independent director

Henrik Poulsen has extensive executive and board experience in large international companies, significant financial knowledge and in-depth knowledge of mergers and acquisitions, strategy, risk management, ESG, transformation and innovation. He is Senior Advisor to A.P. Moller Holding.

Henrik is Deputy Chair of the Board of Directors, member of the Audit Committee and Chair of the Remuneration Committee of Novo Nordisk. He is Chair of the Board of Directors at Faerch, and a member of the Boards of Directors of Novo Holdings and Bertelsmann SE & Co.

MAJKEN SCHULTZ

Nationality: Danish
Year of birth: 1958
Appointed (until): 2019 (2025)
Board function: Non-executive, non-independent director

Majken Schultz has substantial experience as a professor and advisor in change management, organisational culture and branding, and in how companies address future climate goals. She has 25 years of board experience in companies working in areas such as finance, consumer products and food. In addition to her analytical and strategic capabilities, she has a broad international network and expertise.

Majken holds a PhD and is a Professor at Copenhagen Business School and Chair of the Board of Directors of the Carlsberg Foundation. She is actively involved in the Danish business community and is a founder partner in the CBS board education programme. She is a member of the Danish Committee on Foundation Governance.

JACOB AARUP-ANDERSEN

Nationality: Danish
Year of birth: 1977
Appointed (until): 2023 (2025)
Board function: Executive, non-independent director

Jacob joined Carlsberg on 1 September 2023. Prior to joining Carlsberg, Jacob served as CEO of ISS, a global leader in facility management with 350,000 employees operating in 60 countries globally. Prior to ISS, he had executive leadership roles at Danske Bank and Danica Pension. Before that, Jacob worked as an investment professional in firms including TPG-Axon Capital and Goldman Sachs. Jacob is a member of the Board of Directors of SEB Group.

ULRICA FEARN

Nationality: Swedish
Year of birth: 1973
Appointed (until): 2023 (2025)
Board function: Executive, non-independent director

Ulrica joined Carlsberg on 1 January 2023. Before joining Carlsberg, Ulrica was CFO of Equinor, Norway. Prior to Equinor, she was Director, Group Finance at BT Group. She began her career at Diageo, where she spent almost 20 years in various senior finance and other management roles across Europe, APAC and the USA. Ulrica is a member of the Board of Directors of Capgemini.

JUSTYN APELT-SALAMON

Nationality: Danish/Polish
Year of birth: 1980
Appointed (until): 2024 (2026)
Board function: Employee representative

Justyn Apelt-Salamon is Integrated Information Technology (IIT) Senior Manager, Carlsberg Breweries A/S.

EVA VILSTRUP DECKER

Nationality: Danish
Year of birth: 1964
Appointed (until): 2014 (2026)
Board function: Employee representative

Eva Vilstrup Decker is Senior Director, Customer Service & Sourcing, Carlsberg Breweries A/S.

PETER PETERSEN

Nationality: Danish
Year of birth: 1969
Appointed (until): 2022 (2026)
Board function: Employee representative

Peter Petersen is President of the Staff Association and Process Lead at Carlsberg Supply Company Danmark A/S.

ESRS DATA POINTS

The index below summarises the ESRS disclosure for the sustainability statement incorporated in the management review. See the sustainability statement for all other disclosures on the eight topical standards, which are material to Carlsberg and which have guided the preparation of our sustainability statement.

ESRS DR	ESRS paragraph	Disclosures required by ESRS	Section in management review / paragraphs in section	Page
GOV-1	(ESRS 2) 21 a	Number of executive/non-executive members	Corporate governance • Composition of the Executive Committee • Composition of the Supervisory Board	26 26-27
GOV-1	(ESRS 2) 21 b	Information about representation of employees and other workers		
GOV-1	(ESRS 2) 21 c	Information about member's experience relevant to sectors, products and geographic locations of undertaking	Corporate governance • Composition of the Executive Committee • Composition of the Supervisory Board (Competencies)	26 27
GOV-1	(ESRS 2) 21 d	Percentage of members of administrative, management and supervisory bodies by gender and other aspects of diversity	Corporate governance • Composition of the Executive Committee • Composition of the Supervisory Board (Diversity)	26 27
GOV-1	(ESRS 2) 21 e	Percentage of independent board members	Corporate governance • Composition of the Supervisory Board	26
G1-1, S1-3, S2-3, S4-3	(G1) 10 a; (S1) 32 a, 32 c; (S2) 27 a; (S4) 25 a	General approach for providing remedy for negative impact, grievance/complaints handling mechanism related to employee matters	Corporate governance • SpeakUp	29
S1-3, S2-3, S4-3	(S1) 32 b; (S2) 27 b; (S4) 25 b	Channel to raise concerns is independent/established by a third party		
S1-3, S2-3, S4-3	(S1) 32 d; (S2) 27 c; (S4) 25 c	Process to support availability of channels		
G1-1, S1-3, S2-3, S4-3	(G1) 10 e; 18 c; (S1) 32 e; (S2) 27 d; (S4) 25 d	How reports are tracked/monitored and how effectiveness of channels is ensured	Corporate governance • SpeakUp (Reviewing and investigating complaints)	29
S1-3, S2-3, S4-3	(S1) 33; (S2) 28; (S4) 26	Awareness and trust assessment	Corporate governance • SpeakUp (Promoting a culture of speaking up)	29
S1-3, S2-3, S4-3	(S1) 33; (S2) 28; (S4) 26; (G1) 10 c	Protection against retaliation	Corporate governance • SpeakUp (Protecting people raising concerns)	29
S2-3	(S2) AR 25	Anonymity and confidentiality	Corporate governance • SpeakUp	29
G1-4	(G1) 24 b	Actions taken to address breaches in procedures and standards relating to anti-corruption and anti-bribery	Corporate governance • SpeakUp (Reviewing and investigating complaints)	29

FORWARD-LOOKING STATEMENTS

This Annual Report 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 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: geopolitical volatility, financial and economic uncertainty (including interest rates and exchange rates), financial and regulatory developments, legal and regulatory compliance, 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, 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, cyber and IT threats, issue of new trade sanctions, 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.

SUSTAINABILITY STATEMENT

Welcome to the Carlsberg Breweries Group's (the Group's) sustainability statement for 2024. This is our first year of reporting ESG progress against the EU Corporate Sustainability Reporting Directive (CSRD). As such, our report is structured based on the topical standards of the CSRD. Each section takes its starting point in the impacts, risks and opportunities material for our business. We then detail the key policies, targets and actions that address these topics, driven by our Together Towards ZERO and Beyond ESG programme.

CONTENTS

DISCLOSURE REQUIREMENTS INDEX

IRO-2

The following index lists all the ESRS disclosure requirements in ESRS 2 and the eight topical standards that are material to Carlsberg and have guided the preparation of our sustainability statement.

The index can be used to navigate to information relating to a specific disclosure requirement within the sustainability statement, and also shows where we have utilised incorporation by reference for disclosure requirements and/or data points that are dealt with outside the sustainability statement and consequently sit in the management review section of this report or in the Remuneration Report. Unless otherwise stated, ESRS 2-related disclosures for topical standards are included in ESRS 2.

Standard		Section	Page
S1 - Own workforce			
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SUS	70
S1-1	Policies related to own workforce	SUS	71
S1-2	Processes for engaging with own workers and workers' representatives about	SUS	72
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	MR	32
S1-4	Actions and resources related to own workforce	SUS	73
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SUS	73
S1-5	Stakeholder involvement in target setting	SUS	37
S1-6	Characteristics of the undertaking's employees	SUS	76-77
S1-8	Collective bargaining coverage and social dialogue	SUS	76
S1-9	Diversity metrics	SUS	75, 77
S1-10	Adequate wages	SUS	76
S1-14	Health and safety metrics	SUS	74
S1-16	Compensation metrics (gender pay gap)	SUS	75
S1-16	CEO pay ratio	REM	14
S1-17	Incidents, complaints and severe human rights impacts	SUS	77
S2 - Workers in the value chain			
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SUS	78
S2-1	Policies related to value chain workers	SUS	78
S2-2	Processes for engaging with value chain workers about impacts	SUS	79
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	MR	32
S2-4	Actions and resources related to value chain workers	SUS	80
S2-4	Severe human rights incidents	SUS	77
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SUS	80
S2-5	Stakeholder involvement in target setting	SUS	37
S4 - Consumers and end-users			
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business	SUS	81
S4-1	Policies related to consumers and end-users	SUS	82
S4-2	Processes for engaging with consumers and end-users about impacts	SUS	82
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	MR	32
S4-4	Actions and resources related to consumers and end-users	SUS	82
S4-4	Severe human rights incidents	SUS	77
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SUS	82
S4-5	Stakeholder involvement in target setting	SUS	37

Standard		Section	Page
G1 - Business conduct			
IRO-1	Description of the processes to identify and assess material impacts, risks and	SUS	86
G1-1	Corporate culture and business conduct policies and corporate culture	SUS	85
G1-1	Reporting business conduct incidents	MR	32
G1-3	Prevention and detection of corruption and bribery	SUS	86
G1-3	Process to report outcomes to administrative, management and supervisory bodies	MR	32
G1-4	Confirmed incidents of corruption or bribery	SUS	86
G1-4	Actions taken to address breaches in procedures and standards of anti-corruption and anti-bribery	MR	32

SUS Sustainability statement
MR Management review
REM Remuneration Report

● Mandatory disclosure requirement
● Material
○ Incorporation by reference

Abbreviations in the sustainability statement

AFB	Alcohol-free brews
ABV	Alcohol by volume
CapEx	Capital expenditures
CSAB	Carlsberg Sustainability Advisory Board
CSRD	Corporate Sustainability Reporting Directive
DE&I	Diversity, equity and inclusion
DMA	Double materiality assessment
DRS	Deposit return scheme
ESRS	European Sustainability Reporting Standards
FLAG	Forest, Land and Agriculture
FSA	Farm Sustainability Assessment
IARD	International Alliance for Responsible Drinking
IPCC	Intergovernmental Panel on Climate Change
ILO	International Labour Organization
IRO	Impact, risk and opportunity
ISC	Integrated Supply Chain
LCA	Life cycle assessment
OpEx	Operational expenditures
PPA	Power purchase agreement
REC	Renewable energy certificate
SAI	Sustainable Agriculture Initiative
SBTi	Science Based Targets initiative
SLCOC	Supplier and Licensee Code of Conduct
TTZAB	Together Towards ZERO and Beyond
UNGPs	United Nations Guiding Principles on Business and Human Rights
WBA	World Brewing Alliance

NON-MATERIAL TOPICS

IRO-2

E2 Pollution and S3 Affected communities were deemed to be non-material topics in our 2024 DMA. Relevant aspects related to Pollution are incorporated into the material topics of E4 Biodiversity and ecosystems and E5 Resource use and circular economy, while those related to Affected communities are covered under E3 Water and marine resources. We will continue to track and assess our impacts, risks and opportunities related to these topics, and their materiality will be continually reassessed each year as part of our annual DMA process.

GENERAL DISCLOSURES

HOW THE SUSTAINABILITY STATEMENT HAS BEEN PREPARED

BP-1; BP-2; SBM-1

Scope of consolidation and coverage of our value chain

Our sustainability statement has been prepared on a consolidated basis for the Group. The scope of consolidation for the sustainability statement is consistent with the financial statements.

As our upstream and downstream value chains are a substantial part of our overall business model, they have been thoroughly considered in the double materiality assessment (DMA) process that defines the scope of the sustainability statement. For example, in our disclosures we address the sourcing of raw and packaging materials, upstream and downstream transportation, and sales and marketing to customers and consumers. For more information on our value chain, please see the IRO-1 section.

We have not omitted any disclosures because of ongoing negotiations, nor have we omitted any information due to reasons of intellectual property.

Additional information relevant for users of the report

The Group produces and markets beer and other beverages. While mainstream core beer accounts for a significant part of total volumes, we have particular focus on categories with attractive long-term volume and value growth opportunities, including premium beer, alcohol-free brews, Beyond Beer and soft drinks. An overview of some of our key figures, including reporting sites, production volumes and revenue can be found in the table below.

The Group's main activities are in markets across Europe and Asia, where the Group holds a number 1 or 2 market position in 23 markets. The rest of the world is serviced through export and licence agreements.

Carlsberg at a glance as of 31 December 2024	Unit	Value
Breweries	number	82
Warehouses, offices and other	number	306
Total reporting sites	**number**	**388**
Production of fermented beverages	million hl	90
Production of non-fermented beverages	million hl	19
Total production of beverages	**million hl**	**109**
Total revenue	**DKK million**	**75,011**

Some metrics are subject to measurement uncertainty or are partially calculated using value chain estimates. Measurement uncertainty arises primarily from conversions applied to harmonise the input data used in the Scope 3 GHG emissions and the resource use-related metrics. Value chain estimates are mostly prevalent in Scope 3 GHG emissions. More information on significant assumptions made, measurement uncertainties and value chain estimates is disclosed in the accounting policies for the relevant metrics. The metrics have not been validated by another external body, unless specifically mentioned in the accounting note for the respective metric.

We expect to revise our ESG targets and baseline values in 2025 following the acquisition of Britvic plc.

DETERMINING THRESHOLDS FOR INCLUSION IN THE SUSTAINABILITY STATEMENT

IRO-2

To collect and assess the information necessary for disclosure in the sustainability statement, we conducted a series of interviews with key stakeholders in the business who hold in-depth knowledge of all our material topics. These interviews covered specific ESRS data points and company-specific targets, actions and roadmaps. A follow-up exercise, which included further stakeholder consultation and verification, analysed interview results and benchmarked them against existing results, activities, processes and plans to determine which elements of a given material topic are necessary for disclosure.

STRATEGY AND BUSINESS MODEL

SBM-1

Anchoring Together Towards ZERO and Beyond in our business

Our ESG programme, Together Towards ZERO and Beyond (TTZAB), is an integral part of our corporate strategy to create value for the shareholder and society. With ambitious targets and commitments across the 11 focus areas that are most material for our business and our stakeholders, our TTZAB programme supports our purpose to brew for a better today and tomorrow. It is firmly anchored in the business through a robust governance model, described on pages 37-38.

The programme and its targets have been developed based on thorough stakeholder engagement processes and materiality assessments. Since 2011, we have undertaken regular materiality assessments to identify and prioritise the issues most significant to our stakeholders and the planet. These assessments have gathered the views of customers, suppliers, investors, industry associations, academics, and non-governmental and intergovernmental organisations, consumers and our employees across a range of geographies and functions.

Our 2024 DMA confirmed our material impacts, risks and opportunities (IROs) and validated the existing focus areas of our TTZAB programme, reflecting IROs related to our products, all the markets we operate in, and the customer groups we serve. While some material IROs are global by nature, others are connected to our presence in specific regions, as specified in our IRO descriptions.

Based on DMA findings, we work to mitigate and reduce our risk exposure to material topics essential to our business, such as responsible drinking, which has a clear connection to our main product group, and carbon pricing, which can impact the cost of our products. We also seek to capitalise on opportunities for growth and strengthen our future plans. This includes championing opportunities related to no- and low-alcohol brews, as well as deposit return schemes, which have the potential to reduce our cost for packaging materials.

Our value chain inputs and outputs

The main features of our value chain, including upstream and downstream activities, are illustrated on page 41. Complementing this overview is a description of the various inputs and outputs necessary to create our products and operate our business.

To brew our beer and other beverages, we rely on various inputs, including: agricultural products such as barley and hops; water and energy; brewing and bottling equipment and packaging materials; our skilled workforce (the geographic breakdown of which is presented in the table below); and intellectual assets like brewing recipes, supplier relationships and our brand reputation. We have built strategies to ensure a resilient supply of these inputs across many years of responsible business.

These inputs are transformed into outputs that include: products (beer and other beverages); environmental impacts (emissions and waste); economic impacts (dividends for the shareholder, tax and duty revenues for governments etc.); social impacts (employment); intellectual contributions (innovations in brewing and wider scientific contributions from the Carlsberg Research Laboratory); and brand presence (market share and customer satisfaction). By integrating these elements, we create value for all stakeholders.

Our business model, as it relates to our value chain, is focused on engaging with and optimising our supply chain, prioritising leading markets and delivering for a range of customers and consumers.

Geographical breakdown of employees by headcount

Asia	12,792
CEEI (excl. EEA)	5,508
EEA	10,890
Western Europe (excl. EEA)	3,401
Total	**32,591**

EEA: European Economic Area
CEEI: Central & Eastern Europe and India

ESG GOVERNANCE

GOV-1; GOV-2

Managing and controlling ESG governance

A number of internal functions work to ensure that the ESG governance model presented on the following page is properly guided, supported and managed. These include Group Sustainability & ESG, which is responsible for developing our ESG programme, and Group Sustainable Finance, which collates all ESG data for reporting. Both functions report to the ESG Steering Committee at least quarterly and also collaborate closely with internal audit and compliance teams to ensure our governance and reporting processes are operating as intended. Moreover, we have established a process by which ESG risks, identified through the DMA, are funnelled into the broader risk management landscape.

IROs addressed by the Supervisory Board in 2024

Impacts, risks and opportunities addressed by our Supervisory Board and its various committees in the reporting year included carbon emissions in our operations and value chain, carbon pricing in our own operations and purchased goods, collective bargaining and work-related human rights, purchasing of raw ingredients, biodiversity impacts from sourcing of raw materials, development of recycling and deposit return schemes, post-consumer waste from packaging material, and purchasing of packaging material. For information on how frequently administrative, management and supervisory bodies are informed about material impacts, risks and opportunities, see GOV-1 Oversight structure on page 39.

Supervisory Board and Executive Committee ESG skills and experience

Our Supervisory Board and Executive Committee (ExCom) bring a diverse set of skills and experiences, not least in areas related to ESG matters. Each body collectively possesses a strong understanding of brewery operations, environmental and carbon reduction initiatives, business conduct, managing working conditions and HR matters, marketing practices, and promoting no- and low-alcohol products. They also have extensive experience in overseeing human rights and governance matters. In 2024, the assessment of competencies of both the Supervisory Board and ExCom concluded that the Board is satisfied that both bodies possess sufficient skills and experience related to the material ESG impacts, risks and opportunities at Carlsberg, as well as general ESG matters, and in accordance with the Specification of Competencies. Where we identify gaps in expertise at management level, we carry out education and upskilling of internal resources or leverage external expertise as appropriate. Please refer to our ESRS index on page 32 in the management review for more information on where the gender diversity ratio of our Supervisory Board can be found.

HOW WE MANAGE TOGETHER TOWARDS ZERO AND BEYOND (TTZAB)

GOV-1

The implementation of our Together Towards ZERO and Beyond programme is supported by robust governance, illustrated to the right, ensuring transparency and driving action. Target setting related to our material ESG-related IROs is led by the Group Sustainability & ESG team. After consolidating expertise and analysis from stakeholders across all functions, the team makes recommendations to ExCom and the Supervisory Board for approval. The Supervisory Board is responsible for reviewing the company's strategic approach to ESG and annual ESG disclosures, as set out in the Rules of Procedure. Monitoring of progress towards the targets is the responsibility of the ESG Steering Committee, with updates on progress shared regularly with ExCom via the executive-level target sponsors and the Accelerate SAIL tracking process. The Supervisory Board reviews our progress on the targets at least once a year as part of the ESG reporting cycle. This oversight contributed to the firm anchoring of TTZAB in our overall corporate strategy, Accelerate SAIL. It also ensures an ongoing consideration of our material impacts, risks and opportunities in business steering.

Supervisory Board

- Responsible for oversight of ESG at Carlsberg, including TTZAB targets and initiatives
- Discusses relevant impacts, risks and opportunities related to our ESG programme at least twice a year
- Responsible for annually reviewing overall ESG performance and progress

Board committees' oversight of ESG

- Board committees meet regularly to assist the Supervisory Board with oversight duties
- ESG-relevant committees and focus areas are: Audit Committee (ESG reporting and risk management), Remuneration Committee (ESG-linked incentives), and People & Culture Committee (diversity, equity and inclusion)

Executive Committee (ExCom)

- Holds accountability to the Supervisory Board for the effective management of ESG
- Approves ESG strategy, key roles, policies, targets and resource allocation
- Responsible for annually reviewing ESG performance and progress towards targets

Carlsberg Sustainability Advisory Board

- Sounding board to ExCom and ESG SteerCo on ESG matters
- Comprised of external sustainability experts, as well as certain Supervisory Board and ExCom members
- CSAB has no decision-making power and meets twice annually

ESG Steering Committee (ESG SteerCo)

- Analyses material ESG topics in depth and makes recommendations to ExCom
- Comprised of a subset of ExCom members, with ESG-relevant leaders brought in as necessary
- Met five times in 2024

TTZAB area owners

- Every TTZAB target has an ExCom sponsor responsible for delivering the target
- These sponsors delegate responsibility to VP-level TTZAB area owners and roadmap owners, who ensure each target has a fully costed plan for implementing its actions

ZERO Carbon Footprint
EVP, Integrated Supply Chain

ZERO Farming Footprint
EVP, Integrated Supply Chain

ZERO Packaging Waste
EVP, Group Strategy & Commercial
EVP, Chief Marketing Officer
VP, Corporate Affairs

ZERO Water Waste
EVP, Integrated Supply Chain
VP, Corporate Affairs

ZERO Irresponsible Drinking
EVP, Chief Marketing Officer

ZERO Accidents Culture
EVP, Integrated Supply Chain

Responsible Sourcing
EVP, Integrated Supply Chain

Diversity, Equity & Inclusion
Chief Human Resources Officer

Human Rights
VP, Corporate Affairs

Living by our Compass
Chief Compliance Officer

Community Engagement
Local management

Regional, market and function leadership teams
Responsible for integrating TTZAB into their markets/ functions

ESG Champions
Responsible for coordinating local implementation and communication

Local TTZAB area owners
Responsible for local implementation

Together Towards ZERO and Beyond performance at a glance

	Target	Baseline Year	Baseline Value	2024	Unit	Page
ZERO Carbon Footprint	ZERO carbon emissions at our breweries by 2030	2015	697	294	kt CO_2e	48
	Convert to electricity adding to additional renewable capacity by 2030	2021	1%	6%	%, additional renewable electricity relative to electricity consumption at breweries	49
	30% reduction in relative value chain carbon emissions by 2030	2022[2]	60[2]	58	kg CO_2e/hl	50
	Net ZERO value chain by 2040	N/A[1]	N/A[1]	8,220	kt CO_2e	52
ZERO Farming Footprint	30% of raw materials from regenerative agricultural practices by 2030; 100% by 2040	2021	0%	<1%	%, relative to total weight of raw materials purchased	64
	30% of raw materials sustainably sourced by 2030; 100% by 2040	2021	0%	0%	%, relative to total weight of raw materials purchased	65
ZERO Packaging Waste	100% recyclable, reusable or renewable packaging by 2030	2024	94%	94%	%, absolute volume sold in relation to total volume sold	67
	90% collection and recycling rate for bottles and cans by 2030	2019	72%	76%	%, absolute volume sold in bottles and cans in relation to recycling rate	67
	50% recycled content in bottles and cans by 2030	2019	29%	43%	%, absolute volume sold in bottles and cans in relation to recycled content for bottles and cans	67
	50% reduction in virgin fossil-based plastic by 2030	2019	60	48	kt	68
ZERO Water Waste	Water usage efficiency of 2.0 hl/hl at breweries globally by 2030	2015	3.6	2.5	hl/hl, hectolitres of water usage per hectolitre of beverage produced	61
	Water usage efficiency of 1.7 hl/hl at breweries in high-risk areas by 2030	2015	4.0	2.2	hl/hl, hectolitres of water usage per hectolitre of beverage produced	61
	100% of replenishment of water consumed at breweries in high-risk areas by 2030	2021	0%	16%	%, relative to water consumed at breweries	61
ZERO Irresponsible Drinking	35% of our brews globally are low-alcohol or alcohol-free by 2030	2021	27%	30%	%, volume of beer, cider, kvas and malt-based brews with <3.5% ABV sold relative to total volume of beverages sold	83
	100% availability of alcohol-free brews by 2030	2021	58%	90%	%, share of markets with AFB products included in price lists to customers	83
	100% of our markets run partnerships to support responsible consumption by 2030	2021	68%	86%	%, share of companies running responsible drinking partnerships, campaigns or other activities	83
	100% responsible drinking messaging through packaging and brand activations by 2030	1: 2021	98%	100%	%, share of primary packaging for volume with >0.5% ABV sold for each of the following mandatory on-pack elements: 1. Ingredient information	84
		2: 2021	58%	57%	2. Nutrition information	
		3a (ABV): 2021	41%	70%	3. Legal drinking age (a. >0.5% ABV and b. AFB)	
		3b (AFB): 2023	28%	42%		
		4: 2023	77%	88%	4. Consumer information	
		2021	26%	56%	%, share of companies having a responsible drinking message related to a responsible drinking campaign on the primary packaging of the #1 or #2 brand in the market, with a URL to a brand webpage as optional	84
ZERO Accidents Culture	Reduction in accident rate year on year towards 2030	2015	4.4	1.6	Lost-time accident rate (LTAR)	73
	ZERO lost-time accidents by 2030	2015	302	94	Lost-time accidents (LTA)	73
Diversity, Equity & Inclusion	30% women in senior leadership roles by 2024; 35% by 2027; and 40% by 2030	2020	28%	30%	%, number of women in senior leadership roles relative to the total number of employees in senior leadership roles	74

[1] The gross Scope 1-3 GHG emissions have not been calculated for the baseline year and are therefore not disclosed. The baseline figure will be updated during 2025. [2] 2022 is applied as a reference year, but is not the baseline for our Science Based Targets initiative (SBTi) submission (2015). The baseline year will be revisited and updated during 2025.

IDENTIFYING OUR IMPACTS, RISKS AND OPPORTUNITIES

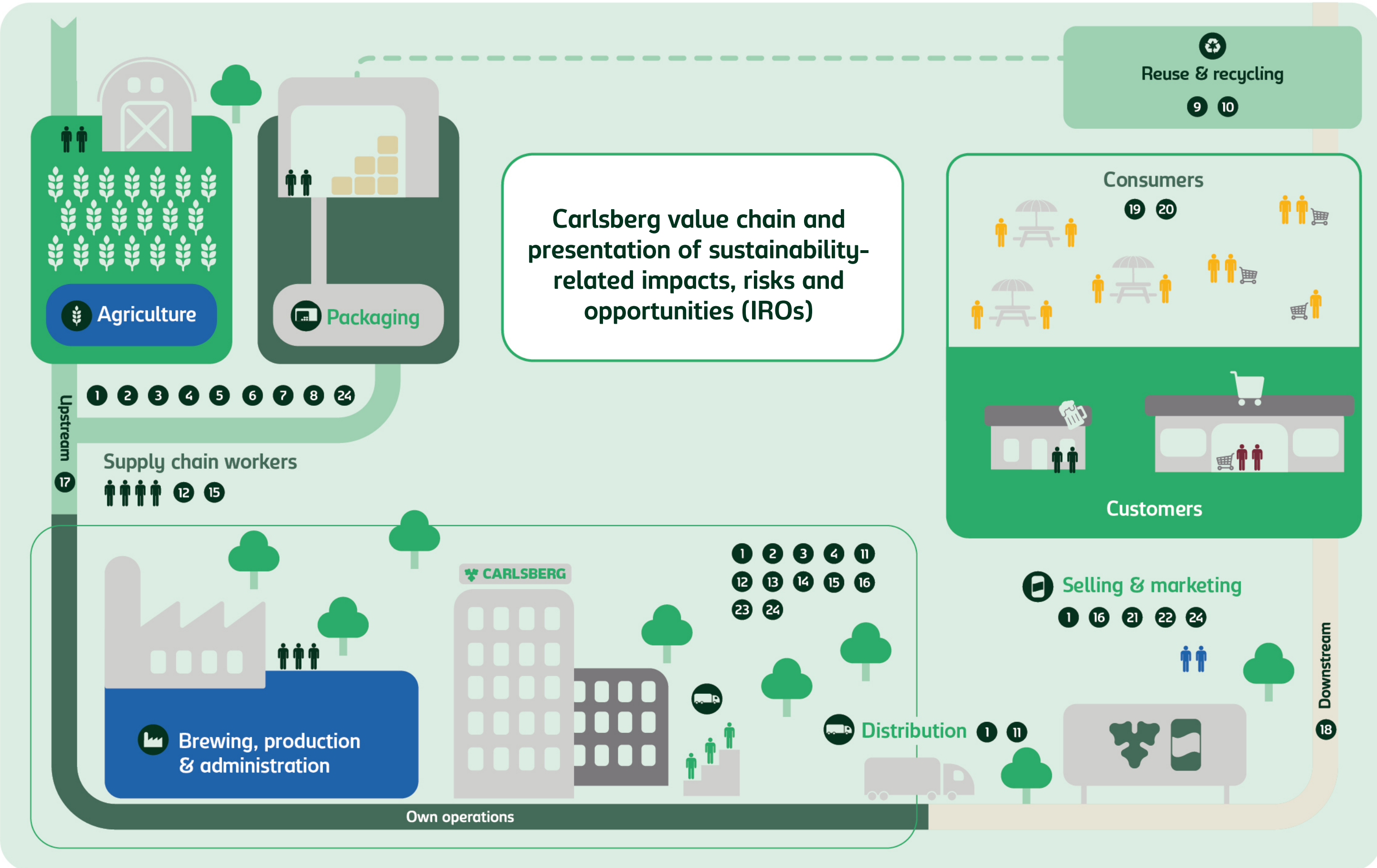
SBM-3

Impacts, risks and opportunities (IROs) exist throughout our value chain, from the growing of our hops and grains to the sale and marketing of our products. Through our Together Towards ZERO and Beyond (TTZAB) programme, we take a rigorous approach to identifying and addressing these.

Our DMA identified material IROs across eight topical standards, presented below. All IROs stem from sub-topics and sub-sub-topics in ESRS. We have entity-specific disclosures for particular topics as they relate to our material IROs. Namely, we report on ZERO Irresponsible Drinking targets and programmes as part of our commitment to consumers and end-users, and on ZERO Farming Footprint as part of our approach to regeneratively grown and sustainably sourced raw materials.

The visualisation below provides a consolidated list of all our material IROs identified in the 2024 DMA. It also places these IROs across our value chain, showing how they are connected to our strategy and business model. A more detailed overview of material IROs specific to each topic, including the connection between our IROs and TTZAB focus areas, is shown under SBM-3 for each topical standard.

Among our material topics, we have identified two financial risks and two financial opportunities, described in the relevant sections of this report. These material risks and opportunities are not currently impacting our business financially, nor do we assess that they will cause significant material adjustments within the next annual reporting period.



E1 Climate change
1. Carbon emissions in our operations and value chain
2. Carbon pricing on own operations and purchased goods

E3 Water

3. Water consumption for crops and beverage production
4. Water replenishment and stewardship programmes

E4 Biodiversity and ecosystems

5. Biodiversity impacts from sourcing of raw materials
6. Land use changes in value chain

E5 Resource use and circular economy

7. Purchasing of raw ingredients
8. Purchasing of packaging material
9. Post-consumer waste from packaging material
10. Development of recycling and deposit return schemes

S1 Own workforce

11. Health and safety during production processes
12. Gender disparity in senior management
13. Healthy work-life balance
14. Collective bargaining and work-related human rights
15. Workforce harassment
16. Wage adequacy across our own operations

S2 Workers in the value chain

17. Working conditions in the upstream value chain
18. Working conditions in the downstream value chain

S4 Consumers and end-users

19. Health and safety connected to harmful drinking
20. Negative impacts from marketing
21. Diminishing public perception of alcohol
22. Expansion of no- and low-alcohol products

G1 Business conduct

23. ESG-linked executive remuneration
24. Corruption in business practices

CONDUCTING OUR DOUBLE MATERIALITY ASSESSMENT

IRO-1

Our double materiality assessment (DMA) from 2023 analysed the impacts, risks and opportunities (IROs) of our own operations and upstream and downstream value chain. IROs are mapped in our value chain as identified, ensuring consideration of both indirect and direct impacts. As part of this process, we performed interviews with internal and external stakeholders, and conducted third-party research, focusing - when necessary - on specific activities, business relationships and geographies that could give rise to heightened risk of adverse impacts. Underlying analyses and inputs that contribute to the DMA (including water risk assessment, GHG inventory, climate scenario analysis, and more) utilise distinct parameters, and these in turn influence our material outcomes.

In 2024, significant changes were made in the DMA, including a thoroughly updated scoring methodology, consolidation of IROs to avoid double-counting, and sharpening the relevant topical standard of IROs based on IRO origin. We also reviewed the impact description, organisational boundary, geographical scope and secondary sources, and linked our IROs to ESRS topics, sub-topics and disclosure requirements. All these updates were informed by interviews and workshops, the final CSRD requirements, the DMA guidance from the European Financial Reporting Advisory Group (EFRAG), and engagement with a representative from EFRAG's Sustainability Reporting Board (SRB).

DMA methodology

In our DMA, we assessed impacts based on the severity and likelihood of the event, and risks and opportunities based on financial magnitude and likelihood.

The severity of potential impacts was evaluated with consideration for any mitigating actions that were already in place. The severity of actual impacts was assessed without consideration for any remediating actions. We attributed severity and likelihood scores to all impacts in order to prioritise these impacts. Severity was scored on a scale of 1-5, based on the average score of the scale, scope and irremediability (for negative impacts only). We developed bespoke parameters for each topic's scoring criteria, clearly indicating the criteria that must be met for scoring in each step of the scale. This resulted in less subjectivity and greater comparability of the scoring process. For human rights-related impacts, the severity of the impact was weighted higher than the likelihood in our assessment.

We attributed a score to financial risks and opportunities based on magnitude and likelihood. The magnitude criterion scores risks and opportunities based on estimated impacts on operating profit on a scale of 1-5. In 2024, we undertook a quantitative climate change scenario analysis for risks and opportunities under E1 Climate change. These financial calculations determined the magnitude of risks and opportunities.

As part of our assessment, we have considered the interaction between IROs. Where relevant, we have linked identified impacts to financial risks and opportunities, such as in the case of carbon emissions and carbon pricing.

Likelihood scoring for both impacts and financial risks and opportunities and time horizon is aligned to our global risk management framework and ESRS. Potential impacts as well as risks and opportunities were scored on a scale of 1-4. Actual impacts were scored as a 5.

Alignment with risk management practices

We are working to align the DMA process with our global enterprise risk management (ERM) framework where possible. Group functions, including Group Sustainability & ESG, perform annual risk assessments related to their areas to contribute to the ERM process. DMA outputs related to risk are used as ESG inputs for the ERM. These are consolidated with inputs from other Group functions, prioritised in a heat map and presented to ExCom.

As severity depends on the nature of a given topic, we have developed topic-specific criteria to best understand and measure the impacts. We are investigating the possibility of integrating the assessment into our global risk management process in 2025.

To ensure the accuracy of the results of our DMA, the IROs were thoroughly validated with internal stakeholders, including risk management professionals responsible for the assessment of financial risks. Furthermore, when Group Sustainability performs the annual DMA, the results are validated and approved by the ESG Steering Committee, Executive Committee and Supervisory Board.

Identifying and assessing pollution-related impacts, risks and opportunities

As explained in IRO-2 on page 36, our DMA concluded that IROs related to pollution from our own operations are non-material due to the determination that their material impacts originate in different topical standards. Pollution associated with production of sourced raw materials is considered under E4 Biodiversity and ecosystems, and pollution associated with improperly managed waste from the packaging we put on the market is considered under E5 Resource use and circular economy.

We have a clear process for identifying and assessing the pollution-related IROs of every major project or modification of existing processes, equipment or infrastructure. This includes, but is not limited to, consideration of requirements of local regulations, environmental permits and licences; processes for brewing, bottling, storing and utilities; raw and packaging materials and processing aids, cleaning chemicals and lubricants; energy sources; waste and all intermediate products; any other specific scope required by local regulations. Pollution in our value chain is assessed through the nature-related assessment described in E4 and through supplier audits.

Each location has a communication plan for informing and involving communities and authorities if and when relevant and necessary.

SUSTAINABILITY DUE DILIGENCE

GOV-4

The table below provides a mapping to where in our sustainability statement we provide information about our due diligence process. These labels with corresponding topics can be found throughout the report in each section.

Core elements of due diligence	Paragraphs in the sustainability statement
Embedding due diligence in governance, strategy and business model	Cross-topics: ESRS 2 GOV-2; ESRS 2 GOV-3; ESRS 2 SBM-3
Engaging with affected stakeholders in all key steps of the due diligence	Cross-topics: ESRS 2 SBM-2; ESRS 2 IRO-1 Social: S1-2; S2-2; S4-2
Identifying and assessing adverse impacts	Cross-topics: ESRS 2 IRO-1 Environment: E1 IRO-1; E2 IRO-1; E3 IRO-1; E4 IRO-1; E5 IRO-1 Social: S1-3; S2-3; S4-3
Taking actions and describing processes to address those adverse impacts	Environment: E1-3; E3-2; E4-3; E5-2 Social: S1-4; S2-4; S4-4 Governance: G1-3
Tracking and communicating the effectiveness of these efforts	Environment: E1-4; E1-6; E3-3; E3-4; E4-4; E5-3; E5-4; E5-5 Social: S1-4; S1-5; S1-8; S1-9; S1-10; S1-14; S1-16; S1-17; S2-5; S2-4; S4-5; S4-4

RISK MANAGEMENT AND INTERNAL CONTROLS FOR ESG REPORTING

GOV-5

General approach to internal controls for ESG reporting

The Group's Internal Control Framework for Sustainability Reporting has been designed to reduce and mitigate sustainability reporting-related risks. It defines roles and responsibilities, outlines specific procedures for securing data collection, validation and reporting, and provides assurance that key reporting risks are covered by internal control activities. The control framework is monitored through a biannual Group-level self-assessment process to evaluate its effectiveness and the efficiency of the overall sustainability reporting processes. It currently contains Group-level controls covering the data collected and validated across the different markets and regions. The overall effectiveness and coverage of the control framework and data quality will continue to improve as we cascade internal control requirements in coming reporting periods.

A quarterly report to the Audit Committee is prepared by Group Internal Audit and Group Risk & Internal Controls. It provides an overview of all internal control activities and matters, including regular updates on the status of risk and internal control activities linked to the sustainability reporting process and their operating effectiveness.

We update the control framework promptly in response to any significant developments, and will expand the control requirements further as necessary. In 2025, a risk assessment exercise focused on the ESG data collection process will be organised to identify new risks and reassess existing ones. We expect to mature our risk assessment approach and corresponding prioritisation methodology in future reports.

Identifying and mitigating ESG reporting risks

Reviews of ESG reporting processes and practices are triggered by the identification of material topics via control self-assessments, internal audits or specific risk assessments. Action plans are established and internal organisation, internal controls, processes and ways of working may be adjusted. This could include actions such as updating documentation requirements (policies, procedures and manuals), streamlining data collection and validation with specific approval rules, implementing reconciliations across systems, and establishing controls when inputting or reporting key data to ensure accuracy, replicability, reliability and timeliness.

We have analysed observations from Group Internal Audit and previous years' ESG assurance processes, and have identified three main risk categories that could directly or indirectly impact our sustainability statement: misstatements, compliance breaches and fraud. This has led to the development of 12 initial internal controls covering various stages of the reporting process, from data collection to overall ESG programme management, with the goal of addressing and mitigating these risks and supporting corrective action plans.

ENGAGING WITH OUR STAKEHOLDERS

SBM-2

In order to run our business, we need input and consultation every step of the way, from suppliers, employees, consumers and a range of other stakeholders, as outlined below.

This continuous dialogue, including that which formed part of our double materiality assessment, informs our ESG programme, projects and processes, allowing us to align with the interests and views of our stakeholders. Feedback from these engagement processes is shared with our ESG Steering Committee, Executive Committee and Supervisory Board on an ongoing basis.

Stakeholder	Stakeholder interests and purpose of engagement	How we engage	Impact on operations, business model and strategy
Consumers	Increasing consumer demand for no- and low-alcohol beverages and responsible marketing practices.	Events, messaging on our products, advertising, marketing campaigns, social media, local websites, global consumer research and local consumer feedback questionnaires.	Expanding our range of no- and low-alcohol beverages worldwide and encouraging responsible consumption through messaging and partnerships.
On- and off-trade customers	Reducing supply chain risks, achieving sustainability goals and meeting consumer demand for healthier and more sustainable options.	Ongoing communication and regular visits with key accounts, customer service handling processes, customer satisfaction surveys, completion of our customers' supplier questionnaires, participation in customers' supplier audits, and collaboration on events and campaigns.	Impact varies greatly from market to market. For example, increased data requirements concerning carbon emissions necessitate customer-specific emissions accounting for some markets.
Employees and contractors	Development opportunities, a diverse and inclusive workplace, and a purpose-driven company they can be proud of. Our aim is to stay attuned to evolving employee expectations so that we can attract and retain talent that secures our mutual long-term success.	Daily communication via our intranet, annual My Voice employee survey, performance reviews, townhall meetings and employee resource groups (ERGs).	Learnings from engagement efforts are analysed and integrated where appropriate into our people strategy. They also inform our growth culture principles, which provide clarity on the culture we need to achieve our growth ambitions.
Industry organisations	Working together with industry peers, including direct competitors, to drive improvements in responsible, sustainable and ethical business practices, keep pace with evolving legislation, hold ourselves to recognised standards and pool resources to develop and drive best practices.	Industry organisation memberships, partnerships and board positions to learn, share and drive best practices. Examples include the Beverage Industry Environmental Roundtable (BIER), REfresh Alliance, Climate Group's RE100, the International Alliance for Responsible Drinking (IARD) and the World Federation of Advertisers (WFA).	Significant influence over our policies, practices and targets, both through self-regulation and auditing processes within many of the industry associations of which we are members.
Investors and analysts	Transparent information about our business, financial performance and progress on EGS targets.	Annual and half-yearly reports, quarterly trading statements, quarterly conference calls, ad hoc stock exchange announcements, press releases, regular meetings with investors and analysts and capital markets days.	Influence over our business strategy, which they can exert through regular engagement, voting rights, proposals and activism.
Suppliers	ESG subject matter expertise, practical assistance and clear understanding of our priorities and long-term goals so that they can align their own strategies for mutual success.	Site visits, periodic in-person and virtual training sessions, supplier summits, communication of the Supplier and Licensee Code of Conduct, regular quality audits, Sedex assessments and third-party audits for our highest-risk suppliers.	Engagement allows us to learn about market-specific conditions and challenges, and in turn understand opportunities for improvement.
Sustainability experts and NGOs	Strong ESG performance, transparent reporting on measurable targets, and support on projects and initiatives that help address broad societal and/or environmental challenges.	Strategic partnerships (WWF, TapEffect and WaterAid for water replenishment projects), the Science Based Targets initiative (SBTi), the RE100, the World Economic Forum's Alliance of CEO Climate Leaders and the Carlsberg Sustainability Advisory Board (CSAB).	Engagement fills gaps in our expertise and demonstrates a commitment to standards or targets that exceed regulatory requirements. This insight is integrated into our ESG policies, targets and actions.
Policymakers and regulators	Economic contributions, including job creation, to the societies in which we operate. These stakeholders also want to understand how we support strategies on sustainability and public health.	Bilateral meetings and high-level public events, such as the World Economic Forum's annual Davos meeting. We also engage with governments indirectly on sustainability and public health issues through industry associations, such as the International Alliance for Responsible Drinking (IARD) and the World Brewing Alliance (WBA).	Through continuous engagement and dialogue with key policymakers and regulators, we enhance our alignment with their objectives, refining our internal policies and business strategies.

ENVIRONMENT

E1 CLIMATE CHANGE

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

SBM-3

More extreme weather events and record temperatures around the world underline the urgent need for action on climate change, and we are committed to reducing emissions throughout our value chain. Specifically, we have identified six sources of GHG emissions in our value chain that have material negative impacts on climate change in the short term, and one material financial risk that climate change poses to our business in the long term. We seek to address all these IROs through the policies, targets and actions outlined in this section.

Material impact	Where it originates	How it affects people or planet	Time horizon	Addressed in TTZAB
1.1 **Emissions generated by our agricultural sourcing**	We source ingredients from agricultural businesses, with emissions generated during the farming and processing of these raw materials.	− GHGs are emitted in the farming and processing of raw ingredients and materials.	Short term	ZERO Carbon Footprint; ZERO Farming Footprint; Responsible Sourcing
1.2 **Emissions generated from our breweries**	Our breweries emit GHGs while they operate.	− GHGs are emitted by our breweries.	Short term	ZERO Carbon Footprint
1.3 **Emissions generated by the energy we purchase**	We purchase energy from providers to enable the continuous operation of our breweries and other locations.	− GHGs are emitted in the generation and transportation of the energy we purchase.	Short term	ZERO Carbon Footprint
1.4 **Emissions generated by the production of our packaging**	We use packaging to prepare our products for transportation and sale.	− GHGs are emitted in the production of our packaging.	Short term	ZERO Carbon Footprint; ZERO Packaging Waste; Responsible Sourcing
1.5 **Emissions generated from transportation and distribution**	The transportation and distribution of our products result in GHG emissions.	− GHGs are emitted in the transportation of our products.	Short term	ZERO Carbon Footprint; Responsible Sourcing
1.6 **Emissions generated by product refrigeration in bars and shops**	We use fridges to keep drinks cool in bars and shops.	− GHGs are emitted in the powering of fridges.	Short term	ZERO Carbon Footprint; Responsible Sourcing

Material risk/opportunity	Where it originates	How it affects our business	Time horizon	Addressed in TTZAB
2 **Carbon pricing on our own operations and purchased goods**	Our operations result in GHG emissions throughout the value chain, with potentially broad-based impacts contributing to climate change globally.	Risk: The potential for carbon pricing to increase the costs of purchased goods and the costs of our own operations presents a financial risk to the business.	Long term	ZERO Carbon Footprint

E1-1

Charting a course towards ZERO Carbon Footprint

To take action on climate change, we aim to eliminate carbon emissions from our breweries by 2030 and reach net ZERO for our entire value chain by 2040. Our transition plan is anchored in our ESG programme, Together Towards ZERO and Beyond, which is available on our website. Specifically, the environmental focus areas of ZERO Carbon Footprint, ZERO Water Waste, ZERO Farming Footprint and ZERO Packaging Waste are key pillars that guide our plan. TTZAB commits us to reducing emissions to net ZERO by 2040, covering our entire GHG inventory, as well as achieving near-term and long-term GHG emissions reduction targets consistent with limiting the global temperature increase to 1.5°C. TTZAB also steers our decarbonisation strategy, which outlines the principal actions we will take to deliver the GHG emissions targets. A detailed EU Taxonomy disclosure can be found at the end of the E1 disclosures.

Aligning with the Paris Agreement

For an explanation of how our targets are compatible with limiting global warming to 1.5°C in line with the Paris Agreement, and the decarbonisation levers and key actions planned to achieve our targets, please see E1-3 and E1-4, Climate change targets and actions. Carlsberg is not excluded from EU Paris-aligned Benchmarks.

We are not focusing on creating a capital expenditure plan to align with EU Taxonomy criteria, as our main business activity (manufacturing of beverages) is not in scope of the Climate Change Mitigation or Climate Change Adaptation objectives of the EU Taxonomy. This will be performed once the manufacturing of beverages is in scope as an eligible economic activity under the Taxonomy Regulation.

Embedding climate action in our business strategy

To ensure that our climate action ambitions become a reality, we have anchored our transition plan into our overall business strategy and financial planning processes. Doing so allows us to take into account our organic growth trajectory, with detailed analysis and modelling of climate impacts in the regions where we aim to grow our portfolio most significantly.

Creating the transition plan was a collaborative effort, led by TTZAB target sponsors and our Group Sustainability & ESG function. It was approved according to the Carlsberg governance model, as described in GOV-1. While we still have far to go to reach our targets, we are at a mature stage of implementation, with well-defined ownership and oversight of TTZAB targets and initiatives, and robust data on our Scope 1, 2 and 3 emissions.

Meeting our targets will require both business transformation and investment in physical infrastructure. While we believe the majority of our equipment can undergo a renewable transition, we do expect to face some potential locked-in GHG emissions (<10%) that are hard to abate due to infrastructure in the markets, availability of sustainable fuel and unavoidable methane emissions. These will be covered through carbon removals.

For a discussion of the operational expenditures (OpEx) and capital expenditures (CapEx) required for implementation of the transition plan, please see E1-3 Climate change actions and resources. For the EU Taxonomy disclosure, please refer to the EU Taxonomy section at the end of the E1 disclosures.

IRO-1

Climate-related impact assessment

The process of assessing our climate-related impacts starts with our GHG inventory covering Scope 1, 2 and 3 emissions. Compilation of the inventory enables us to understand where we impact climate change directly and indirectly, and at which stage of the value chain. In addition to an overview of the sources and types of emissions, we also break down the data by regions and markets. Analysis of the GHG inventory provides a starting point for understanding the key challenges and identifying the key levers.

Climate-related financial risk and opportunity assessment and scenario application

Methodology

The Task Force on Climate-related Financial Disclosures (TCFD) provided our framework for the identification, assessment and scenario application of climate-related financial risks and opportunities. These findings were complemented by our existing analyses and research, and the shortlisted risks and opportunities were then discussed by internal stakeholders to further understand the implications and validate the result.

We applied three ranges of scenarios, including sources from the Intergovernmental Panel on Climate Change (IPCC), the Network for Greening the Financial System (NGFS) and other analyses referring to IPCC: a low emissions scenario (RCP 2.6 / SSP1 and NGFS CGAM 6.0 Below 2°C), an intermediate emissions scenario (RCP 4.5 / SSP 2) and a very high emissions scenario (RCP 8.5 / SSP 5). The scenarios were based on scenario-specific science-based climate projections and macroeconomic trends. When possible, we used climate projections for specific geolocations (CMIP6, Coupled Model Intercomparison Project) to reflect the most specific consideration, magnitude and duration of hazards. For hazards affecting our supply chain, we drew on data for broader regions when specific geolocations were not available. These scenarios were applied to the analysis with time horizons of 2025, 2030 and 2050.

For both transition and physical risks, we identified and assessed climate-related financial risks within our operations and throughout the upstream and downstream value chain. This analysis used our existing work as a starting point, including site-level climate hazard exposure assessment, water risk assessment, our GHG inventory and our previous double materiality assessment.

We analysed our shortlisted transition risks connected with our business activities, based on their relevance to our operations, strategies, procedures etc. The scenarios across which the transition risks were assessed drew on different science-based climate projections as well as assumptions about macroeconomic trends, energy consumption and mix, and climate-related policies. For our 2024 analysis, we assessed the impacts of transition events by drawing on internal inputs and data, as well as external databases such as NGFS and research papers. We used outputs from the Global Change Analysis Model 6.0 (GCAM 6.0) as provided by NGFS. GCAM is an Integrated Assessment Model that provides outputs on emissions, land use and prices for given macroeconomic and environmental scenario inputs. The country-level outputs were used to model future carbon prices affecting our own operations as well as our supply chain based on regional emissions projections. The analysis considered the magnitude and duration of the transition events.

For physical risks, site-level assessment tools addressed several climate hazard types, including drought, fire, heat stress, precipitation, river flood, sea level rise, tropical cyclone and extratropical cyclone, and broader climate-related scenario analysis covering both acute and chronic physical risks. This offered us insights into how our specific assets were exposed to climate-related hazards and water-related risks, and our scenario analysis shed light on the potential financial impacts from physical risks under three different scenarios.

For both physical and transition risks, additional inputs were collected through desktop research and a series of interviews with internal stakeholders to expand our scope of analyses to include upstream and downstream value chain.

We consider climate-related impacts when relevant in our financial planning. However, as we do not expect significant immediate financial implications from these impacts, they are not integrated into the financial statements.

Key results

Climate-related physical risks

We identified acute hazards, including heatwaves and droughts with the potential to affect crop yields of key ingredients for our products, while chronic hazards identified included water stress affecting our operations.

Climate-related transition risks

The identified transition risks were assessed to have significantly different impacts in 2025, 2030 and 2050. We found that carbon pricing costs may pose a material financial risk for us in a low emissions scenario (RCP 2.6 / SSP 1) in the long term given a gross risk perspective (i.e. assuming that we do not pursue further decarbonisation). However, we identified that this risk can be mitigated through fulfilment of our decarbonisation targets within TTZAB, which was considered in the net risk perspective.

The scenario analysis has informed us where our material risks are concentrated. The key risk areas were found to be cost of sourcing raw and packaging materials, due to the high carbon price assumed in the low emissions scenario. Carbon pricing on GHG emissions from our own operations, too, was deemed material. These are the risks before mitigation actions are considered.

SBM-3

Resilience analysis

Methodology

Our resilience analysis was conducted in H1 2024 in the context of the climate-related scenario analysis. While our climate-related scenario analysis explained above focused on risks and opportunities without consideration for likelihood or mitigation actions, the resilience analysis assessed the financial effects with consideration for likelihood of the event occurring and implementation of mitigation actions, i.e. assuming the fulfilment of TTZAB targets. Aside from this difference, the scope and methodology of this assessment were the same as in the scenario analysis. For both analyses, the low emissions scenario assumes stricter regulations and higher costs for emitting GHGs, thereby increasing costs for companies. The high emissions scenario assumes limited regulation of GHGs and thereby limited costs incurred by companies. By comparing the anticipated financial effects between the two perspectives, we are able to assess to what extent our sustainability strategy mitigates the anticipated effects of climate-related risks.

Key results

Our results need to be seen in light of limitations and uncertainties that are inherent to scenario and resilience analysis. In particular, in the context of physical risks, we note that there remains significant uncertainty within regional effects of changes in climate patterns. This creates uncertainty around the effects of climate hazards on the production and supply of key ingredients, for example. Additionally, the mitigating potential identified for regenerative ingredients in terms of improved climate resilience is under-researched and highly uncertain. Despite such uncertainties, we are able to draw the following conclusions from the analysis:

- In the low emissions scenario (RCP 2.6 / SSP 1), a number of factors, including carbon pricing, contribute to reduced emissions. But they also come with significant potential costs to the business in the form of increased expenses within our own operations and procured goods. These transition risks, however, can largely be mitigated by our decarbonisation efforts within TTZAB.
- In the intermediate emissions scenario (RCP 4.5 / SSP 2), transition risks related to carbon pricing are much lower than under RCP 2.6. Notably, physical risks related to key ingredient supply chain instability entail higher but still limited costs for us.
- In the very high emissions scenario (RCP 8.5 / SSP 5), transition risks are very low, while physical risks become more severe, in particular key ingredient supply chain instability. This occurs as more frequent and more severe droughts and extreme heat negatively affect global ingredient supply leading to supply shortages and higher procurement prices. In consideration of the net risk perspective, we find that the risks related to these climate hazards can partially be mitigated.

Although several other climate-related risks have the potential to impact our business, the financial effects of carbon pricing pose the only risk currently crossing materiality thresholds. Physical risks related to key ingredient supply chain instability also have the potential to materialise as substantial financial risks in the very high emissions scenario. Per the current methodology, they do not cross financial materiality thresholds when considering magnitude and likelihood across scenarios and time horizons.

Overall, we believe we are able to adjust and adapt our strategy and business model to climate change in several ways. We have already initiated the transition to a business model that is more resilient towards climate risks through our TTZAB programme, including net ZERO decarbonisation plans and the transition to regeneratively grown ingredients. From a net risk perspective, we find that some risks (in particular transition risks) can be nearly fully mitigated. Other hazards still pose relevant residual risks for which we need to continue monitoring the effectiveness of our mitigating actions.

Our resilience is further improved through site-level responses, including the ability to redeploy, upgrade and shift production loads in case of hazardous events. Through site-level assessment we have identified that while several hazard risks may be material at site level (e.g. extreme precipitation), we find that our business is generally effective at responding and adapting to these disruptions, minimising the overall effects at Group level.

E1-2

Policies

Both policies below are publicly available online and published on our company intranet.

Environmental Policy

The Environmental Policy summarises our approach to energy, climate change and resilience, water and wastewater, waste and by-products, packaging, raw materials and agriculture, and investments and purchases. It is designed to be an overarching guiding document. As such, it does not specifically address each IRO in detail. This detailed work is done through our TTZAB programme. The way we manage and track our progress is described under each topic's targets, actions and metrics.

The policy applies globally to all employees, contractors and visitors of the Group, and to situations where the Group's employees are working at external locations. Although the policy does not apply to suppliers directly, it informs our requirements in a number of associated documents, including the Supplier and Licensee Code of Conduct.

The policy commits us to adhering to applicable laws and regulations at all times, to maintaining our ISO 14001-certified environmental management system, and to continuously working on risk reduction with a view to achieving ZERO environmental accidents.

The EVP, Integrated Supply Chain is the most senior executive responsible for implementing the policy. We review and, if necessary, revise the policy every two years to meet the evolving requirements and expectations of a wide range of stakeholders, as assessed in our materiality assessments.

Supplier and Licensee Code of Conduct (Environmental considerations)

Our Supplier and Licensee Code of Conduct (SLCOC) includes a section addressing environmental concerns as they relate to our downstream supply chain, specifically the management of environmental issues, carbon emissions, water and waste. Our SLCOC applies to all suppliers and details the minimum requirements we expect them to adhere to regarding these topics, based on both regulatory requirements and our own commitment to reduce environmental impacts. The SLCOC also states that suppliers must proactively work to understand and reduce their direct and indirect carbon footprint throughout their supply chains.The EVP, Integrated Supply Chain is the most senior executive responsible for implementing the SLCOC.

E1-4; E1-3

Targets and actions

ZERO Carbon Footprint

We have clear commitments to address climate change, with targets of ZERO carbon emissions at our breweries by 2030, 100% of our electricity contributing to additional renewable capacity by 2030, a 30% reduction in our value chain emissions by 2030 and achieving net ZERO carbon emissions across our entire value chain by 2040. These targets build on our Environmental Policy commitment to continuously work to reduce emissions across our value chain. Rooted in our TTZAB ESG programme, our ZERO Carbon Footprint targets have been set to manage material climate-related impacts and risks regarding emissions from our operations and value chain, guiding how we are reducing our own carbon footprint and contributing to the expansion of renewable energy capacity more broadly. For information on how TTZAB targets are based on the views of our stakeholders, see page 37.

Impact of external factors on our decarbonisation roadmap

Our decarbonisation roadmap to 2030 is aligned with a 1.5°C pathway. We have not considered other climate scenarios when determining decarbonisation levers as our aim is to reach net ZERO emissions in our operations as quickly as possible, whichever socioeconomic pathway the world follows. We have begun sensitivity analyses in certain markets to understand key variables over the lifetime of our roadmap. To do this, we are collaborating with industry experts and consultants to better understand the impact of external factors on our decarbonisation roadmaps. These include technology costs, potential rises in the commodity and market prices of lower-carbon fuel alternatives as demand rises, and policy changes in our diverse markets, including carbon pricing and carbon taxes. We are diversifying our approach to take these factors into account.

There are four climate change targets. When there are significant changes, e.g. mergers and acquisitions or divestments, we review whether the baseline needs to be recalculated. Due to the recent acquisition of Britvic plc, this will be the case in 2025. We are in the process of submitting near-term and long-term absolute Scope 3 reduction targets aligned with the updated SBTi requirements and including recent material acquisitions in 2025. This update will include both Forest, Land and Agriculture (FLAG) and non-FLAG targets, which will inform the necessary reduction needed from our agriculture-based and non-agriculture-based emissions respectively. We do not calculate detailed achieved emissions reductions based solely on our specific actions, unless otherwise noted. Achieved emissions reductions as a result of various factors in each stage of the value chain can be found on page 50. Further assessment of levers and expected emissions reductions per lever will be part of our roadmap development. To learn more about our methodology and other additional details for these targets, please see the corresponding accounting policies below.

Target 1: ZERO carbon emissions at our breweries by 2030

We have set a target to achieve net ZERO emissions from our beverage production. This target allows us to offset up to 10% of hard-to-abate emissions with carbon credits. Therefore, the percentage of total gross GHG emissions that needs to be reduced between our baseline year and 2030 is 90%. This target includes Scope 1 and 2 emissions from breweries and all relevant GHG types.

Aligned with a 1.5°C pathway, this target was set using the assumptions and criteria from the SBTi at the time of submission in 2017. The target covers 92% of our baseline Scope 1 and 2 emissions. It excludes emissions outside our production sites, such as offices, warehouses and owned logistics.

Brewery decarbonisation

Our brewery decarbonisation strategy is firstly to reduce carbon emissions as much as possible through energy efficiency (estimated reduction of 10-20%). In 2024, we did this through improving equipment efficiency, applying best practices and sharing knowledge, and measuring and optimising energy consumption. Another focus area is to replace fossil-based energy sources with cost-efficient use of electrification and renewable energy to reduce an estimated 50-60% of emissions. In 2024, we began work to install electric boilers at selected breweries and will continue this expansion in the coming years. In all but four of our markets, we have secured full procurement of green electricity through Guarantees of Origin and I-RECs, as well as operational PPAs for renewable electricity from additionality in three markets (please see the following section for more information). We have also begun work to install biogas recovery systems at two of our wastewater treatment plants and will install biomass boilers at five breweries in 2025. A further 10-20% of emissions will be reduced by investing in technology innovation, such as steam heat pumps and energy storage. These are ongoing activities towards 2030. An estimated 10% of residual emissions that we are unable to abate will be addressed through nature-based solutions.

To address and mitigate our climate impact, all breweries are working towards our 2030 target to eliminate carbon emissions in our operations. The global and site-specific actions planned for 2025 will form part of the new Group decarbonisation roadmap, which we began developing in 2024. Each brewery is at a different stage in this journey, dependent on local conditions, site-specific cost-benefit analyses and investment decisions. Local action plans ensure we take a strategic approach to delivering the greatest possible impact in a cost-efficient manner. We expect to see the full impact of our 2024 actions impacting our carbon footprint from 2025 onwards.

Performance against target

In 2024, our breweries worldwide emitted 294 kt CO_2e, representing a reduction of 58% against the target's 2015 baseline. The relative emissions per hectolitre of beverage have decreased from 6.8 kg CO_2e/hl to 2.7 kg CO_2e/hl in the same period, representing an improvement of 60% This performance is in line with our expectations, and emphasises the need for further focus on carbon reduction.

	Unit	Value
Absolute GHG emissions at our breweries	kt CO_2e	294
Relative GHG emissions at our breweries	kg CO_2e/hl	2.7

§ ACCOUNTING POLICIES

The relative emissions represent the GHG emissions at Carlsberg breweries released from producing 1 hectolitre of beverage. The figure is calculated as the sum of Scope 1 and 2 (market-based) GHG emissions from breweries divided by the total production of beverages (in hl). GHG emissions from Carlsberg-owned warehouses, offices and vehicles are not included. For more information on the accounting policies, please see Scope 1 and 2 GHG emissions on page 54.

Target 2: Convert to electricity adding to additional renewable capacity by 2030

89% of our electricity came from renewable sources in 2024, mainly purchased from the grid through certificates that meet strict RE100 criteria. There is growing scientific consensus that power purchase agreements (PPAs) are superior to renewable energy certificates (RECs) in leading to additional renewable energy production and real emissions reductions. Therefore, we are committed to investing in the contribution of additional renewable capacity in the markets where we operate through signing PPAs with partners to develop new assets, either at our own sites or elsewhere, widening availability of renewable power from national grids. We do this even though there is no contribution to emissions reduction from a GHG inventory perspective, as PPAs are assessed with the same consideration as certificates in this regard.

The target requires that 100% of our brewery electricity consumption is either from operational renewable sources or committed contractually to future renewable sources by 2030. The target covers all electricity consumption at our breweries.

Reducing emissions from electricity

As we already source the vast majority of the electricity for our breweries from renewable sources, our actions are focused on supporting new assets that will contribute additional renewable capacity and widen availability of renewable power on national grids.

In 2024, a number of assets we supported became operational. In August, our new flagship Foshan Sanshui brewery in China began operations, producing approximately 30% of the site's electricity needs from a 6.5 MWp on-site solar installation that we contracted on a long-term basis. The integrated rooftop panels are owned by a third-party provider through which we purchase the electricity via a PPA. A 70 hectare solar park in Denmark became operational in October, providing our brewery in Fredericia with 29 GWh of electricity each year. And in Lithuania, we have expanded our existing on-site solar capacity and will add electricity from an off-site solar PPA in early 2025.

We have also laid the groundwork for more PPAs in selected locations next year and beyond, including defining our criteria for identifying feasible and preferred PPA opportunities based on pricing, profiles, technologies and locations.

Performance against target

In 2024, we sourced 48 GWh of renewable electricity contributing to additional renewable capacity, equating to 6% of our total electricity consumption across all our breweries, of which 2% was fully operational and 4% was contracted. Our baseline of 1% was established in 2021. Given the volatile electricity market, this performance is in line with our expectations.

	Unit	Value
Relative additional renewable electricity consumption (operational)	%	2
Relative additional renewable electricity consumption (contracted)	%	4

§ ACCOUNTING POLICIES

The relative additional electricity consumption is calculated as the total additional renewable electricity consumption divided by total electricity consumption at Carlsberg. Additional renewable electricity sources can be on-site renewable electricity generation, electricity procured through power purchase agreements (PPAs), or generation otherwise owned or procured by Carlsberg. Additional electricity installations include installations where construction began after the date of Carlsberg's purchase and/or investment, and existing renewable installations that will be modernised and/or upgraded after the date of Carlsberg's purchase and/or investment, provided that the PPA adheres to the RE100 criteria (this element was added to the target definition in 2024). Since additional renewable electricity also includes installations that are (not yet) under construction, the KPI is reported both as "contracted" and "operational" as a percentage of total electricity consumption.

Target 3: 30% reduction in relative value chain carbon emissions by 2030

Our near-term value chain 2030 target covers all Scope 1 and 2 emissions and the majority of Scope 3 emissions, as illustrated to the right, and is aligned with scientific evidence to limit global warming to 1.5°C. Due to the target being relative to volume, and our recent M&A activity, we have not converted this to an absolute reduction target in 2024.

Since launching our GHG emissions reduction target in 2015, we have continuously improved the target's calculation methodology. As a result, the scope for which data is available has expanded significantly. This means that no like-for-like comparison can be made between the figures disclosed for 2015 and 2024. To address this, we will update our target and its affiliated baseline year and value in 2025.

For more information on the various levers used to achieve the target, please see the emissions reduction actions described under Target 4.

Performance against target

In 2024, the relative emissions in our value chain were 58 kg CO_2e/hl. Since we have been able to apply appropriate scoping changes retroactively for 2022 figures, we can measure the development from 2022 (60 kgCO_2e/hl) to 2024 (58 kgCO_2e/hl), representing a 3% reduction. This performance matches our expectations and continues our positive trajectory in reducing emissions across our value chain. We aim to continue to accelerate these reductions in coming years.

	Unit	Value
Relative GHG emissions in our near-term target scope	kg CO_2e/hl	58
Absolute GHG emissions in our near-term target scope	kt CO_2e	6,378

§ ACCOUNTING POLICIES

The absolute GHG emissions in our near-term target scope include all Scope 1 and 2 (market-based) GHG emissions excluding refrigerants, and all Scope 3 GHG emissions associated with Carlsberg's production volume (specifically from procurement, production, distribution, in-trade cooling and waste treatment of Carlsberg products). Excluded sources of GHG emissions are presented in the visual on GHG emissions per value chain stage. For more information on the accounting policies, please see Scope 1, 2 and 3 GHG emissions on page 54. A higher degree of measurement uncertainty is present in the input data related to Scope 3. For more details, see Appendix 3 (BP-2) on pages 90-91.

The relative GHG emissions are calculated by dividing the absolute GHG emissions by the total production of beverages (in hl).

GHG emissions by value chain stage (E1-6)

6,378 kt CO_2e (covering 78% of Carlsberg's gross Scope 1-3 GHG emissions)

	Emissions share in 2024	Absolute emissions in 2024
Agricultural sourcing Growing and processing of our raw ingredients	21%	1,329 kt CO_2e
Beverage production[1] Production of our beer and beverages	8%	489 kt CO_2e
Packaging sourcing Manufacturing and disposal of our packaging	54%	3,436 kt CO_2e
Distribution Distribution of our products to customers	10%	637 kt CO_2e
Cooling Refrigeration of our products in bars and retail stores	7%	487 kt CO_2e

Change in carbon intensity of value chain emissions in near-term target scope
Relative reduction (%)

2022-2024
-3%

Additional scope for long-term net ZERO emissions target

1,842 kt CO_2e (covering 22% of Carlsberg's gross Scope 1-3 GHG emissions)

- Licensee volumes
- Joint venture volumes
- Co-manufacturing & third-party product volumes
- Capital goods
- Employee commuting
- Business travel
- Non-product purchases (advertising, services, etc.)

[1] This covers Scope 1 and 2 GHG emissions as well as Scope 3 GHG emissions at breweries related to purchased water, waste generated in own operations and upstream energy-related activities.

Target 4: Net ZERO value chain by 2040

Our long-term 2040 net ZERO target covers all Scope 1, 2 and 3 GHG emissions. It is in line with scientific evidence regarding limiting global warming to 1.5°C. This scope differs from our near-term 2030 target in that all emissions sources are included, as illustrated on the previous page. We do not have a full-scope interim target. For more information on the scope of emissions included in our 2040 net ZERO target, please see our accounting policies for E1-6 on page 54.

This target allows us to offset up to 10% of hard-to-abate emissions with carbon removals. Therefore, the expected percentage of total gross GHG emissions that must be reduced between our baseline year and 2040 is 90%. Due to an expanded scope, updated methodology and improved data accuracy, we cannot measure the performance against our baseline in 2015. We will update the target and its baseline in 2025.

Our actions to address Targets 3 and 4 are outlined below.

Reducing emissions from agriculture

We have a programme to tackle the emissions associated with agriculture, as described under E4 Biodiversity and ecosystems. Actions described in the section "Sourcing raw materials from regenerative agricultural practices" contribute to reducing GHG emissions as well as promoting sustainable agricultural practices.

As techniques to define and measure farming-related emissions advance, we will be able to better estimate the emissions reductions achieved by sourcing raw materials from regenerative and sustainable agriculture.

Reducing emissions from the production of packaging

We have a programme to tackle the emissions associated with our packaging, described under E5 Resource use and circular economy (E5-3; E5-2), which focuses on increasing recyclability and recycled content, using less fossil-based virgin plastics, and increasing collection and recycling rates. All these actions contribute to GHG emissions reduction and promote sustainable use of resources.

Emissions reductions for packaging are typically achieved through a combination of factors, including efficiency improvements, increased share of renewable electricity and energy in the grid, and using raw materials with lower carbon footprints.

Reducing emissions from transportation and distribution

As transportation and distribution account for 10% of our near-term target scope (Target 3), and 11% in Western Europe, decarbonising this area of our value chain is important for reaching our 2040 net ZERO targets. Below we outline actions under way to address these emissions both within our own fleet and in our outsourced transport.

Replacement of owned or leased fossil fuel-powered trucks

In 2024, as part of our decarbonisation lever to switch to renewable energy, we replaced 28 diesel delivery trucks in our Western Europe fleet with biogas-powered vehicles. While biogas trucks are inferior to renewable energy-powered electric trucks in terms of tailpipe emissions and particulate matter, their carbon footprint is 89% lower than the diesel equivalent. In October 2024, we introduced 14 biogas trucks in Norway and 14 in Denmark for long-haul deliveries.

We currently have 22 electric vehicles on the road in Western Europe for last-mile deliveries – 20 in Switzerland and two in the UK. With improvements in battery technology, we are confident of expanding on this significantly in coming years, including for long-haul transportation.

All our trucks in Western Europe are leased and will be replaced gradually over the coming years based on contract expiration and kilometres driven.

Electrification of outsourced transport and logistics

We are in the process of electrifying our outsourced transport when possible. In 2024, we began deploying battery electric trucks for shuttle movements between our Falkenberg brewery in Sweden and other facilities in the area. The contract means we are no longer reliant on diesel trucks for these 10-15 km journeys, which amounted to more than 165,000 km in 2024. We hope to replicate this electrification model in other markets, as it is both cost-effective and more sustainable than fossil fuel alternatives. As the initiatives for electrification of outsourced transport and logistics scale, we will look into the specific emissions reductions related to the actions.

Reducing emissions from refrigeration in bars and shops

Keeping our products cool in bars, restaurants and shops accounts for 7% of our near-term target scope (Target 3). To make progress on our value chain emissions reduction target, we are continuously seeking to improve the energy performance of the fridges we deliver to our customers' outlets. In recent years, we have implemented centralised fridge procurement across all markets, giving us an advantage when purchasing more energy-efficient fridges. As a result, we achieved a 3% improvement in energy efficiency in 2024 compared with the previous year.

This reduction in cooling-related emissions is driven primarily by the procurement of more energy-efficient fridges. However, other factors influence the trend, for example the reduction in emission intensity of national electricity grids.

Partnering to reduce emissions

REfresh Alliance

We are a member of the REfresh Alliance, an industry-wide initiative launched in October 2024 to accelerate renewable energy adoption throughout the beverage industry supply chain and thereby reduce GHG emissions stemming from electricity consumption from our suppliers. Initially present in Europe and North America, the initiative aims to expand to other regions in the future. Given that the initiative is quite new, we do not yet have an estimate of its contribution to our Scope 3 category 1 emissions reductions. We plan to explore this in 2025.

Performance against target

In 2024, the absolute GHG emissions in our value chain were 8,220 kt CO_2e. As the reduction achieved in Target 3 covers 78% of this scope, we expect the performance to follow a similar trajectory, and it is therefore in line with our expectations. Please see the accounting policy on page 54 for more information on how this metric is calculated.

	Unit	Value
Absolute GHG emissions in our value chain	kt CO_2e	8,220

Note: The corresponding accounting policy is below the E1-6 table on page 54

Addressing our financial risk: carbon pricing on our own operations and purchased goods

As our operations result in GHG emissions, the risk of carbon pricing increasing the costs of purchased goods and our own operations presents a financial risk to our business. All actions taken to reduce our carbon emissions, including those presented in E1, E3, E4 and E5, mitigate the potential financial impact of carbon pricing on our business.

Internal carbon pricing (E1-8)

One particular type of carbon pricing is internal carbon pricing. In the process of CapEx project approvals, we incorporate internal carbon pricing through shadow pricing. For certain CapEx projects that exceed an investment of EUR 1.5m and relate to utilities and packaging, a shadow price is applied to assess climate impacts and potential climate-related financial impacts during the decision-making process.

Our current internal carbon pricing for Europe is fixed based on the 2022 average price of the EU Emissions Trading Scheme (ETS). A different price is applied for all other markets, based on an estimate informed by the World Bank's Carbon Pricing Dashboard. We apply an evolutionary pricing approach, meaning that forecasted increases in carbon prices are reflected in the shadow prices applied to the projected emissions of CapEx projects. The internal carbon prices applied are as follows:

		Shadow price applied in	
Markets	**Unit**	**2024**	**2030**
Europe	DKK/t CO_2e	574	671
Rest of the world	DKK/t CO_2e	440	671

Our shadow prices cover future emissions only. This means that the coverage of the carbon pricing is limited to eligible CapEx projects subject to approval in the reporting year. We do not track emissions from the approved projects, as the objective for applying the shadow price is not to cover as much emissions as possible but to integrate the consideration into our major CapEx decision-making.

Challenges

The implementation of the emissions reduction actions mentioned above may pose various challenges, including material availability and added procurement costs. Additionally, the availability of infrastructure, including energy grid connections and charging infrastructure for EVs in our operating markets, can also delay our actions. Challenges and risks are considered in roadmap planning, allowing us to prioritise cost-efficient solutions that can drive the agenda to reach our targets.

Current and future allocated resources

For the actions to reduce our GHG emissions through, for example, energy reductions and inclusion of renewable electricity, we invested DKK 120m in CapEx and relevant OpEx listed in E4 and E5 in 2024. The investment in 2025 is expected to amount to DKK 130-180m in CapEx and additional specific OpEx for value chain reductions. Some of this overlaps with EU Taxonomy economic activities (CCM 4.20, CCM 7.3 and CCM 7.6). We report on our investment related to our overall ESG targets and investments that can be directly associated with energy efficiency. Other investments are an integrated part of our capital cost allocations and are therefore not reported here, but in general CapEx. For example, purchasing biofuels instead of fossil fuels happens through existing procurement channels and is thus not included in the figures above. Furthermore, investments related to certain upstream and downstream value chain emissions reductions are represented in other actions under ZERO Packaging Waste and ZERO Farming Footprint, so we are not including them here to avoid double-counting. These investments are not specifically segmented in our accounting and are reported based on the general rules for financial reporting. The figures for total OpEx and CapEx can be found in the financial statements, income statement on page 94 and section 2.2 on page 109 respectively.

Other mandatory data disclosures

E1-5

Energy consumption

From non-renewable sources	Unit	Value
Fuel consumption from coal and coal products[1]	GWh	<1
Fuel consumption from crude oil and petroleum products	GWh	296
Fuel consumption from natural gas	GWh	1,017
Fuel consumption from other fossil sources	GWh	1
Consumption of purchased or acquired electricity, heat, steam and cooling from fossil sources	GWh	186
Total fossil energy consumption	**GWh**	**1,500**
Share of fossil sources in total energy consumption	%	61
Consumption from nuclear sources	GWh	0
Share of consumption from nuclear sources in total energy consumption	%	0
From renewable sources		
Fuel consumption for renewable sources, including biomass	GWh	196
Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	GWh	771
Consumption of self-generated non-fuel renewable energy	GWh	10
Total renewable energy consumption	**GWh**	**977**
Share of renewable sources in total energy consumption	%	39
Total energy consumption	**GWh**	**2,477**

[1] <1% is due to a warehouse in Ukraine. We continue to have zero coal at all our breweries.

§ ACCOUNTING POLICIES

Total energy consumption related to own operations includes fuel consumption at sites (breweries, warehouses and offices), fuel consumption in owned and leased vehicles, and consumption of purchased and self-generated energy (electricity, heat and cooling). Energy consumption data is reported by each market per energy type. The fuel consumption at sites and by vehicles can be split into fossil fuels (oil and petroleum products, coal, natural gas, liquified petroleum gas (LPG) and other fossil sources) and renewable fuels (biogas, biofuel and biomass). The purchased energy can be split into renewable (with certificates) and non-renewable (without certificates). Self-generated renewable energy comes from solar power. Lower heating values are applied to convert fuel consumption into energy. Carlsberg obtains Guarantees of Origin (GoO), renewable energy certificates (RECs) and power purchase agreements (PPAs) to source its renewable electricity. Purchased energy that is sold is not included in the energy consumption figures.

Energy intensity	Unit	Value
Energy intensity from activities in high climate impact sectors	MWh per DKK million	33
Total energy consumption from activities in high climate impact sectors	GWh	2,477

§ ACCOUNTING POLICIES

For energy intensity, the total energy consumption is divided by total net revenue. All revenue-generating activities are either directly related to the manufacture of beverages or support that objective, which is considered a high climate impact sector. Therefore, there is no difference in scope compared to total energy consumption and total net revenue. The figure for total net revenue can be found in the financial statements, income statement, page 94.

E1-6

GHG emissions	Unit	Value
Scope 1 GHG emissions		
Gross Scope 1 GHG emissions	kt CO_2e	331
Percentage of Scope 1 GHG emissions from regulated emissions trading schemes	%	11
Scope 2 GHG emissions		
Gross location-based Scope 2 GHG emissions	kt CO_2e	300
Gross market-based Scope 2 GHG emissions	kt CO_2e	57
Significant Scope 3 GHG emissions		
Total gross indirect (Scope 3) GHG emissions	kt CO_2e	7,832
Category 1: Purchased goods and services	kt CO_2e	5,020
Category 2: Capital goods	kt CO_2e	170
Category 3: Fuel and energy-related activities (not included in Scope 1 or 2)	kt CO_2e	129
Category 4: Upstream transportation and distribution	kt CO_2e	736
Category 5: Waste generated in operations	kt CO_2e	20
Category 6: Business travel	kt CO_2e	79
Category 7: Employee commuting	kt CO_2e	12
Category 9: Downstream transportation and distribution	kt CO_2e	495
Category 11: Use of sold products	kt CO_2e	168
Category 12: End-of-life treatment of sold products	kt CO_2e	151
Category 14: Franchises	kt CO_2e	570
Category 15: Investments	kt CO_2e	282
Total GHG emissions		
Total GHG emissions (location-based)	kt CO_2e	8,463
Total GHG emissions (market-based)	kt CO_2e	8,220

Note: 2024 is our baseline year for CSRD reporting. In future reports, we will showcase comparative data and year-on-year development.
Note: Since all of Carlsberg's investees over which it has operational control are consolidated in the financial statements, the additional breakdown to be reported as required by ESRS E1-6 50 is not applicable.

§ ACCOUNTING POLICIES

Scope 1 GHG emissions include all direct GHG emissions from energy consumption, purchased CO_2 and the use of refrigerants in own operations, calculated in line with the GHG Protocol. Energy consumption includes all direct energy sources (oil, natural gas and biogas) at owned sites (breweries, warehouses and offices) or by vehicles (including leased vehicles). GHG emissions are calculated as energy consumption multiplied by relevant emission factors.

The sum of all GHG emissions from markets with regulation emissions trading schemes has been calculated and divided by total emissions to calculate percentage.

Scope 2 GHG emissions include indirect GHG emissions from the generation of electricity, heat and steam purchased and consumed, calculated in line with the GHG Protocol. Both location- and market-based GHG emissions are calculated by multiplying the amount of energy purchased by country-specific emission factors. Market-based emissions take into account renewable electricity purchased through power purchase agreements (PPAs), or with renewable energy certificates (RECs) or Guarantees of Origin (GoO).

Scope 3 GHG emissions include indirect GHG emissions from operations in the value chain, covering both upstream and downstream activities, including subsidiaries, franchises and joint ventures that Carlsberg does not have operational control over. Scope 3 GHG emissions are calculated following the GHG Protocol Corporate Value Chain (Scope 3) Standard, the Beverage Industry Environmental Roundtable (BIER) Guidance and the Product Environmental Footprint Category Rules for Beer (PEFCR). Carlsberg does not report on Scope 3 emissions in categories 8 (upstream leased assets), 10 (processing of sold products) and 13 (downstream leased assets), since these activities are not applicable or significant to Carlsberg. A higher degree of measurement uncertainty is present in the input data. For more details, see Appendix 3 (BP-2) on pages 90-91. The accounting policies for the categories in scope are further described below.

Category 1: upstream GHG emissions related to the cultivation and processing of purchased agricultural ingredients required in the brewing process, packaging materials, water consumed at breweries, purchased fridges, third-party production, and other goods and services not captured elsewhere.

Category 2: upstream GHG emissions related to the capital expenditures on construction, installation, maintenance and repair, calculated based on the respective spend.

Category 3: upstream well-to-tank (WTT) GHG emissions related to fuel consumed and energy purchased (as included in Scope 1 and 2).

Category 4: lifecycle GHG emissions related to the inbound transportation of agricultural materials and packaging materials (including return transportation of reused packaging materials), third-party distribution and transportation of third-party production volumes.

ACCOUNTING POLICIES continued

Category 5: downstream GHG emissions related to the external waste treatment of waste generated in Carlsberg breweries. The GHG emissions are calculated based on the weight of waste generated split out by waste type. For wastewater specifically, emissions are calculated based on the condition of the water, expressed as chemical oxygen demand (COD) per litre of wastewater.

Category 6: business-related travel activities of employees paid for by Carlsberg, including third-party transportation services, reimbursed transport in employees' own vehicles (mileage allowance), and reimbursed accommodation and meals during travel. The GHG emissions are calculated based on travel agency reports for flight travel and spend data for the remaining activities.

Category 7: transportation of employees to and from their home and worksite, as well as employees working from home.

Category 9: outbound distribution performed by third parties not paid for by Carlsberg and cooling in third-party fridges in the on- and off-trade.

Category 11: cooling of beverages in fridges in the on- and off-trade provided by Carlsberg and the CO_2 released from beverages during consumption.

Category 12: downstream GHG emissions from waste treatment at the end of life of packaging put on the market by Carlsberg. These are calculated for the share of products (by material type) not recycled (i.e. going to incineration or landfill), which is determined using publicly available statistics on national waste treatment systems.

Category 14: licensees that have a license to produce and sell Carlsberg products. The GHG emissions are estimated based on emissions from Carlsberg's own production channels and the volumes sold by licensees.

Category 15: joint ventures that produce and sell beverages. Joint ventures not producing beverages are not considered material and are therefore excluded from the scope. The GHG emissions are estimated based on emissions from Carlsberg's own production channels, the volumes sold by joint ventures and the respective ownership shares that Carlsberg holds in these joint ventures.

For more information on the applied emission factors for Scope 1-3 GHG emissions, please see Appendix 2 on page 90.

For more information on any measurement uncertainties and value chain estimates, please see Appendix 3 (BP-2) on pages 90-91.

For more information on the accounting policies for categories 1, 4, 7, 9 and 11, please see Appendix 4 on page 92.

GHG intensity	Unit	Value
GHG intensity (location-based)	t CO_2e per DKK million	113
GHG intensity (market-based)	t CO_2e per DKK million	110

Financial reconciliation	Unit	Value
Net revenue used to calculate GHG intensity	DKK million	75,011
Net revenue (other)	DKK million	0
Total net revenue (in financial statements)	DKK million	75,011

Biogenic emissions	Unit	Value
Biogenic emissions not included in Scope 1 GHG emissions	kt CO_2e	401
Biogenic emissions not included in Scope 2 GHG emissions	kt CO_2e	29
Biogenic emissions not included in Scope 3 GHG emissions	kt CO_2e	52

Contractual instruments	Unit	Value
Share of Scope 2 GHG emissions covered by contractual instruments	%	73
Share of Scope 2 GHG emissions covered by energy attribute certificates (unbundled)	%	72
Share of Scope 2 GHG emissions covered by power purchase agreements (bundled)	%	1

ACCOUNTING POLICIES

To calculate GHG intensity, we divide gross Scope 1, 2 and 3 GHG emissions by total net revenue, calculated for both market- and location-based emissions. The figure for total net revenue can be found in the financial statements, income statement, page 94.

Biogenic emissions not included in Scope 1 include; CO_2 emissions from the combustion of biomass, biofuels and biogas with certificates at breweries or in vehicles and the release of CO_2 in the fermentation processes. Biogenic emissions not included in Scope 2 include CO_2 emissions from purchased district heating where the energy source is biomass. Biogenic emissions not included in Scope 3 include CO_2 emissions from suppliers using biomass, biogas or biofuel to produce materials, biofuel use in inbound and outbound transportation and distribution, renewable CO_2 released from beverages during consumption, and landfill emissions from the end of life of biological packaging materials (i.e. cardboard). All biogenic emissions are calculated in line with the GHG Protocol and by multiplying the input data by the relevant emission factors.

Contractual instruments are the sum of purchased energy bundled with attributes about energy generation (PPAs) and energy purchased from unbundled energy attribute certificates (EACs) divided by total energy consumption (electricity and heating).

EU TAXONOMY

ELIGIBILITY AT CARLSBERG IN 2024

According to the NACE-code framework, Carlsberg's main activity is considered under the economic activity "Manufacture of beverages", which has not been adopted by the EU Taxonomy and is therefore non-eligible. For Carlsberg, 99% of our turnover is related to the economic activity "Manufacture of beverages". The remaining turnover is associated with the selling of merchandise, services and by-products from fermentation. All of these activities are also non-eligible under the EU Taxonomy. For revenue, please see table 1.1.1 on page 99.

One of the non-climate environmental objectives is relevant for Carlsberg as well: circular economy. This specifically relates to construction projects for new buildings, as well as projects associated with renovation of existing buildings. Therefore, these two economic activities have the potential to substantially contribute to multiple environmental objectives. In avoiding double-counting, we have assigned climate change mitigation as the most relevant objective for these economic activities.

Moreover, Carlsberg is eligible to report against 12 other economic activities under the climate change mitigation objective. An assessment of our CapEx recognises an eligibility of 16.9%, or DKK 1,045m. Our current assessment of our operational expenditure indicates that less than 10% of OpEx follows the OpEx definition of the Taxonomy, of which 15.6%, or DKK 651m, is eligible. For both CapEx and OpEx, the development in the eligibility percentages, compared with 2023, is driven by an increase in non-eligible activities.

TOWARDS TAXONOMY ALIGNMENT

The Taxonomy alignment assessment requires a thorough review of the criteria related to substantial contribution, "do no significant harm" (DNSH) and minimum safeguards. To perform a Taxonomy alignment assessment, a range of external data must be available. In 2024, it has not been possible to obtain certain required data, and based on this, we concluded that further assessment would not lead to meaningful alignment scores. Hence, we will report 0% alignment in 2024 for our CapEx and OpEx.

TURNOVER

Financial year 2024		2024		Substantial contribution criteria						DNSH criteria ('do no significant harm')									
Economic activities (1)	Code (2)	Turnover (3)	Proportion of Turnover, 2024 (4)	Climate change mitigation	Climate change adaptation	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Climate change mitigation	Climate change adaptation	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)	Minimum safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) Turnover, 2023 (18)	Category enabling activity (19)	Category transitional activity (20)
		mdkk	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**N**	**N**	**N**	**N**	**N**	**N**	**N**	**0%**		
Of which Enabling		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%	E	
Of which Transitional		0	0%	0%						N	N	N	N	N	N	N	0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%	0%	0%	0%	0%	0%	0%								0%		
A. Turnover of Taxonomy-eligible activities (A.1 + A.2)		0	0%	0%	0%	0%	0%	0%	0%								0%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities (B)		75,011	100%																
TOTAL		**75,011**	**100%**																

Note: see Income statement on page 94

CAPEX

Financial year 2024	2024			Substantial contribution criteria						DNSH criteria ('do no significant harm')									
Economic activities (1)	**Code (2)**	**CapEx (3)**	**Proportion of CapEx, 2024 (4)**	**Climate change mitigation (5)**	**Climate change adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular economy (9)**	**Biodiversity (10)**	**Climate change mitigation (11)**	**Climate change adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular economy (15)**	**Biodiversity (16)**	**Minimum safeguards (17)**	**Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) CapEx, 2023 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
		mdkk	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	**-**	**0**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**N**	**N**	**N**	**N**	**N**	**N**	**N**	**0%**		
Of which Enabling		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%	E	
Of which Transitional		0	0%	0%						N	N	N	N	N	N	N	0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Cogeneration of heat/cool and power from geothermal energy	CCM 4.18	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%		
Cogeneration of heat/cool and power from bioenergy	CCM 4.20	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.1%		
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1	20.6	0.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.2%		
Construction, extension and operation of wastewater collection and treatment	CCM 5.3	11.5	0.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.4%		
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	188.7	3.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.4%		
Freight transport services by road	CCM 6.6	212.4	3.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.1%		
Construction of new buildings	**CCM 7.1** / CE 3.1	8.8	0.1%	EL	N/EL	N/EL	N/EL	EL	N/EL								0.8%		
Renovation of existing buildings	**CCM 7.2** / CE 3.2	107.5	1.7%	EL	N/EL	N/EL	N/EL	EL	N/EL								0.7%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	269.2	4.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								6.2%		
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	0.4	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%		
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	1.9	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.2%		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	16.9	0.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.2%		
Acquisition and ownership of buildings	CCM 7.7	121.6	2.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.4%		
Data processing, hosting and related activities	CCM 8.1	85.3	1.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.9%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		1,045	16.9%	100%	0%	0%	0%	0%	0%								19.5%		
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)		1,045	16.9%	100%	0%	0%	0%	0%	0%								19.5%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities		5,139	83.1%																
TOTAL		**6,184**	**100%**																

Note: see Section 2.2 on page 109

OPEX

Financial year 2024	2024			Substantial contribution criteria						DNSH criteria ('do no significant harm')									
Economic activities (1)	**Code (2)**	**OpEx (3)**	**Proportion of OpEx, 2024 (4)**	**Climate change mitigation (5)**	**Climate change adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular economy (9)**	**Biodiversity (10)**	**Climate change mitigation (11)**	**Climate change adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular economy (15)**	**Biodiversity (16)**	**Minimum safeguards (17)**	**Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) OpEx, 2023 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
		mdkk	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**N**	**N**	**N**	**N**	**N**	**N**	**N**	**0%**		
Of which Enabling		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%	E	
Of which Transitional		0	0%	0%						N	N	N	N	N	N	N	0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	117.2	2.8%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.7%		
Freight transport services by road	CCM 6.6	103.4	2.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.2%		
Renovation of existing buildings	**CCM 7.1** / CE 3.1	160.4	3.8%	EL	N/EL	N/EL	N/EL	EL	N/EL								4.3%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	154.9	3.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								5.5%		
Acquisition and ownership of buildings	CCM 7.7	79.6	1.9%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								2.3%		
Data processing, hosting and related activities	CCM 8.1	35.6	1.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.1%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	15.6%	100%	0%	0%	0%	0%	0%								0.0%		
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)		651	15.6%	100%	0%	0%	0%	0%	0%								20.0%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities		3,523	84.4%																
TOTAL		**4,174**	**100%**																

§ ACCOUNTING POLICIES

Turnover

The turnover measure comprises the net revenue line items from the consolidated income statement. The vast majority of our revenue is derived from our beverage production, including sale of beer, energy drinks and other carbonated drinks. The remainder of our revenue is derived from activities supporting the sale of our beverages, including sale of merchandise, services and by-products from fermentation. These revenue streams are currently non-eligible according to the Taxonomy Regulation.

CapEx

The CapEx measure comprises additions to intangible assets and property, plant and equipment, including right-of-use assets. The Taxonomy Regulation defines three CapEx categories in allocating eligible and aligned expenditures: CapEx that is associated with Taxonomy-aligned activities; CapEx that is part of a plan to upgrade an eligible Taxonomy activity to render it aligned or to expand already aligned Taxonomy activities; CapEx related to the purchase of output of Taxonomy-aligned activities and individual measures enabling target activities to become low-carbon or lead to greenhouse gas reductions.

A smaller proportion of our eligible CapEx is recognised under “category a”, but the majority of expenditure is placed in “category c”.

Amounts reported under CCM 4.20 therefore represent additions to property, plant and equipment associated with heat/cool and power generated from bioenergy. These are classified under NACE-codes D35.11 and D35.30. Similarly, eligible CapEx under CCM 5.1 and 5.3 also include additions to property, plant and equipment related to water and wastewater treatment at our breweries, represented by NACE-codes E36 and E37.

CapEx under CCM 6.5 and 6.6 represents our additions to both purchased and leased right-of-use assets, including company cars, light commercial vehicles and heavier vehicles, such as trucks. These are classified under NACE-codes N77.11 and N77.12 respectively.

Under CCM 7.1 / CE 3.1, we have allocated expenditure associated with assets under construction that is related to construction projects for new buildings (new breweries and administrative buildings), as well as development of land. The NACE-codes F41.1 and F41.2 represent these economic activities. A similar exercise was performed to allocate CapEx to CCM 7.2 / CE 3.2 for major renovation projects of our existing buildings, classified by NACE-codes F41 and F43.

A majority of CapEx for the economic activity CCM 7.3 is accounted for by purchases of commercial coolers and fridges from third parties, representing investments in support of customer acquisitions. The NACE-code C28.25 characterises such purchases of refrigeration and cooling equipment. The remainder of eligible CapEx under CCM 7.3 relates to installation, replacement and maintenance of energy efficiency equipment, such as insulation materials, doors, windows, light sources, heating, ventilation and air-conditioning and water heating systems.

For CCM 7.4, CapEx has been allocated relating to projects for the installation of electric car charging stations attached to buildings. Under CCM 7.5, we have assigned specific installation and maintenance costs of energy performance and management systems in our buildings, such as smart meters for gas, heat, cool and electricity, as well as devices controlling motion and light control. For CapEx allocated with regard to CCM 7.6, we have assessed expenditures related to installation of solar photovoltaic technologies, which are listed under NACE-code F42.

CCM 7.7 comprises amounts related to additions associated with ownership, including leases under right-of-use assets, of buildings and land, represented by NACE-code L68. Finally, CCM 8.1 accounts for technology-related investments such as IT systems, data centres and upgrades to network infrastructure, which are classified under NACE-code J63.11.

The non-eligible part of our CapEx is composed of purchases and leases under right-of-use assets of plant, machinery and equipment associated with our beverage production, as well as small amounts of commercial CapEx and administration-related expenditures.

OpEx

The Taxonomy’s OpEx definition is narrow and includes only direct non-capitalised costs related to R&D, maintenance, short-term leases and building renovation measures. It also includes other direct expenditure relating to the day-to-day servicing of assets of property, plant and equipment, but not cost of goods sold. Under CCM 6.5 and 6.6, we have allocated repair, maintenance and fleet management costs related to assets associated with light and heavy motor vehicles.

Amounts under CCM 7.2 / CE 3.2 consist of day-to-day running costs associated with building renovation projects, including repair and maintenance.

CCM 7.3 represents refurbishment, repair and maintenance of our commercial coolers and fridges, which are leased, sold or given free of charge to our customers in on- and off-trade locations. Lastly, CCM 7.7 is linked to short-term leases of buildings and CCM 8.1 is dedicated to maintenance of data centres and network infrastructure.

The non-eligible proportion of OpEx consists of repair and maintenance and R&D associated with our beverage production, as well as other administrative operating costs.

Nuclear and fossil gas related activities

Nuclear energy related activities	
The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
Fossil gas related activities	
The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

E3 WATER AND MARINE RESOURCES

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

SBM-3

Water is an essential ingredient in our products. It is also needed to grow our hops and grains. The effects of climate change and population growth are putting stress on water supplies around the world, felt most acutely in certain high-risk river basins. Our 2024 DMA confirmed our focus on water, identifying three material impacts: significant water consumption in irrigated production of raw materials, water consumption for beverage production processes, and water replenishment and stewardship opportunities in high water-risk areas. This section discusses these impacts in more detail, as well as the policies, targets and actions to address them.

Material impact	Where it originates	How it affects people or planet	Time horizon	Addressed in TTZAB
3.1 **Water consumption for irrigation of crops**	The farms we source ingredients from consume a significant amount of water for the irrigated production of raw ingredients, such as crops.	− The consumption of water could worsen water stress, especially in areas of high water risk.	Short term	ZERO Farming Footprint
3.2 **Water consumption for beverage production**	We use water to produce our beverages.	− The consumption of water could worsen water stress, especially in areas of high water risk.	Short term	ZERO Water Waste
4 **Water replenishment and stewardship programmes**	We take part in water replenishment and stewardship programmes in the river basins of a number of our breweries deemed at high water risk.	+ These programmes aim to increase access to water in local communities and improve biodiversity and ecosystem health.	Short term	ZERO Water Waste

IRO-1

Exemplifying the interconnected nature of many impacts, risks and opportunities in our value chain, the first identified impact (water consumption in irrigated production of raw materials) also affects biodiversity and ecosystem health, water scarcity/stress, and potentially reduces availability for local communities, particularly in high-risk areas. As such, the policies, targets and actions to address IRO 3.1 are covered in E4.

Our ZERO Water Waste efforts are based on a robust understanding of the water risks facing our breweries and key crops. High-risk areas were identified by a 2020 assessment using the WWF's Water Risk Filter tool, based on three types of water risk: physical, regulatory and reputational.

We work closely with partner organisations on our replenishment projects. They have the capacity and experience to engage with the communities most affected and all necessary local stakeholders, and to navigate the local governmental and administrative processes. The local knowledge and insight they offer is crucial to the success of these projects.

E3-1

Policies

Our Environmental Policy states that we strive to achieve sustainable use of water in the communities in which we operate. It also lays out our commitment to engage with local communities in water-scarce areas, and to understand how we can best help to manage their watersheds. It also commits us to regularly assessing our exposure to water scarcity in all forms and initiating appropriate actions to ensure the long-term availability of water.

We also place expectations regarding water management on our suppliers, as covered in our Supplier and Licensee Code of Conduct. Here we set the expectation that suppliers, especially in areas with high water stress, must manage water responsibly. Details of the policy and code of conduct are summarised in E1-2 on page 48.

E3-3; E3-2

Targets and actions

ZERO Water Waste

Our Environmental Policy sets the foundation of our ambition to use water with maximum efficiency and engage with local communities in water management, particularly in areas of high water risk. Our voluntary TTZAB targets related to water drive our continuous action in these areas. We define high-risk areas first by utilising WWF's Water Risk Filter and then applying our operation's risk, growth and size. There are two ZERO Water Waste targets, detailed below.

For information on how TTZAB targets are based on the views of our stakeholders, see page 37. To learn more about our methodology and other additional details for these targets, please see the corresponding accounting policies to the right.

Target 1: Water usage efficiency of 2.0 hl/hl globally and 1.7 hl/hl at breweries in high-risk areas by 2030

We have set a target to reduce the hectolitre of water usage per hectolitre of beverage produced to 2.0, with breweries in high-risk areas having an even more ambitious target of 1.7. This target applies to all breweries. External warehouses and offices not connected to a brewery are not in scope. There were no changes to the target in 2024.

Biodiversity impacts, dependencies, risks and opportunities are not a primary focus for our water efficiency target, but efficiency gains could indirectly reduce negative impacts on biodiversity in water-stressed areas.

Efficient water consumption for beverage production

At a global level, our actions are focused on structuring, standardising and rolling out a best practice programme for more efficient water consumption in our beverage production processes, with a strong focus on the 17 breweries in high-risk areas. Anchored in our policy objective of achieving sustainable use of water, we continue to reduce the amount of water we use to make our beverages, building on the efficiencies we have achieved since setting our baseline in 2015.

Key actions in 2024 included updates to our global operations manual, the development of a water diagnostic tool, which provides a detailed overview of all water consumption throughout a brewery, and the launch of a manual to ensure optimisation of water used in cleaning for brewing, processing and filling lines in all our regions.

The target was set based on internal subject matter expertise and technological feasibility assessments of our engineers. Dedicated to increasing water use efficiency, it relates to the management of the impacts of our water consumption, including water scarcity/stress, potential reduced availability for local communities, and biodiversity and ecosystem health.

Performance against target

In 2024, our total water usage amounted to 27 million m^3. Our water usage efficiency was 2.5 hl/hl globally in 2024, and 2.2 hl/hl at breweries in high-risk areas. This represents decreases of 31% and 44% respectively, compared with our 2015 baseline values of 3.6 and 4.0 hl/hl. This is slightly less than expected due to production volume increases in less water-efficient regions and a lack of consistent best practice implementation. We are confident we will continue to achieve water efficiency gains in 2025.

	Unit	Value
Water usage efficiency (global)	hl/hl	2.5
Water usage efficiency (high-risk areas)	hl/hl	2.2

§ ACCOUNTING POLICIES

Water usage is calculated as water withdrawal at breweries minus sold water. Water intake includes water from municipalities, own boreholes, surface water and other sources.

Water usage efficiency is the water needed at Carlsberg breweries to produce 1 hectolitre of beverage. It is the ratio of total water use at breweries divided by the total production volume of beverages. High-risk areas are as defined in E3-4 "Water consumption in areas of high water stress".

Additional information on target methodology: volume produced is the total volume of packaged beverage leaving the site.

Target 2: 100% replenishment of water consumed at breweries in high-risk areas by 2030

This target is to achieve replenishment of water through off-site projects equal to 100% of the total water consumed at breweries in areas of high water risk.

This target was developed following a 2020 water risk assessment using WWF's Water Risk Filter tool, which applied a scientific dataset. The amount of water replenished through off-site projects must follow the definitions described in the Volumetric Water Benefit Accounting (VWBA) method developed by the World Resource Institute (WRI). This includes criteria around location of projects, financing and external verification.

The 2020 assessment identified 17 breweries in areas with high risk of water scarcity. The 17 sites are: Alwar, Aurangabad, Dharuhera, Hyderabad, Gorkha, Kolkata, Mysuru and Paonta Sahib in India; Sihanoukville in Cambodia; Vientiane in Laos; and Changzhou, Dazhulin, Korle, Kunming, Ningxia, Urumqi and Wusu in China.

Water replenishment and stewardship

Our actions to address this target are the undertaking of projects to replenish the water we consume at breweries in high-risk areas. In 2024, we established new replenishment projects at four high-risk locations (three in China and one in Laos) and expanded or continued projects at four high-risk locations (one in Cambodia and three in India).

Our water replenishment projects contribute to increased groundwater levels, reduced agricultural water demand, protected and restored ecosystems, and strengthened resilience against climate-related hazards for local communities. Increased groundwater levels in turn support our policy objectives of initiating appropriate actions to ensure the long-term availability of water in our regions with water scarcity. Water replenishment projects will be continuously implemented until we achieve our target. Afterwards, these projects will be maintained and monitored to ensure they continue to provide the full replenishment amount of water to local communities.

With a focus on 17 breweries across Cambodia, China, India, Nepal and Laos, the primary stakeholders affected by our activities are the communities and employees that will benefit from our work to protect and restore the natural water resources we share. The scope of our water replenishment activities is not limited to reducing water scarcity, but also focuses on improving the quality and availability of water as well.

Performance against target

We replenished 481,170 m^3 of water in high water risk areas in 2024, equal to replenishing 16% of the total water consumed by breweries in high-risk areas. This performance reflects the strong foundation of replenishment projects we have created in recent years and matches our expectations. Our baseline of 0% of water replenished was established in 2021. Replenishment activities first began in 2022, with results visible beginning in 2023.

Biodiversity impacts, dependencies, risks and opportunities were not a key lever in setting the water replenishment target, but there are benefits for biodiversity and ecosystem health from this activity. For example, one project will improve the wetland landscape to enhance the black-necked crane habitat, the world's only alpine crane species residing in high-altitude wetlands.

	Unit	Value
Replenishment of water consumed at breweries in high-risk areas	%	16

§ ACCOUNTING POLICIES

Replenishment of water is calculated by the volume of water replenished through off-site projects relative to water consumption at breweries in high-risk areas. High-risk areas are defined as in E3-4 "Water consumption in areas of high water stress".

Current and future allocated resources

To protect water resources by improving water efficiency, ensuring adequate cleaning and management of water, and replenishing water, we invested DKK 30m in CapEx and DKK 5m in OpEx in 2024. The investment in 2025 is expected to amount to DKK 50-70m in CapEx and DKK 5-10m in OpEx. This includes, for example, investment in new assets enabling improved water efficiency at production sites, cleaning of waste water, management of water on-site and investment in water replenishment projects near breweries in areas with high risk of water scarcity. Note that some actions related to water efficiency are part of usual business operating costs or capital goods investment, and therefore not necessarily captured here. These costs are not specifically segmented in our accounting. Consequently, they are reported based on the general rules for financial reporting.

Other mandatory data disclosures

E3-4

Water consumption from own operations	Unit	Value
Total water consumption	million m³	12
Total water discharges	million m³	15
Total water withdrawals	million m³	27
Total water recycled and reused	million m³	1
Water consumption in areas at water risk, including areas of high water stress	million m³	3
Water intensity ratio	m³ per DKK million	162

§ ACCOUNTING POLICIES

Water consumption is calculated as the water withdrawal at breweries minus discharged and sold water.

Water consumption in areas at water risk includes breweries in areas of high water stress as identified by conducting a detailed water risk assessment using the Water Risk Filter tool from WWF. The assessment includes three types of risks: physical, regulatory and reputational. The latest assessment was conducted in 2020 and breweries established or acquired after this have not been considered.

Water recycled and reused is defined as water recycled from wastewater and used for process or non-process activities at breweries (including cleaning, irrigation, groundwater recharge and cooling).

Water intensity ratio is the water consumption divided by total net revenue. The figure for total net revenue can be found in the financial statements, income statement, page 94.

Total water withdrawals includes all water intake at Carlsberg's breweries from municipalities, own boreholes, surface water and other sources.

Total water discharges is the total volume of wastewater discharged from breweries, which includes discharge to recipients, to recipients after own treatment, to public or third-party treatment facilities, or to public or third-party treatment facilities after own treatment.

All water intake is measured by meters on site. Water discharges, which includes water recycled and reused, is measured mostly through meters on site (~80%), whereas the remaining values are based on best estimates.

E4 BIODIVERSITY AND ECOSYSTEMS

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

SBM-3

In recent years, the impacts on biodiversity and nature loss have become more apparent and better understood. As the biggest driver of these impacts is land use changes, including those related to agriculture, we are committed to doing our part to reduce these impacts in our value chain. Our DMA has identified two material negative impacts in our value chain over the short term that relate to biodiversity and ecosystems, outlined below. In the following section we describe these impacts in more detail, discuss the assessments we have performed to get a better understanding of their relationship to our business, and outline the policies, targets and actions we have in place to mitigate their effects.

Material impact	Where it originates	How it affects people or planet	Time horizon	Addressed in TTZAB	
5 **Biodiversity impacts from sourcing raw materials**	Pollutants, such as pesticides and fertiliser, may be used in the production of raw materials for both ingredients and packaging.	− Pollution of water, soil, air and living organisms could have a negative impact on biodiversity and the environment.	Short term	ZERO Farming Footprint	ZERO Packaging Waste
6 **Land use changes in value chain**	Significant agricultural activity is involved in the sourcing of raw materials.	− Intensive land use changes due to value chain activities such as agriculture and energy generation could contribute to biodiversity loss and degrade ecosystems.	Short term	ZERO Farming Footprint	ZERO Packaging Waste

These IROs relate to both ingredients and packaging materials. Aspects related to ingredients are covered in E4, while aspects related to packaging materials are covered in E5.

IRO-1; SBM-3

Nature-related assessment

In 2024, we performed three assessments that considered impacts on biodiversity and nature, including a water risk assessment, the DMA and our first nature-related assessment. The nature-related assessment was aligned with methodologies outlined by the Taskforce on Nature-related Financial Disclosures (TNFD), and utilised two geocoded tools: ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) and IBAT (Integrated Biodiversity Assessment Tool). This assessment examined brewing activities (own operations) as well as the sourcing of aluminium and barley (upstream value chain). It identified potential IROs that may arise from nature-related dependencies and impacts across ecosystems, biodiversity and water, with a focus on ten breweries in Asia. Based on the ENCORE and IBAT results, physical risks and opportunities were qualitatively assessed to determine materiality. In the coming years, we will strive to enhance our understanding of nature-related risks and opportunities, and their potential impacts, incorporating more comprehensive data, refining our assumptions and investigating how we can consider and mitigate systemic biodiversity and ecosystems risks.

Through our continuous engagement with a wide range of internal and external stakeholders in our materiality assessments, including NGOs and – through them – affected communities in connection with water replenishment projects, and farmers in connection with the transition to regenerative agriculture, we gain important stakeholder insights into both positive and negative impacts. These insights were used as input for our first nature-related assessment.

Key results

All ten sites were identified as being within 50 km of biodiversity-sensitive areas, meaning that each was near at least one location defined as a habitat for IUCN Red List species, protected areas or key biodiversity areas. In our future assessments, and in accordance with guidances, we will consider setting a smaller radius and specifying the radius depending on site type (breweries, offices, warehouses).

Our initial assessment concluded that material impacts on biodiversity in our value chain stem from the production of raw and packaging materials (upstream) and consumer waste (downstream). Due to our established practices to manage pollution, we do not determine there to be a high risk of material impacts on biodiversity from our own sites. Markets are responsible for complying with local regulations related to biodiversity, and therefore we have no global overview of whether there have been any cases where biodiversity mitigation measures needed to be implemented.

Assessment on selected sites

As part of our assessments of our own operations and supply chain sites, we identified that aluminium production and agriculture can lead to soil pollution, while agriculture could also lead to long-lasting negative impacts on biodiversity and ecosystem degradation.

In addition to utilising the IBAT tool, which informs us whether our ten sites are in or near a habitat for threatened species (those on the IUCN Red List), we have also identified the natural capital assets that are impacted by water use, GHG emissions, water pollutants, solid waste and other resource use. Currently we do not consider that we have material impacts on biodiversity from our own sites, as explained above. However, further assessment of each site in higher-risk areas will inform us whether or not we have sites affecting threatened species.

Impact mitigation and response to an incident

We have processes to comply with local regulations and our own standards to avoid negative impacts on nature. In case of emergency, crisis management teams handle the situation as appropriate. Sites must communicate with local communities and their emergency services, providing them with the relevant information to allow adequate planning for a response at community level, as stated in our Heath and Safety Policy.

E4-1

Resilience analysis

While we have yet to conduct a full resilience analysis on nature, our DMA addresses the financial risks from biodiversity and ecosystems at a high level, with inputs from various stakeholders and desktop research. The DMA, together with our nature-related assessment, identified that we have material impacts related to nature, while financial risks related to biodiversity and ecosystems were assessed to be immaterial.

We believe that our TTZAB ambitions contribute to mitigation or reduction of our nature-related impacts and enhance our resilience to changes in biodiversity and ecosystems.

E4-2

Policies

Through our TTZAB targets, our partnerships, our advocacy work and more, we encourage farmers and suppliers to adopt regenerative agriculture practices, which will enhance conditions for biodiversity. Our stance on regenerative agriculture, as outlined in our Environmental Policy, aims to directly address the material impacts of our value chain, including the pollution of waterways, groundwater and soil, and harm to ecosystems and biodiversity linked to our raw material sourcing, as well as land use changes. It also addresses our dependence on nature, including the supply of water, through our commitment to use water sustainably. Our suppliers are contractually obligated to be able to provide documentation of their regenerative claims, ensuring traceability. Our policy includes our commitment to no deforestation across the primary deforestation-linked raw materials we purchase. Neither social consequences of biodiversity and ecosystem-related impacts nor biodiversity and ecosystem protection policies in or near biodiversity-sensitive areas are addressed in section E1-2.

E4-4; E4-3

Targets and actions

ZERO Farming Footprint

Our ZERO Farming Footprint targets capture our aim to reduce GHG emissions and other negative environmental impacts by promoting regenerative agriculture practices and sustainable sourcing of raw materials. The GHG emissions reduction is expected to come from reduction of fuel usage at farm level due to low/no tilling, reduced fertiliser usage due to healthier soils and a more stable yield over time compared to conventional farming. Our targets aim to minimise our footprint on nature and do not rely on offsetting. As the standards and definitions of regenerative agriculture and sustainable sourcing are still in development, we have not applied any ecological threshold or allocation of impacts. These targets contribute to the Environmental Policy's objective of reducing GHG emissions and improving resilience.

As knowledge and scientific data on regenerative practices and biodiversity impacts continue to develop, we continuously analyse and consider the latest scientific developments in these fields, including academic studies and industry white papers. At the time of developing the target, we did not incorporate the EU Biodiversity Strategy for 2030 specifically, but we continue to monitor relevant developments in the field. For information on how this and all other TTZAB targets are based on the views of our stakeholders, see page 37.

There are two ZERO Farming Footprint targets. To learn more about our methodology for these targets, and for additional details, please see the corresponding accounting policies below.

Target 1: 30% of raw materials from regenerative agricultural practices by 2030; 100% by 2040

We have set a target that 30% of raw materials purchased (measured as total weight of raw materials) must be regeneratively grown by 2030, and 100% by 2040. This covers direct raw materials globally, including all malt, barley, wheat, rice, sugar, corn and hops.

Sourcing raw materials from regenerative agricultural practices

Our foundational actions for achieving this target include formalising our principles of regenerative agriculture, mapping our supply areas and partners to implement the practices, engaging with suppliers on this topic, and integrating new regenerative agriculture requirements into our automated procurement processes.

We recognise that the approach to regenerative agriculture varies depending on geographic and climatic circumstances and we therefore also recognise the potential for local adjustments to these definitions, as well as the need to engage closely with our local teams, experts and our suppliers to understand the local regenerative agenda.

Supporting suppliers

We seek to engage with our suppliers by understanding their current approach, sharing research, participating in meetings of local networks and onboarding them to our targets. This work is the foundation of establishing a robust company-wide approach to meeting our regenerative agriculture target, ensuring that pilot programmes evolve into systemised and strategic long-term efforts anchored in our procurement processes. This work is ongoing and its scope is global, with an initial focus on Western Europe during 2024.

Piloting our approach

We are piloting a range of approaches to regenerative agriculture in markets across Europe, covering all three of our levels: engaging, advancing and leading (described further in the accounting policies to the right and Appendix 4 on page 92). In the UK, we are working with farmers to brew Carlsberg Danish Pilsner with 100% regenerative barley by 2027. In Finland, KOFF's Christmas Beer has incorporated barley grown with some regenerative principles since 2021, while in France 50% of the barley for our Kronenbourg 1664 Blonde beer is also derived from grains grown using some regenerative practices. Denmark became the most recent market to incorporate regenerative agriculture, signing an agreement to purchase up to 500 tonnes of regeneratively grown malting barley for roughly 3.3 million litres of beer, available in 2025.

In addition to these four markets, we are also undertaking projects that work towards the requirements of regenerative agriculture. In Laos we have expanded a project that reduces the use of chemical fertiliser and promotes the practice of alternative wetting and drying of rice paddies. Since 2023, this project has expanded from 100 to 340 hectares and from 35 to 200 farmers.

The procurement changes necessary for the adoption of regenerative agricultural sourcing are to be accelerated gradually over the next three years. With learnings from these pilots and a more robust procurement apparatus that can properly accommodate regeneratively grown raw materials, we aim to accelerate our actions in this space in the coming years.

Target 2: 30% of raw materials sustainably sourced by 2030; 100% by 2040

This target is for 30% of the total weight of raw materials purchased to be sustainably sourced, relative to total weight of raw materials purchased, by 2030, and 100% by 2040. This covers direct raw materials globally, which includes all malt, barley, wheat, rice, sugar, corn and hops.

Sourcing raw materials in accordance with the Sustainable Agriculture Initiative's Farm Sustainability Assessment (FSA) tool ensures that fundamental environmental and social compliance elements are in place. Sustainably sourced raw materials have a reduced negative impact on biodiversity and ecosystem health. By expanding our sustainable sourcing, we are reducing the negative impact of our value chain.

Sourcing raw materials sustainably

A key action towards the goal of sustainably sourcing raw materials is the ongoing collection of data from suppliers globally on what proportion of their raw materials meets FSA minimum standards. This gives us an understanding of the work required to achieve our target.

Performance against targets

In 2024, <1% of our raw materials were grown according to leading regenerative principles, and 0% of our raw materials were sustainably sourced. Our baselines of 0% for each target were established in 2021. The reported percentage of raw materials that are sustainably sourced is likely higher, but due to a lack of available supplier data, we conservatively report 0%. Due to this lack of data, we are unable to assess our progress. We have a project underway in 2025 to specifically address this data gap. While our regeneratively grown raw materials results are still modest, they are as expected, given that we are in the ramp-up phase of this target. We are still confident we will reach our 2030 target, as scale can be achieved through partnerships within the farming value chain, including cooperatives and key suppliers. We believe the foundational actions we undertook in 2024 will yield a more significant improvement in this area in the coming years.

	Unit	Value
Share of regeneratively grown raw materials purchased (leading)	%	<1
Share of regeneratively grown raw materials purchased (advancing)	%	0
Share of regeneratively grown raw materials purchased (engaging)	%	1
Raw materials that are sustainably sourced	%	0

§ ACCOUNTING POLICIES

The share of regeneratively grown raw materials purchased is the weight of regeneratively grown materials divided by the total inflow of biological raw materials. The total inflow includes malt, barley, wheat, rice, sugar (including syrups), corn and hops. To determine what is regeneratively grown, six main criteria as well as 11 additional criteria are applied to malt, barley and wheat farmers (see Appendix 4 on page 92). Farmers are classified into three levels of regenerative practices: engaging, advancing and leading. This naming convention is derived from and has been approved by the Sustainable Agriculture Initiative Platform (SAI Platform). To be considered engaging, the field on which the crop is grown must fulfil two out of the six main requirements. Advancing farmers must fulfill three out of the six main requirements as well as at least one additional requirement, whereas leading farmers must fulfill four out of the six main requirements as well as at least one additional requirement.

When claiming regenerative practices, suppliers contractually commit to be able to provide necessary documentation to support the regenerative claims (including third-party verification). Carlsberg conducts continuous sample requests on documentation from supplier.

Raw materials that are sustainably sourced is calculated as the weight of sustainably sourced raw materials divided by the total inflow of raw materials. The total inflow of raw materials is directly measured through procurement reports and includes our main ingredients (including barley, sugar, syrup and wheat). Sustainably sourced materials are defined as those that are certified by valid third-party agencies, including the Farm Sustainability Assessment (FSA) for barley and Bonsucro certifications for cane sugar. A higher degree of measurement uncertainty is present in the input data. For more details, see Appendix 3 (BP-2) on pages 90-91.

Current and future allocated resources

In 2024, we spent DKK 4m in OpEx on pilots to support the transition to regeneratively grown raw materials. In 2025, the procurement cost related to regenerative agriculture and sustainably sourced raw materials is expected to amount to DKK 10-15m in COGS, and we do not expect any CapEx investments. These costs are not specifically segmented in our accounting and are reported based on the general rules for financial reporting.

E5 RESOURCE USE AND CIRCULAR ECONOMY

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

SBM-3

Packaging gets our beer safely to consumers and influences what they buy. But it is also responsible for more than half of our value chain carbon emissions, and cutting its climate impact is a priority to achieve our ZERO Carbon Footprint ambition. Meanwhile, awareness about the environmental impact of packaging continues to grow and reducing this impact is high on the agenda for legislators. Our DMA identified three material negative impacts in our value chain that relate to resource use and the circular economy. It also identified one material financial opportunity that the circular economy presents for our business in the medium term. This section details these IROs further, as well as the policies, targets and actions in place to mitigate the risks and capitalise on the opportunity.

Material impact	Where it originates	How it affects people or planet	Time horizon	Addressed in TTZAB
7 **Purchasing raw materials for beverage production**	We purchase significant volumes of raw ingredients for beverage production.	We consume a large volume of raw materials in beverage production, leading to impacts on biodiversity and nature.	Short term	ZERO Carbon Footprint; ZERO Farming Footprint; Responsible Sourcing
8 **Purchasing of packaging materials**	We purchase a significant volume of packaging materials that rely on raw materials for production.	Intensive use of both biological and non-biological resources has a significant impact on the environment and nature.	Short term	ZERO Packaging Waste; ZERO Carbon Footprint; ZERO Farming Footprint; Responsible Sourcing
9 **Post-consumer waste from packaging material**	We use packaging to prepare our products for transportation and sale.	If not disposed of correctly, our packaging could end up in nature, including waterways and oceans, and lead to air and soil pollution through incineration or landfilling of materials.	Short term	ZERO Packaging Waste; ZERO Carbon Footprint

Material risk/opportunity	Where it originates	How it affects our business	Time horizon	Addressed in TTZAB
10 **Initiating and developing deposit return and recycling schemes**	We are involved in initiating and developing deposit return and recycling schemes in our markets.	Opportunity: By initiating recycling and reuse schemes in some markets with limited schemes, such as Asia and Central & Eastern Europe, and supporting the continued implementation across Western Europe, we could avoid potential environmental fees on our packaging and secure stable access to reusable, recycled and recyclable materials	Medium term	ZERO Packaging Waste; ZERO Carbon Footprint

IRO-1

We have several processes to screen our products' environmental footprints. To assess the sustainability aspects of innovation projects, we use a sustainability scorecard. This evaluates the product and process innovation contribution to the environmental footprint of raw materials, the brewing process, primary and secondary packaging, transportation, recyclability and consumer appeal.

In addition, we provide a life cycle assessment tool to our markets for more in-depth evaluation of the environmental footprint of our products. This tool uses the industry-standardised method codeveloped by the Group, known as the Product Environmental Footprint Category Rules (PEFCR) for beer.

We assess the recyclability of our packaging by considering the material composition (for PET) and colour (for PET and glass), and monitor the development of recycling rates in our markets and support initiatives to increase them through, for example, deposit return scheme developments.

As part of our DMA process, we performed interviews with internal and external stakeholders and conducted third-party research in relation to resource use and circular economy.

E5-1

Policies

Through our ZERO Packaging Waste focus area of TTZAB, we are working to source more reusable, recycled or recyclable packaging and driving progress towards circularity. Underpinning this work is our Environmental Policy, which details our requirements for reducing the impact of our packaging, as well as minimising all waste and utilising by-products. It also commits us to using life cycle assessments (LCAs) or similar environmental assessments for all new packaging types, and to working with partners to reduce consumption of packaging materials while promoting a more circular approach. The policy addresses sustainable sourcing and the use of renewable materials, from both packaging and raw material perspectives. Details of the policy are summarised in E1-2 on page 48.

E5-3; E5-2

Targets and actions

ZERO Packaging Waste

We aim to use less virgin fossil-based plastic and more renewable, recycled or recyclable materials in our packaging. We also strive to increase the amount of packaging that is collected and reused or recycled after use. In these ways, we increase full circularity of our packaging. Our targets, outlined below, commit us to playing an active role in minimising the environmental impact of beverage packaging systems, as set out in our Environmental Policy.

While our targets are not based on mandatory requirements, legislation related to these areas is evolving and we are working to ensure alignment. In our target setting, we have been inspired by definitions from the Ellen MacArthur Foundation and the scientific resources it makes available on the circular economy. Our first three targets relate to recycling and reuse, while our fourth target relates to reduction of waste. For information on how TTZAB targets are based on the views of our stakeholders, see E1-4 Climate change targets on page 37.

We have not changed the targets in 2024. However, the processes adopted to collect data have evolved to become more detailed and robust, allowing us to establish the baseline for this target. Our understanding of our performance and what is required to meet the targets has also improved.

Our ongoing actions related to resource use and circular economy aim to make a significant contribution to our GHG emissions reductions globally. They include internal projects and innovations across all markets, global collaboration with suppliers, industry engagement, and advocacy to support the roll-out of effective deposit return schemes.

To learn more about our methodology for these targets, and for additional details, please see the corresponding accounting policies below.

Target 1: 100% recyclable, reusable or renewable packaging by 2030

We aim for all our packaging to be 100% recyclable, reusable or renewable by 2030. The scope of the target includes all primary packaging that is in direct contact with our products, i.e. bottles (glass and plastic), cans and plastic kegs.

Our actions in this area are focused on increasing our use of recyclable, reusable or renewable packaging to minimise our environmental impact. In 2024, we continued to undertake analysis of our primary packaging. Through improving our data collection, we have increased our understanding of our performance and developed a roadmap of specific actions to achieve our ambitions. This will enable us to measure and report on our performance and identify challenges and opportunities to achieve our policy commitment of reducing consumption of packaging materials and promoting their reuse and recycling.

We have developed a clear roadmap of actions to drive progress and are now expanding our focus from primary packaging to secondary packaging as well.

In 2024, 94% of our packaging was recyclable, renewable or reusable. This is also the baseline year for this target, and this performance is in line with our expectations. Please see the Performance on targets 1-3 table on page 68 for a breakdown by material type.

Target 2: 90% collection and recycling rate for bottles and cans by 2030

We are targeting a 90% collection and recycling rate for bottles (glass and plastic), cans and kegs (plastic and steel) by 2030. We measure progress by comparing hectolitres of beer sold in each market with the recycling rate for each packaging type in that market. To read about our actions to address this target, see the section “Addressing our financial opportunity: initiating deposit return and recycling schemes” on page 68.

In 2024, our markets globally achieved an average collection and recycling rate of 76%, representing an increase of 4 percentage points from our 2019 baseline of 72%. Matching our expectations, this performance reflects major positive developments in deposit return schemes and industry partnerships. Please see the Performance on targets 1-3 table on page 68 for a breakdown by material type.

Target 3: 50% recycled content in bottles and cans by 2030

We aim to reach 50% recycled content in our bottles (glass and plastic), cans and plastic kegs by 2030. Recycled content must come from post-consumer recycled material, as defined by the ISO 14021 standard.

In 2024, 43% of the material content of our primary packaging comprised recycled materials, representing an increase of 14 percentage points from our 2019 baseline of 29%. This performance is in line with our expectations and reflects our commitment to create circular value chains. Please see the Performance on targets 1-3 table on page 68 for a breakdown by material type.

Addressing our financial opportunity: initiating deposit return and recycling schemes (E5-2)

By promoting industry-driven non-profit deposit return schemes (DRSs), we can create a higher level of resilience in our packaging value chain. High return rates can reduce the risk of environmental fees on our packaging and maintain the high value of clean mono-materials in a closed recycling loop for beer and beverage packaging. This creation of circular material flows also contributes to a future-proofed business model in a world with increasing material scarcity.

As our DMA indicated, recycling and DRSs represent a material financial opportunity for our business. As they are also a key lever for reaching our ZERO Packaging Waste goals, facilitating their creation and development in markets around the world is one of our priorities.

We have, for many years, been active in developing recycling and DRSs in many of our markets, with significant improvements in return rates for bottles and cans achieved in all four Nordic and all three Baltic countries. We are exploring expanding these efforts in regions with low recycling rates, such as Asia and Central & Eastern Europe, and supporting the continued implementation across Western Europe.

In 2024, we finalised a position paper advocating for DRSs as the optimal separate collection system for beverage packaging, based on research and experience across our markets. We also hosted a workshop in Latvia for our European markets and local representatives from the DRS scheme in Latvia to exchange best practice and tools for implementation.

Improving existing DRSs and supporting the roll-out of effective DRSs in more markets will increase our collection rate, helping us to reach our 2030 target and meet our policy commitment to play an active role in improving and building beverage packaging systems with less environmental impact.

Performance on targets 1-3	Unit	PET	Aluminium	Glass	Total
Rate of recyclable, reusable or renewable packaging	%	68	100	100	94
Recycling rate	%	49	81	82	76
Rate of recycled content	%	18	49	49	43

Note: The corresponding accounting policy is below on page 69.

Target 4: 50% reduction in virgin fossil-based plastic by 2030

We aim to reduce our use of virgin fossil-based plastic by 50% by 2030 compared with 2019. This can be achieved by reducing the amount of plastic needed through lightweighting, or by replacing virgin fossil-based plastic with recycled content or renewable materials, such as recycled PET or PEF.

We are taking action to increase the recycled content in our bottles and reduce the virgin fossil-based plastic in our packaging. This will reduce the negative impact of the significant volume of packaging materials we use.

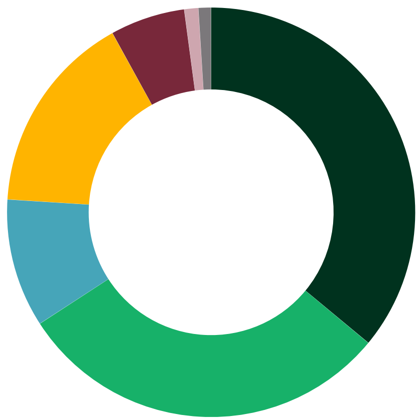
We continue to partner with local suppliers to explore ways to increase recycled content in plastic bottles on a market-by-market level, for example achieving 80% recycled content across our PET portfolio in Norway. These actions address targets 3 and 4. Our actions and innovations are minimising the need for virgin materials and contributing to our policy objectives of reducing consumption of packaging materials and promoting their reuse and recycling. We also achieve this commitment by lightweighting and by replacing virgin materials with recycled content or renewable materials, such as recycled PET.

In 2024, we used 48 kt of virgin plastic in our primary packaging materials, representing a decrease of 20% from our 2019 baseline of 60 kt. This performance is driven, in particular, by increasing the use of recycled materials and it is in line with our expectations.

Performance on target 4	Unit	Value
Absolute virgin plastic use	kt	48

Note: The corresponding accounting policy is below on page 69.

Packaging mix	
Cans	36 %
Refillable glass bottles (RGBs)	30 %
Non-refillable glass bottles (NRGBs)	10 %
PET bottles	16 %
Kegs	6 %
Bulk	1 %
Other	<1 %



ACCOUNTING POLICIES

Rate of recyclable, reusable or renewable packaging is calculated as the volume of beverages sold in recyclable, reusable or renewable primary packaging materials (excl. steel kegs) divided by the total volumes sold. Reusable: the material must be designed to be used more than twice in the same application. Renewable: the material must be made of biomass that can be continually replenished, and any biomass used for packaging solutions should comply with the sustainability requirements of the EU regulatory framework. Recyclable: see accounting policy on "share of recyclable content in packaging" in E5-5 for definition.

The recycling rate is the average recycling and collection rate for primary packaging (excl. steel kegs), weighted based on production volume. Where reusable glass bottles are lost in the market, we assume the standard recycling rate for the country, as used for one-way glass bottles.

The rate of recycled content is the average share of recycled content in primary packaging (excl. steel kegs), weighted across different packaging types using the beverage production volume they carry. See accounting policy on "weight of recycled or reused materials" in E5-4 for definition.

Virgin plastic use is calculated as the weight of virgin plastic purchased. This covers plastic materials used in primary, secondary and tertiary packaging. Virgin plastics are defined as those not purchased as recycled or reused materials (see accounting policy on “weight of recycled or reused materials” in E5-4 for definition).

Packaging mix includes the share of total production volume of beer and soft drinks packed in primary packaging types, calculated as the volume (hl) of beverage produced in a packaging type divided by total production volume.

A higher degree of measurement uncertainty is present in the input data for the above-mentioned metrics. For more details, see Appendix 3 (BP-2) on pages 90-91.

Current and future allocated resources

For the purchasing of recycled packaging materials, primarily recycled PET, we invested DKK 120m in OpEx in 2024. In 2025, the investment is expected to be within the range of DKK 130-170m in OpEx. This includes investments in rPET.

The costs of purchasing cardboard or solid board with recycled materials as well as reusable glass bottles are not captured here due to the practice being a mainstream and thoroughly integrated part of our packaging procurement processes already. These costs are not specifically segmented in our accounting and are reported based on the general rules for financial reporting.

Other mandatory data disclosures

E5-4; E5-5

Resource inflows	Unit	Value
Total weight of products and biological materials used	kt	3,616
Total weight of recycled or reused materials	kt	774
Share of recycled or reused materials	%	21
Share of biological materials that are sustainably sourced	%	0

Resource outflows	Unit	Value
Recyclable content in packaging	%	96

Note: Products in scope include the following primary packaging categories: glass bottles, aluminium cans, PET bottles and plastic kegs (DraughtMaster).

ACCOUNTING POLICIES

Total weight of products and biological materials includes agricultural ingredients (adjuncts: e.g. barley and rice; other ingredients: e.g. hops and sugar; process materials: e.g. brewing additives and yeast) and packaging materials (primary: aluminium, glass and plastic; secondary and tertiary: e.g. corrugated and hi-cone). The inflow is directly measured through procurement reports and includes all material inflow related to the production of beverages. We apply a consistent cut-off period and a standardised classification system across all regions.

Total weight of recycled or reused materials is defined as materials that have been reprocessed or recovered after post-consumer usage with the consumer being either a downstream customer (industry) or end-consumer. The inflow of recycled content includes primary, secondary and tertiary packaging materials. The share of reused or recycled content is calculated as the weight of recycled and reused materials divided by the total material inflow.

Biological materials that are sustainably sourced is calculated as the weight of sustainably sourced biological materials divided by the total inflow of biological materials. The total inflow of biological materials includes raw materials (including barley, sugar, syrup and wheat) and biological packaging materials (including cardboard). For the definition of sustainably sourced materials, please see the accounting policy for share of raw materials that are sustainably sourced on page 65.

Share of recyclable content in packaging is calculated as the weight of recyclable packaging materials divided by the total weight of packaging materials (primary, secondary and tertiary). To be considered recyclable, the specific packaging material must be technically designed to fit into a recycling stream that has been proven to work in practice and at scale in a representative market. The methodology follows the principles of the Ellen MacArthur Foundation's (EMF) global approach. To assess the technical recyclability of PET materials, a component-specific assessment is conducted on the colour and barrier of the product.

A higher degree of measurement uncertainty is present in the input data for the above-mentioned metrics. For more details, see Appendix 3 (BP-2) on pages 90-91.

SOCIAL

S1 OWN WORKFORCE

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

SBM-3

The roughly 33,000 employees who make up our own workforce form the cornerstone of all we do at Carlsberg, and we take great care to listen to and engage with them in order to create the best workplace possible. Our DMA identified six material impacts related to our own workforce over the short term, five of which are negative and one of which is positive. All employees and contractors are potentially subject to these impacts and are included in the scope of our disclosure. The following section discusses how we understand the interests of and engage with our employees, as well as the policies, targets and actions that address our material impacts.

Material impact	Where it originates	How it affects people or planet	Time horizon	Addressed in TTZAB
11 **Health and safety during production processes**	Health and safety incidents occur at Carlsberg related to production and distribution processes. Incidents could occur anywhere in the business without a robust programme and culture to prevent them.	− Impacts range from minor to severe physical injury, with a potential risk of fatalities.	Short term	ZERO Accidents Culture; Human Rights
12 **Gender disparity in senior management**	We have an unequal representation of genders in senior management. This issue could potentially affect all markets.	− Imbalanced gender representation in senior management signifies disparities in the hiring, training, pay and promotion of women in the workplace.	Short term	Diversity, Equity & Inclusion
13 **Healthy work-life balance**	We ensure all our employees across all locations are entitled to sick leave, holiday and parental leave, and offer flexible working options so employees can enjoy a healthy work-life balance and good working conditions.	+ Promoting a healthy work-life balance contributes to improved employee satisfaction, the ability to attract and retain employees, and reputational benefits.	Short term	Human Rights; Living by our Compass
14 **Collective bargaining and work-related human rights**	We operate in countries with a higher risk of human rights issues, which could potentially impact our employees' rights to freedom of association and collective bargaining.	− Infringement of the right to freedom of association and collective bargaining can undermine employees' abilities to collectively advocate for their rights, interests and wellbeing.	Short term	Human Rights; Living by our Compass
15 **Workforce harassment**	Workforce harassment impacts employees at Carlsberg, as seen in SpeakUp cases. Incidents could occur anywhere in the business without a robust programme and culture to prevent them.	− Impacts include stress, physical harassment and lack of a safe working environment. These impacts could particularly affect vulnerable groups, such as migrant workers and women.	Short term	Diversity, Equity & Inclusion; Living by our Compass; Human Rights
16 **Wage adequacy**	There is a potential risk of workers being paid inadequate wages, especially in markets outside the European Economic Area.	− Not paying adequate wages could have negative impacts on workers' and their dependants' ability to meet their basic needs.	Short term	Human Rights; Living by our Compass

Additional SBM-3 disclosures required of CSRD: No significant risk of forced or child labour has been identified in our operations.
Our transition plans for achieving greener and climate-neutral operations do not have any major implications for material impacts on workers.

S1-1

Policies

Our people strategy and approach to managing the material IROs relating to our own workforce are underpinned by our policies below. All of these are available internally on our intranet, and all but the Human Resources Policy are publicly available online.

Human Resources Policy

Our Human Resources Policy sets out guidance for effective human resources management. Taking a starting point in the interests and considerations of our employees themselves, it explains our approach to providing a workplace where everyone can fulfil their potential in a safe, healthy and inspiring environment. It details our expectations of managers and employees around recruitment, working conditions, career development, performance management, wellbeing and employee relations.

The policy sets out our aim to enable direct and frequent communication between all levels of the organisation via a number of channels. Engagement occurs via our annual My Voice employee survey and regular listening sessions led by senior leaders in our markets.

Employees are updated regularly via email, intranet, webinars and townhall meetings. We also hold formal consultations with employee representatives globally. The policy is owned by the Chief Human Resources Officer and applies globally to the management, employees and contract workers of all entities in the Group.

Health and Safety Policy

Our Health and Safety Policy defines our approach to the management of health and safety in all our business activities. It describes how we aim to eliminate or mitigate risks of occupational injuries and illnesses and avoid accidents for our global workforce. It also applies to contractors while at Carlsberg Breweries Group sites.

There was a substantial engagement process undertaken in the development and launch of the policy, with consideration and involvement of key stakeholders, both internal and external.

Although there were no changes to the policy in 2024, the standards that underpin the policy are continually reviewed and updated to ensure they remain best in class, with a new standard related to chemical management introduced in 2024. When new standards are launched, we include a communication package for those who implement the policy, with targets and actions for how to reach all workers. The EVP, Integrated Supply Chain (ISC) is the most senior executive responsible for implementing the policy.

Carlsberg sites must have a certified health and safety management system in place in accordance with ISO 45001 that has the same scope as the policy and monitors its implementation. Where legal requirements are stricter than these standards, we comply with local legislation.

The policy is aligned with the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. We also align with International Electrotechnical Commission (IEC) standards and follow international guidance on areas such as electrical safety, asbestos and dust explosion hazards.

Diversity, Equity and Inclusion Policy

Our Diversity, Equity and Inclusion (DE&I) Policy sets out our aim to become a more diverse, equitable and inclusive company. We aspire to better reflect the diversity of our customers and consumers, and to make all our people feel included and able to show up as their best selves to work. We define diversity in terms of gender, age, culture, nationality, ethnicity, physical abilities and neurodiversity, political and religious beliefs, sexual orientation and other attributes. The policy specifically seeks to manage the material negative impacts of unequal representation of genders in senior management.

The policy was developed taking into account employee feedback gathered via the annual My Voice employee survey and other engagement sessions conducted across the Group. The policy is set to be updated in 2025 and will be rolled out with a webinar to make all employees aware of changes.

Our commitment to meeting our responsibility to respect the human rights of our workforce is set out in our Human Rights Policy. However, our DE&I Policy states that we have zero tolerance for any form of harassment and/or discrimination based on distinguishing characteristics, and a clear set of consequences for non-compliance. Training to understand and prevent sexual harassment is mandatory for all employees.

The policy applies to all employees in the Group. It does not specifically address people from groups at particular risk of vulnerability, but we will consider adopting specific policy commitments in relation to inclusion and positive action for those at risk of vulnerability in due course. The policy is owned by the Chief Human Resources Officer, and informed and guided by the UN Women's Empowerment Principles and the Sustainable Development Goals.

Human Rights Policy

Our Human Rights Policy articulates our commitment to respect human rights. It outlines our continuous human rights due diligence and rightsholder engagement, including the provision of grievance channels. It also describes our human rights governance and how we provide and cooperate to remedy where appropriate.

In 2024, with support from BSR, a sustainable business network and consultancy, we significantly enhanced the Human Rights Policy and accompanying internal Human Rights Manual to align with best practices, provide more detailed guidance on our expectations and address new topics, such as respect for land rights. Input and findings from our policy monitoring processes also informed the policy update.

The policy applies to our entire value chain, including all our brands, employees, agency workers, contractors, consultants and other individuals working on the Group's premises or working for or on behalf of the Group, as well as our global business partners (all parties with whom we have a commercial relationship) and consumers. The policy covers respect for all human rights as defined in international instruments and places special emphasis on the areas of occupational health and safety, working hours and right to rest and leisure, wages and benefits, discrimination and harassment (based on distinguishing characteristics such as race, colour, gender, religion, political or other opinion, national or social origin, sexual orientation, age or disability, forced labour (including human trafficking), child labour and juvenile work, freedom of association and collective bargaining, water use and access, and respect for land rights.

We are committed to respecting all internationally recognised human rights across our global operations and value chain as outlined in the International Bill of Human Rights, consisting of the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights (ICESCR) and the International Covenant on Civil and Political Rights (ICCPR), as well as the ILO's Declaration on Fundamental Principles and Rights at Work, the Children's Rights and Business Principles (CRBP) and the UN Women's Empowerment Principles. As a signatory to the UN Global Compact, we are committed to its Ten Principles, which incorporate human rights, and we follow the framework provided by the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct to inform our approach to human rights due diligence.

We conduct ongoing human rights due diligence in line with the UNGPs and strive to continuously improve our ability to identify potential and actual human rights impacts connected to our business and take appropriate action to prevent and mitigate those impacts.

We are committed to providing or cooperating in the remediation of any adverse human rights impact on individuals (including our own workforce, workers in our value chain and consumers) and communities that we have caused or contributed to. We also expect our business partners to follow this approach, and we will collaborate with judicial or non-judicial mechanisms to provide access to remedy as applicable.

Discrimination is covered in our in-country human rights impact assessments. Where actual or potential discrimination is identified, a remedial action plan is established with clear deadlines and a procedure in place if corrective actions are not closed within the agreed timeframe.

Overall responsibility for human rights at Carlsberg lies with the Group CEO. Our global Group Sustainability & ESG team, which includes a dedicated Senior Human Rights Manager, drives our human rights due diligence process.

The principles of the policy are embedded in the Supplier and Licensee Code of Conduct, which describes how these principles apply to licensees, suppliers and service providers, and in the Brand Promoter Manual, which includes specific guidance on how the principles of this policy apply to the people promoting our products. Furthermore, our Human Rights Manual provides extra guidance to relevant employees on how to implement and enforce our policy commitments in real-life situations.

S1-2

Engaging with stakeholders

Proactive employee engagement

Engaging with employees is an important element of our people strategy, allowing us to monitor the health, wellbeing and sentiment of our people, identify and resolve matters as they emerge, and gather insights on opportunities to improve employee satisfaction and wellbeing. The Chief Human Resources Officer is ultimately responsible for global engagement processes to ensure consistency and alignment with our values.

Employee engagement happens through a wide-reaching employee listening strategy across the following channels:

- Annual My Voice survey: Our annual employee survey gathers feedback on material topics including work-life balance, workforce harassment and gender representation. Results are shared with and reviewed by senior management. Individual departments and managers are responsible for setting up and managing action plans to address challenges identified.
- Global townhall meetings: Quarterly sessions with the Group CEO and the CFO which provides employees with the opportunity to raise questions and concerns.
- Market visits: Regular senior management visits to local markets, which provide employees with the opportunity for direct engagement and dialogue.
- Employee Resource Groups (ERGs): One ERG dedicated to gender balance and one to culture, ethnicity and nationality, creating safe spaces for underrepresented groups and others to discuss specific topics. Feedback is shared with HR to inform our diversity, equity and inclusion strategies.
- Organisational Health Index: Survey conducted with senior employees to create a data-driven snapshot of our organisational health and benchmark performance against key growth ambitions.
- European Works Council: Two-day conference held annually where employee representatives are consulted and informed of upcoming business developments. A framework agreement defines our approach to the Council, aligning it with EU Directives. The 2024 Council was held in June and 27 representatives from 15 markets attended. This was the 24th year that the Council has met.
- Onboarding and exit surveys: Undergoing piloting in 11 markets, gathering input on what works well and where we can improve in our employee experience. We plan to expand our use of these surveys further based on the learnings from the initial pilot. The improvements enacted in 2024 will be ongoing.

In the global employee survey My Voice, the wellbeing questions (e.g. My company takes a genuine interest in the employees' wellbeing) received 76 points out of 100, which is 6 points above the external benchmark of approximately 1,100 companies. The results of the My Voice survey are shared with and reviewed by senior leadership annually. In addition to our engagement, we work to upskill our employees through training sessions, which averaged 18.6 hours a year per employee in 2024.

Monitoring the effectiveness of our engagement

To gauge the effectiveness of our engagement efforts, we monitor several key metrics:

- Survey metrics: Trends in participation, engagement and satisfaction levels inform adjustments to our engagement strategy. Our overall engagement index score allows us to benchmark against nearly 1,100 companies across more than 150 countries.
- ERG participation: We track participation levels in our ERGs, ensuring these groups remain active and effective in providing feedback.
- Talent turnover and retention: Serve as additional indicators of our engagement effectiveness.

Engagement with non-employees in our workforce

Contractors in our workforce are considered non-employees of the Group. As our non-employees cover many different needs in our business, across all markets, we do not have one formalised process for engaging with them. However, we follow a similar process to that described in the section "Workers in the value chain".

S1-5; S1-4

Targets and actions

ZERO Accidents Culture

Our Health and Safety Policy is founded on the belief that all accidents are preventable, and our target of achieving ZERO accidents reflects our commitment to this area. Our targets also demonstrate that we are focused on delivering incremental and consistent improvements as we work towards our goal of ZERO accidents. For information on how TTZAB targets are based on the views of our stakeholders, see page 37. Our two health and safety targets are presented below.

Targets 1 & 2: Reduction in accident rate year-on-year and ZERO lost-time accidents by 2030

The KPIs for these targets are the number of lost-time accidents and the lost-time accident rate (LTAR). These targets apply to all our own employees. Given their related nature, the targets are presented together in this report.

Employees are engaged on performance against targets during safety week and through regular campaigns. As part of our approach to identifying root causes and continually improving, we convene incident review panels after LTAs and near-misses, with communications to share learnings with the wider workforce.

To learn more about our methodology for these targets, and for additional details, please see the corresponding accounting policies below.

Ingraining a culture of health and safety

Our Health and Safety programme is designed to prevent physical harm to our people caused by accidents anywhere in the business, and to mitigate the risk of severe accidents and loss of life. The programme is active across all our global markets and includes all sites (offices, breweries, warehouses etc.). It also covers our own employees when performing work outside our sites, including driving, making deliveries and conducting visits at points of sale. Our health and safety measures also apply to contractors and anybody who visits our sites.

Our focus is on preventing incidents. However, when one occurs, we prioritise two things: taking care of the affected individual and understanding how the incident happened to identify learnings. There are a variety of measures to help people involved in an incident, from initial responses, including first aid and facilitation of hospital assessment, to communication with family members and long-term physical and mental support. An incident review panel is convened to investigate the root causes of any incident to prevent future occurrences. Learnings are shared across all our sites via a weekly health and safety update.

We have implemented a number of programmes to promote a health and safety culture in recent years, and continued driving these in 2024. Some of the key actions associated with these programmes, which are ongoing and revisited on an annual basis, include:

- Safety in day-to-day behaviours: To ingrain a culture of health and safety in the everyday behaviours of our workforce, we host regular health and safety days with interactive workshops and strong leadership presence. We also run quarterly townhall meetings to share local priorities, and conduct regular safety walks to maintain a focus on daily safety.
- In 2023, a company-wide awareness and training campaign focused on our five Life Saving Rules, anchored in our Health and Safety programme. In 2024, "espresso shot" micro-training sessions put these rules into action in everyday working life and issued new standards on key topics. In addition, we rolled out a training programme for leaders that goes beyond compliance and incorporates coaching techniques to increase engagement and foster a safety mindset.
- We continually run awareness and engagement campaigns focused on our most common injuries. In 2024, we targeted slips, trips and falls, chemical hazards and driving risks in our global approach. At a regional level, we focus on mitigating and managing relevant hazards and risks identified through local risk assessment processes.

Measuring impact and effectiveness

We measure the effectiveness of our health and safety activities through a number of methods:

- Each project has an action tracker with key milestones, allowing us to monitor how initiatives are being realised globally and in individual markets.
- Monthly reporting processes allow markets to discuss progress and identify opportunities, alongside regular one-to-one calls between the head of health and safety of each market and their regional leads.
- Regular site visits, either by Group- or regional-level leadership, assess how actions and processes are being implemented. Sites complete self-assessment questionnaires and internal audits are performed on a regular basis.
- A heat map of previous incidents and identified risks is analysed on an annual basis and actions are developed as needed.

At the end of each year, ongoing actions are reviewed and refined, and new actions are introduced, focusing on the key areas to be addressed. Actions are also informed by local legal requirements as well as consultations with key stakeholders. Informed by our Health and Safety Policy, consultations with internal and external stakeholders, and implementation of best-practice examples and regulation, we continue to mitigate negative impacts on our own workforce.

Performance against targets

In 2024, we experienced 94 lost-time accidents, a decrease of 69% from our 2015 baseline of 302. We achieved a lost-time accident rate of 1.6, representing a decrease of 63% from our 2015 baseline of 4.4, and a year-on-year improvement. This performance matches our expectations, and reflects our long-term global focus on creating a culture of health and safety. We also experienced ZERO severe injuries and fatalities as a result of work-related injuries in 2024.

Performance on targets	Unit	Value
Lost-time accidents, own employees	number	94
Lost-time accident rate, own employees	rate	1.6
Lost-time accidents, contractors	number	37

Health and safety figures for Carlsberg employees (S1-14)	Unit	Value
Employees covered by Carlsberg's health and safety management system	%	100
Fatalities as a result of work-related injuries and work-related ill health	number	0
Recordable work-related incidents	number	190
Recordable work-related incidents	rate	3.3

Note: Number of fatalities of contractors on Carlsberg sites caused by work-related injuries or work-related ill health is 0.

§ ACCOUNTING POLICIES

The definition for lost time accidents is the same as lost time incidents (LTI) in "recordable work-related incidents", see below. The lost-time accident rate is calculated as the number of LTIs per one million hours worked and covers own employees. The baseline value has been retroactively calculated following the same methodology.

All employees covered by our health and safety management system are also covered by our formal Health and Safety Policy. See further information on page 71.

Recordable work-related incidents includes the number of fatalities (work-related incidents where the person lost their life), number of permanent disabilities due to injuries, lost-time incidents (LTI: injuries that result in the injured person being unable to work for one or more days), restricted work incidents (RWI: injuries where the injured person is able to perform only restricted work for one or more days after the incident) and medical treatment incidents (MTI: incidents where the injured person receives medical treatment provided by a licensed health professional). The numbers of recordable work-related incidents covers own employees, whereas the number of fatalities covers both own employees and contractors.

Recordable work-related incident rate is calculated as the number of incidents per 1 million hours worked and covers own employees.

The number of hours worked per year used for both the lost-time accident rate and recordable work-related incidents rate is calculated by multiplying the number of FTEs by a factor of 1,746 hours.

Diversity, Equity and Inclusion

Based on the aspirations set out in our DE&I Policy, we defined a range of commitments that will help guide our decisions, increase awareness and ensure we concentrate our efforts where we can have the most positive impact in mitigating inequality. One of these commitments is our target to increase the number of women in senior leadership roles by 2030, described below.

Target 1: 40% women in senior leadership roles by 2030

The interim targets are to reach 30% women in senior leadership roles by 2024, and 35% women in senior leadership roles by 2027. These targets apply to all senior leaders globally (Director level and above).

Our target of 40% women in senior leadership roles by 2030 was set in January 2024. All other targets were set as part of our Together Towards ZERO and Beyond ESG programme launch in 2022, and based on extensive stakeholder engagement. Please see page 37 for more information on this process.

To monitor our progress, we keep a close track of the gender split in various senior leadership levels each month, using tools to analyse representation.To learn more about our methodology for this target, and for additional details, please see the corresponding accounting policies below.

Cultivating a diverse, equitable and inclusive workplace

Our DE&I approach seeks to promote gender equity in response to material issues for our workforce. Achieving our target in this area will broaden perspectives in leadership, improve staff retention and strengthen our succession planning.

To do this, we have a robust DE&I agenda with actions to ensure that our business activities do not negatively impact our workforce. We monitor the effectiveness of our policies via targeted questions in the annual My Voice employee survey, regular employee listening sessions, SpeakUp complaints and matters raised in Employee Resource Groups. Some key programmes that support our strategic focus are:

- Women's Sponsorship Programme: This is an ongoing programme established in 2023 to develop identified women leaders to take on executive roles. In 2024, 13 women from across our regions and functions participated to better prepare them for success in senior leadership roles. The success of the programme will be measured by monitoring promotions for participants.
- Pay Equity and Transparency: We are satisfied that, based on all available data, we continue to operate according to the principle of equal pay for equal work, while continuing to address issues of female representation at the most senior management levels. Our reported global gender pay gap is negligible but we are aware this number can be heavily influenced by the geographic and functional composition of the workforce. Therefore, we continue to monitor on a granular level in each market.
- We have developed an internal Pay Transparency dashboard to monitor pay equity across positions, functions and levels. Initially for our Western European markets, it is now being rolled out in further markets globally. This tool creates greater transparency of how our markets implement our Global Pay Principles – including, but not limited to, ensuring gender equity. This tool allows us to gather insights on any potential issues and will support us in creating mitigating action plans.

Performance against target

The percentage of women in senior leadership roles has increased steadily in recent years. Against the 2020 baseline of 28%, representation increased to 30% in 2024. The percentage of women in ExCom also increased to 33% in 2024, from 0% in 2020. In 2024, we improved the accuracy, consistency and scope of our data, including adding new markets. This strong performance meets our interim target of 30% women in senior leadership roles by 2024, and is therefore in line with our expectations.

To ensure that DE&I decisions are aligned with the company strategy, we have formed a DE&I Council composed of senior executives from across functions and regions. ExCom is provided with quarterly gender balance data from our internal dashboards to track progress on women in leadership.

We keep employees informed of our DE&I progress and developments in every global townhall meeting hosted by our Group CEO and our CFO. We actively seek input from employees to identify opportunities for improvements to our DE&I agenda. To inspire action and solicit further feedback on how we can improve our work on gender equity, we run campaigns related to International Women's Day. From 2025, we will host quarterly community calls and invite all interested employees to share best practice on DE&I matters.

Gender split in senior leadership (S1-9)	Unit	Value
Female	number	246
Female	%	30
Male	number	562
Male	%	70
Other	number	0
Not reported	number	0

Note: S1-9 data disclosure continues on page 77.

§ ACCOUNTING POLICIES

Senior Leadership includes Director-level and above. The number of employees in Senior Leadership is based on year-end data.

Gender pay gap (S1-16)	Unit	Value
Gender pay gap	%	0

Note: CEO pay (S1-16) is disclosed in our Remuneration Report.

§ ACCOUNTING POLICIES

Gender pay gap is calculated as the difference between the average gross annual pay of all male and female employees divided by the average gross annual pay of all male employees. Gross pay covers all fixed and variable components of the employees' compensation. The average annual pay of each gender is calculated by dividing total gross annual pay of all employees of each gender (only covering male and female) by the number of FTEs of the respective gender. For more information on measurement uncertainty, please see Appendix 3 (BP-2) on pages 90-91.

Healthy work-life balance

Our approach to tracking the effectiveness of our policies and actions related to a healthy work-life balance is to monitor developments in the My Voice survey. We do not have an official global target, as actions to address the topic are managed locally. We do, however, track yearly performance in the My Voice survey in order to stay aware of developments.

We believe our people deliver their best when they have a healthy work-life balance and feel a sense of belonging, purpose and team spirit. To protect their wellbeing, we ensure all employees are entitled to reasonable breaks and rest periods, including sick leave, holiday and parental leave, the latter of which is supported by our Parental Leave Policy. This publicly accessible policy sets out a globally consistent minimum standard of non-gendered parental leave entitlements for all employees in all our locations. We encourage flexible working opportunities wherever possible so all our people can better balance their work and home lives.

In 2024, we piloted a new global leadership development programme, focusing on key leadership capabilities, such as people development, coaching, wellbeing, engagement, and building and caring for diverse, high-performing teams. Data collection will continue on an annual basis, and action plans will be developed if any challenges are identified.

Surveys conducted with participants before and after our leadership training enable us to monitor their effectiveness and quality, identify areas of improvement for leaders and develop individual performance priorities. When a leader enrols in the aforementioned leadership training, 360-degree feedback is sought before the training course and again after six months to identify areas of improvement. As the programme commenced in 2024, we do not yet have a representative set of data to share.

Collective bargaining

We welcome collective bargaining and do not discriminate against anyone taking part. We do not have a global target or baseline, as our focus is on securing sound processes and strong management support for engaging with employee representatives. We do, however, track collective bargaining in our workforce in order to stay up to date and aware of any developments.

Our stance regarding collective bargaining is clearly set out in our global Human Rights Policy. Collective bargaining agreements are negotiated regularly at a local level in each market, complying with all relevant laws and regulations regarding labour rights. To ensure we stay abreast of changing requirements, each of our markets continuously monitors regulations relevant to our operations.

Collective bargaining agreements are negotiated in good faith, and we are careful to consult and inform relevant employee representatives regarding potential changes to working conditions, as appropriate. By doing this, we aim to ensure our employees feel consulted and well informed about business activities and developments.

The proportion of employees covered by such agreements varies considerably from market to market. We monitor the progress of any collective bargaining negotiations across locations and escalate any areas of concern to ExCom as needed. We annually monitor the number of employees covered by collective bargaining agreements in every market where we operate. In 2024, 61% of our global workforce was covered by collective bargaining agreements.

Collective bargaining and social dialogue (S1-8)	Unit	Value
Percentage of total employees covered by collective bargaining agreements	%	61
Western Europe (excl. EEA)	%	49
CEEI (excl. EEA)	%	65
Asia	%	60
Percentage of employees covered by workers' representatives[1]	%	72

[1] An agreement signed with the European Works Council (EWC) is included in these figures.

§ ACCOUNTING POLICIES

Collective bargaining agreements that cover Carlsberg employees include those signed by the Group or any of its entities, or agreements signed by an employee organisation of which the Group or any of its entities is a member.

Percentage of employees covered by workers' representatives is all employees covered by workers' representatives. Applicable representatives include trade union representatives (elected in accordance with national legislation and practice) or other duly elected representatives who are freely elected by the workers of the organisation.

Harassment

We do not tolerate any acts of physical, verbal, sexual or psychological harassment, bullying, abuse or threats in the workplace, nor in any work-related circumstances outside the workplace. Ensuring this can be challenging, as harassment is not a systemic issue but individual cases that unfortunately can occur in different parts of the organisation. Our recently developed and continuously offered training programmes seek to enhance awareness. For example, training to increase awareness on unconscious bias is available to all employees, inclusive leadership training is available for all people leaders and mandatory for our 350 most senior leaders, and sexual harassment training is mandatory for all employees. Training programmes are offered continuously, and participation is monitored to ensure engagement remains strong. As with other employee-related actions, the My Voice survey helps us identify areas for improvement.

We utilise the My Voice survey and SpeakUp cases to track the effectiveness of our policies and actions related to harassment and prioritise future actions. Actions to address this topic are managed locally or centrally, depending on their severity. We do not have an official global target or baseline, as our focus is on securing robust processes and management oversight. Our ambition is to reduce the number of confirmed cases of harassment each year.

Wage adequacy (S1-10)

In the past, the topic of adequate wages has not been managed centrally by global functions. We do not have a global target or baseline related to this topic, as our performance currently indicates we do not experience cases of employees paid below the minimum or living wage, as explained further below. We track the data centrally and continue to work with all markets to ensure our global pay principles are applied consistently and fairly.

To attract and retain employees, we offer competitive salaries and regularly review local payment practices against criteria aligned with the ESRS framework. Our commitment to paying a competitive wage is reflected in our Global Pay Principles and is one of the ways we aim to create a positive employee experience.

In 2024, we conducted a review of all our markets to gather data regarding the lowest wage paid. This data was benchmarked against national minimum wages where available, and an external benchmark of living wages where national minimum wages were not available. Findings confirmed that we are paying all employees at or above the minimum wage or living wage, depending on the aforementioned data availability. Data collection and review exercises will continue annually. If any areas of concern are identified from our data review, they are reported to the Chief Human Resources Officer and action plans are developed to address any issues.

To gather employee perspectives on the adequacy of wages throughout our global workforce, in 2023 we introduced a new question to the My Voice survey, asking whether employees feel they are fairly compensated for the work they do. The results were 7 percentage points higher than the Glint Global Benchmark. This question will remain in the annual survey going forward.

For information regarding allocation of financial resources see page 84.

S1-6; S1-9

Mandatory data disclosures.

Employee headcount by contract type, broken down by gender

	Unit	Female	Male	Other	Not disclosed	Total
Total employees	number	8,819	23,771	1	0	32,591
Permanent employees	number	8,229	22,118	0	0	30,347
Temporary employees	number	530	1,580	1	0	2,111
Non-guaranteed hours employees	number	60	73	0	0	133
Full-time employees	number	8,587	23,510	1	0	32,098
Part-time employees	number	232	261	0	0	493

Note: The corresponding financial reconciliation for FTE figures can be found on page 149.

Employee headcount in countries where Carlsberg has at least 50 employees representing at least 10% of its total number of employees

Country	Value
China	6,843

Employee headcount by gender	Unit	Value
Male	number	23,771
Female	number	8,819
Other	number	1
Not reported	number	0
Total		32,591

Employee headcount by age	Unit	Value
Employees under 30 years old	number	6,204
Employees under 30 years old	%	19
Employees between 30 and 50 years old	number	19,466
Employees between 30 and 50 years old	%	60
Employees over 50 years old	number	6,921
Employees over 50 years old	%	21

Employee turnover	Unit	Value
Employees who have left Carlsberg	number	5077
Employee turnover	%	16

§ ACCOUNTING POLICIES

Employee characteristics are reported by employment type, gender, contract type and age. All employee figures are reported based on headcount at the end of the reporting period.

Employment type includes permanent employees, who are defined as employees with a permanent contract (accounting for local differences in definition). Temporary employees are defined as employees with a temporary contract. Non-guaranteed hours employees includes all employees who do not have a guarantee of a minimum or fixed number of working hours. Employees who are registered as 1 FTE (full-time equivalent) are considered full-time employees, whereas employees who are registered as <1 FTE are considered part-time employees.

Gender is based on the gender stated by the employee (while respecting local data protection regulations).

Age is based on the age of each employee at the end of the reporting period.

Employee turnover covers people leaving the organisation, including all employees who have left through voluntary resignations, dismissals, retirement and death during the reporting year. The rate of employee turnover is calculated as the number of employees who have left the organisation during the reporting period divided by the total number of employees at year-end.

S1-17

Grievance mechanisms and corresponding figures	Unit	Value
Incidents of discrimination, including harassment	number	39
Complaints filed through channels for people in own workforce to raise concerns	number	17
Complaints filed to National Contact Points for OECD Multinational Enterprises	number	0
Fines, penalties and compensation for damages as a result of the incidents & complaints	DKK	0
Confirmed severe human rights incidents connected to own workforce	number	0
Confirmed severe human rights incidents connected to own workforce that are cases of non-respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	number	0
Fines, penalties and compensation for damages related to confirmed severe human rights incidents	DKK	0
Confirmed severe human rights incidents connected to upstream and downstream value chain[1]	number	0
Confirmed severe human rights incidents connected to consumers and/or end-users[1]	number	0

Note: No confirmed severe human rights incidents occurred within the FY2024 reporting year. Since there have been no material fines, there is no corresponding financial reconciliation. Please refer to our ESRS index on page 32 for where more information about our grievance mechanisms can be found.

[1] Figures are relevant to S2 and S4.

§ ACCOUNTING POLICIES

Incidents of discrimination and harassment includes any incidents recorded through the SpeakUp Line. The reported figure includes all substantiated cases of bullying and harassment, sexual harassment, discrimination and retaliation regarding own employees.

Total number of complaints filed includes any reported through the SpeakUp Line and to the OECD National Contact Points regarding own employees, including work environment, health and safety cases, but excluding "incidents of discrimination and harassment".

Confirmed severe human rights incidents includes reported figures of confirmed severe human rights incidents (defined in line with the UN Guiding Principles on Business and Human Rights (UNGPs)) regarding own employees, including cases recorded through the SpeakUp Line, in-country human rights impact assessments and audits, and substantiated lawsuits and public reports. All human rights incidents are assessed annually based on their scale, scope and remediability, and categorised as severe on a case-by-case basis. All confirmed severe human rights incidents are considered cases of non-respect of established human rights frameworks. Confirmed severe human rights incidents connected to our value chain and end-users are defined as above and follow the same process as for issues and incidents related to our own employees. Additionally, any cases found in supplier audits are considered confirmed. Incidents under investigation are not considered confirmed.

Fines, penalties and compensation for damages includes any financial payments paid in relation to confirmed cases within the fiscal year.

S2 WORKERS IN THE VALUE CHAIN
MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

SBM-3

From sourcing our raw materials, to marketing our products to customers and consumers, to ensuring our packaging gets recycled, we rely on thousands of value chain workers across many industries and geographies to be able to run our business. As such, our DMA identified two material negative impacts related to workers in our value chain over the short term. The following section outlines how we understand the interests of workers in our value chain and how we engage with them. It also presents the policies, targets and actions we undertake to address the impacts on them.

Material impact	Where it originates	How it affects people or planet	Time horizon	Addressed in TTZAB	
17 **Working conditions in the upstream value chain**	Upstream value chain employees may be subject to working conditions that are non-compliant with local regulations and/or Carlsberg policies.	− Negative impacts on value chain workers could include poor working conditions, excessive working hours, inadequate wages or inadequate personal protective equipment.	Short term	Human Rights	Living by our Compass
18 **Working conditions in the downstream value chain**	Downstream value chain employees may be subject to working conditions that are non-compliant with local regulations and/or Carlsberg policies.	− Negative impacts on value chain workers could include poor working conditions, excessive working hours, inadequate wages or inadequate personal protective equipment.	Short term	**Human Rights**	**Living by our Compass**

Understanding interests of value chain workers

Within our supply chain, including among indirect suppliers, we interact with marginalised or vulnerable groups, including migrant workers, women, ethnic minorities, children and indigenous people. Value chain employees (including employees at upstream and downstream business partners) may be subject to working conditions that are non-compliant with local regulations and/or Carlsberg policies and guidelines, such as the Carlsberg Human Rights Policy, the Supplier and Licensee Code of Conduct and the Brand Promoter Manual.

The impacts on value chain workers can include (but are not limited to): poor working conditions, excessive working hours, inadequate wages or inadequate personal protective equipment. These are the systemic issues that appear most frequently across countries and industries, with Malaysia, China and the Democratic Republic of Congo being countries where we have identified heightened risk around practices, including agriculture, labour and cobalt mining. We have also identified material negative impacts for brand promoters.

Workers in the informal waste sector of our downstream value chain are particularly vulnerable to potential negative impacts, including child labour, discrimination, inadequate compensation, harsh (extreme heat) and unsafe working conditions (safety hazards). Child labour is a particular risk within the informal recycling value chain in geographies where a formal recycling system is absent, such as many Asian countries.

We include all materially impacted workers in our value chain in our disclosure under ESRS.

S2-1

Policies

Supplier and Licensee Code of Conduct

Our Supplier and Licensee Code of Conduct (SLCOC) details the minimum requirements we expect suppliers to adhere to regarding labour conditions, human rights, environmental protection and business ethics. It is based on and/or aligned with international frameworks, including the ILO Conventions, the UNGPs on Business and Human Rights, the UN Global Compact, the Sedex audit protocol and the OECD Guidance for Responsible Business Conduct.

To make sure the SLCOC is adhered to and implemented by our suppliers, we use the Sedex platform and analysis and audit tool to monitor tier 1 suppliers. An essential part of the monitoring process includes direct worker interviews. If any instances of non-compliance are identified during the audit process, the supplier is expected to develop a corrective action plan and close the findings within a certain timeframe. In case of structural issues on a broader scale, we partner with NGOs and industry peers through the member organisation AIM Progress to find solutions in a collaborative way.

The SLCOC addresses issues of forced labour or human trafficking and child labour. It also mandates that suppliers notify Carlsberg as soon as they become aware of any actual or potential breach of any laws, or any actual or suspected slavery or human trafficking.

Principles in the SLCOC and Sedex audits are aligned with the UNGPs and the ILO Fundamental Principles and Rights at Work. Among some suppliers in the scope of audits, some deviations to the requirements in the audit have been observed and reported. Most violations occur in the area of occupational health and safety, followed by working hours and wages.

Our policy is defined by a risk-based approach to human rights. While the SLCOC is part of every supplier contract, monitoring of adherence to the SLCOC is based on a risk assessment, which aims to cover all suppliers with a high risk profile by the end of 2026.

The EVP, Integrated Supply Chain is the most senior executive responsible for implementing the SLCOC. The SLCOC was revised in 2024 to better reflect the requirements of the Sedex Members Ethical Trade Audits (SMETA) across four main areas: labour conditions, human rights, environmental management systems and business ethics. The SLCOC is available internally on our intranet, and publicly available online. Our Human Rights Policy is also relevant for workers in our value chain and is described in S1-2.

S2-2

Engaging with stakeholders

General approach

We have three methods to monitor compliance with our Human Rights Policy across the value chain: 1. Country- or region-specific human rights impact assessments (HRIAs). These are comprehensive assessments that cover the entire value chain associated with activities in a particular country or region, including workers, communities and consumers, and also consider external factors, such as political and social conditions. 2. Third-party audits of high-risk suppliers, most notably SMETA audits carried out through Sedex (discussed in the following section). 3. Internal human rights audits, covering our own operations, including the working conditions of brand promoters. These three tracks allow us to monitor policy compliance and provide the foundation of inputs to our due diligence process. Our due diligence process consists of four core steps: 1. Annually assessing and prioritising impacts. 2. Implementing mitigation action plans based on assessment findings. 3.Tracking progress against the action plans. 4. Communicating our efforts. For more information, please see our Human Rights Report.

Engaging with upstream value chain workers

Screening suppliers for risks

We screen our suppliers using four different tools, which are partially included in the procurement process. 1. New and existing suppliers are asked to fill in an online Self Assessment Questionnaire (SAQ) provided by Sedex, an organisation for enhancing supply chain transparency and auditing, to get a basic understanding of workers' conditions at the supplier site. 2. If the questionnaire shows a potential risk to workers, we ask the supplier to undergo a SMETA audit, covering, among other topics, labour conditions and human rights at the production site. 3. We offer suppliers internal and external training free of charge to build capacity. 4. For categories and industries that have been identified as high-risk, we apply additional scrutiny over working conditions and respecting human rights, including conducting HRIAs and offering training and education directly to higher-risk suppliers through our specially trained procurement teams.

To ensure we consider the perspectives of individual workers, our HRIAs include direct inputs from workers in our supply chain. Likewise, as part of a Sedex audit, auditors are required to speak to workers and ask for specific feedback. These conversations are conducted in a way that ensures confidentiality. Our procurement team also carries out internal supplier relationship management talks with select suppliers. At these, suppliers are rated on their responsible sourcing performance.

If an issue is identified via our processes, the regional manager is the first point of escalation. The VP, Group Procurement is notified if further escalation is needed and also consulted if a responsible exit of a business relationship might be required.

Monitoring the effectiveness of our engagement

To monitor the effectiveness of our engagement, we evaluate audit performance results and improvement curves over time. Through training of our suppliers in high-risk topics, we contribute to building long-term capacity at our suppliers to be able to adhere to the requirements in our SLCOC.

Our HRIAs and the Sedex audit process ensure we gain insight into the situations of vulnerable people within our supply chain. We also monitor global media for developments that might impact vulnerable individuals in our supply chain.

Engaging with downstream value chain workers

Screening for human rights impacts

As part of our country-specific HRIAs, we conduct confidential face-to-face interviews with rightsholders about their perspectives on issues such as harassment, safety and working conditions. Our HRIAs are managed by external third-party organisations with extensive expertise in this area. They engage directly with workers in their own language.

Brand promoters are an at-risk group within our downstream activities. The Executive Vice President in Asia is ultimately responsible for implementing the Brand Promoter Manual, which outlines how our Human Rights Policy should be put into practice regarding this stakeholder group. We check that their working conditions align with the guidance in the Brand Promoter Manual. If actual or potential negative impacts are identified, these are included in the impact assessment remedial action plan. In some markets, supervisors hold weekly meetings with brand promoters to gather their feedback.

Outsourced drivers in our downstream value chain are also identified as at-risk. The VP, Group Procurement has ultimate oversight of this group. While we do not follow a specific Global Framework Agreement within our supplier contracts, we have general terms of procurement, including provisions in respect of human rights, applicable to all contracted parties everywhere we operate.

Monitoring the effectiveness of our engagement
We monitor the progress of action plans stemming from HRIAs, checking that they are being implemented effectively and within the established timelines. We also monitor reports to our SpeakUp grievance line to identify any trends regarding human rights-related grievances.

S2-5; S2-4

Targets and actions

We do not currently have an official target for responsible sourcing, as we are focused on building a strong foundation through policies and processes. Still, our responsible sourcing commitments include a target of achieving 100% compliance with our Supplier and Licensee Code of Conduct. To track this, compliance with our SLCOC is continuously monitored through SMETA audits.

Onboarding of suppliers to Sedex began in 2023. In the coming years, we aim for all suppliers in scope to be onboarded to the Sedex platform and for the majority of those in scope to be audited or certified. For suppliers that received a high risk score, we also expect to see progress and improvement after their first audit. Our tracking of the effectiveness of our policies and actions can be found in S2-2 on page 79.

For information regarding allocation of financial resources see page 84.

Establishing a Responsible Sourcing Framework

In 2024, we fully implemented our enhanced Responsible Sourcing Framework, sharpening our focus on salient human rights risks in the supply chain. By communicating our standards and expectations to suppliers, monitoring their compliance and supporting them to improve their performance where needed, we aim to ensure ethical and socially responsible business practices throughout our supply chain as set out in our SLCOC. Integrated into procurement processes, the Framework ensures compliance with SLCOC as part of doing business.

Applying a risk-based screening process
Launched as a pilot in 2023, the Framework utilises the Sedex Risk Assessment tool for the inherent country and industry risk assessment, and the outcome of the salient human rights risk assessment to prevent material negative impacts on supply chain workers.

For raw materials with higher levels of risk, the Framework sets the requirement for transparency on the origin on the materials to prove they are responsibly sourced. We seek assurance via the Responsible Minerals Assurance Process of the Responsible Minerals Initiative for cobalt, while for sugar, we use an internal tool to track farm-level certifications.

Enrolling suppliers in the programme
Within the first year, the number of Carlsberg suppliers in the Sedex platform surpassed 200. All of these suppliers were asked to complete the detailed Sedex SAQ. Those showing a high risk profile were required to additionally complete a SMETA audit on labour, ethical, environmental, and health and safety risks. These audits, which include site visits, were conducted by Sedex-approved third-party auditors.

Remediating issues
If we find that we are directly linked to adverse impacts on human rights, we will use our leverage to help bring positive change. The Sedex escalation process ensures that best-practice procedure is followed and follow-up actions are monitored in a timely manner. If gaps that might lead to a severe violation of ESG criteria are not closed, we apply an escalation and remediation process. If this fails, we will consider terminating the business relationship. In instances of specific material negative impacts on value chain workers, we undertake supplier training in partnership with external providers, host supplier days and collaborate with industry peers to address specific challenges.

We are a member of AIM Progress, a forum that allows us to share best practices and identify opportunities to collaborate on mutual recognition of certifications or standards. It also provides an essential platform for addressing broad-based issues that impact the whole industry, such as working conditions in the sugar-cane industry.

Monitoring effectiveness
The effectiveness of our Responsible Sourcing Framework is monitored via reporting tools within the Sedex platform, analysing data on certain criteria.

Training and communication

Proper training and communication are essential for implementing our Responsible Sourcing Framework. Consequently, in 2024 we provided six accompanying training sessions for our procurement teams and suppliers in three regions.

A prerequisite for entering a business relationship with us is to sign and adhere to the SLCOC. Suppliers located in higher-risk countries, or supplying higher-risk raw materials, are asked to register on the Sedex platform.

We conduct training on specific supply chain issues on a regional, country or raw material basis as required, focusing primarily on prevention and risk mitigation. We also communicate our Whistleblower Policy and the details of how workers in our value chain can raise an issue if a breach of our SLCOC is suspected. To gauge the effectiveness of our training, we monitor how quickly suppliers complete the Sedex questionnaire after attending one of our sessions.

Addressing working conditions in the informal waste sector

In markets where formal recycling infrastructure is lacking, the job of collecting packaging, such as bottles and cans for recycling, falls to informal waste pickers. Their working conditions can be hazardous and precarious, with a lack of health and safety precautions and reliable pay. There is also a risk of child labour. To achieve our ZERO Packaging Waste targets, we work with industry players and others to support the development of formalised processes for collection of used packaging, including effective deposit return schemes. We are identifying potential partnerships for initiatives to improve conditions for people working in the informal waste sector, recognising their role in global value chains. In 2024, we initiated the process of conducting an assessment of potential solutions, addressing the environmental and human rights challenges in the informal waste sector in one of our markets, with support from an external expert organisation.

S4 CONSUMERS AND END-USERS

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

SBM-3

We have the privilege of being able to reach consumers directly through our products and brands. We acknowledge our responsibility in terms of how we market our products. We are committed to offering great-tasting drinks for every occasion, including catering for changing consumer attitudes towards alcohol, moderation and healthy lifestyles. Our DMA identified two material negative impacts related to our consumers and end-users over the short term. In addition, it identified one long-term financial risk and one corresponding medium-term financial opportunity. In this section, we share how we understand the interests of and engage with our consumers, and detail the policies, targets and actions we have in place to address our material IROs related to all consumers.

How our S4 Consumers and end-users IROs link to our value chain

SOURCING

PACKAGING

BREWING, BOTTLING & ADMINISTRATION

DISTRIBUTION

SELLING & MARKETING

19 20 21 22

Material impact	Where it originates	How it affects people or planet	Time horizon	Addressed in TTZAB
19 **Health and safety connected to harmful drinking**	We recognise the negative impact that alcohol consumption can have on consumers and end-users, and encourage responsible drinking.	− Impacts connected to harmful drinking include alcohol-associated illnesses and diseases, addiction, physical accidents, and other impacts on people and society. Anybody engaging in harmful drinking, including pregnant women and children, is subject to these material impacts.	Short term	ZERO Irresponsible Drinking
20 **Negative impacts from marketing practices**	Irresponsible marketing practices include appealing to audiences other than those above the legal drinking age, marketing excessive consumption, associating drinking alcoholic beverages with unsafe activities, and marketing alcohol as leading to success, enhanced abilities or health benefits.	− Irresponsible marketing practices could expose children or other vulnerable groups to our products, encourage excessive consumption, or associate alcoholic beverages with unsafe behaviour.	Short term	ZERO Irresponsible Drinking; Living by our Compass

Material risk/opportunity	Where it originates	How it affects our business	Time horizon	Addressed in TTZAB
21 **Diminishing public perception of alcohol**	Diminishing public perception of alcohol can potentially lead to less purchasing of our alcoholic products.	Risk: There is a financial risk to our business if these issues diminish society's perception of alcohol and lead to lower demand for our alcoholic products.	Long term	ZERO Irresponsible Drinking
22 **Expanding our range of low- and no-alcohol beverages**	As consumer interest in health and wellbeing grows, we have an opportunity to benefit from increased demand for low- and no-alcohol products.	Opportunity: We have already seen impressive sales growth of no- and low-alcohol products and expect this trajectory to continue.	Medium term	ZERO Irresponsible Drinking

S4-1

Policies

Our approach to managing the material impacts, risks and opportunities relating to consumers and end-users is underpinned by our Marketing Communication Policy.

Marketing and Communication Policy

Our Marketing and Communication Policy sets out our approach to communicating with consumers and the general public. It has eight key focus areas, comprising: transparency and integrity, adult appeal, enjoyment in moderation, alcohol-free, safe and sensible behaviours, effects, health & performance, socially inclusive and environmentally conscious.

We updated the policy in 2024 to more clearly set out our commitments to the respective focus areas, and we have added sections that address the changing media landscape of sponsorships, influencers, digital marketing and gaming.

The Chief Marketing Officer (CMO) and the Vice President (VP), Corporate Affairs are responsible for governing the policy, which covers all our alcohol brands and their alcohol-free line extensions. It applies to all employees, agency partners and retailers communicating on behalf of our company or brands.

We are a signatory to the Responsible Marketing Pact of the World Federation of Advertisers and undergo regular audits on our compliance with IARD's Digital Guiding Principles for online and social media.

In setting our policy, we considered stakeholder interests, including social responsibility and moderation, public health and safety, and protecting minors from exposure to our products and communication.

The Marketing and Communication Policy is available internally on our intranet, and publicly available online. Our Human Rights Policy is also relevant for consumers and end-users and is described in S1-2.

S4-2

Engaging with stakeholders

We have a responsibility to ensure that we engage with consumers in an ethical and honest way. We are aware that our products can cause harm if misused and we are conscious of shaping our response to align with consumer priorities.

Engaging ethically and honestly

We aim to be proactive in terms of how we self-regulate. Engaging with consumers is one way in which we do this – both in the product development process and via our marketing and communications activities, which reach consumers directly with transparent information in an effort to help prevent harmful use of our products.

Capturing global and local insights

We use messaging on products, partnerships and campaigns to promote responsible alcohol consumption, with our approach informed by consumer insights.

At a global level, the Marketing Insights team manages research in trends of health and wellness and other areas of interest to consumers that feed into the brand planning. These insights, which indicate a significant global consumer interest in alcohol-free and low-alcohol products, were among the rationale behind the expansion of our AFB range to include 60 new AFBs in the last three years.

Measuring impact and effectiveness of engagement

Our markets must report on their local initiatives, campaigns and partnerships, and the status of compliance for their labelling and online consumer information. We also conduct a survey among our markets twice a year to monitor the impact of responsible drinking activities.

Our CMO and the VP, Corporate Affairs are the most senior executives responsible for activities targeted at responsible drinking. The CMO holds responsibility for marketing and communications targeted towards end-consumers, while the VP, Corporate Affairs leads on broader stakeholder engagement.

Protecting vulnerable groups

We are committed to protecting minors from exposure to our products, marketing and communication. We mandate that all primary packaging of alcohol products and their alcohol-free line extensions carry a legal age-restriction symbol or equivalent text where legally permissible. Our Marketing and Communication Policy clearly states that our communication and products must not appeal to minors. Advertising on media channels is subject to a 70/30 rule, meaning that we will not advertise on channels with less than 70% adult audiences. We follow the Digital Guiding Principles and Influencer Guiding Principles agreed upon in the International Alliance for Responsible Drinking (IARD) to minimise exposure of minors to alcohol products and advertising.

S4-5; S4-4

Targets and actions

ZERO Irresponsible Drinking

Our targets reflect our commitment to advocate for responsible drinking, moderation and enjoyment of our products as part of a balanced lifestyle, as stated in our Marketing and Communication Policy, and offer consumers alternatives to alcohol.

Direct consumer engagement in responsible drinking activities occurs at market level and is not driven globally. However, markets must follow global policies when it comes to labelling, marketing and communications. At a global level, we stay up to date on consumer insights and research into consumer behaviours and attitudes to support our markets. We do not engage consumers for the purpose of tracking performance against our targets.

There are four ZERO Irresponsible Drinking targets. To learn more about our methodology for these targets, and for additional details, please see the corresponding accounting policies below.

While it can be difficult to distinguish between the prevention of a negative impact and the creation of a positive impact, our primary focus in pursuit of our goals towards ZERO Irresponsible Drinking is the former: investing in actions to minimise and mitigate potential negative material impacts on consumers. To identify how best to encourage responsible drinking, we collect inputs on a global and local basis on consumer trends and needs. We also monitor public and political interests on public health through various engagements with industry organisations, health agencies and political engagements. Our approach stems from the view that alcohol can be consumed safely when consumed responsibly and in moderation.

To ensure our practices do not contribute to negative impacts on consumers and end-users, we continuously monitor market developments to identify emerging issues and where we might need to update our policies or develop initiatives to address and mitigate any potential negative impacts. An example is the potential appeal of energy drinks to children. We are monitoring this issue and will be addressing our practices in relation to energy drinks in our next policy update. We do not have a global process for providing remedy in relation to the material impact, other than the processes described in the SpeakUp section within the management review. Please refer to the ESRS index on page 32 for where more information can be found.

Addressing our financial risk and opportunity in tandem

Through our four ZERO Irresponsible Drinking targets, presented below, we address the financial risk to our business of the diminishing perception of alcohol. We do this through increasing the share and availability of low- and no-alcohol alternatives, and by engaging with consumers through responsible drinking messaging and partnerships. Increasing the share of our no- and low-alcohol range also allows us to capitalise on the financial opportunity of expanding this product offering.

Target 1: 35% of our brews globally are low-alcohol or alcohol-free by 2030

We have set a target of increasing the combined share of low-alcohol brews (LABs) and alcohol-free brews (AFBs) to 35% of the volume of brews (beer, cider, kvas and malt-based beverages) we sell globally by 2030. We define AFBs as 0.0-0.5% alcohol by volume (ABV) and LABs as 0.6-3.5% ABV.

Our actions to address this target include the promotion of no- and low-alcohol products through marketing campaigns and partnerships in markets around the world. To reach our target, we will continue to develop the no- and low-alcohol portfolio and expand our commercial offerings across all our global markets. By expanding these product ranges and promoting them as an attractive alternative, we contribute to our policy objectives and targets. We monitor the share of low- and no-alcohol brews in our portfolio on a quarterly basis.

Target 2: 100% availability of alcohol-free brews by 2030

By 2030, we are targeting 100% availability of AFBs to ensure that all customers and partners in all our operating markets will have access to our AFB portfolio, wherever Carlsberg brands are sold.

Our actions to address this target include continually expanding the availability of these products across our global markets. Ensuring the availability of these products contributes to our policy objectives and targets.

Target 3: 100% of our markets run partnerships to support responsible consumption by 2030

Our target is for 100% of our markets to run partnerships that support responsible consumption by 2030. Actions include partnerships with music festivals, sporting events, retailers, pubs/bars/ restaurants, authorities including law enforcement agencies, NGOs and other civil society organisations. The partnerships and activities should be measurable and long-running.

Each market is encouraged to identify strategic partnerships that will help us achieve our 2030 target. The effectiveness of these partnerships and programmes is monitored regularly, with each market reporting on its initiatives and results at least annually.

Performance against targets

In 2024, low-alcohol or alcohol-free beers represented 30% of our total volume of brews sold globally. This represents an increase of 3 percentage points from our 2021 baseline of 27%. Meanwhile, AFBs were available in 90% of markets, an increase of 32 percentage points from our 2021 baseline of 58%, and 86% of companies implemented responsible drinking partnerships, an 18 percentage points increase on our 2021 baseline of 68%. The performance across all three targets is in line with our expectations and reflects our commitment to championing responsible drinking.

Performance on targets 1-3	Unit	Value
Share of low-alcohol or alcohol-free brews sold	%	30
Share of markets with AFB products included in price lists to customers	%	90
Share of Carlsberg companies implementing responsible drinking initiatives (responsible drinking partnerships)	%	86

ACCOUNTING POLICIES

The total volume of beer, cider, kvas and malt-based beverages with an alcohol content below 3.5% is divided by the total volume of beer, cider, kvas and malt-based beverages. This calculation excludes water, energy drinks, wines and soft drinks.

The total number of markets where alcohol-free brews (AFBs) are included in customer price lists is divided by the total number of markets with at least one majority-owned Carlsberg company. An AFB is defined as a beverage with an alcohol content of 0.5% or less, unless a lower limit is specified by local legislation. A market is considered to have AFB products in the price list if at least 50% of the Carlsberg companies operating in that market offer AFB products to both on-trade and off-trade customers.

Carlsberg companies implementing responsible drinking initiatives: number of companies implementing initiatives divided by the total number of majority-owned companies within Carlsberg. Responsible drinking initiatives encompass areas such as binge drinking, health risks, drinking during pregnancy and drink-driving, and may be associated with brand campaigns, partnerships and consumer outreach programmes. This figure excludes all microbrewery companies as well as Bosnia, Hungary and Montenegro.

Target 4: 100% responsible drinking messaging through packaging and brand activations by 2030

We have set a target that by 2030 100% of our primary packaging should include responsible drinking messaging, namely ingredient information, nutritional information, legal age restrictions, warnings about consuming alcohol while driving or while pregnant and a responsible drinking tagline.

As we believe that self-regulation of our marketing, communications and product labelling is the best way to guide consumers towards responsible consumption, actions to address this target include continuously seeking to update packaging messaging across all markets.

To further support responsible marketing practices across our industry, we collaborate with peers via industry bodies, such as the IARD, the WFA and the WBA.

Performance against target

In 2024, the share of products with responsible drinking messaging on the packaging increased across all messaging areas compared with our baseline years, apart from nutritional information, which experienced a very slight decrease. Other than this outlier, the performance on this target has been in line with expectations. See the table below for a complete overview of 2024 progress.

Responsible drinking messaging through packaging and brand activations	Unit	Value
Share of products listing ingredient information	%	100
Share of products listing nutritional information	%	57
Share of products carrying legal age-restriction symbol or equivalent text (alcoholic)	%	70
Share of products carrying legal age-restriction symbol or equivalent text (AFB)	%	42
Share of products including consumer information about drinking while driving or drinking while pregnant	%	88
Share of Carlsberg companies having a responsible drinking message on the primary packaging of the #1 or #2 brand in the market	%	56

ACCOUNTING POLICIES

The volume of fermented alcoholic beverages with labels featuring responsible drinking information is divided by the total volume of fermented alcoholic beverages produced. The label content is categorised into the following four areas:

1. Ingredient information: Labels that provide a complete list of ingredients (e.g. water, malted barley, malted oats, hops etc.).
2. Nutritional information: Labels that include energy content in a linear format (e.g. "Energy: 190 kJ/46 kcal per 100 ml").
3. Legal drinking age: Labels that display a clear symbol, text or both indicating the legal drinking age, in compliance with national legislation. This metric also covers fermented alcohol-free brews (AFBs).
4. Consumer information: Labels that feature a clear symbol, text or both advising against drinking and driving or consuming alcohol while pregnant.

The number of Carlsberg companies featuring a responsible drinking message on the primary packaging of their #1 or #2 brand divided by the total number of Carlsberg majority-owned companies. A responsible drinking message refers to a fixed tagline aligned with a responsible drinking initiative, seamlessly integrated into the design and tone of the label. This figure excludes all microbrewery companies as well as Bosnia, Hungary and Montenegro.

Current and future allocated resources

Key actions are integrated into regular operations at Group and market level, utilising human and financial resources. Consequently, resources allocated to own workforce, workers in the value chain and consumers are not tracked independently, but included in overall OpEx and CapEx.

GOVERNANCE

G1 – BUSINESS CONDUCT

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

SBM-3

Good governance and sound business conduct are the foundation for a healthy, thriving company, and a necessity for achieving our ESG ambitions. Recognising this importance, our DMA identified two material impacts related to business conduct at Carlsberg over the short term – one positive and one negative. In the following section, we describe these impacts in more detail and discuss the assessments we undertake to identify risks and to detect and prevent corruption and bribery, and the policies and processes that underpin the material impacts and our management of them.

Material impact	Where it originates	How it affects people or planet	Time horizon	Addressed in TTZAB
23 **Linking executive remuneration to ESG performance**	Our executive remuneration is linked to ESG objectives and performance.	+ The Executive Committee is incentivised to make meaningful progress and further integrate ESG considerations into day-to-day operations.	Short term	Living by our Compass
24 **Corruption and bribery**	Corruption and bribery of individuals could result in unethical or illegal actions that undermine our commitment to responsible business conduct.	– Corruption and bribery negatively impact fair competition and citizens' rights to participate in public affairs, and can have indirect negative environmental consequences.	Short term	Responsible Sourcing; Living by our Compass

G1-1

Policies

All the policies below are available publicly online and internally on our intranet.Please refer to our ESRS index on page 32 in the management review for more information on where reporting of business conduct incidents can be found.

Code of Ethics and Conduct

Our Code of Ethics and Conduct provides the foundation for our compliance programme, setting expectations of and guiding the daily decisions made by our employees and contract workers around the world, enabling them to make the right choices and demonstrate the highest standards of integrity and ethical behaviour.

The code details our ethical standards across a range of areas, including anti-bribery and corruption, selection of and work with third parties, conflicts of interest, competition law, data protection and privacy, accurate records, anti-money laundering, workplace health and safety, environmental protection, political activities and donations, and discrimination and harassment. It includes a practical ethical decision-making guide on how to act when faced with common dilemmas.

We evaluate our corporate culture via our annual My Voice employee engagement survey, which includes specific questions around culture and the way we conduct our business. We also analyse reports to our SpeakUp whistleblower system, as well as the Code of Ethics and Conduct training completion rates, repetitive control failures and turnover rates.

The Compass+ programme also includes a review of the style, structure and wording of our policies. Internal stakeholders are consulted as part of this programme in order to improve policy comprehension across the organisation.

Available in 27 languages, the code applies to all our employees and contract workers, and all senior leaders are required to certify annually that they comply with all our codes and policies. The Group CEO is accountable for implementing the code.

Anti-bribery and Corruption Policy

Our Anti-bribery and Corruption Policy expands on the Code of Ethics and Conduct by providing more detailed guidance on how to identify and avoid high-risk situations.

The policy requires compliance with all applicable laws and regulations on bribery and corruption, including, but not limited to, the U.S. Foreign Corrupt Practices Act (FCPA), the UK Bribery Act 2010 (UKBA), and other applicable national anti-bribery statutes and implementing rules and regulations. It also states our commitment to adhere to the relevant standards set out in the United Nations Convention Against Corruption. Details on how we review our policies in consultation with stakeholders as part of our Compass+ programme can be found in the Code of Ethics and Conduct section.

The policy applies globally to all employees and contract workers. The Group General Counsel and Chief Compliance Officer are responsible for implementing the policy.

Remuneration Policy

Our Remuneration Policy has been prepared in accordance with sections 139 and 139a of the Danish Companies Act, and outlines the components of remuneration for both the Supervisory Board and the Executive Board, as well as the procedures for approval and application of these rules. In the 2024 update, the intention to include long-term ESG targets was added in incentive arrangements, replacing the pre-existing short-term ESG target incentives. The policy is updated by the Remuneration Committee and reviewed and internally approved by the Supervisory Board. As the policy requires final approval at the Carlsberg A/S Annual General Meeting, shareholder interests are considered through investor engagement during the update process.

SpeakUp Manual

The SpeakUp Manual explains to our employees and any external parties how to raise concerns in confidence about potential breaches of our Code of Ethics and Conduct or the national law of the relevant jurisdiction, and how their concerns are investigated. This policy has been designed to respect and protect the interests of key stakeholders (both internal and external) at Carlsberg.

The Chief Financial Officer is the most senior executive responsible for implementing the policy, which aligns with the EU Directive on the Protection of Whistleblowers.

In 2024, we updated the SpeakUp Manual to provide more details on protecting reporters. We also translated the manual into local languages of the countries where we have operations to make it more accessible to potential reporters, and published these translations on our internal and external websites.

In order to ensure that the SpeakUp process functions as intended, we regularly perform a series of training sessions for relevant human resources personnel, compliance representatives and local investigators on recognising and reporting misconduct and the investigation process.

In 2025, we plan to continue our efforts to promote SpeakUp among potential reporters, specifically focusing on external parties, including our suppliers and contractors. In addition, we plan to improve the SpeakUp process based on employee feedback received through the SpeakUp survey.

We have not performed assessments of whether workers in the value chain or consumers are aware of our SpeakUp system and trust it.

G1 IRO-1; G1-3; G1-4

Corruption and bribery detection

We do not tolerate bribery and corruption, and we have robust global policies and practices to prevent, detect and address concerns. This includes market managing directors being asked to sign an annual compliance “sign-off” included in the finance representation letter.

We stay abreast of bribery and corruption risks by conducting annual assessments of legal and compliance risks in our markets. In 2024, we enhanced our assessment with increased oversight by bringing in Group-level subject matter experts to analyse and challenge the assessment findings to build an aligned view of our high-risk markets and regions. The consolidated findings from the risk assessments were reported to ExCom and the Audit Committee and will be updated annually. Feedback is shared with regional leaders, who oversee risk mitigation plans. Implementation of these is continuously monitored by regional Heads of Legal, and ExCom and the Audit Committee are updated on progress. Relevant input regarding potential impacts and risks is also considered during the DMA process.

By the end of 2024, we kicked off an integrated governance, risk and compliance programme, Compass+, with the aim of bringing together risk management, internal controls, internal audit and compliance, ensuring that our activities focus on the risks that could have the greatest impact. Compass+ includes the implementation of a centralised governance, risk and compliance (GRC) data management, monitoring and reporting system. The platform will enable us to be more proactive, efficient and coordinated in identifying and managing bribery and corruption risks in line with our policy. We plan to fully implement the Compass+ programme to support our global markets from 2025 onwards.

Alongside assessments, the primary ways we identify actual and potential breaches of our Anti-Bribery and Corruption Policy are through internal controls, internal audits and our SpeakUp whistleblower system, which is open to internal and external stakeholders globally.

Our markets implement compliance controls locally with oversight at Group level. Each year, local members of our Legal and Compliance team assess the effectiveness of our internal controls and provide evidence of their implementation. Our Legal and Compliance team monitors implementation of these controls throughout the year, and we continuously review and refine our controls based on knowledge gained from internal SpeakUp cases, audit findings, regulatory guidance and enforcement actions. We also evaluate ways to integrate real-time data insights into the effectiveness of our controls. In 2024, we continued to trial an automated tool that monitors financial transactions for fraud in high-risk jurisdictions, with plans to expand this pilot to additional jurisdictions in 2025.

We continued to embed our enhanced anti-bribery and trade sanctions online screening process, first launched in 2022. If the automated screening process identifies any potential risks, we take appropriate follow-up action, including a detailed review by our Legal and Compliance teams at Group or local level.

Internal investigations and independent oversight

Suspected cases of bribery and corruption are investigated and addressed through standard internal investigation processes. Please refer to our ESRS index on page 32 in the management review for where more information on these processes and actions can be found.

Training and communication

All employees with a corporate email address are covered by training programmes on the core principles of our Code of Ethics and Conduct and Anti-Bribery and Corruption Policy. They are required to complete the training during their onboarding, and to undergo refresher training every three years. This includes those who have exposure to government officials in jurisdictions deemed to be at higher risk. These employees must undergo additional annual in-depth training, overseen by the Head of Legal in each market. Heads of Legal in each region are themselves required to attend more detailed annual training on anti-bribery and corruption, delivered by Group Legal and Compliance.

In 2024, we developed an integrated annual refresher training programme, covering all compliance areas, including anti-bribery and corruption.

The Supervisory Board is made aware of the material risks facing the company in an ongoing manner, with deep dives into specific risks each year. ExCom members complete training on our Anti-Bribery and Corruption Policy and Code of Ethics and Conduct every three years.

Our Anti-Bribery and Corruption Policy is available to employees in 27 languages through our intranet.

Prevention and detection of corruption and bribery (G1-3)	Unit	Value
Share of functions at risk covered by training programmes	%	100

§ ACCOUNTING POLICIES

Functions at risk refer to employees whose tasks and responsibilities expose them to potential risks of corruption and bribery, which encompass all employees with a corporate email address. To address these risks, Carlsberg has implemented a comprehensive, mandatory training programme that covers its Anti-Bribery and Corruption Policy as well as its Code of Ethics and Conduct. Employees are considered to be covered when they are invited to the aforementioned training.

Linking executive remuneration to ESG performance

This material impact does not necessarily require specific actions to drive constant progress, but a robust process and governance to ensure effectiveness. The policy, processes and results relevant to this impact are stated in detail throughout the Remuneration Policy and Remuneration Report.

Tracking effectiveness

Our zero-tolerance policy on bribery and corruption reflects our ambition level related to our material impact. The effectiveness of our policies, processes and actions can also be seen in the number of convictions, albeit with potential time lags. Please see the G1-4 table presented below for the relevant metrics. For linking executive remuneration with ESG performance, the approval of the Remuneration Policy and the inclusion of ESG targets in executive performance-based remuneration are indicative of the effectiveness of the process in place. As we believe the most prudent approach to ensuring effectiveness of anti-bribery and corruption and ESG-linked executive remuneration is having robust and well-anchored processes, we have not set specific targets to monitor performance in these areas, and we therefore do not have a baseline year from which our progress is measured.

Incidents of corruption and bribery (G1-4)	Unit	Value
Convictions for violation of anti-corruption and anti-bribery laws	number	0
Fines for violation of anti-corruption and anti-bribery laws	DKK	0

§ ACCOUNTING POLICIES

The metrics encompass instances where a Carlsberg legal entity has been convicted of anti-bribery or corruption violations by a court of law, as well as any fines imposed in connection with enforcement actions brought against the company for such violations.

Current and future allocated resources

Key actions are integrated into regular operations at Group and market level, utilising human and financial resources. Consequently, resources allocated to business conduct are not tracked independently, but included in overall OpEx and CapEx.

APPENDICES

APPENDIX 1: Data points that derive from other EU legislation

Disclosure Requirement and related data point	SFDR	Pillar 3	Benchmark Regulation	Materiality	Page reference
ESRS 2 GOV-1 Board's gender diversity § 21 (d)	●		●	Material	26-27
ESRS 2 GOV-1 Percentage of board members who are independent § 21 (e)			●	Material	26
ESRS 2 GOV-4 Statement on due diligence § 30	●			Material	43
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities § 40 (d) i	●	●	●	Not material	N/A
ESRS 2 SBM-1 Involvement in activities related to chemical production § 40 (d) ii	●		●	Not material	N/A
ESRS 2 SBM-1 Involvement in activities related to controversial weapons § 40 (d) iii	●		●	Not material	N/A
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco § 40 (d) iv			●	Not material	N/A
ESRS E1-1 Transition plan to reach climate neutrality by 2050 § 14			●	Material	46
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks § 16 (g)		●	●	Material	46
ESRS E1-4 GHG emission reduction targets § 34	●	●	●	Material	48-52
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) § 38	●			Material	53
ESRS E1-5 Energy consumption and mix § 37	●			Material	53
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors §§ 40 to 43	●			Material	53
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions § 44	●	●	●	Material	54
ESRS E1-6 Gross GHG emissions intensity §§ 53 to 55	●	●	●	Material	55
ESRS E1-7 GHG removals and carbon credits § 56			●	Not material	N/A
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks § 66			●	Not material	N/A
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk § 66 (a) ESRS E1-9 Location of significant assets at material physical risk § 66 (c).		●		Not material	N/A
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes § 67 (c)		●		Not material	N/A
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities § 69			●	Not material	N/A
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, § 28	●			Not material	N/A
ESRS E3-1 Water and marine resources § 9	●			Material	60
ESRS E3-1 Dedicated policy § 13	●			Not material	N/A
ESRS E3-1 Sustainable oceans and seas § 14	●			Not material	N/A
ESRS E3-4 Total water recycled and reused § 28 (c)	●			Material	62
ESRS E3-4 Total water consumption in m^3 per net revenue on own operations § 29	●			Material	62
ESRS 2 - SBM 3 - E4 § 16 (a) i	●			Material	63
ESRS 2 - SBM 3 - E4 § 16 (b)	●			Material	82
ESRS 2 - SBM 3 - E4 § 16 (c)	●			Material	64
ESRS E4-2 Sustainable land / agriculture practices or policies § 24 (b)	●			Material	64

APPENDIX 1: Data points that derive from other EU legislation

Disclosure Requirement and related data point	SFDR	Pillar 3	Benchmark Regulation	Materiality	Page reference
ESRS E4-2 Sustainable oceans / seas practices or policies § 24 (c)	●			Not material	N/A
ESRS E4-2 Policies to address deforestation § 24 (d)	●			Material	64
ESRS E5-5 Non-recycled waste § 37 (d)	●			Not material	N/A
ESRS E5-5 Hazardous waste and radioactive waste § 39	●			Not material	N/A
ESRS 2 - SBM3 - S1 Risk of incidents of forced labour § 14 (f)	●			Material	70
ESRS 2 - SBM3 - S1 Risk of incidents of child labour § 14 (g)	●			Material	70
ESRS S1-1 Human rights policy commitments § 20	●			Material	71-72
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8 § 21			●	Material	72
ESRS S1-1 Processes and measures for preventing trafficking in human beings § 22	●			Material	72
ESRS S1-1 Workplace accident prevention policy or management system § 23	●			Material	71
ESRS S1-3 Grievance-/complaints-handling mechanisms § 32 (c)	●			Material	29
ESRS S1-14 Number of fatalities and number and rate of work related accidents § 88 (b) and (c)	●		●	Material	74
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness § 88 (e)	●			Material	N/A - Phase-in data point
ESRS S1-16 Unadjusted gender pay gap § 97 (a)	●		●	Material	75
ESRS S1-16 CEO pay ratio § 97 (b)	●			Material	Remuneration report
ESRS S1-17 Incidents of discrimination § 103 (a)	●			Material	77
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD § 104 (a)	●		●	Material	77
ESRS 2 - SBM3 – S2 Significant risk of child labour or forced labour in the value chain § 11 (b)	●			Material	78
ESRS S2-1 Human rights policy commitments § 17	●			Material	71-72; 78-79
ESRS S2-1 Policies related to value chain workers § 18	●			Material	71-72; 78-79
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines § 19	●		●	Material	78
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8 § 19			●	Material	78
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain § 36	●			Material	77
ESRS S3-1 Human rights policy commitments § 16	●			Not material	N/A
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines § 17	●		●	Not material	N/A
ESRS S3-4 Human rights issues and incidents § 36	●			Not material	N/A
ESRS S4-1 Policies related to consumers and end-users § 16	●			Material	71-72; 82
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines § 17	●		●	Material	72
ESRS S4-4 Human rights issues and incidents § 35	●			Material	77
ESRS G1-1 United Nations Convention against Corruption § 10 (b)	●			Not material	N/A
ESRS G1-1 Protection of whistleblowers § 10 (d)	●			Not material	N/A
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws § 24 (a)	●		●	Material	87
ESRS G1-4 Standards of anti-corruption and anti-bribery § 24 (b)	●			Material	29

APPENDIX 2: Emission factors applied to Scope 1-3 GHG emissions

Activity data	Applied emission factor source
Scope 1 GHG emissions: energy consumption and refrigerants	UK Department for Energy Security and Net Zero (DESZN) (2023)
Scope 2 GHG emissions: electricity consumption and district heating	International Energy Agency (IEA)
Scope 2 GHG emissions: district heating (market-based only)	Supplier-specific emission factors
Scope 3 GHG emissions: quantities purchased – packaging materials	Supplier-specific emission factors, Sphera (Thinkstep), Ecoinvent 3.10
Scope 3 GHG emissions: quantities purchased – agricultural ingredients	Agrifootprint v6.3, Blonk, Quantis, Ecoinvent 3.10, supplier-specific emission factors
Scope 3 GHG emissions: spend-based data	Extended Environmental Input Output (EEIO) database, corrected for inflation and carbon intensity developments
Scope 3 GHG emissions: waste treatment – packaging materials	Sphera (Thinkstep)
Scope 3 GHG emissions: electricity consumption related to packaging material processing, malting process, wastewater treatment, working from home and cooling; Scope 2-related T&D losses	International Energy Agency (IEA)
Scope 3 GHG emissions: malting process thermal energy consumption; Scope 1 and 2-related upstream; working from home thermal energy; transport; outbound logistics; employee commuting; waste generated; CO_2 released	UK Department for Energy Security and Net Zero (DESZN) (2023)
Scope 3 GHG emissions: quantities purchased – water consumption	Quantis
Scope 3 GHG emissions: quantities purchased – fridges	ADEME
Scope 3 GHG emissions: production and sales volumes	Carlsberg value chain EF[1]
Biogenic GHG emissions (outside of scopes): energy consumption	UK Department for Energy Security and Net Zero (DESZN) (2023)
Biogenic GHG emissions (outside of scopes): CO_2 release	Carlsberg Research Laboratory

[1] In the absence of relevant activity data from non-core production volumes (third-party, bought-in, licensees, joint ventures), GHG emissions are estimated based on the emissions related to Carlsberg's own production. The emission factor is based on Carlsberg's own emissions (2022) covering stages of its value chain that are relevant to the brewing process. The value chain stages included are: sourcing and cultivation of agricultural materials, the malting process, the brewing process (energy consumption), primary packaging, secondary packaging, and transport and distribution. Since the type of primary packaging has a significant impact on the emissions, the emission factor is broken down into five different types of primary packaging materials. The emission factor is furthermore broken down into four regions.

APPENDIX 3: BP-2 disclosures on value chain estimates and measurement uncertainties

This section covers the disclosures in relation to specific circumstances. There are several metrics for which we apply value chain estimates or which are subject to measurement uncertainty, as disclosed in the table below. Continuous efforts are made to improve the accuracy of the input data.

Measurement uncertainty

Activity data	Estimate/assumption	Applicability
Scope 2 GHG emissions: energy consumption from warehouses and offices	In the absence of actual energy consumption data, the 2018 Commercial Buildings Energy Consumption Survey (US Energy Information Administration) is applied to estimate energy consumption based on surface area.	Location-based and market-based
Scope 3 GHG emissions: production volumes, sales volumes, procurement reports (spend); Scope 3 GHG emissions, Resource inflows, Resource outflows: purchased direct materials; Gender pay gap: total annual remuneration per gender	Input data is based on Q1-Q3 actuals and Q4 forecast. As the complexity of the calculations require the metrics to be finalized before year-end, forecasted data for Q4 is used. The forecast is made by individual sites and validated per region. This leads to some degree of measurement uncertainty in the reported values.	Scope 3 GHG emissions: categories 1, 2, 4, 6, 9, 11, 12 and 15
Scope 3 GHG emissions: utility data: waste	Input data is based on previous year Q1-Q4 actuals, which leads some degree of measurement uncertainty.	Category 5
Scope 3 GHG emissions, Resource inflows, Resource outflows: purchased direct materials	Input data for agricultural ingredients and packaging materials is sourced from procurement reports, where information on the unit of measurement is inconsistent. Hence, where purchased quantities are reported in units other than weight ("packs", "pieces" etc.), Carlsberg applies weight conversion factors where necessary. The conversion factors are based on a comprehensive reconciliation that was performed in 2022. Further, the reports do not allocate weights to individual suppliers. Hence, the same reconciliation is also used to map quantities of procured materials to suppliers. Local procurement managers must validate and/or adjust allocations that deviate by more than 5%.	Scope 3: Categories 1, 4 and 12. Resource inflows: Biological materials (including raw materials); Recycled or reused materials; Recycled content for bottles and cans; Virgin plastic use. Resource outflows: Recyclable packaging; Recyclable, reusable and renewable packaging; Recycling rate for bottles and cans
Gender pay gap: average remuneration	The gender pay gap is calculated based on the annual remuneration per FTE. This does not account for differences in standard working hours across various countries.	Gender pay gap

APPENDIX 3: BP-2 disclosures on value chain estimates and measurement uncertainties

Value chain estimates

Activity data	Estimate/assumption	Applicability
Scope 3 GHG emissions: transport	Load factors as recommended by PEF Guidance applied to road transport; Distance of transport as recommended by PEF Guidance applied to road transport, where supplier data is unavailable	Categories 1 and 4
Scope 3 GHG emissions: wastewater	COD limit in wastewater as provided by UK Environment Agency is applied; The average electricity required per kg COD removal is based on an engagement with wastewater treatment providers	Category 5
Scope 3 GHG emissions: employee commuting	Nationmaster - transport distance between home and workplace; Statisticbrain and Racfoundation – share of mode of transport per country	Category 7
Scope 3 GHG emissions: working from home	Anthesisgroup and CarbonTrust – energy consumption related to working from home	Category 7
Scope 3 GHG emissions: cooling	Carlsberg Research Laboratory – cooling and chilling factors for non-draught products; PEF Guidance – cooling factor for draught products; BIER Sector Guidance – cooling factor for home cooling	Category 9
Scope 3 GHG emissions: cooling in Carlsberg fridges	Internal analyses – assumption that 80% of capacity in Carlsberg fridges used for cooling Carlsberg products	Category 9
Scope 3 GHG emissions: electricity consumption	Internal analyses – lifetime electricity consumption from fridges	Category 11
Scope 3 GHG emissions: purchased CO_2	Assumed that 50% of purchased CO_2 is categorised as fugitive (category 1) and the remaining 50% is released upon opening any carbonised beverage (bottle or can; category 11)	Categories 1 and 11
Scope 3 GHG emissions: packaging materials	Eurostat – share of packaging materials sent to incineration	Category 12
Recycled or reused materials: suppliers without data on recycled content	Recycled content proxy calculated based on available data from other suppliers	Recycled or reused materials
Recyclable, reusable and renewable packaging: packaging materials	Aluminium, cardboard and glass are assumed to be 100% recyclable	Recyclable, reusable and renewable packaging

APPENDIX 4: ADDITIONAL ACCOUNTING POLICIES

§ ACCOUNTING POLICIES

Additional accounting policies related to Scope 3 GHG emissions

Category 1: The agricultural raw materials include all ingredients required in the brewing process and processing materials (excluding malt). GHG emissions are calculated based on the weight of the ingredients, supplier location and a country-specific cultivation emission factor (where data is available). For materials where information on weight cannot be derived, a spend-based approach is applied. For malt, the GHG emissions cover the cultivation of barley and processing into malt, including transport to the malting plant. GHG emissions are calculated based on the implied weight of barley (based on the quantity of malt purchased), the barley cultivation country, the location of the malting plant, and a malting plant-specific emission factor (where data is available). Emissions related to packaging materials are calculated based on the Circular Footprint Formula (CFF), as developed by the European Commission, and cover all significant packaging materials (primary, secondary and tertiary). Lifecycle GHG emission factors are calculated based on country recycling rates, supplier-specific information on the share of recycled content, supplier-specific energy consumption, input-to-output ratio and supplier location, as well as secondary emission factors validated by the European Commission as part of the Product Environmental Footprint (PEF) approach. Emissions from water purchased at breweries are calculated based on total water consumption (see definition in E3-4). Purchased fridges cover all fridges that are bought by Carlsberg and distributed to customers for cooling Carlsberg beverages. Emissions are calculated based on the quantity of purchased fridges and their respective volumetric size. Third-party production covers all comanufactured and bought-in products. Emissions are calculated based on estimates from own operations and the sales volume per packaging type and region. Other goods and services cover all goods and services purchased by Carlsberg not captured elsewhere. GHG emissions from these are calculated based on spend data.

Category 4: GHG emissions from inbound transport of agricultural and packaging products are calculated based on the weight of materials procured, supplier location, loading factor and freight method. Where supplier data is not available, assumptions from the PEF Guidance are applied. The return transport of packaging materials covers reusable glass bottles and kegs that are returned from the markets to the breweries. Emissions are calculated based on the weight of the packaging materials, the reuse rate, and the assumed distance between the point of sales and brewery. Third-party distribution covers the outbound transport of products sold by Carlsberg, performed by a third party, where Carlsberg pays for the transport. Emissions are calculated based on the estimated diesel consumption, which is derived from the average annual national diesel price and the associated cost variables in the contracts with the third parties. Transportation of third-party production covers all third-party produced and comanufactured volumes. Emissions are estimated based on GHG emissions from Carlsberg's own operations and the sales volume per packaging type and region.

Category 7: GHG emissions related to commuting are calculated based on the estimated commuting distance and mode of transport. The emissions related to working from home are calculated based on the assumed energy consumption related to working from home and the estimated number of FTEs working from home.

Category 9: As Carlsberg does not pay for the distribution, it lacks data insights and GHG emissions are estimated based on third-party distribution where Carlsberg pays (i.e. category 4) and the assumed share of distribution that Carlsberg does not pay for. GHG emissions from on- and off-trade cooling are calculated based on the electricity required to cool one unit of beverage, the share of beverages cooled on-trade within in each market (100% is assumed for kegs), the respective cooling days, and volumes sold per market split out by on-trade and off-trade sites. Since part of the non-draught products is cooled in fridges sold by Carlsberg (accounted for in category 11), the total sales volumes for non-draught products is corrected to avoid double-counting.

Category 11: GHG emissions related to the cooling in fridges provided by Carlsberg are based on the quantity of fridges sold and the estimated lifetime electricity consumption of the respective fridge. CO_2 released upon opening the product is calculated based on the quantity of purchased CO_2. Emissions related to home cooling in fridges not sold by Carlsberg are excluded.

For our Scope 3 GHG emissions, we apply a mixed calculation approach, relying primarily on supplier-specific data, and otherwise revert to the average-activity, hybrid or spend-based approach. Although significant efforts have been made to obtain complete and detailed supplier-specific data, most calculations include a third-party emission factor to measure upstream emissions from tier 2 suppliers and beyond (for more information, see Appendix 2 on page 90). Additionally, most input data is based on partially forecasted and/or estimated figures to obtain full-year values across all regions (for more information, see Appendix 3 (BP-2) on pages 90-91). Thus, we are unable to claim that more than 0% of our Scope 3 GHG emissions has been calculated exclusively using primary data.

Additional accounting policies related to regenerative agriculture

Main requirements include: (1) no/minimum soil disturbance: machinery used does not exceed a soil depth of 10 cm; (2) soil cover: soil must be covered at least 95% of the year (347 days); (3) crop rotation: minimum of four different crops per plot over four harvest seasons, or three different crops over five harvest seasons; (4) cover crops: established for a minimum of three months per year; (5) minimising synthetic inputs: use of fertilisers must not exceed field and crop demand; (6) no insecticides can be used unless the action is verified by a third-party consultant.

Optional requirements include: (1) no till: only direct seeding, no tillage (harrowing); (2) field margins/ biodiversity borders: 7% of fields should consist of borders/margins with high grass, wildflower mixes or plants targeted to benefit insects (the mandatory fallow demand of 4% can be included in the 7%); (3) addition of organic material: addition of, for example, compost or biochar in significant quantities; (4) livestock integration: livestock grazing or use of manure application that correspond to 20% of the fertiliser consumption; (5) recirculated fertiliser: biogas or sludge (biofertiliser) covers 20% of the fertiliser demand; (6) agroforestry: 1% of the field area at farm level is planted with trees that meet the definition of agroforestry; (7) precision farming: graduated fertiliser and/or pesticide application; (8) foliar fertiliser application: minimum 20% of nitrogen fertiliser applied as foliar application; (9) companion crops/ undersown crops: 10% of the cultivated area should be with a companion crop/undersown crop; (10) legumes: minimum of 10% of field area covered with a legume; (11) cover crops with legumes: all cover crops should include a minimum of three species, which should include one legume.

CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED FINANCIAL STATEMENTS

SECTION 1
OPERATING ACTIVITIES

SECTION 2
ASSET BASE AND RETURNS

SECTION 3
SPECIAL ITEMS, PROVISIONS AND OTHER LIABILITIES

SECTION 4
FINANCING COSTS, CAPITAL STRUCTURE AND EQUITY

SECTION 5
ACQUISITIONS, NON-CONTROLLING INTERESTS, ASSOCIATES AND DISCONTINUED OPERATION AND DISPOSALS

SECTION 6
TAX

SECTION 7
STAFF COSTS AND REMUNERATION

SECTION 8
OTHER DISCLOSURE REQUIREMENTS

SECTION 9
BASIS FOR PREPARATION

SECTION 10
GROUP COMPANIES

INCOME STATEMENT

DKK million	Section	2024	2023
Revenue	1.1.1	75,011	73,585
Cost of sales	1.2.1	-40,631	-40,753
Gross profit		**34,380**	**32,832**
Sales and distribution expenses	1.2.2	-19,242	-18,355
Administrative expenses		-4,343	-4,042
Other operating activities, net	1.2.3	45	135
Share of profit after tax of associates	5.2	612	577
Operating profit before special items		**11,452**	**11,147**
Special items, net	3.1	-522	-416
Financial income	4.3	1,009	792
Financial expenses	4.3	-1,863	-1,595
Profit before tax		**10,076**	**9,928**
Income tax	6.1	-1,962	-1,983
Profit from continuing operations		**8,114**	**7,945**
Net result from discontinued operations	5.3	2,258	-47,748
Profit for the period		**10,372**	**-39,803**
Attributable to			
Non-controlling interests	5.2	1,147	1,011
Shareholder in Carlsberg Breweries A/S (net profit)		9,225	-40,814

STATEMENT OF COMPREHENSIVE INCOME

DKK million	Section	2024	2023
Profit for the period		**10,372**	**-39,803**
Other comprehensive income			
Retirement benefit obligations	7.4	-93	-71
Income tax	6.1	12	-29
Items that will not be reclassified to the income statement		**-81**	**-100**
Foreign exchange adjustments of foreign entities	4.2, 4.3	874	37,781
Hyperinflation restatement of equity	8.1	2,428	-
Fair value adjustments of hedging instruments	4.2, 4.3	2	920
Income tax	6.1	30	-44
Items that will be reclassified to the income statement		**3,334**	**38,657**
Other comprehensive income		**3,253**	**38,557**
Total comprehensive income		**13,625**	**-1,246**
Attributable to			
Non-controlling interests		2,138	753
Shareholder in Carlsberg Breweries A/S		11,487	-1,999
Total comprehensive income for the period arises from			
Continuing operations		11,367	6,272
Discontinued operations		2,258	-7,518
Total comprehensive income		**13,625**	**-1,246**

STATEMENT OF FINANCIAL POSITION

DKK million	Section	31 Dec. 2024	31 Dec. 2023
ASSETS			
Non-current assets			
Intangible assets	2.2, 2.3	43,663	40,390
Property, plant and equipment	2.2, 2.3	26,883	24,248
Investments in associates	5.2	3,938	4,706
Receivables	1.4	812	879
Tax assets	6.2	1,984	1,755
Total non-current assets		**77,280**	**71,978**
Current assets			
Inventories	1.2.1	5,953	5,811
Trade receivables	1.4	4,947	5,171
Tax receivables		381	219
Other receivables	1.4	2,490	2,551
Prepayments		1,184	835
Deposits and securities	4.6.2	59	2,236
Cash and cash equivalents	4.6.2	11,542	13,382
Total current assets		**26,556**	**30,205**
Total assets		**103,836**	**102,183**

DKK million	Section	31 Dec. 2024	31 Dec. 2023
EQUITY AND LIABILITIES			
Equity			
Share capital	4.2.1	496	497
Reserves		-496	-2,819
Retained earnings		18,944	16,343
Equity, shareholder in Carlsberg Breweries A/S		**18,944**	**14,021**
Non-controlling interests		2,841	2,515
Total equity		**21,785**	**16,536**
Non-current liabilities			
Borrowings	4.5, 4.6.1	27,392	30,763
Retirement benefit obligations	7.4	1,275	1,357
Tax liabilities	6.2	4,076	4,160
Provisions	3.2	1,720	1,554
Other liabilities	3.3	1,495	314
Total non-current liabilities		**35,958**	**38,148**
Current liabilities			
Borrowings	4.5, 4.6.1	10,748	8,503
Trade payables		23,311	22,172
Deposits on returnable packaging materials		1,728	1,717
Provisions	3.2	942	921
Tax payables		1,204	1,052
Other liabilities	3.3	8,160	13,134
Total current liabilities		**46,093**	**47,499**
Total liabilities		**82,051**	**85,647**
Total equity and liabilities		**103,836**	**102,183**

STATEMENT OF CHANGES IN EQUITY

2024	Section	Shareholder in Carlsberg Breweries A/S							
DKK million		**Share capital**	**Currency translation**	**Hedging reserves**	**Total reserves**	**Retained earnings**	**Total**	**Non-controlling interests**	**Total equity**
Equity at 1 January		**497**	**-2,639**	**-180**	**-2,819**	**16,343**	**14,021**	**2,515**	**16,536**
Profit for the period		**-**	**-**	**-**	**-**	**9,225**	**9,225**	**1,147**	**10,372**
Other comprehensive income	4.2.2	**-**	**2,042**	**281**	**2,323**	**-61**	**2,262**	**991**	**3,253**
Total comprehensive income for the period		**-**	**2,042**	**281**	**2,323**	**9,164**	**11,487**	**2,138**	**13,625**
Capital reduction	4.2.1	-1	-	-	-	-1,659	-1,660	-	-1,660
Refund to parent company for exercise of share-based payments		-	-	-	-	-83	-83	-	-83
Change in expected future refunds for exercise of share-based payments		-	-	-	-	55	55	-	55
Share-based payments	7.3	-	-	-	-	100	100	-	100
Dividend paid to the shareholder	4.2.1	-	-	-	-	-3,598	-3,598	-1,376	-4,974
Non-controlling interests	5.2	-	-	-	-	-1,378	-1,378	-436	-1,814
Total changes in equity		-1	2,042	281	2,323	2,601	4,923	326	5,249
Equity at 31 December		**496**	**-597**	**101**	**-496**	**18,944**	**18,944**	**2,841**	**21,785**

2023	Section	Shareholder in Carlsberg Breweries A/S							
DKK million		Share capital	Currency translation[1]	Hedging reserves[1]	Total reserves	Retained earnings	Total	Non-controlling interests	Total equity
Equity at 1 January		**498**	**-40,889**	**-822**	**-41,711**	**63,694**	**22,481**	**2,820**	**25,301**
Profit for the period		**-**	**-**	**-**	**-**	**-40,814**	**-40,814**	**1,011**	**-39,803**
Other comprehensive income	4.2.2	**-**	**38,250**	**642**	**38,892**	**-77**	**38,815**	**-258**	**38,557**
Total comprehensive income for the period		**-**	**38,250**	**642**	**38,892**	**-40,891**	**-1,999**	**753**	**-1,246**
Capital reduction	4.2.1	-1	-	-	-	-2,999	-3,000	-	-3,000
Refund to parent company for exercise of share-based payments		-	-	-	-	-126	-126	-	-126
Change in expected future refunds for exercise of share-based payments		-	-	-	-	162	162	-	162
Share-based payments	7.3	-	-	-	-	126	126	1	127
Dividend paid to the shareholder	4.2.1	-	-	-	-	-3,695	-3,695	-1,149	-4,844
Non-controlling interests	5.2	-	-	-	-	72	72	90	162
Total changes in equity		**-1**	**38,250**	**642**	**38,892**	**-47,351**	**-8,460**	**-305**	**-8,765**
Equity at 31 December		**497**	**-2,639**	**-180**	**-2,819**	**16,343**	**14,021**	**2,515**	**16,536**

[1] Prior to the deconsolidation of the discontinued operation in Russia, the related accumulated currency translation and hedging reserves within equity represented losses of DKK 40.9bn and DKK 0.5bn respectively. Following the deconsolidation in July 2023, the amounts were reclassified from equity to the income statement and included in net result from discontinued operations.

STATEMENT OF CASH FLOW

DKK million	Section	2024	2023
Operating profit before special items		11,452	11,147
Depreciation, amortisation and impairment losses	2.2	4,370	4,072
Operating profit before depreciation, amortisation and impairment losses		**15,822**	**15,219**
Other non-cash items		-631	-496
Change in trade working capital		477	713
Change in other working capital		-1,128	-976
Restructuring costs and other special items paid		-222	-530
Interest etc. received		507	328
Interest etc. paid		-1,088	-564
Income tax paid		-2,420	-2,079
Cash flow from operating activities	1.3	**11,317**	**11,615**
Acquisition of property, plant and equipment	2.2	-4,653	-3,877
Acquisition of intangible assets	2.2	-362	-356
Disposal of property, plant and equipment and intangible assets	2.2	85	177
Change in on-trade loans	1.3	1	-10
Total operational investments		**-4,929**	**-4,066**
Free operating cash flow		**6,388**	**7,549**
Acquisition of subsidiaries	5.1	254	-826
Disposal of subsidiaries		-27	4
Acquisition of associates	5.2	-161	-7
Change in financial investments	4.6.2	2,179	-2,248
Change in financial receivables		389	-26
Dividends received		792	512
Total financial investments		**3,426**	**-2,591**
Cash flow from investing activities		**-1,503**	**-6,657**
Free cash flow		**9,814**	**4,958**

DKK million	Section	2024	2023
Shareholder in Carlsberg Breweries A/S	4.2.1	-5,258	-6,695
Non-controlling interests	4.2.1	-6,463	-1,106
External financing	4.6.1	-2,234	9,091
Cash flow from financing activities		**-13,955**	**1,290**
Net cash flow from continuing operations		**-4,141**	**6,248**
Net cash flow from discontinued operations[1]	5.3	2,258	-994
Net cash flow		**-1,883**	**5,254**
Cash and cash equivalents at 1 January		13,382	8,163
Cash and cash equivalents included in discontinued operations at 1 January		-	1,194
Foreign exchange adjustment of cash and cash equivalents		11	-1,229
Cash and cash equivalents at 31 December[1]	4.6.2	**11,510**	**13,382**

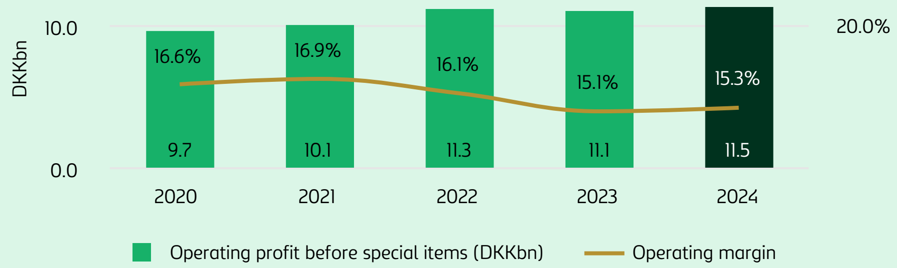
[1] Cash and cash equivalents less bank overdrafts.

SECTION 1

OPERATING ACTIVITIES

The Group's businesses are managed from the perspective of Carlsberg's operating segments and selected financial data is presented on this basis. Further, detailed in the sections below are the key amounts recognised when arriving at the Group's operating profit before special items, cash flow from operating activities and trade and other receivables.

Operating margin[1]



[1] 2020 including Russia, 2021-2024 excluding Russia.

IN THIS SECTION:

SECTION 1.1

SEGMENTATION OF OPERATIONS

Segmentation of income statement

DKK million

2024	Western Europe	Asia	Central & Eastern Europe and India	Not allocated	Carlsberg Breweries Group, total
Revenue	**38,081**	**20,466**	**16,454**	**10**	**75,011**
Cost of sales	-21,154	-10,266	-9,206	-5	-40,631
Sales and distribution expenses	-10,294	-4,807	-3,570	-571	-19,242
Share of profit after tax of associates	362	54	196	-	612
Other expenses	-1,721	-815	-835	-927	-4,298
Operating profit before special items	**5,274**	**4,632**	**3,039**	**-1,493**	**11,452**
Special items, net					-522
Financial items, net					-854
Profit before tax					**10,076**
Income tax					-1,962
Profit from continuing operations					**8,114**
Net result from discontinued operations					2,258
Profit for the period					**10,372**
Operating margin	13.9%	22.6%	18.5%		15.3%

CHANGES TO SEGMENTATION

The regional structure of the Group was changed as of 1 January 2024, with the aim of rebalancing the regions in terms of size and number of business units. Entities in India and Nepal moved from the Asia region to Central & Eastern Europe, now renamed Central & Eastern Europe and India. At the same time, Carlsberg Shared Services moved from Not allocated to Western Europe. The disclosure in the Annual Report follows the new regional segmentation as used in the internal reporting to the Executive Committee throughout 2024. The comparative figures for 2023 have been restated accordingly.

Not allocated comprises income and expenses incurred for ongoing support of the Group's overall operations and strategic development. The expenses include costs of running central functions and marketing, such as global sponsorships.

SECTION 1.1 (CONTINUED)
SEGMENTATION OF OPERATIONS

DKK million

2023	Western Europe	Asia	Central & Eastern Europe and India	Not allocated	Carlsberg Breweries Group, total
Revenue	**37,317**	**20,780**	**15,467**	**21**	**73,585**
Cost of sales	-21,269	-10,503	-8,919	-62	-40,753
Sales and distribution expenses	-9,771	-4,753	-3,273	-558	-18,355
Share of profit after tax of associates	307	49	221	-	577
Other expenses	-1,609	-987	-650	-661	-3,907
Operating profit before special items	**4,975**	**4,586**	**2,846**	**-1,260**	**11,147**
Special items, net					-416
Financial items, net					-803
Profit before tax					**9,928**
Income tax					-1,983
Profit from continuing operations					**7,945**
Net result from discontinued operations					-47,748
Profit for the period					**-39,803**
Operating margin	13.3%	22.1%	18.4%		15.1%

Not allocated revenue, DKK 10m (2023: DKK 21m), consisted of DKK 875m (2023: DKK 750m) in revenue and DKK -865m (2023: DKK -729m) from eliminations of sales between the geographical segments.

§ ACCOUNTING POLICIES

Segment information

The Group's beverage activities are segmented according to the three geographical regions where sales take place. These regions make up the Group's reportable segments.

The segmentation reflects the geographical and strategic management, decision and reporting structure applied by the Executive Committee for monitoring the Group's strategic and financial targets. Segments are managed based on business performance measured as operating profit before special items.

The geographical allocation of revenue and non-current assets is based on the selling entities' domicile and comprises countries individually accounting for more than 10% of the Group's consolidated revenue as well as the domicile country.

Decisions on items included in special items such as significant impairments, restructurings, disposals, and step acquisitions of entities as well as on financing (financial income and expenses) are made based on information for the Group as a whole and therefore not segmented. A similar approach is taken regarding tax associated with these transactions. The segmentation of the Group's assets and returns is disclosed in section 2.1.

1.1.1 REVENUE

Revenue by category

DKK million	2024	2023
Beer	55,279	54,312
Other beverages	18,649	18,277
Other goods and services	1,083	996
Total	**75,011**	**73,585**

Revenue and excise duties

DKK million	2024	2023
Revenue, including excise duties	100,366	97,740
Excise duties	-25,355	-24,155
Total	**75,011**	**73,585**

Geographical allocation of revenue

DKK million	2024	2023
Denmark (Carlsberg Breweries A/S' domicile)	5,039	4,919
China	12,883	13,354
UK	8,249	7,902
Other countries	48,840	47,410
Total	**75,011**	**73,585**

The Group's revenue arises primarily from the sale of beverages to its customers. In 2024, total revenue was positively impacted by volume growth and improved revenue/hl growth driven by premium growth and price increases. Reported revenue growth was partly offset by a negative currency impact.

Other goods and services by category is sales of products other than beverages that do not drive any volume, such as merchandise, services and by-products. In aggregate, other revenue accounts for around 1% of the Group's total revenue and is therefore not considered material.

The distribution of revenue between beer and other beverages relative to volumes is largely the same across regions.

SECTION 1.1 (CONTINUED)

SEGMENTATION OF OPERATIONS

1.1.2 OPERATING PROFIT BEFORE SPECIAL ITEMS

Group operating profit increased by 2.7% with positive contributions from all three regions partly offset by the hyperinflation accounting in Laos and by currency impact. Organic growth in operating profit was 5.9%.

1.1.3 OPERATING MARGIN

The operating margin increased to 15.3% compared to 15.1% in 2023. The increase was mainly driven by improved gross margin, which more than offset higher marketing investments.

ACCOUNTING ESTIMATES AND JUDGEMENTS

The Group considers all terms and activities in contracts with customers in order to determine the performance obligation, the transaction price and the allocation of the transaction price.

If the consideration in a contract includes a variable amount, the Group estimates the consideration to which it will be entitled in exchange for transferring goods to the customer. The variable consideration is estimated at contract inception based on expected sales volumes using historical and year-to-date sales data and other information about trading with the individual customer or with a group of customers.

The Group estimates discounts using either the expected value method or the most likely amount method, depending on which method better predicts the amount of consideration to which it will be entitled.

The most likely amount method is used for contracts with a single contract sum, while the expected value method is used for contracts with more than one threshold because of the complexity and the activities agreed with the individual customer.

Certain contracts related to specific major events that are held within such a short time period that it is not possible to sell all the goods during the event (e.g. football matches) give the customer the right to return the goods within a specified period.

The Group uses the expected value method to estimate the goods that will not be returned, as this method best predicts the amount of variable consideration to which the Group will be entitled. For goods that are expected to be returned, the Group recognises a refund liability instead of revenue.

Management makes judgements when deciding whether supporting activities with customers should be classified as a discount or a marketing expense. Generally, activities with an individual customer are accounted for as a discount, whereas costs related to broader marketing activities are classified as marketing expenses.

Whether the Group is acting as a principal or an agent is assessed by management on a country-by-country basis. The Group has concluded that it acts as the principal in its revenue arrangements because it controls the goods before transferring them to the customer.

Excise duties, taxes and fees

The classification of duties, taxes and fees paid to local authorities or brewery organisations etc. requires management to make judgements on the classification.

Locally imposed duties, taxes and fees are typically based on product type, alcohol content, consumption of certain raw materials, such as glue, plastic or metal in caps, and energy consumption. These are classified as either sales- or production-related.

Excise duties are generally imposed by the tax authorities as taxes on consumption and are collected by the Group on behalf of the authorities when the goods are transferred to the customers and thereby ready for consumption.

Taxes and fees related to the input/use of goods in production, distribution etc. are recognised as part of the cost of the goods or services purchased. The type of authority or organisation imposing the duty, tax or fee and the objective of this are key factors when determining the classification.

§ ACCOUNTING POLICIES

Revenue

Recognition and measurement

Revenue from contracts with customers comprises sales of goods, royalty income, rental income from non-stationary equipment, service fees and sales of by-products.

Revenue from the sale of own-produced finished goods, goods for resale (third-party products) and by-products is recognised at the point in time when the control of goods and products is transferred to the customer, which is generally upon delivery. For contracts providing the customer with a right of return within a specified period, the Group considers the timing of recognition.

Revenue from sales- or usage-based royalties is recognised when (a) the customer subsequently sells or uses the goods, or (b) the performance obligation to which some or all of the sales- or usage-based royalty has been allocated is satisfied (or partially satisfied), whichever is later.

Revenue from contracts with customers is measured at an amount that reflects the expected consideration for those goods. Amounts disclosed as revenue exclude discounts, VAT and excise duties collected on behalf of authorities.

The Group considers whether contracts include separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price, the Group considers the effects of variable consideration. No element of financing is deemed present, as payment is generally made on the basis of cash on delivery or up to 30 days of credit.

SECTION 1.1 (CONTINUED)
SEGMENTATION OF OPERATIONS

Variable consideration

The Group offers various discounts depending on the nature of the customer and business.

Discounts comprise off-invoice discounts, volume- and activity-related discounts, including specific promotion prices offered, and other discounts. Furthermore, discounts include the difference between the present value and the nominal amount of on-trade loans to customers, cf. section 1.4.

Off-invoice discounts arise from sales transactions where the customer immediately receives a reduction in the sales price. This also includes cash discounts and incentives for early payments.

Volume- and activity-related discounts is a broad term covering incentives for customers to sustain business with the Group over a longer time and may be related to a current campaign or a sales target measured in volumes or total value. Examples include discounts paid as a lump sum, discounts for meeting certain sales targets or progressive discounts offered in step with increasing sales to a customer.

Other discounts include listing fees, i.e. fees for certain listings on shelves, in coolers or in favourable store locations, as specific promotions of this nature are closely related to the volumes sold.

SECTION 1.2
OPERATING EXPENSES AND INVENTORIES
1.2.1 COST OF SALES AND INVENTORIES

Cost of sales

DKK million	2024	2023
Cost of materials	23,282	23,811
Direct staff costs	1,638	1,555
Amortisation and depreciation	2,571	2,411
Indirect production overheads	5,311	5,145
Purchased finished goods and other costs	7,829	7,831
Total	**40,631**	**40,753**

Cost of sales declined by 0.3% compared with 2023, due to enhanced efficiencies and slightly lower commodity prices. Cost of sales per hl declined by 0.8% compared with 2023.

Inventories

DKK million	2024	2023
Raw materials	2,445	2,359
Work in progress	343	399
Finished goods	3,165	3,053
Total	**5,953**	**5,811**

Inventories increased by 2% compared with 2023, driven by an increase in packaging materials in Central & Eastern Europe and India and higher finished goods in Asia.

ACCOUNTING ESTIMATES AND JUDGEMENTS

At least once a year, management assesses whether the standard cost of inventories approximates the actual cost. During the year, the standard cost is revised if it deviates by more than 5% from the actual cost. Indirect production overheads are calculated on the basis of relevant assumptions as to capacity utilisation, production time and other factors.

The calculation of the net realisable value of inventories is relevant to packaging materials, point-of-sale materials and spare parts. The net realisable value is normally not calculated for beer and soft drinks due to their limited shelf-life, which means that slow-moving goods must be scrapped instead.

§ ACCOUNTING POLICIES

Cost of sales comprises cost of materials used in own-produced finished goods, including malt (barley), hops, glass, cans, other packaging materials, direct labour, indirect production overheads and standard cost variations. It further comprises purchased finished goods, which include cost of point-of-sale materials and third-party products sold to customers.

Indirect production overheads comprise indirect supplies, wages and salaries, amortisation of brands and software, as well as maintenance and depreciation of machinery, plant and equipment used for production.

The cost of purchased finished goods, raw and packaging materials and point-of-sale materials includes the purchase cost and costs directly related to bringing inventories to the relevant place of sale and getting them ready for sale, for example insurance, freight and duties.

Inventories are measured at the lower of standard cost (own-produced finished goods) and weighted average cost (other inventories), or net realisable value. The net realisable value is the estimated selling price less costs of completion and costs necessary to make the sale, also taking into account marketability, obsolescence and developments in expected selling price.

The cost of scrapped/impaired goods is expensed in the function (line item) responsible for the loss, i.e. losses during distribution are included in distribution expenses, while scrapping of products due to sales not meeting forecasts is included in sales expenses.

1.2.2 SALES AND DISTRIBUTION EXPENSES

Sales and distribution expenses

DKK million	2024	2023
Marketing expenses	6,539	6,169
Sales expenses	5,599	5,371
Distribution expenses	7,104	6,815
Total	**19,242**	**18,355**

Marketing expenses increased due to greater investments in brands and activities. Distribution expenses increased by 4% as a result of higher warehousing and employee expenses. Total marketing, sales and distribution expenses increased by 5%.

SECTION 1.2 (CONTINUED)
OPERATING EXPENSES AND INVENTORIES

§ ACCOUNTING POLICIES

Marketing expenses consist of expenses for brand marketing and trade marketing.

Brand marketing is an investment in the Group's brands and consists of brand-specific investments in the development of communication vehicles, which are used to drive the sale of branded products, sales campaigns and sponsorships.

Trade marketing is promotional activities directed towards customers, such as the supply of point-of-sale materials, promotional materials and trade offers.

Sales expenses comprise costs relating to general sales activities, write-downs for bad debt losses, wages and salaries as well as depreciation and impairment of sales equipment. Distribution expenses comprise costs incurred in distributing goods, wages and salaries, and depreciation and impairment of distribution equipment.

1.2.3 OTHER OPERATING ACTIVITIES, NET

Other operating activities, net

DKK million	2024	2023
Gains and losses on disposal of property, plant and equipment and intangible assets	44	47
On-trade loans	18	95
Real estate	18	13
Research centres	-90	-71
Other	55	51
Total	**45**	**135**

Other operating activities are secondary to the principal activities of the Group and include income and expenses relating to rental properties, restaurants, on-trade loans, research activities, and gains and losses on disposal of intangible assets and property, plant and equipment.

§ ACCOUNTING POLICIES

Gains and losses on disposal of intangible assets and property, plant and equipment are determined as the sales price less selling costs and the carrying amount at the disposal date.

On-trade loans, net, comprise the effective interest on the loans measured at amortised cost less impairment.

Expenses relating to research activities comprise research in France. Product development costs are included in cost of sales.

SECTION 1.3
CASH FLOW FROM OPERATING ACTIVITIES

Other specifications of cash flow from operating activities

DKK million	Section	2024	2023
Other non-cash items			
Share of profit after tax of associates	5.2	-612	-577
Gain on disposal of property, plant and equipment and intangible assets, net	2.2	-44	-47
Share-based payments		100	127
Hyperinflation	8.1	-87	-
Other items		12	1
Total		**-631**	**-496**
Trade working capital			
Inventories		-22	-143
Trade receivables		81	224
Trade payables, duties payable and deposits on returnable packaging materials		418	632
Total		**477**	**713**
Other working capital			
Other receivables		-439	-24
Other payables		-325	-167
Retirement benefit obligations and provisions		-350	-782
Unrealised foreign exchange gains/losses		-14	-3
Total		**-1,128**	**-976**
Change in on-trade loans			
Loans provided		-547	-448
Repayments		303	218
Total amortisation of on-trade loans		245	220
Total		**1**	**-10**

The change in trade working capital was DKK 477m (2023: DKK 713m), mainly impacted by an increase in trade payables. Average trade working capital to revenue for the year was -20.7% (2023: -20.3%). The change in other working capital was DKK -1,128m (2023: DKK -976m), mainly impacted by other receivables.

Restructuring costs and other special items paid amounted to DKK -222m (2023: DKK -530m), mainly due to various restructuring and optimisation projects across Western Europe and acquisition costs.

SECTION 1.3 (CONTINUED)
CASH FLOW FROM OPERATING ACTIVITIES

Net interest etc. paid amounted to DKK -581m (2023: DKK -236m). The increase was mainly due to an increase in net interest expenses, partially offset by settlement of financial instruments.

Income tax paid amounted to DKK -2,420m (2023: DKK -2,079m).

SUPPLIER FINANCE ARRANGEMENTS

A number of the Group's suppliers participate in supplier finance arrangements, with a supply chain finance provider and related financial institutions acting as a funding partner. When suppliers participate in these programmes, they have the option of receiving early payment but, regardless of whether or not the suppliers choose early payment, the liability is recognised in trade payables until the due date of the invoice. Payment terms for suppliers included in a supplier finance arrangement typically range from 60 to 180 days and payment terms for similar suppliers not included range from 15 to 140 days. Termination of the supplier finance arrangement would not constitute a significant risk in terms of liquidity because of the amounts involved and the number of supply chain finance providers.

Carrying amount of liabilities involved in supplier finance arrangements

DKK million	2024
Suppliers have received payment	2,364
Suppliers have not received payment	278
Total	**2,642**

SALE OF RECEIVABLES

Carlsberg has chosen to sell some of its trade receivables in selected Western European markets in non-recourse factoring agreements to expedite cash collection from groups of customers. Carlsberg does not carry any credit risk on these customers and has no continuing involvement in these trade receivables, which have therefore been derecognised.

The impact on average trade working capital from the use of supplier finance arrangements and factoring is limited, as the utilisation is similar to previous years.

ACCOUNTING ESTIMATES AND JUDGEMENTS

The deposit on returnable packaging materials is estimated based on movements during the year in recognised liabilities, loss of returnable packaging materials in the market, planned changes in packaging types and historical information about return rates.

§ ACCOUNTING POLICIES

Trade payables are recognised initially at fair value and subsequently measured at cost. Trade payables comprise purchase of goods and services, including payables to supplier finance providers, and retrospective rebates to customers, and are part of the normal working capital cycle. The cash flow arising from all trade payables is part of cash flow from operating activities.

The obligation to refund deposits on returnable packaging materials is measured on the basis of deposit price, an estimate of the number of bottles, kegs, cans and crates in circulation, and expected return rates.

SECTION 1.4
TRADE AND OTHER RECEIVABLES
1.4.1 RECEIVABLES

The Group's trade receivables consist of receivables from sales of goods and services and on-trade loans. Non-current receivables consist mainly of on-trade loans that fall due more than one year from the reporting date.

Receivables included in the statement of financial position

DKK million	Non-current	Current		Total
2024	**Receivables**	**Trade receivables**	**Other receivables**	
Receivables from sales of goods and services	-	4,699	-	4,699
On-trade loans	617	248	-	865
Other receivables	195	-	2,490	2,685
Total receivables	**812**	**4,947**	**2,490**	**8,249**
2023				
Receivables from sales of goods and services	-	4,935	-	4,935
On-trade loans	657	236	-	893
Other receivables	222	-	2,551	2,773
Total receivables	**879**	**5,171**	**2,551**	**8,601**

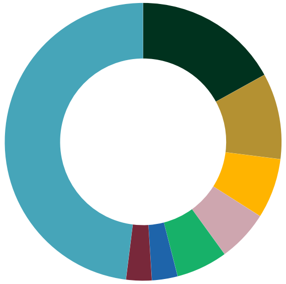
The carrying amount of receivables approximates their fair value. For on-trade loans, the fair value is calculated as discounted cash flows using the interest rate at the reporting date.

Other receivables primarily comprise VAT and similar government receivables, interest receivables and other financial receivables. These are associated with low risk.

Of the total non-current receivables, DKK 123m (2023: DKK 124m) falls due more than five years from the reporting date.

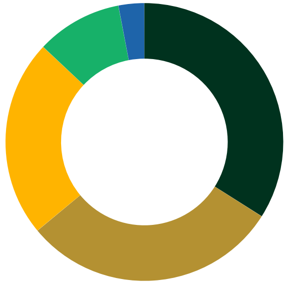
SECTION 1.4 (CONTINUED)
TRADE AND OTHER RECEIVABLES

RECEIVABLES FROM SALES OF GOODS AND SERVICES
(BROKEN DOWN BY COUNTRY)



	2024	2023
UK	**17%**	18%
Sweden	**10%**	8%
Poland	**7%**	9%
Denmark	**6%**	7%
India	**6%**	4%
Ukraine	**3%**	2%
France	**3%**	6%
Other	**48%**	46%

ON-TRADE LOANS
(BROKEN DOWN BY COUNTRY)



	2024	2023
Germany	**34%**	32%
France	**30%**	28%
Switzerland	**23%**	26%
Sweden	**10%**	10%
UK	**3%**	4%

The distribution of receivables broken down by country is affected by market-specific changes in payment patterns. For receivables from sales of goods and services, the distribution is furthermore impacted by the value of receivables sold. The overall level of receivables sold in non-recourse factoring schemes was similar to the level in 2023.

1.4.2 ON-TRADE LOANS

On-trade loans recognised in other operating activities, net

DKK million	2024	2023
Interest and amortisation of on-trade loans recognised in other operating activities	60	60
Losses and write-downs on on-trade loans	-42	35
On-trade loans, net	**18**	**95**

Under certain circumstances, the Group grants loans to on-trade customers in France, the UK, Switzerland, Germany and Sweden. On-trade loans are spread across a large number of customers/debtors and consist of several types of loan, including loans repaid in cash or through reduced discounts and guarantees for loans provided by third parties, cf. section 3.4.

The operating entities monitor and control these loans in accordance with Group guidelines.The specification of the cash flow related to on-trade loans is specified in section 1.3.

The average effective interest rate on loans to the on-trade was 4.6% (2023: 4.7%). The interest income is recognised in other operating activities.

SECTION 1.4 (CONTINUED)
TRADE AND OTHER RECEIVABLES
1.4.3 CREDIT RISK

Credit risk on receivables

DKK million

2024	Gross receivables	Loss allowance	Receivables, net	Weighted average loss rate
Receivables from sales of goods and services				
Not past due	4,584	-212	4,372	5%
Overdue 1-30 days	249	-46	203	18%
Overdue 31-90 days	167	-53	114	32%
Overdue > 90 days	343	-333	10	97%
Receivables from sales of goods and services	**5,343**	**-644**	**4,699**	
On-trade loans				
Not past due	791	-94	697	12%
Overdue 1-30 days	11	-1	10	9%
Overdue 31-90 days	28	-3	25	11%
Overdue > 90 days	471	-338	133	72%
On-trade loans	**1,301**	**-436**	**865**	
Other receivables				
Not past due	2,529	-9	2,520	-
Overdue 1-30 days	24	-	24	-
Overdue 31-90 days	66	-	66	-
Overdue > 90 days	88	-13	75	15%
Other receivables	**2,707**	**-22**	**2,685**	
Total	**9,351**	**-1,102**	**8,249**	

Credit risk on receivables

DKK million

2023	Gross receivables	Loss allowance	Receivables, net	Weighted average loss rate
Receivables from sales of goods and services				
Not past due	4,809	-186	4,623	4%
Overdue 1-30 days	362	-97	265	27%
Overdue 31-90 days	87	-46	41	53%
Overdue > 90 days	343	-337	6	98%
Receivables from sales of goods and services	**5,601**	**-666**	**4,935**	
On-trade loans				
Not past due	864	-102	762	12%
Overdue 1-30 days	15	-2	13	13%
Overdue 31-90 days	25	-4	21	16%
Overdue > 90 days	415	-318	97	77%
On-trade loans	**1,319**	**-426**	**893**	
Other receivables				
Not past due	2,553	-1	2,552	-
Overdue 1-30 days	23	-	23	-
Overdue 31-90 days	66	-	66	-
Overdue > 90 days	146	-14	132	10%
Other receivables	**2,788**	**-15**	**2,773**	
Total	**9,708**	**-1,107**	**8,601**	

In 2024, receivables not past due amounted to 85% (2023: 85%) of total gross receivables.

The past-due share of gross loans to on-trade customers was 39% (2023: 34%). Total accumulated allowances for impairment losses on on-trade loans were DKK 436m (2023: DKK 426m) and the share of receivables from sales of goods and services past due was unchanged compared with 2023 at 14%.

The credit risk on trade receivables is assessed locally and monitored at Group level. The on-trade channel, especially in Western Europe, continues to experience challenges as a result of a weak consumer sentiment. As a result, the credit risk for on-trade loans has increased on a collective basis since initial recognition, which is why loss allowances are measured at an amount equal to the lifetime expected credit losses. This is the same as for receivables from sales of goods and services.

SECTION 1.4 (CONTINUED)
TRADE AND OTHER RECEIVABLES

Development in impairment losses on receivables

DKK million

2024	Receivables from sales of goods and services	On-trade loans	Other receivables	Total	2023 Total
Impairment at 1 January	-666	-426	-15	-1,107	-1,067
Additional impairment losses recognised	-23	-32	-7	-62	-151
Realised during the year	5	3	-	8	27
Reversal of impairment losses	78	17	-	95	115
Acquisition of entities	-33	-	-	-33	-24
Disposal of entities	-	4	-	4	-
Foreign exchange adjustments	-5	-2	-	-7	-7
Impairment at 31 December	**-644**	**-436**	**-22**	**-1,102**	**-1,107**

ACCOUNTING ESTIMATES AND JUDGEMENTS

On-trade loan agreements are complex, cover several aspects of the customer relationship and may vary from agreement to agreement. Management assesses the recognition and classification of income and expenses for each agreement, including the allocation of payments from the customer between revenue, discounts, interest (other operating activities) and repayment of the loan.

Management also assesses both individually and on a portfolio basis whether developments in local conditions for on-trade customers could impact the expected credit losses. Exposure to credit risk on receivables and loans is managed locally, and credit limits are set as considered appropriate for the customer, taking into account the current local market conditions. When assessing the risk locally, entities assess the credit risk and adhere to Group guidelines, which include setting credit limits, encouraging cash payment, purchasing credit insurance and holding collateral.

In assessing credit risk, management analyses the need for impairment of trade receivables and on-trade loans due to customers' inability to pay.

At year-end 2024, management continued to assess the lifetime expected credit losses for both receivables from goods and services and on-trade loans in line with 2023.

Expected credit losses are assessed for portfolios of receivables based on customer segments, historical information on payment patterns, terms of payment and concentration maturity. The expected impact includes the risk of insolvencies due to lack of liquidity.

The portfolios are based on on-trade and off-trade customers, and on-trade receivables and loans. On-trade loans carry a higher risk than receivables from sales of goods and services and are concentrated in a few markets.

The credit risk on on-trade loans can be reduced by means of collateral and pledges of on-trade movables (equipment in bars, cafés etc.). The fair value of the pledged on-trade movables cannot be estimated reliably but is assessed to be insignificant, as they cannot readily be reused.

§ ACCOUNTING POLICIES

Receivables are recognised initially at the transaction price and subsequently measured at amortised cost less loss allowance or impairment losses. Trade receivables comprise sales of goods and services as well as short-term on-trade loans to customers. Other receivables comprise VAT receivables, loans to partners and associates, interest receivables and other financial receivables.

For on-trade loans, any difference between the present value and the nominal amount at inception is treated as a prepaid discount to the customer, and the discount is recognised in the income statement in accordance with the terms of the agreement.

The market interest rate is used as the discount rate, corresponding to the money market rate based on the maturity of the loan with the addition of a risk premium. The effective interest on these loans is recognised in other operating activities, net. The amortisation of the difference between the discount rate and the effective interest rate is included as a discount in revenue.

The Group applies the simplified approach to measure expected credit losses. This entails recognising a lifetime expected loss allowance for all receivables from sales of goods and services. Loss rates are determined based on grouping of receivables sharing the same credit risk characteristics and past-due days.

Regarding on-trade loans and loans to associates, a loss allowance is recognised based on 12-month or lifetime expected credit losses, depending on whether a significant increase in credit risk has arisen since initial recognition.

In certain markets, the Group enters into factoring agreements on a non-recourse basis, which involves selling receivables from sales of goods and services to a factor. Receivables subject to factoring agreements are derecognised once the criteria for derecognition have been met and all substantial risks and rewards transferred. The Group does not have any continuing involvement once the receivables have been derecognised.

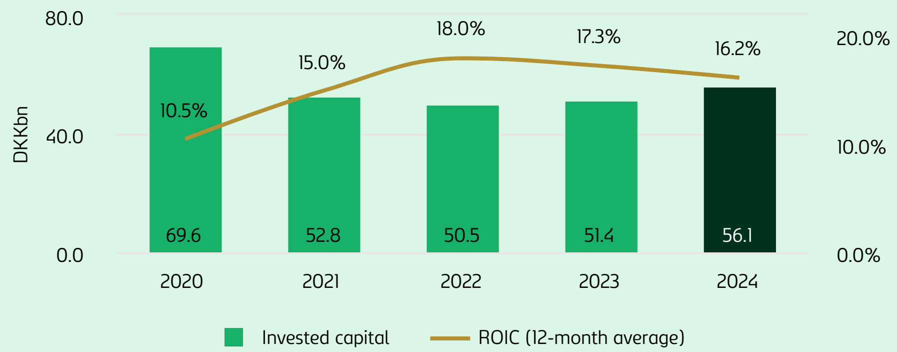
SECTION 2

ASSET BASE AND RETURNS

Return on invested capital (ROIC) is a performance ratio that shows how efficiently our businesses are performing. There is a continued focus on ROIC as part of the Group's Accelerate SAIL strategy to continue to create value for stakeholders.

Additionally, this section provides details on the Group's intangible assets and property, plant and equipment and the results of the impairment testing.

Return on invested capital[1]



[1] 2020 including Russia, 2021-2024 excluding Russia.

IN THIS SECTION:

SECTION 2.1

SEGMENTATION OF ASSETS AND RETURNS

DKK million

2024	**Western Europe**	**Asia**	**Central & Eastern Europe and India**	**Not allocated[1]**	**Carlsberg Breweries Group**
Invested capital	26,721	20,062	9,912	-612	56,083
Invested capital excl. goodwill	11,126	4,556	5,317	-612	20,387
Investments in associates	2,813	893	225	7	3,938
Acquisition of property, plant and equipment and intangible assets	1,838	2,328	828	21	5,015
Amortisation and depreciation	1,905	1,553	808	61	4,327
Impairment losses, net	224	67	-1	37	327
Return on invested capital (ROIC)	15.4%	19.2%	24.5%	-	16.2%
ROIC excl. goodwill	35.5%	105.7%	37.0%	-	41.5%
2023					
Invested capital	26,909	15,156	9,652	-286	51,431
Invested capital excl. goodwill	11,190	1,776	6,357	-286	19,037
Investments in associates	2,439	896	1,365	6	4,706
Acquisition of property, plant and equipment and intangible assets	1,534	1,803	720	176	4,233
Amortisation and depreciation	1,860	1,288	744	87	3,979
Impairment losses, net	338	-100	127	40	405
Return on invested capital (ROIC)	14.6%	23.1%	23.7%	-	17.3%
ROIC excl. goodwill	33.9%	228.1%	35.4%	-	45.7%

[1] Not allocated comprises supporting companies without brewing activities, and eliminations of investments in subsidiaries, receivables and loans.

SECTION 2.1 (CONTINUED)
SEGMENTATION OF ASSETS AND RETURNS

Geographical allocation of non-current assets

DKK million	2024	2023
Denmark (Carlsberg Breweries A/S' domicile)	4,257	4,130
China	16,395	15,612
France	10,850	11,125
Other countries	42,982	38,477
Total	**74,484**	**69,344**

Non-current assets comprise intangible assets and property, plant and equipment owned by the segment/country, even if the income is earned outside the segment/country that owns the asset.

Invested capital

DKK million	2024	2023
Total assets	103,836	102,183
Less		
Tax assets	-1,984	-1,755
Financial receivables, hedging instruments and receivables sold	609	205
Deposits and securities	-59	-2,236
Cash and cash equivalents	-11,542	-13,382
Assets included	**90,860**	**85,015**
Trade payables	-23,311	-22,172
Deposits on returnable packaging materials	-1,728	-1,717
Provisions, excl. restructurings	-2,400	-2,390
Other liabilities, excl. hedging instruments and contingent and deferred considerations	-7,338	-7,305
Liabilities offset	**-34,777**	**-33,584**
Invested capital	**56,083**	**51,431**
Goodwill	-35,696	-32,394
Invested capital excl. goodwill	**20,387**	**19,037**
Invested capital, average[1]	**56,275**	**52,387**

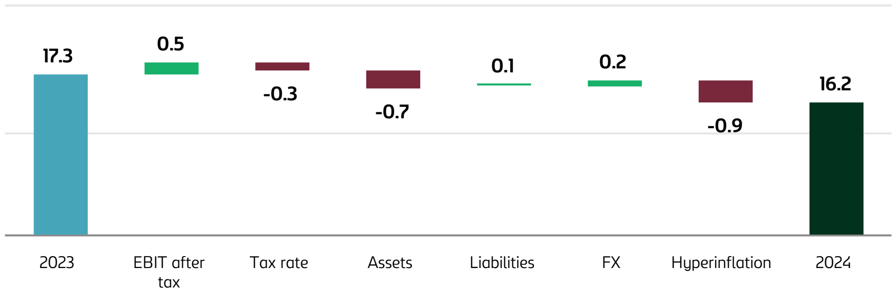
[1] Gorkha Brewery was acquired in November 2024 and Waterloo Brewing was acquired in March 2023, so neither had a full-year impact on average invested capital in their respective year of acquisition.

Non-current assets included in invested capital further comprise financial assets other than financial instruments and tax assets.

At year-end, invested capital was up by DKK 4.7bn, primarily due to the acquisition of Gorkha Brewery, hyperinflation in Laos and the construction of Foshan Brewery in China.

Gorkha Brewery was acquired in November 2024 so it did not have a full-year impact on average invested capital. This is reflected in the development in ROIC as seen below, which declined 110bp, predominantly impacted by hyperinflation.

ROIC (%)



ACCOUNTING ESTIMATES AND JUDGEMENTS

The calculation of return on invested capital (ROIC) uses operating profit before special items adjusted for tax based on the effective tax rate, and invested capital, including assets held for sale and trade receivables sold, and excludes contingent considerations and income tax.

ACCOUNTING POLICIES

The Group's assets and returns are segmented on the basis of geographical regions in accordance with the management reporting for the current year, cf. section 1.1.

SECTION 2.2
INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

DKK million	Intangible assets				Property, plant and equipment				Asset base
2024	**Goodwill**	**Brands**	**Other intangible assets**	**Total**	**Land and buildings**	**Plant and machinery**	**Other equipment, fixtures and fittings**	**Total**	**Total**
Cost									
Cost at 1 January	34,000	8,983	5,061	48,044	18,237	27,487	14,640	60,364	108,408
Acquisition of entities	1,313	-	-	1,313	61	44	6	111	1,424
Additions, including right-of-use assets	-	30	334	364	603	2,893	2,324	5,820	6,184
Disposal and deconsolidation of entities	-205	-219	-2	-426	-49	-180	-10	-239	-665
Disposals	-	-45	-61	-106	-128	-182	-1,376	-1,686	-1,792
Transfers	-	-	-	-	663	-784	121	-	-
Hyperinflation restatement	1,680	112	-	1,792	405	907	596	1,908	3,700
Foreign exchange adjustments etc.	564	124	47	735	120	198	48	366	1,101
Cost at 31 December	**37,352**	**8,985**	**5,379**	**51,716**	**19,912**	**30,383**	**16,349**	**66,644**	**118,360**
Amortisation, depreciation and impairment losses									
Amortisation, depreciation and impairment losses at 1 January	1,606	2,280	3,768	7,654	8,393	17,539	10,184	36,116	43,770
Disposal and deconsolidation of entities	-	-	-1	-1	-17	-80	-8	-105	-106
Disposals	-	-45	-61	-106	-114	-166	-1,267	-1,547	-1,653
Amortisation and depreciation	-	14	190	204	792	1,333	1,998	4,123	4,327
Impairment losses	-	125	40	165	30	43	23	96	261
Transfers	-	-	-	-	1	26	-27	-	-
Hyperinflation restatement	-	-	-	-	109	459	352	920	920
Foreign exchange adjustments etc.	50	65	22	137	6	112	40	158	295
Amortisation, depreciation and impairment losses at 31 December	**1,656**	**2,439**	**3,958**	**8,053**	**9,200**	**19,266**	**11,295**	**39,761**	**47,814**
Carrying amount at 31 December	**35,696**	**6,546**	**1,421**	**43,663**	**10,712**	**11,117**	**5,054**	**26,883**	**70,546**
Right-of-use assets included at 31 December									
Amortisation and depreciation	-	-	-	-	273	26	294	593	593
Carrying amount at 31 December	-	-	-	-	1,275	112	661	2,048	2,048

SECTION 2.2 (CONTINUED)
INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

DKK million	Intangible assets				Property, plant and equipment				Asset base
2023	Goodwill	Brands	Other intangible assets	Total	Land and buildings	Plant and machinery	Other equipment, fixtures and fittings	Total	Total
Cost									
Cost at 1 January	34,224	8,977	4,924	48,125	17,660	26,132	14,459	58,251	106,376
Acquisition of entities	645	147	15	807	151	269	11	431	1,238
Additions, including right-of-use assets	-	75	275	350	503	2,265	2,209	4,977	5,327
Disposals	-	-2	-87	-89	-313	-308	-1,821	-2,442	-2,531
Transfers	-	-	4	4	377	-531	121	-33	-29
Foreign exchange adjustments etc.	-869	-214	-70	-1,153	-141	-340	-339	-820	-1,973
Cost at 31 December	**34,000**	**8,983**	**5,061**	**48,044**	**18,237**	**27,487**	**14,640**	**60,364**	**108,408**
Amortisation, depreciation and impairment losses									
Amortisation, depreciation and impairment losses at 1 January	1,692	2,254	3,653	7,599	7,867	16,539	10,265	34,671	42,270
Disposals	-	-	-86	-86	-170	-286	-1,734	-2,190	-2,276
Amortisation and depreciation	-	16	185	201	660	1,316	1,802	3,778	3,979
Impairment losses	-	525	46	571	40	85	46	171	742
Reversal of impairment losses	-	-400	-	-400	-	-	-	-	-400
Transfers	-	-	-	-	-1	6	-1	4	4
Foreign exchange adjustments etc.	-86	-115	-30	-231	-3	-121	-194	-318	-549
Amortisation, depreciation and impairment losses at 31 December	**1,606**	**2,280**	**3,768**	**7,654**	**8,393**	**17,539**	**10,184**	**36,116**	**43,770**
Carrying amount at 31 December	**32,394**	**6,703**	**1,293**	**40,390**	**9,844**	**9,948**	**4,456**	**24,248**	**64,638**
Right-of-use assets included at 31 December									
Amortisation and depreciation	-	-	-	-	184	14	251	449	449
Carrying amount at 31 December	-	-	-	-	1,156	79	513	1,748	1,748

SECTION 2.2 (CONTINUED)
INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment under construction amounted to DKK 1,814m (2023: DKK 1,887m). Property, plant and equipment under construction are recognised in plant and machinery until completion. Other equipment, fixtures and fittings include transport, office and draught beer equipment, fridges and returnable packaging materials.

Other intangible assets include software, land use rights and beer delivery rights.

Capital expenditure

DKK million	2024	2023
Additions, including right-of-use assets	6,184	5,327
Less right-of-use assets	-968	-721
Additions	**5,216**	**4,606**
Additions payable at the end of the reporting period	-188	-363
Capitalised depreciation	-1	-2
Capitalised interest expenses	-12	-8
Acquisition of property, plant and equipment and intangible assets	**5,015**	**4,233**

Amortisation, depreciation and impairment losses

	Intangible assets		Property, plant and equipment	
DKK million	2024	2023	2024	2023
Cost of sales	50	49	2,521	2,362
Sales and distribution expenses	107	117	1,298	1,190
Administrative expenses	87	81	307	275
Special items	125	125	93	122
Total	**369**	**372**	**4,219**	**3,949**

Gain/loss on disposal of assets

DKK million	2024	2023
Gain on disposal of property, plant and equipment and intangible assets	100	74
Loss on disposal of property, plant and equipment and intangible assets	-56	-27
Continuing operations	**44**	**47**
Net result from discontinued operations	-	12
Total	**44**	**59**

Cash flow from disposal of property, plant and equipment and intangible assets was DKK 85m (2023: DKK 177m).

RIGHT-OF-USE ASSETS

The Group leases various properties and warehouses, production equipment, cars and trucks. Leases are negotiated on an individual basis and contain a wide range of different terms and conditions.

At 31 December 2024, the carrying amount of right-of-use assets was DKK 2,048m (2023: DKK 1,748m). During the year, additions amounted to DKK 968m (2023: DKK 721m) and depreciation to DKK 593m (2023: DKK 449m).

Lease expenses recognised in the income statement, relating to short-term leases and leases of low-value assets, amounted to DKK 54m (2023: DKK 48m). Such contracts usually comprise the lease of copy and printing machines, coffee machines, small IT devices and similar equipment.

For disclosures of interest expenses, cash flow and lease liabilities, please refer to sections 4.3 and 4.6.1.

CAPITAL COMMITMENTS

The Group has entered into various capital commitments that will not take effect until after the reporting date and have therefore not been recognised in the consolidated financial statements. Capital commitments in 2024 amounted to DKK 173m (2023: DKK 144m).

CONTINGENT ASSETS

The Group has a contractual right to receive compensation following the termination of the exclusive licensed production and distribution agreement with Mahou San Miguel in the UK on 31 December 2024. Estimating the compensation that will be received is associated with a high degree of uncertainty.

ACCOUNTING ESTIMATES AND JUDGEMENTS

Useful life and residual value of intangible assets with finite useful life and property, plant and equipment

Useful life and residual value are initially assessed both in acquisitions and in business combinations.

Management assesses brands and property, plant and equipment for changes in useful life. If an indication of a reduction in the value or useful life exists, such as changes in production structure, restructuring or brewery closures, the asset is tested for impairment. If necessary, the asset is written down or the amortisation/depreciation period is reassessed and, if necessary, adjusted in line with the asset's changed useful life. When changing the amortisation or depreciation period due to a change in the useful life, the effect on amortisation/depreciation is recognised prospectively as a change in accounting estimates.

SECTION 2.2 (CONTINUED)

INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

Management assesses the local business model to determine whether the Group has a legal or constructive obligation to accept returns of packaging materials from the market and the level of control.

This entails the Group considering, among other things, the return rate and the annual circulation in the individual markets. These factors are assessed annually. Returnable packaging materials controlled by the Group are capitalised as property, plant and equipment and depreciated over the expected useful life.

Lease and service contracts

At inception of a contract, management assesses whether the contract is or contains a lease. Management considers the substance of any service being rendered to classify the arrangement as either a lease or a service contract. Particular importance is attached to whether fulfilment of the contract depends on the use of specific assets. The assessment involves judgement of whether the Group obtains substantially all the economic benefits from the use of the specified asset and whether it has the right to direct how and for what purpose the asset is used. If these criteria are satisfied at the commencement date, a right-of-use asset and a lease liability are recognised in the statement of financial position.

In determining the lease term, management considers all the facts and circumstances that create an economic incentive to exercise an extension option or not to exercise a termination option. Extension or termination options are only included in the lease term if the lease is reasonably certain to be extended or not terminated. The term is reassessed if a significant change in circumstances occurs. The assessment of purchase options follows the same principles as those applied for extension options.

The lease payment for cars and trucks often includes costs of service and insurance. If these costs are not objectively assessable, the Group estimates the costs when separating the service component from the lease.

§ ACCOUNTING POLICIES

Cost

Intangible assets and property, plant and equipment are initially recognised at cost and subsequently measured at cost less accumulated amortisation or depreciation and impairment losses.

Cost comprises the purchase price and costs directly attributable to the acquisition until the date when the asset is available for use. The cost of acquired brand rights is accounted for using the accumulated cost approach if the total consideration includes an earn-out dependent on the brands' future performance.

The cost of self-constructed assets comprises direct and indirect costs of materials, components, sub-suppliers, wages and salaries, and capitalised borrowing costs on specific or general borrowings attributable to the construction of the asset, and is included in plant and machinery.

Research and development costs are recognised in the income statement as incurred. Development costs of intangible assets, for example software, are recognised as other intangible assets if the costs are expected to generate future economic benefits.

For assets acquired in business combinations, including brands and property, plant and equipment, cost at initial recognition is determined by estimating the fair value of the individual assets in the purchase price allocation.

Goodwill is only acquired in business combinations and is measured in the purchase price allocation. Goodwill is not amortised but is subject to an annual impairment test, cf. section 2.3.

Where individual components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items.

Returnable packaging materials that the Group controls through a legal or constructive obligation are capitalised as property, plant and equipment.

Subsequent costs, for example in connection with replacement of components of property, plant and equipment, are recognised in the carrying amount of the asset if it is probable that the costs will result in future economic benefits for the Group. The replaced components are derecognised from the statement of financial position and recognised as an expense in the income statement. Costs incurred for ordinary repairs and maintenance are recognised in the income statement as incurred.

Useful life, amortisation, depreciation and impairment losses

Useful life and residual value are determined at the acquisition date and reassessed annually. If the residual value exceeds the carrying amount, depreciation is discontinued.

Amortisation and depreciation are recognised on a straight-line basis over the expected useful life of the assets, taking into account any residual value. The expected useful life and residual value are determined based on past experience and expectations of the future use of assets.

Depreciation is calculated on the basis of the cost less the residual value and impairment losses.

Amortisation and depreciation are recognised as cost of sales, sales and distribution expenses, and administrative expenses depending on the use of the asset.

The expected useful life is as follows:

Software	Normally 3-5 years. Group-wide systems developed as an integrated part of a major business development programme: 5-7 years
Delivery rights	Depending on contract; if no contract term has been agreed, normally not exceeding 5 years
Customer agreements/relationships	Depending on contract with the customer; if no contract exists, normally not exceeding 20 years
Land	Not depreciated
Buildings	20-40 years
Technical installations	15 years
Brewery equipment	15 years
Filling and bottling equipment	8-15 years
Technical installations in warehouses	8 years
On-trade and distribution equipment	5 years
Fixtures and fittings, other plant and equipment	5-8 years
Hardware	3-5 years
Returnable packaging materials	3-10 years

SECTION 2.2 (CONTINUED)
INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

Impairment

Impairment losses of a non-recurring nature are recognised under special items.

Leases

At the commencement date, the Group recognises a lease liability and a corresponding right-of-use asset at the same amount, except for short-term leases of 12 months or less and leases of low-value assets, which are not recognised.

A right-of-use asset is initially measured at cost, which consists of the initial lease liability and initial direct costs less any lease incentives received. The Group has applied the practical expedient option allowed under IFRS Accounting Standards by using a portfolio approach for the recognition of lease contracts related to assets of the same nature and with similar lease terms, i.e. cars and trucks.

Subsequently, the right-of-use asset is measured at cost less depreciation and impairment losses and adjusted for remeasurement of the lease liability. The right-of-use asset is depreciated over the shorter of the lease term and the useful life of the asset. The impairment testing of right-of-use assets follows the same principles as those applied for property, plant and equipment, cf. section 2.3.

Right-of-use assets are recognised as property, plant and equipment.

Government grants and other funding

Grants and funding received for the acquisition of assets and development projects are recognised in the statement of financial position by deducting the grant from the carrying amount of the asset. The grant is recognised in the income statement over the life of the asset as a reduced depreciation charge.

SECTION 2.3
IMPAIRMENT
2.3.1 RECOGNISED IMPAIRMENTS

The impairment tests of goodwill and brands with indefinite useful life were prepared at the reporting date.

IMPAIRMENT TEST 2024

The impairment tests prepared at 31 December 2024 did not identify any indication of impairment of goodwill.

The Group recognised impairment losses of DKK 125m on brands with indefinite useful life in Western Europe. In addition, impairment losses of DKK 136m primarily related to Western Europe were recognised on other intangible assets and property, plant and equipment, of which DKK 93m was recognised in special items.

In Asia, impairment losses of DKK 66m were recognised on financial assets.

Impairment of non-current assets

DKK million	Section	2024	2023
Intangible assets			
Brands	2.3.4	125	525
Reversal of impairment losses	2.3.4	-	-400
Other intangible assets	2.3.5	40	46
Total		**165**	**171**
Property, plant and equipment			
Plant, machinery and equipment	2.3.5	96	171
Total		**96**	**171**
Other non-current assets			
Assets held for sale	2.3.5	-	14
Investment in associates	2.3.5	-	49
Financial assets	2.3.5	66	-
Total impairment losses, net		**327**	**405**
Of which recognised in special items	3.1	284	310
Impairment, discontinued operation in Russia, net	5.3	**-2,258**	**7,002**

SECTION 2.3 (CONTINUED)
IMPAIRMENT
IMPAIRMENT TEST 2023

In 2023, the Group recognised impairment losses of DKK 305m on brands with indefinite useful life in Western Europe, DKK 70m in Central & Eastern Europe and India, and DKK 97m in Asia. In addition, impairment losses of DKK 53m were recognised on brand rights in Central & Eastern Europe and India for the use of brands from the discontinued operation in Russia. In total, impairment losses on brands amounted to DKK 525m.

Impairment losses of DKK 400m previously recognised on brands in Asia were reversed. Impairment losses and reversal of impairment losses on brands were recognised in special items, cf. section 3.1.

Impairment losses of DKK 171m primarily related to Asia were recognised on property, plant and equipment, of which DKK 122m was recognised in special items. Impairment losses on other non-current assets totalled DKK 63m and were recognised in special items.

IMPAIRMENT OF DISCONTINUED OPERATION IN RUSSIA

Following the issuance of the presidential decree in July 2023, temporarily transferring the management of our Russian business to the Russian government, the business was fully impaired – resulting in an impairment loss of DKK 7,002m – and deconsolidated. The disposal of the Russian business in 2024 led to the reversal of impairment losses of DKK 2,258m recognised in prior periods in net result from discontinued operations, cf. section 5.3.

2.3.2 SIGNIFICANT AMOUNTS OF GOODWILL AND BRANDS

Goodwill and brands with indefinite useful life relating to the acquisitions of Kronenbourg and Chongqing Brewery Group. Each accounted for 10% or more of the total carrying amount of goodwill and brands with indefinite useful life at the reporting date. Goodwill from these acquisitions has been allocated to cash-generating units (CGUs) based on the geographical segmentation.

The Kronenbourg 1664 and Chongqing brands are individually material and specified in section 2.3.4.

2.3.3 IMPAIRMENT TEST OF GOODWILL

The carrying amount of goodwill is related to the CGUs and allocated to the Group's geographical segments, which is the level at which it is monitored for internal management purposes.

The carrying amount of goodwill allocated to groups of CGUs

DKK million	**2024**	2023
Western Europe	15,595	15,720
Asia[1]	15,506	13,381
Central & Eastern Europe and India[1]	4,595	3,293
Total	**35,696**	**32,394**

[1] The goodwill recognised on the acquisition of Gorkha Brewery in 2024 and on the acquisition of Waterloo Brewing Ltd in 2023 was allocated to the Central & Eastern Europe and India CGU. The goodwill recognised on the acquisition of Jing-A Group in 2023 was allocated to the Asia CGU.

The impairment tests prepared at year-end 2024 did not identify any indication of impairment of goodwill. Management's view is that excess value in the Group's CGUs is fairly resilient to any likely and reasonable deteriorations in the key assumptions applied.

In 2024, the approach to measuring recoverable amount was changed. In previous years, the expected cash flow approach was applied. This involved developing multiple probability-weighted scenarios to reflect different outcomes in terms of timing and amount of future cash flows. The risk-adjusted cash flows were discounted using a rate that reflected the risk-free interest rate for each CGU. For 2024, the traditional approach has been applied to measure recoverable amount. This entails a single set of estimated cash flows and a discount rate that incorporates all the expectations about future cash flows. Consequently, the key assumptions for 2023 and 2024 are not comparable.

Key assumptions

2024	**Forecast cash flow growth**	**Terminal period growth**	**Pre-tax discount rate**
Western Europe	-7.8%	1.0%	6.9%
Asia	19.3%	2.5%	12.7%
Central & Eastern Europe and India	-4.2%	3.0%	14.5%
2023			
Western Europe	-17.0%	0.5%	3.4%
Asia	-16.2%	1.0%	4.3%
Central & Eastern Europe	-0.9%	2.0%	8.2%

Cash flow projections for the individual CGUs are based on financial forecasts for the following three years as approved by management. Potential upsides are not identified and adjusted in the cash flows used for impairment testing. Growth is projected in nominal terms and therefore does not translate into cash flow at the same growth rate in the Group's presentation currency, DKK.

SECTION 2.3 (CONTINUED)
IMPAIRMENT

ACCOUNTING ESTIMATES AND JUDGEMENTS

Goodwill

The value in use is the discounted value of the projected future cash flows. The discount rates applied are after tax and reflect current specific risks in the individual markets.

Key assumptions

The cash flow is based on the budget and target plans for the next three years. Cash flows beyond the three-year period are extrapolated using the terminal period growth rate. The budget and plans for 2025-2027 represent management's best estimate.

The cash flows are discounted using a rate that incorporates all the expectations about the future cash flows and the appropriate risk premium for each CGU. The interest rates used in the impairment tests are based on observable market data. Please refer to the description of discount rates in the section below.

The key assumptions on which management bases its cash flow projections are:

- Volumes
- Sales prices
- Input costs
- Operating investments
- Terminal period growth

The assumptions are determined at CGU level and are based on past experience, external sources of information and industry-relevant observations for each CGU. Local conditions, such as expected developments in macroeconomic and market conditions specific to the individual CGUs, are taken into consideration. The assumptions are challenged and verified by management at CGU and Group level.

The budget and target plan processes consider events or circumstances that are relevant to reliably projecting the short-term performance of each CGU. Examples include significant campaign activities, changes in excise duties etc., which may have a short-term impact but are non-recurring. Given their short-term nature, they are not taken into consideration when estimating the terminal period growth rate.

Volumes

Projections are based on past experience, external market data, planned commercial initiatives, such as marketing campaigns and sponsorships, and the expected impact on consumer demand and the level of premiumisation. If relevant, the projections are adjusted for the expected changes in the level of premiumisation. No changes in market share are assumed in the medium or long term.

Demographic expectations general to the industry, such as the development in population, consumption levels, generation-shift patterns, rate of urbanisation and macroeconomic trends, are also considered in medium- and long-term projections.

Events and circumstances can impact the timing of volumes entering the market. These include excessive stocking related to an increase in excise duties, campaign activities, and the timing of national holidays and festivals. Such short-term effects are not material to volume projections and do not impact the long-term projections.

Sales prices

The level of market premiumisation and the locally available portfolio are key drivers in identifying price points. When planning pricing structures, factors including price elasticity, local competition and inflation expectations can also impact the projection. Increases in excise duties are typically passed on to the customers immediately or with a delay of no more than a few months. Since the increase is a pass-through cost and thereby compensated for by price increases at the time of implementation, it does not impact the long-term sales price growth and is therefore not taken into consideration in the projections unless circumstances specifically indicate otherwise. No changes to duties in the short or medium term are taken into consideration unless there is a firm plan to introduce changes.

Significant inflationary pressure in recent years has meant revenue growth compensating for rising input costs. The short- and medium-term forecasts include the risk of delays in increasing sales prices to compensate for future rises in input costs.

Input costs

Input costs in the budget and target plans are based on past experience and on:

- Contracted raw and packaging materials
- Contracted services within sales, marketing, production and logistics
- Planned commercial investments
- Cost optimisations not related to restructurings
- Expected inflation

The elevated level of inflation in recent years has increased the overall input cost level. The short- and medium-term forecast incorporates lower pressure on input costs compared with previous years.

In the long term, projections follow the level of inflation.

Operating investments

Projections are based on past experience of the level of necessary maintenance of existing production capacity, including replacement of parts. This also includes scheduled production line overhauls and improvements to existing equipment. Uncommitted capacity increases and new equipment are not included.

Terminal period growth

Growth rates are projected to be equal to or below the expected rate of general inflation and assume no nominal economic growth. The projected growth rates and the discount rates applied are compared to ensure a sensible correlation between the two.

SECTION 2.3 (CONTINUED)
IMPAIRMENT

Discount rates

The discount rate is a weighted average cost of capital (WACC) that reflects the risk-free interest rate with the addition of a risk premium relevant to each market.

The risk-free interest rates used in the impairment tests are based on observed market data. For countries where long-term risk-free interest rates are not observable or valid due to specific national or macroeconomic conditions, the interest rate is estimated based on observations from other markets and/or long-term expectations expressed by international financial institutions considered reliable by the Group.

The added credit risk premium (spread) for the risk-free interest rate is fixed at market price or slightly higher, reflecting the expected long-term market price. The aggregate interest rate, including spread, thereby reflects the long-term interest rate applicable to the Group's investments in the individual markets.

2.3.4 IMPAIRMENT TEST OF BRANDS

In 2024, significant brands represented 52% (2023: 50%) of the total carrying amount of brands with indefinite useful life.

Brands with indefinite useful life

DKK million	2024	2023
Kronenbourg 1664	1,952	1,950
Chongqing	1,333	1,293
Significant brands	**3,285**	**3,243**
Western Europe	694	1,028
Asia	477	363
Central & Eastern Europe and India	960	920
Not allocated	945	945
Other brands	**3,076**	**3,256**
Total brands	**6,361**	**6,499**

Other brands comprise a total of 20 brands (2023: 20 brands) that are not individually material compared with the total carrying amount.

Key assumptions

2024	Average revenue growth	Terminal period growth	Pre-tax discount rate	Post-tax discount rate
Kronenbourg 1664	2.0%	1.8%	6.7%	6.3%
Chongqing	2.7%	1.5%	7.5%	7.2%
2023				
Kronenbourg 1664	2.8%	1.6%	7.2%	6.7%
Chongqing	2.0%	1.5%	7.8%	7.4%

IMPAIRMENT OF BRANDS IN WESTERN EUROPE

In 2024, brand impairment losses totalling DKK 125m were recognised on various local and regional brands. The ale category continued its long-standing decline in the UK as the category overall suffers from consumers switching over to more modern-styled craft beers. In Germany the market shows a decline in volumes due to the industry as a whole having been hit hard by inflation, with high raw material and logistics costs.

In 2023, impairment losses of DKK 305m were recognised, reflecting a long-term decline within the ale category in the UK due to changing consumer preferences.

IMPAIRMENT OF BRANDS IN CENTRAL & EASTERN EUROPE AND INDIA

No brand impairments were recognised in 2024.

In 2023, a local Lithuanian mainstream brand was impaired by DKK 70m, reflecting a decline in exports. Additionally, brand rights in Central & Eastern Europe and India for the use of brands from the discontinued operation in Russia were unilaterally terminated by Carlsberg, resulting in impairment losses of DKK 53m.

IMPAIRMENT OF BRANDS IN ASIA

No brand impairments were recognised in 2024.

In 2023, an impairment loss of DKK 97m was recognised on the local Angkor brand in Cambodia. The local business operates in a very challenging environment in terms of competitive conditions, and a change in consumer preference resulted in a decline in volumes and margins, in particular for the beer category.

In China, impairments of DKK 400m were reversed on the mainstream brand Chongqing. The brand was impaired in 2016 following sales declines due to premiumisation in the Chinese market. Since then, brand volumes have recovered significantly, and expectations for the mainstream category in China have improved, resulting in the reversal of the impairment.

SECTION 2.3 (CONTINUED)

IMPAIRMENT

2.3.5 IMPAIRMENT OF OTHER ASSETS

In 2024, impairment losses were recognised on other intangible assets, DKK 40m (primarily related to centrally owned IT assets), and on property, plant and equipment, DKK 96m, primarily in Western Europe, totalling DKK 136m.

The residual investment in the former associate Tibet Lhasa Brewery Ltd., now reported as a financial asset, was impaired resulting in a write-down of DKK 66m.

In 2023, impairment losses were recognised on other intangible assets, DKK 46m, on property, plant and equipment, DKK 171m, and on other non-current assets, DKK 63m, totalling DKK 280m.

ACCOUNTING ESTIMATES AND JUDGEMENTS

Brands

The test for impairment of brands is performed using the relief from royalty method and is based on the expected future cash flows generated from the royalty payments avoided for the individual brand for the next 10 years and projections for subsequent years.

The cash flows are discounted using a weighted average cost of capital (WACC) that reflects the risk-free interest rate with the addition of a risk premium relevant to the individual market where cash flows are generated, cf. section 2.3.3. For brands where cash flows are generated in more than one market, the cash flows generated in secondary markets are adjusted for the inflationary difference compared to the inflation in the main market before being discounted.

Key assumptions

The key assumptions on which management bases its cash flow projection include the expected useful life, revenue growth, a theoretical tax amortisation benefit, the royalty, terminal growth rate and the discount rate.

Expected useful life

Management has assessed that the value of brands with indefinite useful life can be maintained for an indefinite period, as these are well-established brands in their markets, having existed for decades or even centuries. The beer industry is characterised as being very stable with consistent consumer demand and a predictable competitive environment, and is expected to be profitable for the foreseeable future. Control of the brands is legally established and enforceable indefinitely.

In management's opinion, the risk of the useful life of these brands becoming finite is minimal because of their individual market positions and because current and planned marketing initiatives are expected to sustain their useful life.

Revenue growth

At the time of acquisition of any individual brand, a revenue growth curve is forecast based on a long-term strategic view of the risk and opportunities relevant to the brand. The curve is projected for a 10-year horizon. This horizon reliably reflects the lengthy process of implementing brand strategies to support a brand occupying its intended place in the Group's portfolio. The forecast period applied is comparable to the common term of the majority of licence agreements to which the Group is party.

In the local markets, the product portfolio usually consists of local power brands and international premium brands. When projecting revenue growth for local brands, in addition to their commercial strength – such as market share and segment position – the forecast takes into consideration the demographics of the primary markets, including expected developments in population, consumption levels, generation-shift patterns, rate of urbanisation, beer market maturity, level of premiumisation, circumstances generally limiting the growth opportunities for alcoholic beverages etc.

For brands with global or regional presence, enhanced investments in product development and marketing are expected. The expected growth rate for these brands is generally higher than for more localised brands and is usually highest early in the 10-year period.

Depending on the nominal growth expectations for the individual brand, the revenue growth in individual years may be above, equal to or below the forecast inflation level in the markets where the brand is present.

When preparing budgets, consideration is given to events or circumstances that are relevant to reliably projecting the short-term performance of each brand. Examples include significant campaign activities, changes in excise duties etc., which may have a short-term impact but are non-recurring and quickly absorbed by the business. Since the impact is not material to the long-term projections, it is not taken into consideration when estimating the long-term and terminal period growth rates. Please refer to the description of the impact of increases in excise duties in the description of sales prices in section 2.3.3.

Tax benefit

The theoretical tax benefit applied in the test uses tax rates and amortisation periods based on current legislation. The impairment test applies tax rates in the range of 15-31% and amortisation periods of 5-20 years.

Royalty rate

Royalties generated by a brand are based on the Group's total income from the brand and are earned globally, i.e. the income is also earned outside the CGU that owns the brand. If external licence agreements for the brand already exist, the market terms of such agreements are taken into consideration when assessing the royalty rate that the brand is expected to generate in a transaction with independent parties. The royalty rate is based on the actual market position of the individual brand in the global, regional and local markets, and assumes a 10-year horizon. This term is common to the beverage industry when licensing brands.

SECTION 2.3 (CONTINUED)
IMPAIRMENT

Royalty rates	
International, premium and speciality beers	3.5-7.5%
Strong regional and national brands	3.0-5.0%
Local and mainstream brands	2.0-3.5%

Identification of cash-generating units

The Group's management structure reflects the geographical segments, cf. section 1.1, and decisions are made by the regional managements responsible for performance, operating investments and growth initiatives in their respective regions.

There is significant vertical integration of the production, logistics and sales functions, supporting and promoting optimisations across the Group or within regions.

Assets, other than goodwill and brands with regional and global presence, are allocated to individual cash-generating units (CGUs), being the level at which the assets generate largely independent cash inflows. As the Group operates with local sales and production organisations, the cash inflows are mostly generated locally, and the CGUs are therefore usually identified at country level.

The determination of CGU allocation is made, and cash inflows are assessed in connection with the purchase price allocation, within 12 months from the date of acquisition.

Goodwill

Goodwill does not generate largely independent cash inflows on its own and is therefore allocated to the Group's geographical segments, which is the level at which it is monitored for internal management purposes.

At the time of acquisition of entities, goodwill is allocated to a CGU. The structure and groups of CGUs are reassessed every year.

Brands

Cash flows for brands are separately identifiable and brands are therefore tested individually for impairment. This test is performed in addition to the test for impairment of goodwill.

The following brands are considered significant when comparing their carrying amount to the total carrying amount of brands with indefinite useful life:

- Kronenbourg 1664
- Chongqing

Corporate assets

The Group has identified capitalised software relating to the Group's ERP systems as corporate assets, and as such these are peripheral to the generation of cash inflows. The Group's ERP landscape is closely linked to the internal management structure, and the identified assets are therefore tested for impairment at the CGU level to which goodwill is allocated.

Other non-current assets

Other non-current assets are tested for impairment when indications of impairment exist.

For property, plant and equipment, management performs an annual assessment of the assets' future application, for example in relation to changes in production structure, restructurings or brewery closures.

Key considerations in impairment tests	Goodwill	Brands
CGU level of test	Geographical	Individual brand
Method to estimate recoverable amount	Value in use	Fair value less cost of disposal
Method to estimate present value of future cash flows	Traditional approach: single most likely future	Traditional approach: single most likely future
Discount rate	Risk-adjusted rate	Risk-adjusted rate

For investments in associates, examples of indications of impairment are loss-making activities or significant changes in the business environment.

§ ACCOUNTING POLICIES

Goodwill and brands with indefinite useful life are subject to an annual impairment test, performed initially before the end of the year of acquisition. The test is performed at the level where cash flows are considered to be generated: either at CGU level or at the level of a group of CGUs. All assets are tested if an event or circumstance indicates that the carrying amount may not be recoverable. If an asset's carrying amount exceeds its recoverable amount, an impairment loss is recognised. The recoverable amount is the higher of the asset's fair value less costs of disposal and its value in use.

For all assets, the recoverable amount is assessed based on budget and target plan with reference to the expected future net cash flows. The assessment is based on the lowest CGU affected by the changes that indicate impairment. The cash flow is discounted by a rate adjusted for any risk specific to the asset, if relevant to the calculation method applied.

Impairment losses on goodwill and brands, significant losses on property, plant and equipment, investments in associates, and losses arising on significant restructurings of processes and structural adjustments are recognised in special items. Minor losses are recognised in the income statement in the relevant line item.

Impairment of goodwill is not reversed. Impairment of other assets is reversed only to the extent of changes in the assumptions and estimates underlying the impairment calculation. Impairment is only reversed to the extent that the asset's new carrying amount does not exceed the carrying amount of the asset after amortisation/depreciation had the asset not been impaired.

SECTION 2.3 (CONTINUED)
IMPAIRMENT
2.3.6 SENSITIVITY TESTS

Sensitivity tests have been performed to determine the lowest forecast and terminal period growth rates and/or highest discount rates that can occur in the groups of CGUs and brands with indefinite useful life without leading to any impairment loss.

GOODWILL

The test for impairment of goodwill did not identify any CGUs or groups of CGUs to which goodwill is allocated where a reasonably possible negative change in a key assumption would cause the carrying amount to exceed the recoverable amount.

BRANDS

For brands that were previously written down, a reasonably possible negative change in a key assumption would cause the carrying amount of these brands to exceed the recoverable amount. However, management considers the risk of a significant write-down on these brands to be low.

KEY ASSUMPTIONS

The key assumptions relevant to the assessment of the recoverable amount are:

- Useful life
- Revenue growth
- Royalty rate
- Discount rate
- Terminal growth rate

The assumptions for volume and price are closely linked, which, together with the presence of multiple sub-brands in various geographies within each brand, makes individual sensitivity testing on the basis of these two assumptions highly impractical. Instead, sensitivity testing is performed for the overall revenue growth rate, in both the forecast period and the terminal period.

SECTION 3

SPECIAL ITEMS, PROVISIONS AND OTHER LIABILITIES

IN THIS SECTION:

SECTION 3.1

SPECIAL ITEMS

Special items

DKK million	Section	2024	2023
Special items, income			
Revaluation gain on step acquisitions of former associates	5.1	440	20
Derecognition of loan and payables to the discontinued operation in Russia		-	350
Income		**440**	**370**
Special items, expenses			
Impairment of brands	2.3.4	-125	-525
Reversal of impairment losses	2.3.4	-	400
Costs related to acquisition and disposal of entities etc.		-413	-117
Restructuring projects and provisions		-261	-141
Impairment of property, plant and equipment	2.3.5	-93	-33
Reversal of provisions made in prior years	3.2	69	100
Impairment of non-current assets in Cambodia and Tibet Lhasa	2.3.5	-66	-152
Cost of termination of a licensee agreement		-	-196
Impairment of receivables from the discontinued operation in Russia		-	-76
Impairment of assets and other war-related costs in Ukraine		-40	-28
Other expenses		-33	-18
Expenses		**-962**	**-786**
Special items, net		**-522**	**-416**

Impact of special items on operating profit

DKK million	2024	2023
If special items had been recognised in operating profit before special items, they would have been included in the following line items:		
Cost of sales	-269	-501
Sales and distribution expenses	-192	-6
Administrative expenses	-501	58
Other operating activites, net	479	17
Financial Items	-39	16
Special items, net	**-522**	**-416**

SECTION 3.1 (CONTINUED)
SPECIAL ITEMS
SPECIAL ITEMS, INCOME

In 2024, the Group gained control of Gorkha Brewery, Nepal, which had been consolidated as an investment in an associate prior to the acquisition. The investment was remeasured at a fair value of DKK 1,794m and a revaluation adjustment of DKK 484m, net of reclassification of accumulated currency exchange adjustments of DKK -44m, DKK 440m was recognised as part of special items, cf. section 5.1.2.

In 2023, a loan of DKK 297m and payables for brand rights of DKK 53m, totalling DKK 350m, were derecognised. Both the loan and the payables were owed to the discontinued operation in Russia prior to the issuance of the presidential decree on 16 July 2023.

SPECIAL ITEMS, EXPENSES

In 2024 and 2023, the Group carried out various restructuring projects across Western Europe and Asia. The restructuring projects were the result of the continued focus on cost and efficiency initiatives, and included changes in the production and distribution operations and related organisational changes, including termination of employees and impairment of assets mainly in Western Europe.

In 2024, the restructuring projects mainly related to Norway, the UK and Germany. In Norway the distribution model will change in 2026, with the cessation of direct distribution to larger off-trade customers, resulting in redundancies. Our businesses in Germany and the UK have been impacted by lower volumes, resulting in redundancies, decommissioning of production capacity and asset write-offs.

In 2024 and 2023, costs related to acquisition and disposal of entities can mainly be attributed to the acquisition of the Britvic Group, the step acquisition of Gorkha Brewery, and the disposal of the Russian business.

In 2024, the Group recognised impairment losses totalling DKK 125m on brands in Western Europe 2023 DKK 525m for the three regions), cf. section 2.3.4. In 2023, impairment losses of DKK 400m previously recognised on brands in Asia were reversed, cf. section 2.3.4.

In 2024, the residual investment in the former associate Tibet Lhasa Brewery Ltd., now reported as a financial asset, was impaired, resulting in a write-down of DKK 66m, c.f. section 2.3.5. In 2023, our business in Cambodia was negatively impacted by the challenging environment, resulting in the recognition of impairment losses of DKK 152m on non-current assets. Impairment losses of DKK 76m were recognised on receivables from the discontinued operation in Russia that are no longer expected to be received.

Provisions of DKK 69m recognised in prior years for legal claims that did not materialise were reversed in 2024 (2023: DKK 100m). In 2023, the Group terminated the licensee agreement for Kronenbourg 1664 in the UK, resulting in a cost of DKK 196m.

ACCOUNTING ESTIMATES AND JUDGEMENTS

The use of special items entails management judgement in the separation from ordinary items. Management carefully considers individual items and projects (including restructurings) in order to ensure the correct distinction and split between operating activities and significant income and expenses of a special nature.

Management initially assesses the entire restructuring project and recognises all present costs of the project. The projects are assessed on an ongoing basis, with additional costs possibly being incurred during the lifetime of the project.

The estimate includes expenses related to termination of employees, onerous contracts, break fees and other obligations arising in connection with restructurings. Management reassesses the useful life and residual value of non-current assets used in an entity undergoing restructuring.

§ ACCOUNTING POLICIES

Special items include significant income and expenses of a special nature in relation to the Group's revenue-generating activities that cannot be attributed directly to the Group's ordinary operating activities.

Special items also include significant non-recurring items, including termination benefits related to retirement of members of the Executive Committee, impairment of goodwill and brands, significant provisions in relation to certain disputes and lawsuits, gains and losses on the disposal of activities and associates, revaluation of the shareholding in an entity held immediately before a step acquisition or deconsolidation of that entity, and transaction costs in a business combination.

Significant restructuring of processes and structural adjustments are included in special items. Special items are shown separately from the Group's ordinary operations to facilitate a better understanding of the Group's financial performance.

SECTION 3.2
PROVISIONS

DKK million

2024	**Restructurings**	**Onerous contracts**	**Other**	**Total**
Provisions at 1 January 2024	85	366	2,024	2,475
Additional provisions recognised	235	-	433	668
Used during the year	-56	-16	-197	-269
Reversal of unused provisions	-1	-125	-278	-404
Transfers	-	-	186	186
Discounting	2	3	20	25
Foreign exchange adjustments etc.	-3	9	-25	-19
Provisions at 31 December 2024	**262**	**237**	**2,163**	**2,662**
Classified as				
Non-current provisions	128	200	1,392	1,720
Current provisions	134	37	771	942
Total	**262**	**237**	**2,163**	**2,662**

Restructuring provisions relate to termination benefits to employees made redundant, primarily as a result of a restructuring project accounted for as special items. The restructuring provision of DKK 262m in 2024 primarily relates to various projects across the regions.

Provisions for onerous contracts primarily relate to contract brewing in Asia and are expected to be utilised by 2028.

Other provisions of DKK 2,163m include ongoing disputes and lawsuits of varying content and employee obligations other than retirement benefits. Transfers of DKK 186m have been reclassified from other payables.

Timing of settlement of ongoing disputes and lawsuits cannot be determined, whereas the remaining liabilities are expected to be settled in one to two years.

ACCOUNTING ESTIMATES AND JUDGEMENTS

In connection with restructurings, management assesses the timing of the costs to be incurred, which influences the classification as current or non-current liabilities. Provision for onerous contracts is based on agreed terms with the other party and expected fulfilment of the contract, based on the current estimate of volumes, use of raw materials etc.

Management assesses provisions, contingent assets and liabilities, and the likely outcome of pending or probable lawsuits etc. on an ongoing basis. The outcome depends on future events, which are by nature uncertain. In assessing the likely outcome of lawsuits and tax disputes etc., management relies on external legal advice and established precedents.

Provision for onerous contracts is based on agreed terms with the other party and expected fulfilment of the contract, based on the current estimate of volumes, use of raw materials etc.

ACCOUNTING POLICIES

Provisions, including profit-sharing provisions, are recognised when, as a result of events arising before or at the reporting date, the Group has a legal or a constructive obligation and it is probable that there may be an outflow of economic benefits to settle the obligation.

Provisions are discounted if the effect is material to the measurement of the liability. The risk-free interest rate is used as the discount rate.

Restructuring costs are recognised when a detailed, formal restructuring plan has been announced to those affected no later than at the reporting date. On acquisition of entities, restructuring provisions in the acquiree are only included in the opening balance when the acquiree has a restructuring liability at the acquisition date.

A provision for onerous contracts is recognised when the benefits expected to be derived by the Group from a contract are lower than the unavoidable costs of meeting its obligations under the contract.

SECTION 3.3
OTHER LIABILITIES

DKK million	2024	2023
Other liabilities by origin		
Staff costs payable	2,270	2,284
Excise duties and VAT payable	2,537	2,404
Other payables	2,646	2,946
Deferred income	286	369
Contingent and deferred considerations	1,916	5,445
Total	**9,655**	**13,448**
Classified as		
Non-current liabilities	1,495	314
Current liabilities	8,160	13,134
Total	**9,655**	**13,448**

§ ACCOUNTING POLICIES

Other liabilities include excise duties (specific taxes imposed on sales of beer and soft drinks), VAT, withholding tax, accrued interest and payroll, e.g. salaries, overtime, vacation and bonus.

Other liabilities (current) are initially recognised at fair value and subsequently at amortised cost.

SECTION 3.4
CONTINGENT LIABILITIES

The Group operates in very competitive markets where consolidation is taking place within the industry and among our customers and suppliers, all of which influences our business in different ways.

In the ordinary course of business, the Group is party to certain lawsuits, disputes etc. of varying content and scope, some of which are referred to below. The resolution of these lawsuits, disputes etc. is associated with uncertainty, as they depend on relevant applicable proceedings, such as negotiations between the parties affected, government actions and court rulings.

In October and November 2021, the Group's associate in Portugal, Super Bock Group, received decisions on the alleged anticompetitive practices in two ongoing cases. In the first case, the Portuguese Court of Appeal confirmed the fine of EUR 24m issued by the competition authority, and in the second case the Portuguese competition authority imposed a fine of EUR 33m on Super Bock. Both decisions have been appealed to the Supreme Court by Super Bock. Subsequently, on account of Super Bock's alleged anticompetitive practices, a separate private enforcement claim of EUR 400m was filed by a consumer protection association against Super Bock for compensation of Portuguese consumers for alleged harm. There have been no further significant developments in this case. In November 2024, another separate private enforcement claim was filed by a consumer protection association. The complaint does not indicate a specific amount of damages being sought, but instead provides a range of EUR 83-467m. Super Bock is in the process of assessing the claim and potential exposure.

In December 2023, Chongqing Jiawei Beer Co. Ltd., in which the Group holds a 33% shareholding, raised a claim for damages of RMB 631m against Chongqing Brewery Co. Ltd. for alleged breach of contract in relation to a contract brewing agreement between the parties. In June 2022, Chongqing Jiawei Beer Co. Ltd. had withdrawn previous claims based on substantially similar allegations. Based on the facts and evidence currently put forward, the claims are not considered to have any merit. It is possible that a ruling can go against Chongqing Brewery Co. Ltd. However, assessing a potential fine or damages is associated with a high degree of uncertainty. A ruling would be appealable.

Management and the Group General Counsel continuously assess these risks and their likely outcome. It is the opinion of management and the Group General Counsel that, apart from items recognised in the statement of financial position, the outcome of these lawsuits, disputes etc. cannot be reliably estimated in terms of amount or timing, or the risk of a negative outcome is considered to be remote. The Group does not expect the ongoing lawsuits and disputes to have a material impact on the Group's financial position, net profit or cash flow, in excess of items recognised in the statement of financial position.

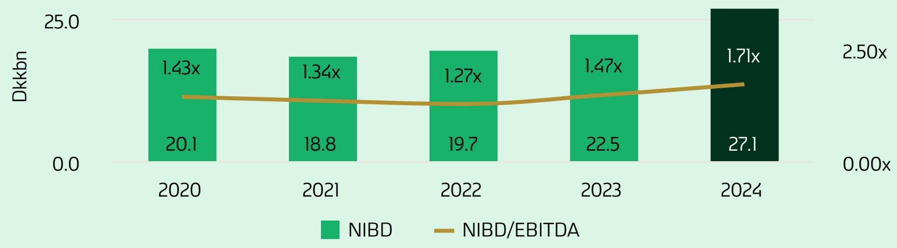
GUARANTEES AND COMMITMENTS

The Group has issued guarantees for third-party obligations (non-consolidated entities) of DKK 220m (2023: DKK 201m). No guarantees have been issued for loans raised by associates. Certain guarantees etc. are issued in connection with disposal of entities and activities, and in connection with on-trade loans. Apart from items recognised in the statement of financial position or disclosed in the consolidated financial statements, these guarantees etc. will not have a material effect on the Group's financial position. Capital commitments, lease liabilities and service agreements are described in section 2.2.

SECTION 4

FINANCING COSTS, CAPITAL STRUCTURE AND EQUITY

Leverage ratio[1]



[1] 2020 including Russia, 2021-2024 excluding Russia.

IN THIS SECTION:

SECTION 4.1

CAPITAL STRUCTURE AND FINANCIAL RISK MANAGEMENT

The Group's activities mean it is exposed to a variety of financial risks, including market risk (foreign exchange risk, interest rate risk and commodity risk), credit risk and liquidity risk, cf. sections 4.7-4.9. To reduce exposure to these risks, the Group enters into a variety of financial instruments and generally seeks to apply hedge accounting to reduce volatility in the income statement.

The Group's financial risks are managed by Group Treasury in accordance with the Financial Risk Management Policy approved by the Supervisory Board as an integrated part of the overall risk management process. The risk management governance structure is described in the management review (pages 24-25).

Management regularly assesses whether the Group's capital structure is in the interests of the Group and its shareholder.

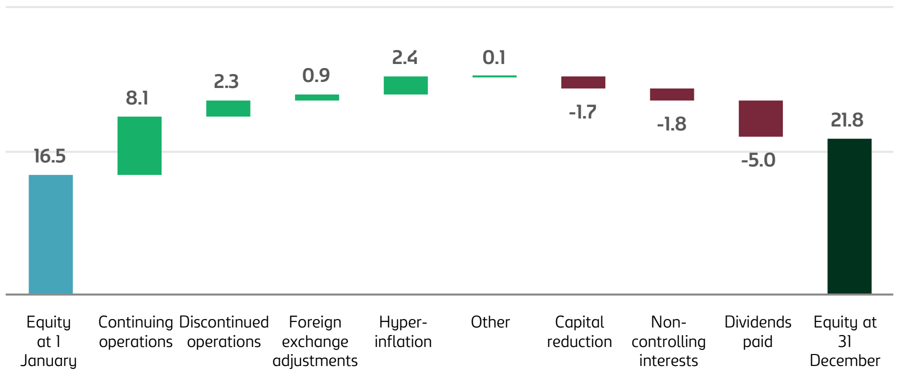
The overall objective is to ensure a continued development and strengthening of the Group's capital structure that supports long-term profitable growth and a solid increase in key earnings and ratios. This includes assessment of and decisions on the split of financing between share capital and borrowings, which is a long-term strategic decision to be made in connection with significant investments and other transactions.

The Group targets a leverage ratio below 2.5x. Leverage is measured as net interest-bearing debt/ EBITDA; see section 4.5 for more about net interest-bearing debt. The leverage ratio at the end of 2024 was 1.71x (2023: 1.47x).

The Group is rated by Moody's Investors Service and Fitch Ratings. Management assesses the risk of changes in the Group's investment-grade rating as an element in strategic decisions on capital structure. Identification and monitoring of risks that could change the rating were carried out on an ongoing basis throughout the year. Following the closing of the Britvic Group acquisition in January 2025, Fitch issued a Rating Action Commentary in which it left the long-term rating unchanged but with a negative outlook. See the Carlsberg Group's website for further details. Moody's has not issued any update following the closing of the Britvic transaction.

SECTION 4.2
EQUITY

EQUITY (DKKbn)



4.2.1 TRANSACTIONS WITH SHAREHOLDERS

SHARE CAPITAL

	Total share capital	
	Shares of DKK 1,000	Nominal value, DKK '000
1 January 2023	498,000	498,000
Capital reduction	-1,000	-1,000
31 December 2023	**497,000**	**497,000**
Capital reduction	-1,000	-1,000
31 December 2024	**496,000**	**496,000**

The share capital amounts to DKK 496m divided into shares in denominations of DKK 1,000 and multiples thereof. None of the shares confer any special rights. The share capital is fully owned by Carlsberg A/S, Copenhagen, Denmark.

Transactions with the shareholder in Carlsberg Breweries A/S

DKK million	2024	2023
Dividend paid to the shareholder	-3,598	-3,695
Capital reduction	-1,660	-3,000
Total	**-5,258**	**-6,695**

DIVIDENDS

The Group proposes a dividend of DKK 7,185 per share (2023: DKK 7,240 per share), amounting to DKK 3,564m (2023: DKK 3,598m). The proposed dividend has been included in retained earnings at 31 December 2024. Dividends paid out to the shareholder in Carlsberg Breweries A/S do not impact taxable income in Carlsberg Breweries A/S.

Dividends to non-controlling interests of DKK 43m were declared and reported as payable at 31 December 2023 and paid out in 2024. At 31 December 2024, dividends to non-controlling interests of DKK 55m were payable.

NON-CONTROLLING INTERESTS

Transactions with non-controlling interests

DKK million	2024	2023
Dividends paid to non-controlling interests	-1,364	-1,495
Consideration paid for acquisition of non-controlling interests	-5,099	-
Total	**-6,463**	**-1,495**

The acquisition of non-controlling interests in 2024 mainly related to shares in Carlsberg South Asia and Carlsberg Marston's Brewing Company, cf. section 5.2.

§ ACCOUNTING POLICIES

Proposed dividends

The proposed dividend is recognised as a liability at the date when it is adopted at the Annual General Meeting (declaration date).

SECTION 4.2 (CONTINUED)
EQUITY
4.2.2 OTHER COMPREHENSIVE INCOME

Other comprehensive income has mainly been impacted by the restatement adjustment for hyperinflation in Laos of DKK 2.4bn and positive foreign exchange adjustments of DKK 0.9bn from translation of Group entities with a functional currency other than DKK.

Other comprehensive income as recognised in the statement of changes in equity

DKK million

2024	**Currency translation**	**Hedging reserves**	**Retained earnings**	**Total**	**Non-controlling interests**	**Other comprehensive income**
Foreign exchange adjustments of foreign entities	816	-	-	816	58	874
Hyperinflation restatement of equity at 1 January	1,481	-	-	1,481	947	2,428
Value adjustments of hedging instruments	-312	310	-	-2	4	2
Retirement benefit obligations	-	-	-76	-76	-17	-93
Income tax	57	-29	15	43	-1	42
Total	**2,042**	**281**	**-61**	**2,262**	**991**	**3,253**
2023						
Foreign exchange adjustments of foreign entities	38,025	-	14	38,039	-258	37,781
Value adjustments of hedging instruments	212	698	-	910	10	920
Retirement benefit obligations	-	-	-62	-62	-9	-71
Income tax	13	-56	-29	-72	-1	-73
Total	**38,250**	**642**	**-77**	**38,815**	**-258**	**38,557**

SECTION 4.3
FINANCIAL INCOME AND EXPENSES

Financial items recognised in the income statement

DKK million	**2024**	2023
Financial income		
Interest income	460	418
Foreign exchange gains	188	-
Fair value adjustment gains	-	60
Interest on plan assets, defined benefit plans	298	309
Reversal of impairments of financial assets	5	-
Monetary gain on hyperinflation restatement	50	-
Other	8	5
Total	**1,009**	**792**
Financial expenses		
Interest expenses	-1,060	-752
Capitalised financial expenses	12	8
Foreign exchange losses	-	-209
Fair value adjustment losses	-80	-
Interest expenses on obligations, defined benefit plans	-335	-339
Interest expenses, lease liabilities	-57	-32
Bank fees	-178	-142
Other	-165	-129
Total	**-1,863**	**-1,595**
Financial items, net, recognised in the income statement	**-854**	**-803**
Financial items excluding foreign exchange, net	-1,012	-654

Interest income primarily relates to interest on cash and cash equivalents and interest expenses primarily relate to issued bonds measured at amortised cost.

The fair value adjustment of derivative financial instruments that are not designated as hedging instruments amounted to DKK -80m (2023: DKK 60m of gains), and includes DKK -2m regarding ineffective portions of aluminium hedges designated as cash flow hedges.

Foreign exchange gains amounted to DKK 188m (2023: DKK -209m of losses) and the monetary gain from hyperinflation to DKK 50m (2023: DKK 0m), cf. section 8.1. In total foreign exchange and fair value adjustment gains and losses and the monetary gain from hyperinflation amounted to DKK 158m (2023: DKK -149m).

The Group enters into derivative financial instruments to hedge foreign exchange and commodity risks, cf. section 4.8, and seeks to apply hedge accounting when this is possible. Hedging of future, highly probable forecast transactions is designated as cash flow hedges.

SECTION 4.3 (CONTINUED)

FINANCIAL INCOME AND EXPENSES

Positive fair values of derivatives are recognised as other receivables and negative values as other liabilities and are presented in section 4.4.

The impact on other comprehensive income and the fair value of derivatives designated as cash flow hedges, and the impact on the income statement and the fair value of derivates not designated as hedging instruments are presented in the tables below. The impact on other comprehensive income and the fair value of derivatives designated as net investment hedges is presented in section 4.8.4.

Total net gain on cash flow hedges recognised in other comprehensive income was DKK 314m with gains on aluminium and exchange rate instruments and losses on interest rate instruments and energy. The energy hedge is a power purchase agreement that secures fixed-price electricity for 10 years and commenced in October 2024.

Financial derivatives not designated as hedging instruments (economic hedges)

DKK million

2024	**Income statement**	**Fair value receivables**	**Fair value payables**	**Fair value, net**
Exchange rate instruments	-78	41	-73	-32
Ineffectiveness	-2	-	-	-
Total	**-80**	**41**	**-73**	**-32**
2023				
Exchange rate instruments	69	101	-53	48
Ineffectiveness	-9	-	-	-
Total	**60**	**101**	**-53**	**48**

Financial items recognised in other comprehensive income

DKK million	**2024**	2023
Foreign exchange adjustments of foreign entities		
Foreign currency translation of foreign entities	918	-3,143
Reclassification of cumulative translation differences of step-acquired and deconsolidated entities	-44	40,924
Total	**874**	**37,781**
Fair value adjustments of hedging instruments		
Change in fair value of effective portion of cash flow hedges	246	-174
Change in fair value of cash flow hedges transferred or reclassified to the income statement, intangible assets and property, plant and equipment	68	882
Change in fair value of net investment hedges	-312	212
Total	**2**	**920**
Financial items, net, recognised in other comprehensive income	**876**	**38,701**

Of the net change in fair value of cash flow hedges transferred or reclassified to the income statement, DKK 64m (2023: DKK -280m) has been included in revenue and cost of sales, DKK 0m (2023: DKK -22m) in special items, DKK 2m (2023: DKK 0m) in financial items, DKK 0m (2023: DKK -545m) in net result from discontinued operations, and DKK 2m (2023: DKK -18m) in intangible assets and property, plant and equipment.

Cash flow hedges

DKK million

					Expected recognition	
2024	**Other comprehen-sive income**	**Fair value receivables**	**Fair value payables**	**Fair value, net**	**2024**	**2026 and later**
Exchange rate instruments	261	158	-151	7	7	-
Interest rate instruments	-15	-	-15	-15	-2	-13
Aluminium	116	116	-2	114	114	-
Energy	-48	-	-	-	-	-
Total	**314**	**274**	**-168**	**106**	**119**	**-13**

2023	Other comprehen-sive income	Fair value receivables	Fair value payables	Fair value, net	2024	2025 and later
Exchange rate instruments	-73	7	-116	-109	-109	-
Aluminium	231	62	-57	5	-10	15
Energy	-35	48	-	48	2	46
Reclassification from OCI	585	-	-	-	-	-
Total	**708**	**117**	**-173**	**-56**	**-117**	**61**

SECTION 4.3 (CONTINUED)
FINANCIAL INCOME AND EXPENSES

ACCOUNTING ESTIMATES AND JUDGEMENTS

When entering into financial instruments, management assesses whether the instrument is an effective hedge of expected future cash flows or financial investments. The effectiveness of recognised hedging instruments is assessed at least twice a year.

Fair values of derivative financial instruments are calculated on the basis of level 2 input consisting of current market data and generally accepted valuation methods. Internally calculated values are used, and these are compared with external market quotes on a quarterly basis. For currency, aluminium and electricity derivatives, the calculation is as follows:

a) The forward market rate is compared to the agreed rate on the derivatives, and the difference in cash flow at the future point in time is calculated.

b) The amount is discounted to present value. Where relevant, the discounting rate includes a credit risk adjustment.

When entering into a contract, management assesses whether the contract contains embedded derivatives and whether they meet the criteria for separate classification and recognition. The Group currently does not have any embedded derivatives that meet the criteria for separate classification and recognition.

§ ACCOUNTING POLICIES

Derivative financial instruments are initially recognised at fair value on the trade date and subsequently remeasured at fair value at the reporting date.

The accounting for subsequent changes in fair value depends on whether the derivative is designated as one of:

- Cash flow hedges of particular risks associated with the cash flow from forecast transactions
- Net investment hedges of currency fluctuations in subsidiaries or associates
- Derivatives not designated as hedging instruments

The fair values of derivative financial instruments are presented in other receivables or payables, and positive and negative values are offset only when the Group has the right and the intention to settle several financial instruments net.

Changes in the fair value of derivative financial instruments not designated in a hedge relationship are recognised in financial income or expenses in the income statement.

Changes in the effective portion of the fair value of derivative financial instruments that are designated and qualify as a cash flow hedge of items that will impact the income statement are recognised in the hedging reserve within equity. When the hedged transaction materialises, amounts previously recognised in other comprehensive income are transferred to the same item as the hedged item. For hedges of raw and packaging materials, the realised gains and losses will go via a basis adjustment of inventory. The effectiveness is assessed at least twice a year.

Derivatives designated as and qualifying for recognition as a cash flow hedge of financial investments are initially recognised in other comprehensive income. On completion the realised gain/loss is recognised as a base adjustment to the carrying amount of the investment.

Realised and unrealised gains and losses on hedges of net investments in foreign subsidiaries and associates are recognised in other comprehensive income and only transferred to the income statement on disposal or in the case of impairments. Notional amounts, average hedge rates and fair values are disclosed in section 4.8.4.

SECTION 4.4
FINANCIAL ASSETS AND LIABILITIES

The table below sets out the value of derivative and non-derivative financial instruments and whether they are measured at fair value or amortised cost.

DKK million	Section	2024	2023
Financial assets at fair value			
Derivatives not designated as hedging instruments	4.3	41	101
Derivatives designated as hedging instruments	4.3, 4.8	293	200
Financial assets at amortised cost			
Trade receivables	1.4	4,699	4,935
On-trade loans	1.4	865	893
Other receivables	1.4	2,685	2,773
Deposits and securities		59	2,236
Cash and cash equivalent	4.6.2	11,542	13,382
Total financial assets		**20,184**	**24,520**
Financial liabilities at fair value			
Derivatives not designated as hedging instruments	4.3	73	53
Derivatives designated as hedging instruments	4.3, 4.8	246	269
Contingent considerations		101	5,445
Borrowings and other financial liabilities at amortised cost			
Non-current and current borrowings	4.6	38,140	39,266
Trade payables		23,311	22,172
Deposit liabilities		1,728	1,717
Other liabilities		8,936	7,299
Total financial liabilities		**72,535**	**76,221**

SECTION 4.5
NET INTEREST-BEARING DEBT

Net interest-bearing debt (NIBD) is the measure of financial debt used in the calculation of leverage. NIBD is composed of interest-bearing liabilities less interest-bearing assets.

The difference of DKK 11.0bn between gross financial debt and net interest-bearing debt mainly comprised cash and cash equivalents, deposits and securities, and the interest-bearing portion of on-trade loans on the asset side, and deferred considerations on the liability side.

Net interest-bearing debt

DKK million	2024	2023
Non-current borrowings	27,392	30,763
Current borrowings	10,748	8,503
Gross financial debt	**38,140**	**39,266**
Deposits and securities	-59	-2,236
Cash and cash equivalents	-11,542	-13,382
Net financial debt	**26,539**	**23,648**
Loans to associates	-277	-276
On-trade loans	-457	-460
Deferred considerations	1,626	-
Other receivables	-306	-421
Net interest-bearing debt	**27,125**	**22,491**

SECTION 4.6
BORROWINGS AND CASH
4.6.1 BORROWINGS

Gross financial debt amounted to DKK 38,140m (2023: DKK 39,266m). Non-current borrowings totalled DKK 27,392m (2023: DKK 30,763m) and current borrowings totalled DKK 10,748m (2023: DKK 8,503m). The Group continuously assesses the maturity and repayment profile of its debt. No major refinancing has been carried out in 2024, but the Group has secured a GBP 4.3bn bridge facility to finance the acquisition of the Britvic Group and refinanced the revolving credit facility, cf. section 4.9. Total borrowings decreased by DKK 1.1bn. Non-current borrowings decreased by DKK 3.4bn, as a EUR 0.5bn EMTN bond that matures in September 2025 was reclassified to current. Current borrowings increased by DKK 2.2bn as the net effect of the repayment of a EUR 1bn EMTN bond in May 2024, the reclassification mentioned above and issuance of commercial paper. Of the gross financial debt at year-end, 72% (2023: 78%) was non-current, i.e. with maturity of more than one year.

Gross financial debt

DKK million	2024	2023
Non-current		
Issued bonds	25,603	29,270
Bank borrowings	100	136
Lease liabilities	1,668	1,335
Other borrowings	21	22
Total	**27,392**	**30,763**
Current		
Issued bonds	3,726	7,448
Bank borrowings	186	323
Lease liabilities	455	466
Commercial paper and other borrowing	6,381	266
Total	**10,748**	**8,503**
Total borrowings	**38,140**	**39,266**
Fair value	37,855	38,614

An overview of issued bonds is provided in section 4.7.

SECTION 4.6 (CONTINUED)

BORROWINGS AND CASH

Time to maturity for non-current borrowings

DKK million

2024	**1-2 years**	**2-3 years**	**3-4 years**	**4-5 years**	**> 5 years**	**Total**
Issued bonds	5,587	3,719	5,191	2,965	8,141	25,603
Bank borrowings	35	16	2	47	-	100
Lease liabilities	343	248	180	123	774	1,668
Other borrowings	2	1	1	1	16	21
Total	**5,967**	**3,984**	**5,374**	**3,136**	**8,931**	**27,392**
Total 2023	**4,210**	**5,752**	**3,838**	**5,261**	**11,702**	**30,763**

Changes in gross financial debt

DKK million	**2024**	2023
Gross financial debt at 1 January	39,266	29,037
Proceeds from issue of bonds	-	15,272
Instalments on and proceeds from borrowings, non-current	-	-3,725
Instalments on and proceeds from borrowings, current	-7,460	-
Instalments on lease liabilities	-547	-466
Commercial paper and other borrowings, net	5,773	-1,990
External financing	**-2,234**	**9,091**
Change in bank overdrafts[1]	31	-
Increase in lease liabilities[1]	896	674
Intercompany loans	157	54
Change in net interest-bearing debt from acquisition and disposals of entities[1]	-66	417
Other, including foreign exchange adjustments and amortisation[1]	90	-7
Gross financial debt at 31 December	**38,140**	**39,266**

[1] Non-cash item.

§ ACCOUNTING POLICIES

Borrowings

Borrowings are initially recognised at fair value less transaction costs and subsequently measured at amortised cost using the effective interest method. Accordingly, the difference between the fair value less transaction costs and the nominal value is recognised under financial expenses over the term of the loan.

Lease liability

The lease liability is measured at the present value of the remaining lease payments at the reporting date, discounted using the incremental borrowing rate for similar assets, taking into account the terms of the leases. A remeasurement of the lease liability, for example a change in the assessment of an option to extend, results in a corresponding adjustment of the related right-of-use assets, cf. section 2.2.

Extension or termination options are included in the lease term if the lease is reasonably certain to be extended or not terminated. Consequently, all cash outflows that are reasonably certain to impact the future cash balances are recognised as lease liabilities at initial recognition of lease contracts. The Group reassesses the circumstances leading to extension or termination options not being recognised.

4.6.2 CASH AND DEPOSITS

Cash and cash equivalents include short-term marketable securities with an original term of less than three months or deposits with a maturity of more than three months with contractual rights to terminate without significant costs, which are subject to an insignificant risk of changes in fair value and form part of the short-term cash planning. Short-term bank deposits amounted to DKK 5,799m at 31 December 2024 (2023: DKK 6,896m). The average interest rate on deposits was 4.8% (2023: 4.5%). Total cash including deposits amounted to DKK 11,601m in 2024 (2023: DKK 15,618m).

SECTION 4.6 (CONTINUED)
BORROWINGS AND CASH

Cash and deposits

DKK million	2024		2023	
	Cash and deposits	**Derivative financial instruments**	Cash and deposits	Derivative financial instruments
AA range	4,022	42	5,743	3
A range	6,126	264	8,476	245
BBB range	650	6	756	4
Not rated or below BBB range	803	-	643	48
Total	**11,601**	**312**	**15,618**	**300**

ASSESSMENT OF CREDIT RISK

The Group is exposed to credit risk on cash and cash equivalents (including deposits) and derivative financial instruments with a positive fair value, depending on the creditworthiness of the counterparty.

The Group has established a credit policy under which financial transactions may be entered into only with financial institutions with a solid credit rating, defined as BBB. Carlsberg only enters into interest, foreign exchange and aluminium derivatives with relationship banks, and the associated credit risk is mitigated to some extent by entering into ISDA agreements, partly because it is the same group of banks extending credit to the Group. The fair values of the derivatives reported above are the gross fair value receivables without taking account of the potential offset against fair value payables with the same bank.

Carlsberg operates with individual limits on banks, based on rating and other factors. For some of the markets in which the Group operates and holds cash, the financial institutions do not have a BBB rating, in which case an exemption is approved by Group Treasury.

EXPOSURE TO CREDIT RISK

The carrying amount of DKK 11,601m (2023: DKK 15,618m) represents the maximum credit exposure related to cash and cash equivalents and deposits. The credit risk on receivables is described in section 1.4.3.

SECTION 4.7
INTEREST RATE RISK

Interest rate risk is monitored on net financial debt, i.e. borrowings, cash and cash equivalents, deposits and securities, and derivative financial instruments. The target is to have a duration between three and eight years. At 31 December 2024, the duration excluding interest rate swaps was 4.0 years (2023: 5.7 years). Interest rate risk is mainly managed using fixed-rate bonds, which are all denominated in EUR. At the reporting date, 97% of the net financial debt consisted of fixed-rate borrowings with interest rates fixed for more than one year (2023: 125%). During 2024 Carlsberg has entered into forward-starting interest rate swaps to hedge the interest rate risk on the bonds to be issued following the acquisition of the Britvic Group. These swaps are not included in the table below. Including the forward-starting interest rate swaps, the duration at 31 December 2024 would have been 8.9 years.

Net financial debt by currency

DKK million

2024	**Gross financial debt**	**Net financial debt**	**Fixed**	**Gross financial debt, fixed %**	**Net financial debt, fixed %[1]**
EUR	36,211	31,254	25,623	71%	82%
CNY	133	-991	-	-	-
USD	96	-217	-	-	-
Other	1,700	-3,507	207	12%	-6%
Total	**38,140**	**26,539**	**25,830**	**68%**	**97%**
2023					
EUR	37,355	29,166	29,291	78%	100%
CNY	146	-2,801	-	-	-
USD	214	-273	-	-	-
Other	1,551	-2,444	261	17%	-11%
Total	**39,266**	**23,648**	**29,552**	**75%**	**125%**

[1] In some currencies the percentage of net debt at fixed interest rates is negative, as the total cash exceeds the total debt.

On a gross debt basis, 68% was at fixed interest rates (2023: 75%). Significant parts of the Group's cash and cash equivalents are held in currencies other than EUR, whereas EUR accounts for the predominant part of the fixed-rate borrowings. As a result, 118% of the Group's net debt is in EUR, which is why the interest rate exposure primarily relates to interest rate developments for EUR.

SECTION 4.7 (CONTINUED)
INTEREST RATE RISK
SENSITIVITY ANALYSIS

Total cash and cash equivalents, including deposits, exceed borrowings with a floating interest rate, hence an increase in interest rates would result in a decrease in net interest expenses. It is estimated that a 1 percentage point interest rate increase across currencies would lead to a decrease in net interest expenses of DKK 7m (2023: DKK 61m).

All debts are carried at amortised cost, and changes in the interest rate will not impact the carrying amount of debt but will impact the fair value of debt, cf. section 4.6.1. The fair value of total gross borrowings was DKK 285m lower than the carrying amount (2023: DKK 652m lower).

The fair value adjustment of the forward-starting interest rate swaps is recognised in other comprehensive income, and realised gains/losses will be amortised over the tenor of the forecast debt issuance. If all interest rates across tenor and currencies had been 1 percentage point higher at the reporting date, it would have led to a gain of DKK 2,367m (2023: DKK 1,326m), and a similar loss had the interest rate been 1 percentage point lower. Of this amount, DKK 1,300m relates to interest rate swaps.

Interest rate risk

DKK million

2024	Interest rate	Average effective interest rate	Fixed for	Carrying amount	Interest rate risk
Issued bonds					
EUR 500m maturing 13 October 2025	Fixed	3.4%	< 1 year	3,726	Fair value
EUR 750m maturing 26 November 2026	Fixed	3.6%	1-2 years	5,587	Fair value
EUR 500m maturing 30 June 2027	Fixed	0.5%	2-3 years	3,719	Fair value
EUR 700m maturing 5 October 2028	Fixed	4.2%	3-4 years	5,191	Fair value
EUR 400m maturing 1 July 2029	Fixed	1.0%	4-5 years	2,965	Fair value
EUR 500m maturing 11 March 2030	Fixed	0.7%	> 5 years	3,715	Fair value
EUR 600m maturing 5 October 2033	Fixed	4.4 %	> 5 years	4,426	Fair value
Total		**2.8%**		**29,329**	
Total 2023		**2.7%**		**36,718**	
Bank borrowings and other borrowings					
Floating-rate	Floating	3.2%	< 1 year	8,584	Cash flow
Fixed-rate	Fixed	6.7%	> 1 year	227	Fair value
Total				**8,811**	
Total 2023				**2,548**	

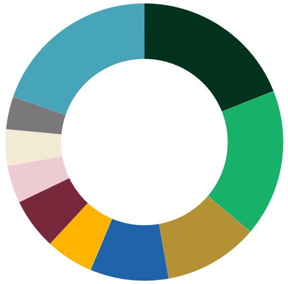
The sensitivity analysis is based on the financial instruments (borrowing, cash and cash equivalents, deposits and securities, and derivative financial instruments) recognised at the reporting date.

The analysis was performed on the same basis as for 2023.

SECTION 4.8
FOREIGN EXCHANGE AND COMMODITY RISK
4.8.1 NET REVENUE

Developments in exchange rates between DKK and the functional currencies had a negative impact of -0.7% on revenue and -3.1% on operating profit measured in DKK.

REVENUE BY CURRENCY (%)



	2024	2023
EUR	**19%**	19%
CNY	**17%**	18%
GBP	**11%**	11%
DKK	**9%**	9%
CHF	**6%**	6%
NOK	**6%**	6%
PLN	**4%**	4%
SEK	**4%**	4%
LAK	**4%**	3%
Other	**20%**	20%

EUR and DKK are in a fixed exchange rate relationship and consequently EUR is not hedged.

Entities in	Functional currency	Change in average FX rate 2023 to 2024
The eurozone	EUR	0.1%
China	CNY	-2.1%
Norway	NOK	-1.5%
UK	GBP	2.7%
Switzerland	CHF	1.9%
Sweden	SEK	0.5%
Laos	LAK	-13.9%
Ukraine	UAH	-9.1%

SECTION 4.8 (CONTINUED)

FOREIGN EXCHANGE AND COMMODITY RISK

4.8.2 OPERATING PROFIT

TRANSACTION RISK

The Group is exposed to transaction risks on purchases and sales in currencies other than the local functional currencies. The Group aims to hedge 70-90% of future cash flows in currencies other than the local functional currency on a four-quarter rolling basis.

WESTERN EUROPE

For the entities in Western Europe, a major part of the purchases in foreign currencies is in EUR. This also applies to markets with a functional currency other than EUR.

Hedging of EUR against the non-EUR local currencies will effectively eliminate a significant part of the currency risk in the entities' operating profit in local currency. At Group level, these hedges are effectively a hedge of (parts of) the revenue in the relevant currency and are accounted for as cash flow hedges, cf. section 4.3. The hedged amounts and the sensitivity analysis regarding these hedges are shown in section 4.8.5.

ASIA

The transaction risk is considered to be less significant due to lower purchases of raw and packaging materials in currencies other than the local functional currencies as well as the high correlation between USD and most of the Asian currencies. An exception is Laos, which has a significant spend in USD that is not possible to hedge.

CENTRAL & EASTERN EUROPE AND INDIA

The largest foreign exchange risk relates to Ukraine and Kazakhstan and their raw and packaging materials in foreign currency. For 2024 and 2025, the Group has chosen to hedge a portion of Ukraine's expenses in EUR and USD by designating bank deposits in these currencies as hedging instruments. Carlsberg Kazakhstan holds intercompany deposits in EUR and USD, and the revaluation of these is recognised in financial items. They are not designated as cash flow hedges, but, in economic terms, will give the Group some protection against depreciation of the local currency.

4.8.3 NET FINANCE

The Group is exposed to foreign exchange risk on borrowings and trade payables denominated in a currency other than the functional currency of the local entities reporting these, as well as the risk that arises when net cash inflow is generated in one currency and borrowings are denominated and have to be repaid in another currency. The main currencies impacting net finance during 2024 were LAK and USD. The combined net foreign exchange and fair value adjustment loss, including the effect from hyperinflation in 2024, was DKK 158m (2023: DKK -149m).

Currency profile of borrowings

Before and after derivative financial instruments

DKK million

2024	**Original principal**	**Effect of swap**	**After swap**
CHF	475	912	1,387
GBP	318	-22,774	-22,456
EUR	36,211	17,639	53,850
USD	96	1,555	1,651
CNY	133	4,148	4,281
Other	907	-1,480	-573
Total	**38,140**	**-**	**38,140**
Total 2023	**39,266**	**-**	**39,266**

4.8.4 CONSOLIDATED PROFIT AND OTHER COMPREHENSIVE INCOME

Consolidated profit and net investment are exposed to foreign exchange translation risks where only the latter can be hedged for accounting purposes. The revaluation of the net investment is recognised in other comprehensive income, and the Group hedges part of this foreign exchange exposure by selling foreign currencies via foreign exchange forwards and non-deliverable forwards (NDF), designating these as net investment hedges. The basis for hedging is reviewed at least once a year, and the cost of hedging is balanced against the risk reduction.

Two of the most significant net risks relate to foreign exchange adjustment of net investments in CNY and CHF, both of which are partly hedged.

All the forward exchange contracts mature during 2025. At 31 December 2024, all adjustments of financial instruments have been recognised in other comprehensive income. Fair value adjustments of loans designated as strategic intra-group loans have also been recognised in other comprehensive income.

The fair value of derivatives used as net investment hedges recognised at 31 December 2024 amounted to DKK-59m (2023: DKK -13m).

The closing balance in the equity reserve for currency translation of hedges of net investments for which hedge accounting no longer applies amounted to DKK -1,975m (2023: DKK -1,962m) on a pre-tax basis.

SECTION 4.8 (CONTINUED)

FOREIGN EXCHANGE AND COMMODITY RISK

Net investment hedges

2024

DKK million	Hedging of investment, amount in local currency	Intra-group loans, amount in local currency	Other comprehensive income (DKK)	Average hedged rate	Fair value of derivatives: Asset	Fair value of derivatives: Liability
CNY	-4,707	-	-99	0.9650	-	-57
MYR	-164	-	-17	1.4863	-	-18
HKD	-	-4,896	-226	-	-	-
CHF	-280	-	92	8.0578	16	-3
NOK	-450	3,000	-87	0.6263	3	-
SEK	-	-4,895	-3	-	-	-
GBP	-	237	47	-	-	-
SGD	-	28	-5	-	-	-
CAD	-	106	-14	-	-	-
Total			**-312**		**19**	**-78**

2023

DKK million	Hedging of investment, amount in local currency	Intra-group loans, amount in local currency	Other comprehensive income (DKK)	Average hedged rate	Fair value of derivatives: Asset	Fair value of derivatives: Liability
CNY	-4,707	-	253	0.9713	71	-5
MYR	-128	-	16	1.5616	12	-
HKD	-	-3,609	84	-	-	-
CHF	-294	-	-100	7.8708	-	-79
NOK	-450	3,000	-53	0.6300	-	-12
SEK	-	2,245	7	-	-	-
GBP	-	44	-11	-	-	-
SGD	-	72	-2	-	-	-
CAD	-	104	-6	-	-	-
Reclassified to the income statement	-	-	24	-	-	-
Total			**212**		**83**	**-96**

4.8.5 IMPACT ON FINANCIAL STATEMENTS AND SENSITIVITY ANALYSIS

Fluctuations in foreign exchange rates will affect the level of debt, as funding is obtained and cash held in a number of currencies. In 2024, net interest-bearing debt increased by DKK 65m (2023: DKK 614m) because of changes in foreign exchange rates and amortisation.

EXCHANGE RATE SENSITIVITY ANALYSIS

An increase in the exchange rates would, all other things being equal, have had the hypothetical impact on other comprehensive income (OCI) for 2024 illustrated in the below table and vice versa for a decrease in exchange rates. The calculation is based on cash flow hedges existing as at 31 December 2024. The sensitivity to GBP is due to the hedging of the Britvic Group acquisition and consequently higher than under normal circumstances.

Exchange rate sensitivity – other comprehensive income

2024

DKK million	Average hedged rate	Notional amount	Change	Effect on OCI	2023: Average hedged rate	2023: Effect on OCI
NOK/DKK	0.6310	-663	5%	-33	0.6412	-36
SEK/DKK	0.6523	-648	5%	-32	0.6453	-40
PLN/DKK	1.6912	-693	5%	-35	1.5994	-36
CHF/DKK	7.9583	-438	5%	-22	7.8496	-31
USD/DKK	6.5736	-46	5%	-2	6.7677	-16
GBP/DKK	9.0272	22,496	5%	1,125	-	-
UAH/DKK	0.1718	-387	20%	-77	0.1875	-55
Other					N/A	-28
Total				**924**		**-242**

SECTION 4.8 (CONTINUED)

FOREIGN EXCHANGE AND COMMODITY RISK

APPLIED EXCHANGE RATES

The average exchange rate was calculated using the monthly exchange rates weighted according to the phasing of the revenue per currency through the year.

Applied exchange rates

	Closing rate		Average rate	
DKK	**2024**	2023	**2024**	2023
Swiss franc (CHF)	7.9067	8.0485	7.8216	7.6744
Chinese yuan (CNY)	0.9786	0.9493	0.9549	0.9752
Euro (EUR)	7.4600	7.4529	7.4591	7.4510
Pound sterling (GBP)	8.9934	8.5759	8.8184	8.5829
Indian rupee (INR)	0.0838	0.0812	0.0824	0.0834
Laotian kip (LAK)	0.0003	0.0003	0.0003	0.0004
Norwegian krone (NOK)	0.6298	0.6630	0.6412	0.6510
Polish zloty (PLN)	1.7489	1.7175	1.7338	1.6467
Ukrainian hryvnia (UAH)	0.1705	0.1766	0.1711	0.1882
Swedish krona (SEK)	0.6495	0.6717	0.6523	0.6491

4.8.6 COMMODITY RISK

Commodity price risk is associated with externally sourced input materials, such as malt (barley), cans (aluminium), paper, sugar and glass & plastic (PET) bottles. Commodity risk management is coordinated centrally and aimed at achieving predictable prices in the medium term.

As the underlying markets for the commodity categories are different, so is the way in which they are hedged.

The most common form of hedging is fixed-price purchase agreements with suppliers in local currencies.

For barley and aluminium, the two most significant commodity exposures, Group policy is to have a minimum of 70% hedged for a given year by the end of the third quarter of the previous year, with a target hedge ratio of 90% at the beginning of the year.

A significant part of the Group's barley exposure for 2024 had therefore been hedged through fixed-price purchase agreements entered into in 2023. Likewise, the majority of the exposure for 2025 was hedged in 2024.

In the Group's long-term purchase agreements for cans, the aluminium price is variable and based on the global market price of aluminium (London Metal Exchange, LME), and in some contracts the can price also varies with respect to the aluminium spot premium.

The aluminium price risk has been hedged for both 2024 and 2025, and for 2024 the aluminium spot premium was hedged using derivative financial instruments, applying hedge percentages in line with the policy. The fair values of the derivative financial instruments are specified in section 4.4.

For sugar we enter into rolling forward hedges with suppliers fixing prices linked to official indices, for example NY11. As with barley and aluminium, the majority of the 2024 sugar exposure had been hedged in 2023. Likewise, the majority of the exposure for 2025 was hedged in 2024.

Other commodities, such as PET resins, paper, rice and corn, are also hedged directly via suppliers fixing prices to the extent possible.

For electricity and natural gas used in production of the Group's own products, most markets in Central & Eastern Europe and India and Asia are regulated with no possibility to hedge prices. In Western Europe, where most markets allow forward hedging, the majority of the Group's exposure is hedged up to a 15-month rolling basis. For the electricity used at the Fredericia site in Denmark, Carlsberg has entered a 10-year virtual PPA, which went live October 2024.

ALUMINIUM PRICE SENSITIVITY ANALYSIS

An increase in the LME price of aluminium would, all other things being equal, have had the hypothetical impact on other comprehensive income (OCI) for 2024 as illustrated in the table and vice versa for a decrease in aluminium prices. The calculation is based on hedges existing as at 31 December 2024.

Hedging of raw material price risk

DKK million	**Sensitivity assuming 100% efficiency**				**Time of maturity**		
Aluminium	**Change**	**Effect on OCI**	**Tonnes purchased**	**Average price (DKK)**	**2024**	**2025**	**2026**
2024	20%	333	93,341	17,189	-	82,826	10,515
2023	20%	371	116,529	16,238	93,582	22,947	-

SECTION 4.9
FUNDING AND LIQUIDITY RISK

Liquidity risk results from the Group's potential inability to meet the obligations associated with its financial liabilities, for example settlement of financial debt and payment of suppliers.

The Group's overall objective is to ensure continuous access, at the right price, to the financial resources needed for operations and growth.

The aim is to ensure effective liquidity management, which involves obtaining sufficient committed credit facilities to ensure adequate financial resources and, to some extent, tapping a range of funding sources.

DIVERSIFIED FUNDING SOURCES

The Group diversifies its access to funding to avoid relying on a single source of funding.

The Group has access to a committed EUR 2bn revolving credit facility (RCF) maturing in 2029 with options to extend by 1+1 years, which is currently not being utilised. In addition, the Group has committed cash pool bank overdraft facilities to cover the day-to-day liquidity needs and uncommitted access to the Euro Commercial Paper (ECP) market, which provides short-term funding. In 2024, the Group arranged a GBP 4.3bn bridge facility to ensure certainty of funds in relation to the Britvic Group acquisition. The use of funds from this facility is limited to specific purposes and has not been included in the table below or in the calculation of credit resources available.

At 31 December 2024, bonds accounted for 77% of the gross funding.

Committed credit facilities and credit resources available

DKK million

2024	Total committed loans and credit facilities	Utilised portion of credit facilities	Unutilised credit facilities	2023 Unutilised credit facilities
Current				
< 1 year	11,996	10,748	1,248	1,149
Total current committed loans and credit facilities	**11,996**	**10,748**	**1,248**	**1,149**
Non-current				
1-2 years	5,977	5,967	10	-
2-3 years	3,984	3,984	-	14,912
3-4 years	5,553	5,374	179	-
4-5 years	18,115	3,136	14,979	-
> 5 years	8,931	8,931	-	-
Total non-current committed loans and credit facilities	**42,560**	**27,392**	**15,168**	**14,912**
Cash and cash equivalents and deposits			11,601	15,618
Current portion of utilised credit facilities	-	-	-10,748	-8,338
Credit resources available (total non-current committed loans and credit facilities less net debt)			**16,021**	**22,192**

CREDIT RESOURCES AVAILABLE

The Group uses the term "credit resources available" to determine the adequacy of access to credit facilities.

Credit resources available include cash, deposits and unutilised credit facilities with more than 12 months to maturity less utilised credit facilities with less than 12 months to maturity and uncommitted working capital facilities

Net financial debt is used internally to monitor the Group's available credit resources. Net financial debt is the Group's gross debt less cash and deposits. Net financial debt is shown in section 4.5.

At 31 December 2024, the Group had total credit resources available of DKK 16,021m, consisting of cash and cash equivalents and deposits of DKK 11,601m plus committed unutilised non-current credit facilities of DKK 15,168m less utilisation of current facilities of DKK 10,748m. Including current credit facilities of DKK 1,248m, total committed unutilised credit facilities amounted to DKK 16,416m.

Credit resources available at year-end 2024 were DKK 6.2bn lower than at year-end 2023, primarily as a result of the decrease in cash and deposit and increase in utilisation of short term credit facilities.

SECTION 4.9 (CONTINUED)
FUNDING AND LIQUIDITY RISK

The credit resources available and access to unused committed credit facilities are considered reasonable in light of the Group's current needs in terms of financial flexibility.

The Group uses cash pools for day-to-day liquidity management in most of its entities in Western Europe, as well as intra-group loans to and from subsidiaries. Central & Eastern Europe and India and Asia are less integrated in terms of cash pools, and liquidity is managed via intra-group loans. For some markets in Asia, intra-group loans are not possible, and surplus liquidity will be paid out in the form of dividends, which results in a time lag between when the cash flow is generated and when it becomes available for repayment of Group debts. The most significant cash balances related to this delay are in India and Ukraine. Cash balances held in Ukraine of DKK 1.4bn are temporarily unavailable for Group purposes due to the ongoing war.

Maturity of financial liabilities

DKK million

2024	Contractual cash flows	Maturity < 1 year	Maturity > 1 year < 5 years	Maturity > 5 years	Carrying amount
Derivative financial instruments					
Derivative financial instruments, payables	296	296	-	-	319
Non-derivative financial instruments					
Gross financial debt	38,338	10,776	18,566	8,996	38,140
Interest expenses	3,852	1,084	2,038	730	N/A
Trade payables and deposits on returnable packing materials	25,039	25,039	-	-	25,039
Contingent liabilities	220	220	-	-	N/A
Contingent considerations	1,916	433	1,483	-	1,916
Non-derivative financial instruments	**69,365**	**37,552**	**22,087**	**9,726**	**-**
Financial liabilities	**69,661**	**37,848**	**22,087**	**9,726**	**-**
Total 2023	**73,477**	**38,997**	**21,724**	**12,756**	**-**

MATURITY OF FINANCIAL LIABILITIES

The table lists the contractual maturities of financial liabilities, including estimated interest payments and excluding the impact of netting agreements, and thus summarises the gross liquidity risk.

The risk implied by the values reflects the one-sided scenario of cash outflows only. Trade payables and other financial liabilities originate from the financing of assets in ongoing operations, such as property, plant and equipment, and investments in working capital, for example inventories and trade receivables.

The nominal amount/contractual cash flow of gross financial debt totalled DKK 38,338m in 2024 (2023: DKK 39,443m), whereas the total carrying amount was DKK 38,140m (2023: DKK 39,266m). The difference between these amounts relates to establishment costs, which are capitalised on initial recognition and amortised over the duration of the borrowings.

The interest expense is the contractual cash flows expected on the gross financial debt existing at 31 December 2024.

The cash flow is estimated based on the notional amount of the above-mentioned borrowings and expected interest rates at year-end 2024 and 2023. Interest on debt recognised at year-end 2024 and 2023 for which no contractual obligation exists (current borrowing and other debts) has been included for a two-year period. The synthetic interest on lease liabilities has also been included for a two-year period. The interest applied to the part of the debt where no contractual obligation exists is 3.25% for 2025 and 3.0% for 2026 (2023: 4.0% for 2024 and 2.5% for 2025)

SECTION 5

ACQUISITIONS, NON-CONTROLLING INTERESTS AND ASSOCIATES, DISPOSALS AND DISCONTINUED OPERATIONS

This section describes the acquisition of the Britvic Group, which took place after the reporting date 31 December 2024, the purchase of Marston's plc's 40% stake in Carlsberg Marston's Brewing Company and the buyout of the partners in our business in India and Nepal as well as the related contingent and deferred considerations. In addition, the section describes the disposal of the Russian business.

IN THIS SECTION:

SECTION 5.1

ACQUISITIONS

5.1.1 ACQUISITIONS COMPLETED AFTER THE END OF THE REPORTING PERIOD

Britvic Group

On 17 December 2024, Carlsberg and Britvic plc announced that clearance for the acquisition of Britvic plc by Carlsberg had been received from both the European Commission and the UK Competition and Markets Authority, and that as a result all regulatory conditions had been satisfied. The Scheme was sanctioned by the Court on 15 January 2025 and became effective on 16 January 2025 when the Court Order was delivered to the UK Registrar of Companies, and Carlsberg obtained control from this date.

About Britvic Group

The Britvic Group is an integrated soft drinks business in Europe.

The company has been the bottling partner for Pepsi in the UK since 1987 and in Ireland since 2007, with the Pepsi franchises accounting for around half of total revenue. The other half is generated from a range of own brands in multiple soft drinks segments.

Beyond the UK and Ireland, the Britvic Group is established in France and Brazil, where it markets and sells owned brands in a smaller number of categories.

Strategic rationale and synergies

The acquisition of Britvic is attractive for Carlsberg from a strategic, operational and financial angle. It supports the Group's Accelerate SAIL growth ambitions; it enhances the top- and bottom-line growth profile and cash generation in Western Europe; and it transforms our business in the UK.

Incorporating Britvic into the Group will double the Group's soft drinks exposure to around 30% of total volumes. While beer remains our core business, the increased exposure to the growing soft drinks category will improve the Group's resilience, both from a market and a brand portfolio perspective.

For many years, the production, distribution and selling of soft drinks have been an integral and value-accretive part of the Group's business in several markets, providing multiple operational and financial synergistic benefits. Similarly to these markets, the Group intends to create an integrated beverage company in the UK, creating a multi-beverage supplier of scale, benefiting from an efficient supply chain and distribution network, and providing customers with a comprehensive portfolio of market-leading brands and leading customer service.

SECTION 5.1 (CONTINUED)
ACQUISITIONS

The Group expects to realise synergies across a number of areas including direct and indirect procurement, supply chain, administration and overheads, and these will be achieved across Carlsberg and Britvic's combined business. The majority of these synergies are expected to be realised by 2027.

Consideration

The acquisition values the ordinary share capital of Britvic at approximately GBP 3.3bn on a fully diluted basis.

Britvic shareholders have received:

- GBP 13.15 for each Britvic share (the "acquisition value")

The acquisition value for each Britvic share comprises:

- GBP 12.90 in cash for each Britvic share (the "acquisition price"), and
- A special dividend payment of GBP 0.25 per Britvic share. The dividend was paid by Britvic on 27 January 2025.

The total consideration amounted to DKK 29,481m.

The acquisition will be fully debt-financed.

Transaction costs

Total transaction costs recognised as at 31 December 2024 amounted to DKK 263m and are recognised as part of special items, cf. section 3.1.

Fair value of acquired net assets and goodwill

The detailed work on preparing the purchase price allocation of the fair value of identified assets, liabilities and contingent liabilities, including review of the opening balances of the Britvic Group's entities, has not commenced. Management has had limited access to Britvic's financial information prior to closing, which means no provisional purchase price allocation has been prepared and no further disclosures are available. Acquired goodwill is not deductible for tax purposes.

Adjustments are likely to be made to all items in the opening statement of financial position. Accounting for the acquisition will be completed within the 12-month period required by IFRS 3.

5.1.2 ACQUISITIONS COMPLETED IN THE REPORTING PERIOD

2024

Gorkha Brewery

On 29 November 2024, the Group gained control of Gorkha Brewery (Nepal) through the acquisition of an additional 9.94% of the shares in Gorkha Brewery, giving Carlsberg a 99.94% ownership interest, cf. section 5.2.

The step acquisition of Gorkha Brewery was carried out to obtain control of the business so as to further strengthen the Group's presence in central Asia and realise synergies by collaborating with our business in India. The shareholdings held before obtaining control were remeasured at a fair value of DKK 1,794m. Net of reclassification of accumulated currency exchange adjustment of DKK -44m, a gain of DKK 440m was recognised as part of special items, cf. section 3.1.

The fair value of the shareholding held before obtaining control of Gorkha Brewery has been measured by an independent external valuer at the net present value of expected future cash flows. The expected cash flows were based on business plans for the next three years and projections for subsequent years prepared by local management. Key parameters were revenue growth, operating margin, future capital expenditure and growth expectations beyond the forecast period. The forecast future cash flows were discounted using a weighted average cost of capital (WACC) of 17.5%, an average annual growth rate in the forecast period of around 2% and a residual period growth rate of 5.4%.

The purchase price allocation of the fair value of identified assets, liabilities and contingent liabilities is ongoing. Adjustments are therefore expected to be made to several items in the opening statement of financial position, including to brands and property, plant and equipment. Acquired goodwill is not deductible for tax purposes. The accounting treatment of the acquisition will be completed within the 12-month period required by IFRS.

In 2024, revenue and profit for the period include DKK 36m and DKK 291m respectively from Gorkha Brewery. Had the acquisition been included in profit or loss from 1 January 2024, revenue would have been DKK 682m and profit for the period would have been DKK 311m.

No other material enterprises or activities were acquired in 2024.

SECTION 5.1 (CONTINUED)
ACQUISITIONS

Acquisitions

DKK million	2024	2023
Net assets and goodwill recognised		
Intangible assets	1,313	807
Property, plant and equipment	111	270
Right-of-use assets	-	161
Financial assets	175	-
Inventories	71	91
Trade and other receivables	311	109
Cash and cash equivalents	527	5
Total assets	**2,508**	**1,443**
Borrowings and lease liabilities	-	417
Deferred tax liabilities	-	43
Trade payables	229	104
Other payables	485	48
Total liabilities	**714**	**612**
Acquired net assets	**1,794**	**831**
Consideration paid	249	760
Fair value of contingent considerations	-	24
Fair value of previously held investment	1,543	47
Foreign exchange translation difference	2	-
Fair value of total consideration transferred	**1,794**	**831**

Elements of cash consideration paid

DKK million	2024	2023
Cash	-249	-760
Cash and cash equivalents, acquired	527	-66
Total cash consideration paid	**278**	**-826**
Contingent consideration	-24	-
Total consideration transferred	**254**	**-826**

2023

In 2023, the Group gained control of two businesses, Waterloo Brewing and Jing-A Group. The purchase price allocation of the fair value of the identified assets, liabilities and contingent liabilities for both businesses was completed in 2023.

Waterloo Brewing

On 7 March 2023, the Group acquired 100% of the Canadian Waterloo Brewing company for a cash consideration of CAD 144m (DKK 734m). The company was fully consolidated at the acquisition date.

The purpose of the acquisition was to strengthen the Group's market position and to deliver supply chain and other synergies. The calculated goodwill represents staff competences and synergies from expected optimisations of sales and distribution, supply chain and procurement, possible product innovations, increase in market share and access to new customers.

Jing-A Group

In September 2023, Carlsberg gained control of Jing-A Group through the acquisition of an additional 26.5% of the shares, giving Carlsberg a 75.5% ownership interest, cf. section 5.2. The non-controlling interest holds an option to sell its remaining shareholding to Carlsberg and, in accordance with the Group's accounting policies, the non-controlling interest was not recognised. Instead the contingent consideration payable was recognised at fair value, cf. section 5.4. The contingent consideration of DKK 24m was paid in July 2024, finalising the 100% acquisition of the Jing-A Group.

The step acquisition of Jing-A Group was completed to further strengthen the Group's presence in the growing craft beer segment in China. The shareholdings held before obtaining control were remeasured at a fair value of DKK 47m, with the revaluation adjustment, DKK 20m, recognised in special items.

Completed purchase price allocations

Management believes that the purchase prices for Waterloo Brewing and Jing-A Group's activities, which are accounted for in the consolidated financial statements, reflect the best estimate of the total fair value of these businesses.

The purchase price allocation of the fair value of the identified assets, liabilities and contingent liabilities for both businesses was completed in 2023.

Intangible assets

Goodwill related to Waterloo Brewing, DKK 533m, was allocated to the Central & Eastern Europe and India CGU in line with the allocation of the Group's existing Canadian business. Goodwill related to Jing-A Group, DKK 110m, was allocated to the Asia CGU. The goodwill is not deductible for tax purposes.

The value of brands was estimated using the Group's principles described above. Brands with a fair value of DKK 164m were recognised and classified as an intangible asset with an indefinite useful life.

Property, plant and equipment

The fair value and expected useful life of the brewery equipment and related buildings of the acquired brewery were determined with assistance from external engineering experts in the brewery industry.

SECTION 5.1 (CONTINUED)
ACQUISITIONS

Financial impact of acquisitions

Revenue in 2023 included DKK 431m from Waterloo Brewing and Jing-A Group. Had the acquisitions been completed at the beginning of the reporting period, revenue would have included DKK 577m from these companies. Profit for the period includes DKK -29m from Waterloo Brewing and Jing-A Group. Had the acquisitions been completed at the beginning of the reporting period, profit for the period would have included DKK -31m from these companies.

ACCOUNTING ESTIMATES AND JUDGEMENTS

Assessment of control

The classification of entities where Carlsberg controls less than 100% of the voting rights is based on an assessment of the contractual and operational relationship between the parties. This includes assessing the conditions in shareholder agreements, contracts etc.

Consideration is also given to the extent to which each party can govern the financial and operating policies of the entity, how the operation of the entity is designed, and which party possesses the relevant knowledge and competences to operate the entity.

Another factor relevant to this assessment is the extent to which each of the parties can direct the activities and affect the returns, for example by means of rights, reserved matters or casting votes.

Purchase price allocation procedures

For acquisitions of entities, the assets, liabilities and contingent liabilities of the acquiree are recognised using the acquisition method in accordance with IFRS 3. The most significant assets acquired generally comprise goodwill, brands, property, plant and equipment, receivables and inventories.

No active market exists for the majority of the acquired assets and liabilities, in particular in respect of acquired intangible assets. Accordingly, management makes estimates of the fair value of acquired assets, liabilities and contingent liabilities. Depending on the nature of the item, the determined fair value of an item may be associated with uncertainty and possibly adjusted subsequently.

The unallocated purchase price (positive amount) is recognised in the statement of financial position as goodwill and allocated to the Group's cash-generating units.

Brands

The model and assumptions applied are consistent with those used in impairment testing, and are described in further detail in section 2.3.4.

Property, plant and equipment

The fair value of land and buildings, and standard production and office equipment is based, as far as possible, on the fair value of assets of similar type and condition that may be bought and sold in the open market.

Property, plant and equipment for which there is no reliable evidence of the fair value in the market (in particular breweries, including production equipment) are valued using the depreciated replacement method.

This method is based on the replacement cost of a similar asset with similar functionality and capacity. The calculated replacement cost is then reduced to reflect functional and physical obsolescence. The expected synergies and the user-specific intentions for the expected use of assets are not included in the determination of the fair value.

§ ACCOUNTING POLICIES

Acquisitions

The acquisition date is the date when the Group effectively obtains control of an acquired subsidiary or significant influence over an associate.

The cost of a business combination comprises the fair value of the consideration agreed upon, including the fair value of any consideration contingent on future events.

In a step acquisition, the Group gains control of an entity in which it already held a shareholding before gaining control. The shareholding held before the step acquisition is remeasured at fair value at the acquisition date and added to the fair value of the consideration paid for the shareholding acquired in the step acquisition, and accounted for as the total cost of the shareholding in the acquired entity. The gain or loss on the remeasurement is recognised in the income statement under special items.

Goodwill and fair value adjustments in connection with the acquisition of an entity are treated as assets and liabilities belonging to the foreign entity and translated into the foreign entity's functional currency at the exchange rate at the transaction date.

The acquired entities' identifiable assets, liabilities and contingent liabilities are measured at fair value at the acquisition date.

Identifiable intangible assets are recognised if they are separable or arise from a contractual right. Deferred tax on revaluations is recognised.

The identifiable assets, liabilities and contingent liabilities on initial recognition at the acquisition date are subsequently adjusted up until 12 months after the acquisition. The effect of the adjustments is recognised in the opening balance of equity, and the comparative figures are restated accordingly if the amount is material.

Changes in estimates of contingent purchase considerations are recognised in the income statement under special items, unless they qualify for recognition directly in equity.

Cash flow to acquire subsidiaries is presented in financial investments and includes cash and cash equivalents in the acquiree.

SECTION 5.2

NON-CONTROLLING INTERESTS AND ASSOCIATES

NON-CONTROLLING INTERESTS

Transactions with non-controlling interests

DKK million	Changes in equity		
2024	**Shareholder in Carlsberg Breweries A/S**	**Non-controlling interests**	**Total equity**
Changes in ownership	1,160	436	1,596
Transaction cost related to changes in ownership	24	-	24
Fair value adjustments of contingent consideration and other transactions with non-controlling interests	194	-	194
Recognised in equity	**1,378**	**436**	**1,814**

The Group's non-controlling interests consist of Lao Brewery, Carlsberg Chongqing Breweries Group, Carlsberg Malaysia Group and other non-controlling interests, primarily in the Asia region. Non-controlling interests are not individually material to the Group's total profit.

2024

On 31 July, the Group acquired 40% of Carlsberg Marston's Brewing Company for a purchase price of DKK 1,832m (GBP 206m) and now owns 100% of the company. The acquisition resulted in an adjustment to equity of DKK -1,477m and derecognition of non-controlling interests of DKK 345m.

On 29 November, the Group completed its acquisition of the remaining 33% of Carlsberg South Asia Pte Ltd (CSAPL) for a purchase price of DKK 4,991m (USD 706m) and now owns 100% of the company. The derecognition of the previous put liability to purchase the shareholding was recognised directly in equity and amounted to DKK 5,263m, resulting in a net impact from the transaction on equity of DKK 272m.

On 4 December, the Group received the remaining 10% shareholding in Carlsberg Kazakhstan from Baltika Breweries as part of the agreement to dispose of the Russian business, cf. section 5.3. The transfer resulted in an adjustment to equity of DKK 45m and derecognition of non-controlling interests of DKK 91m.

2023

The Group did not complete any acquisitions or disposals of non-controlling interests in 2023.

ASSOCIATES

Key figures for associates

DKK million	Carlsberg Breweries Group share			
2024	**Profit after tax**	**Other comprehensive income**	**Total comprehensive income**	**Investments in associates**
Total	**612**	**-**	**612**	**3,938**
2023				
Total	**577**	**-**	**577**	**4,706**

Investments in associates mainly include the businesses in Portugal (60%), Myanmar (61%) and four associates in China (50%). The total investment in these associates amounted to DKK 2,190m at 31 December 2024 (2023: DKK 2,295m).

The Group's effective ownership of Super Bock Group, Portugal, is 60%. Nevertheless, Super Bock remains an associate of the Group due to the ownership structure. Please refer to section 10 for further details.

Despite the 61% legal ownership share in Myanmar Carlsberg, the entity is classified as an associate due to the structure of the agreement with the partner and the business environment in the country.

For associates in which the Group holds an ownership interest of less than 20% and participates in the management of the entity, the Group is considered to be exercising significant influence. None of the associates are material to the Group.

2024

On 16 January 2024, the Group acquired a 20% stake in the Danish craft brewer Mikkeller and entered into a sales and distribution agreement for the Danish market. The purchase price was DKK 130m, of which DKK 15m was deferred to 2025.

On 25 July 2024, the Group acquired a minority stake in Brasserie du Pays Flamand for DKK 46m with the aim of accelerating the roll-out of the Anosteké brand in France.

On 29 November 2024, the Group gained control of the associate Gorkha Brewery through a step acquisition, cf. section 5.1.

2023

In Q4, the Group gained control of the associate Jing-A Group through a step acquisition, cf. section 5.1, and recognised a write-down of a minor associate in Cambodia of DKK 49m, cf. section 2.3.

SECTION 5.2 (CONTINUED)
NON-CONTROLLING INTERESTS AND ASSOCIATES

Fair value of investment in listed associates

DKK million	2024	2023
The Lion Brewery Ceylon, Sri Lanka	581	384

§ ACCOUNTING POLICIES

On acquisition of non-controlling interests, i.e. subsequent to the Group obtaining control, acquired net assets are not measured at fair value. The difference between the cost and the non-controlling interests' share of the total carrying amount is transferred from the non-controlling interests' share of equity to equity attributable to the shareholder in Carlsberg Breweries A/S. The amount deducted cannot exceed the non-controlling interests' share of equity immediately before the transaction.

On disposal of shareholdings to non-controlling interests, the difference between the sales price and the share of the total carrying amount, including goodwill acquired by the non-controlling interests, is transferred from equity attributable to the shareholder in Carlsberg Breweries A/S to the non-controlling interests.

Cash flow to acquire or dispose of non-controlling interests is presented in financing activities.

Investments in associates are recognised according to the equity method, which entails measurement at cost and adjustment for the Group's share of the profit or loss and other comprehensive income of the associate after the date of acquisition. The share of the result must be calculated in accordance with the Group's accounting policies. The proportionate share of unrealised intra-group profits and losses is eliminated. Investments in associates with negative net asset values are measured at DKK 0.

If the Group has a legal or constructive obligation to cover a deficit in the associate, the deficit is recognised under provisions. Any amounts owed by associates are written down to the extent that the amount owed is deemed irrecoverable.

Cash flow to acquire or dispose of shareholdings in associates is presented in financial investments.

SECTION 5.3
DISPOSALS AND DISCONTINUED OPERATIONS
DISCONTINUED OPERATIONS

2024

On 4 December 2024, the Group completed the disposal of Baltika Breweries for a cash consideration of RUB 34bn and also received Baltika Breweries' shareholdings in Carlsberg Azerbaijan and Carlsberg Kazakhstan, cf. section 5.2. The resulting reversal of impairment recognised in prior periods of DKK 2,258m was recognised in net result from discontinued operations.

Receipt of the shareholding in Carlsberg Azerbaijan did not have any impact on the consolidated financial statements, as the Group had continued to consolidate the business.

2023

The disposal was the conclusion of a period when the Group did not exercise control over the Russian business because of a presidential decree issued on 16 July 2023 that temporarily transferred the management of Baltika Breweries to the Russian government. According to the presidential decree, Carlsberg retained title to the shares in Baltika Breweries, but otherwise no longer had any control or influence over the management of the business.

Following the loss of control over Baltika Breweries, the Russian business was fully impaired, resulting in an impairment loss of DKK 7,002m, and deconsolidated from July 2023. Upon deconsolidation, the currency translation and hedging reserves within equity related to the Russian business were reclassified from equity to the income statement and included in net result from discontinued operations.

The accumulated currency translation reserve reclassified to the income statement represented a loss of DKK 40,949m and included the accumulated fair value of net investment hedges of DKK 24m, cf. section 4.8. The accumulated hedging reserve reclassified to the income statement represented a loss of around DKK 545m and included both active hedges and hedges for which hedge accounting was no longer applied, cf. section 4.2.

FINANCIAL PERFORMANCE

The net result from discontinued operations for 2023 included only the six months of operation until the date of loss of control. The reported revenue amounted to DKK 4,305m and profit to DKK 758m. The net result was DKK -47,748m, impacted by the reclassification from equity of accumulated losses on currency translation and hedges of DKK 41,504m and the write-down of the investment by DKK 7,002m. The net cash flow from discontinued operations amounted to DKK -994m, negatively impacted by the deconsolidation of DKK 2,495m of cash and cash equivalents in the Russian operation.

SECTION 5.3 (CONTINUED)

DISPOSALS AND DISCONTINUED OPERATIONS

Analysis of net result from discontinued operations

DKK million	2024	2023
Revenue	-	4,305
Costs	-	-3,337
Profit before tax from discontinued operations	**-**	**968**
Income tax	-	-210
Profit after tax from discontinued operations	**-**	**758**
Impairment losses	2,258	-7,002
Accumulated currency translation and hedging reserves reclassified from equity to the income statement	-	-41,504
Net result from discontinued operations	**2,258**	**-47,748**

Net cash flow from discontinued operations

DKK million	2024	2023
Cash flow from operating activities	-	1,531
Cash flow from investing activities	2,258	-2,588
Cash flow from financing activities	-	63
Net cash flow from discontinued operations	**2,258**	**-994**

DISPOSALS OF ENTITIES

The Group disposed of two minor entities in 2024 (2023: 0).

ACCOUNTING ESTIMATES AND JUDGEMENTS

The Group classifies non-current assets and disposal groups as held for sale when management assesses that their carrying amounts will be recovered through a sale rather than continued use. Management's assessment is based on an evaluation of whether the sale is highly probable and the asset or disposal group is available for immediate sale in its current condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale must be expected to be completed within one year from the date of the classification.

On classification, management estimates the fair value. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs of disposal. Costs of disposal are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expenses.

Depending on the nature of the non-current assets and the disposal group's activity, assets and liabilities, the estimated fair value may be associated with uncertainty and possibly adjusted subsequently. Measurement of the fair value of disposal groups is categorised as level 3 in the fair value hierarchy, as measurement is not based on observable market data.

§ ACCOUNTING POLICIES

Assets held for sale comprise non-current assets and disposal groups held for sale. Liabilities held for sale are those directly associated with the assets that will be transferred in the transaction. The classification is changed to assets and liabilities in discontinued operations respectively. Immediately before classification as held for sale, the assets or disposal groups are remeasured in accordance with the Group's accounting policies. Thereafter, they are measured at the lower of their carrying amount and fair value less costs to sell. Any impairment loss is allocated first to goodwill, and then to remaining assets on a pro rata basis, except that no loss is allocated to inventories, financial assets, deferred tax assets or employee benefit assets, which continue to be measured in accordance with the Group's accounting policies. Property, plant and equipment and intangible assets are not depreciated or amortised once classified as held for sale.

Impairment losses on initial classification as held for sale, and subsequent gains and losses on remeasurement are recognised in the income statement.

Non-current assets and disposal groups held for sale are presented separately as current lines in the statement of financial position, and the main elements are specified in this section. Comparative figures are not restated.

A disposal group is presented as discontinued operations if it is a group of companies, i.e. part of a geographical area of operations that has either been disposed of or is classified as held for sale.

Discontinued operations are excluded from the results of continuing operations and presented separately as profit/loss from discontinued operations in the income statement. Comparative figures are restated.

Cash flow from discontinued operations is presented separately as net cash flow from discontinued operations in the statement of cash flows and specified in this section. Comparative figures are restated.

Disposals and loss of control

Gains or losses on the disposal or liquidation of subsidiaries and associates are recognised as the difference between the sales price and the carrying amount of net assets (including goodwill) at the date of disposal or liquidation, and net of foreign exchange adjustments recognised in other comprehensive income, and costs to sell or liquidation expenses.

SECTION 5.4
CONTINGENT CONSIDERATIONS

Contingent considerations relate to options held by non-controlling interests in subsidiaries to sell their shares to the Group and to deferred payments in the acquisition of entities contingent on market conditions.

In 2024, the Group acquired 33.33% of Carlsberg South Asia Pte Ltd (CSAPL), cf. section 5.2, resulting in the derecognition of the put option liability related to the shareholding amounting to DKK 5,263m. Of the consideration for the shares, DKK 1.8m was retained by the Group, while DKK 0.3bn will be settled in early 2025 and the rest will be released dependent on potential claims under the share purchase agreement (likely after 3-5 years). The Group previously called in a loan made to CSAPLH, the loan having become due and payable in full. In January 2022, the Singapore court of appeal finally confirmed that the loan with interest was repayable to Carlsberg in full, totalling DKK 0.4bn. The loan was repaid in full on 29 November 2024.

The contingent considerations at the end of the reporting period related to put options on the shares in Brewery Alivaria, Belarus.

The ownership percentage at which shares subject to put options are consolidated differs from the legal ownership interest held by the Group. Both the legal and the consolidated ownership are stated in section 10.

The carrying amount of contingent considerations is determined in accordance with the terms and conditions agreed with the holders of the options.

Contingent considerations

DKK million	2024	2023
Contingent considerations at 1 January	5,445	5,577
Additions	-	23
Payments	-23	-
Disposals	-5,536	-
Fair value adjustments	215	-155
Contingent considerations at 31 December	**101**	**5,445**

Of the contingent considerations, DKK 0m (2023: DKK 304m) is expected to fall due after more than 12 months.

ACCOUNTING ESTIMATES AND JUDGEMENTS

The fair value of contingent considerations linked to put options is measured on the basis of level 3 input consisting of non-observable data, such as entity-specific discount rates and industry-specific expectations of price developments, and generally accepted valuation methods, including discounted cash flows and multiples.

§ ACCOUNTING POLICIES

Fair value adjustments of put options granted to non-controlling interests are recognised directly in the statement of changes in equity.

Other contingent considerations (earn-outs) that are not linked to a future transfer of additional shareholdings are measured in accordance with the terms of the contract with the seller. The revaluation of such contingent considerations is recognised in special items.

Shares subject to put options are consolidated as if the shares had already been acquired.

SECTION 6
TAX

In 2024, we contributed with direct and indirect taxes such as corporate taxes, excise duties, employee taxes etc. Our corporate income tax payments amounted to DKK 2,420m (2023: DKK 2,079m) .

Further details on our tax contribution and approach to tax can be found in the Group's Tax Report.

IN THIS SECTION:

SECTION 6.1
INCOME TAX

Reconciliation of the effective tax rate for the year

	2024		2023	
	%	**DKK million**	%	DKK million
Nominal weighted tax rate	19.7	1,983	20.0	1,991
Change in tax rate	-	-	-	-5
Adjustments to tax for prior years	1.1	109	0.1	6
Non-capitalised tax assets and liabilities	-3.5	-354	-3.2	-319
Non-taxable income	-0.5	-53	-0.3	-28
Non-deductible expenses	3.0	299	2.5	250
Tax incentives etc.	-1.5	-146	-1.7	-168
Special items	0.2	21	2.2	219
Withholding taxes	2.6	259	1.4	141
Other, including tax in associates	-1.6	-156	-1.0	-104
Effective tax rate for the year	**19.5**	**1,962**	**20.0**	**1,983**
Effective tax rate for the year, excluding the tax effect of transactions in special items and other non-recurring tax impacts	21.7	-	20.9	-

The nominal weighted tax rate for the Group is calculated as the domestic tax rates applicable to profits in the entities as a proportion of each entity's share of the Group's profit before tax.

The Group's total tax cost was impacted by tax incentives related to e.g. R&D incentives, non-deductible expenses and increased withholding tax expenses, resulting in an effective tax rate of 19.5% (2023: 20.0%).

The impact from non-recurring items primarily comprised movement in uncertain tax positions and prior-year adjustments. Excluding non-recurring items and tax thereon, the effective tax rate would have been 21.7% (2023: 20.9%).

The Group is not expected to be materially impacted by the OECD/EU Pillar Two Model Rules and their local implementation. Most countries where the Group has operations impose taxation in excess of 15%, and the remainder are expected to increase the tax rate such that all markets not covered by the transitional safe harbour rules are still expected to show an effective tax rate in excess of 15%.

As such, these rules are not expected to result in either materially increased tax payments or a change to the Group's effective tax rate.

SECTION 6.1 (CONTINUED)
INCOME TAX

Income tax

DKK million	2024 Income statement	2024 Other comprehen-sive income	2024 Total comprehen-sive income	2023 Income statement	2023 Other comprehen-sive income	2023 Total comprehen-sive income
Tax for the year can be specified as follows						
Current tax	2,340	-57	2,283	2,142	-8	2,134
Change in deferred tax and non-current tax payables during the year	-487	15	-472	-160	81	-79
Change in deferred tax as a result of change in tax rate	-	-	-	-5	-	-5
Adjustments to tax for prior years	109	-	109	6	-	6
Total	**1,962**	**-42**	**1,920**	**1,983**	**73**	**2,056**

Tax recognised in other comprehensive income

DKK million	2024 Recognised item before tax	2024 Tax income/ expense	2024 After tax	2023 Recognised item before tax	2023 Tax income/ expense	2023 After tax
Foreign exchange adjustments	-874	-	-874	-37,781	-	-37,781
Hedging instruments	-2	-30	-32	-920	44	-876
Retirement benefit obligation	93	-12	81	71	29	100
Total	**-783**	**-42**	**-825**	**-38,630**	**73**	**-38,557**

§ ACCOUNTING POLICIES

Income tax comprises current tax and changes in deferred tax for the year, including changes as a result of a change in the tax rate. The tax expense relating to the profit/loss for the year is recognised in the income statement, while the tax expense relating to items recognised in other comprehensive income is recognised in the statement of comprehensive income.

If the Group obtains a tax deduction on computation of the taxable income in Denmark or in foreign jurisdictions as a result of share-based payment programmes, this tax effect of the programmes is recognised in tax on profit/loss for the year.

SECTION 6.2
TAX ASSETS AND LIABILITIES

Of the total deferred tax assets recognised, DKK 334m (2023: DKK 231m) relates to tax losses carried forward, the utilisation of which depends on future positive taxable income exceeding the realised deferred tax liabilities. It is management's opinion that these tax losses carried forward can be utilised within the foreseeable future.

Tax assets not recognised of DKK 1,020m (2023: DKK 1,163m) primarily relate to tax losses that are not expected to be utilised in the foreseeable future. Tax losses that will not expire amounted to DKK 1,050m (2023: DKK 890m).

Distribution of reserves for other subsidiaries will not trigger a significant tax liability based on current tax legislation.

Specification of deferred tax

DKK million	Deferred tax assets 2024	Deferred tax assets 2023	Deferred tax liabilities 2024	Deferred tax liabilities 2023
Intangible assets	143	114	1,282	1,371
Property, plant and equipment	357	459	1,253	938
Current assets	1,148	918	35	126
Provisions and retirement benefit obligations	607	441	2,128	2,350
Fair value adjustments	37	133	159	97
Tax losses	334	231	-	-
Other	198	213	59	32
Total before offset	**2,824**	**2,509**	**4,916**	**4,914**
Offset	-840	-754	-840	-754
Deferred tax assets and liabilities at 31 December	**1,984**	**1,755**	**4,076**	**4,160**
Expected to be used as follows				
Within one year	1,217	899	258	387
After more than one year	767	856	3,818	3,773
Total	**1,984**	**1,755**	**4,076**	**4,160**

SECTION 6.2 (CONTINUED)
TAX ASSETS AND LIABILITIES

Changes to non-current tax assets and liabilities

DKK million	2024	2023
Tax assets and liabilities at 1 January, net	2,405	2,464
Adjustments to prior years	2	67
Acquisition of entities	-3	43
Disposal of entities	-55	-
Recognised in other comprehensive income	15	81
Recognised in the income statement, net, continuing operations	-487	-160
Change in tax rate	-	-5
Foreign exchange adjustments	215	-85
Tax assets and liabilities at 31 December, net	**2,092**	**2,405**
Recognised as follows		
Tax liabilities	4,076	4,160
Tax assets	-1,984	-1,755
Tax assets and liabilities at 31 December, net	**2,092**	**2,405**

ACCOUNTING ESTIMATES AND JUDGEMENTS

The Group recognises deferred tax assets, including the expected tax value of tax losses carried forward, if management assesses it can be offset against positive taxable income in the foreseeable future. This assessment is made annually and based on budgets and business plans for the coming years, including planned commercial initiatives under our control.

Carlsberg operates in a large number of tax jurisdictions where tax legislation is highly complex and subject to interpretation. Management assesses uncertain tax positions to ensure recognition and measurement of tax assets and liabilities.

ACCOUNTING POLICIES

Current tax payable and receivable are recognised in the statement of financial position as tax for the year, adjusted for tax related to prior years and tax paid.

Deferred tax on all temporary differences between the carrying amount and the tax base of assets and liabilities is measured using the balance sheet liability method. However, deferred tax is not recognised on temporary differences relating to goodwill that is not deductible for tax purposes or on office premises and other items where temporary differences, apart from business combinations, arise at the acquisition date without affecting either profit/loss for the year or taxable income.

Where alternative tax rules can be applied to determine the tax base, deferred tax is measured based on the planned use of the asset or settlement of the liability.

Deferred tax assets, related to tax losses carried forward, are recognised at the expected value of their utilisation, or as a set-off against deferred tax liabilities in the same legal tax entity and jurisdiction.

Deferred tax assets and tax liabilities are offset if the entity has a legally enforceable right to offset current tax liabilities and tax assets or intends either to settle current tax liabilities and tax assets or to realise the assets and settle the liabilities simultaneously. Deferred tax assets are recognised only to the extent that it is probable that the assets will be utilised.

Deferred tax is measured according to the tax rules at the reporting date and at the tax rates applicable when the deferred tax is expected to materialise as current tax. The change in deferred tax as a result of changes in tax rates is recognised in the income statement. Changes to deferred tax on items recognised in other comprehensive income are, however, recognised in other comprehensive income.

Carlsberg has applied the exception to recognise and disclose information about deferred tax in the OECD/EU Pillar Two Model Rules and their local implementation.

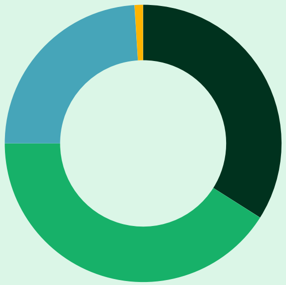
SECTION 7
STAFF COSTS AND REMUNERATION

This section provides details on staff costs, further details on the remuneration of the executive directors and key management personnel, and details of the share-based incentive programmes.

Disclosures related to retirement benefit obligations, covering both defined contribution and defined benefit plans, are also included.

Further details on the remuneration policy can be found in the Remuneration Report.

Employees by segment[1]



	2024	2023
Western Europe	**34%**	34%
Asia	**41%**	41%
Central & Eastern Europe and India	**24%**	24%
Other	**1%**	1%

[1] Continuing operations only.

IN THIS SECTION:

SECTION 7.1
STAFF COSTS

Staff costs

DKK million	2024	2023
Salaries and other remuneration	9,173	9,139
Severance payments	64	43
Social security costs	1,335	1,339
Retirement benefit costs – defined contribution plans	451	412
Retirement benefit costs – defined benefit plans	180	167
Share-based payments	100	127
Other employee benefits	161	151
Total[1]	**11,464**	**11,378**

[1] In 2023, DKK 606m related to the discontinued operation.

Staff costs are included in the following line items in the income statement		
Cost of sales	3,315	3,075
Sales and distribution expenses	5,888	5,428
Administrative expenses	2,144	2,145
Other operating activities, net	49	46
Financial expenses (pensions)	37	30
Special items (restructurings)	31	48
Net result from discontinued operations	-	606
Total	**11,464**	**11,378**
Average number of employees[1]	**31,783**	**34,894**

[1] In 2023, an average of 3,938 employees related to the discontinued operation.

SECTION 7.2
REMUNERATION

Remuneration

DKK million	Executive directors[1] 2024	2023		Key management personnel 2024	2023
	Current	Current	Former[2]		
Fixed salary	20.8	11.4	11.2	29.7	27.5
Cash bonus	13.9	10.6	11.2	16.2	21.7
Other benefits	0.6	0.2	0.5	9.4	4.2
Cash compensation for forfeited LTI[3]	-	12.9	-	-	-
Severance payments	-	-	-	-	4.8
Remuneration settled in cash	**35.3**	**35.1**	**22.9**	**55.3**	**58.2**
Non-monetary benefits	-	1.3	0.1	0.3	2.5
Share-based payments	23.8	16.0	35.3	20.1	13.9
Remuneration, non-monetary and share-based	**23.8**	**17.3**	**35.4**	**20.4**	**16.4**
Total cash and non-cash	**59.1**	**52.4**	**58.3**	**75.7**	**74.6**

[1] The executive directors are Jacob Aarup-Andersen and Ulrica Fearn.

[2] Cees 't Hart resigned as CEO on 31 August 2023, but was remunerated for an additional two months during which he supported the company in an advisory capacity.

[3] As compensation for forfeited long-term incentive awards from their previous employers, Jacob Aarup-Andersen and Ulrica Fearn were paid DKK 12m and DKK 0.9m respectively, amounts that were used for the purchase of Carlsberg shares. Jacob Aarup-Andersen was also added to the running 2022-2024 and 2023-2025 long-term incentive schemes. Further information can be found in the Remuneration Report.

The remuneration of the executive directors and key management personnel is described in detail in the Remuneration Report.

The remuneration of the executive directors increased, driven by a full year of salary paid to Jacob Aarup-Andersen, compared to only a partial year in 2023. The remuneration of key management personnel increased in 2024, partly due to an increase in the number of members.

The Supervisory Board of Carlsberg Breweries A/S is not separately remunerated for this role.

All elements except for share-based payments are classified as short-term employee benefits. Share-based payments are classified as long-term employee benefits.

§ ACCOUNTING POLICIES

Staff costs are recognised in the financial year in which the employee renders the related service.

The cost of share-based payments, which is expensed over the vesting period of the programme according to the service conditions, is recognised in staff costs and provisions or equity, depending on how the programme is settled with the employees.

Key management personnel comprise the Executive Committee, excluding the executive directors. Other management personnel included in the share-based payment schemes comprise vice presidents and other key employees in central functions as well as the management of significant subsidiaries.

SECTION 7.3
SHARE-BASED PAYMENTS

The Group has set up share-based incentive programmes to attract, retain and motivate the Group's executive directors and other levels of management personnel, and to align their interests with those of the shareholders. There is no share-based remuneration of the Supervisory Board.

The Group has one type of share-based payment known as performance shares.

Entitlement to performance shares requires fulfilment of service in the vesting period (3 years) but does not have any exercise price. Instead, the shares are transferred to the recipients based on achievement of the KPIs attached to the shares.

PERFORMANCE SHARES

The number of performance shares granted is the maximum number of performance shares that can vest. The number of shares outstanding at the end of the period is the number expected to vest, based on the extent to which the vesting conditions are expected to be met. The number of shares expected to vest is revised on a regular basis.

In 2024, 163 employees (2023: 156 employees) across the Group were awarded performance shares.

SECTION 7.3 (CONTINUED)
SHARE-BASED PAYMENTS

For the 2024 and 2023 grants, vesting is subject to achievement of five KPIs: total shareholder return, adjusted EPS growth, organic revenue growth, growth in ROIC and achievement of ESG targets. For prior grants yet to vest, vesting is subject to four KPIs: total shareholder return, adjusted EPS growth, organic revenue growth and growth in ROIC. The average share price at vesting was DKK 939 (2023: DKK 965). The average contractual life at the end of 2024 was 1.4 years (2023: 1.3 years).

Performance shares

	Executive directors	Key management personnel	Other management personnel[1]	Total
31 December 2022	116,669	47,427	242,843	406,939
Granted	85,487	21,826	99,185	206,498
Forfeited/adjusted/transferred	-127,722	-17,388	21,832	-123,278
Exercised/settled	-24,536	-10,758	-75,819	-111,113
31 December 2023	**49,898**	**41,107**	**288,041**	**379,046**
Granted	40,500	43,311	108,898	192,709
Forfeited/adjusted/transferred	-2,942	-18,776	-67,927	-89,645
Exercised/settled	–	-12,978	-85,998	-98,976
31 December 2024	**87,456**	**52,664**	**243,014**	**383,134**

[1] Including retired employees.

Performance share disclosures

DKK million	2024	2023
Fair value at grant date	104	120
Cost of shares granted in the year	38	44
Total cost of performance shares	100	127
Cost not yet recognised	172	147
Fair value at 31 December	180	253

Key information

	Performance shares	
DKK million	**2024**	2023
Assumptions		
Expected volatility	21%	23%
Risk-free interest rate	2.4%	2.8%
Expected dividend yield	0.0/2.9%	0.0/2.7%
Expected life, years	3.0	3.0
Fair value at measurement date	DKK 529-930	DKK 570-989

ACCOUNTING ESTIMATES AND JUDGEMENTS

The volatility of performance shares is based on the historical volatility of the price of Carlsberg A/S' class B shares over the previous three years. For share options, the volatility is based on similar data over the previous eight years.

The share price and the exercise price of share options are calculated as the average price of Carlsberg A/S' class B shares on Nasdaq Copenhagen during the first five trading days after publication of Carlsberg A/S' financial statements.

The risk-free interest rate is based on Danish government bonds of the relevant maturity. The expected life is based on exercise at the end of the exercise period.

ACCOUNTING POLICIES

The fair value of granted performance shares is estimated using a stochastic (quasi-Monte Carlo) valuation model of market conditions and a Black-Scholes call option-pricing model of non-market and service conditions, taking into account the terms and conditions upon which the performance shares were granted. The market condition is based on a ranking of the total shareholder return of Carlsberg A/S' class B shares versus a peer group of publicly traded companies in the alcoholic beverage sector.

On initial recognition of performance shares, the number of awards expected to vest is estimated and subsequently revised for any changes. Accordingly, recognition is based on the number of awards that ultimately vest.

SECTION 7.4

RETIREMENT BENEFIT OBLIGATIONS AND SIMILAR OBLIGATIONS

Obligation, net

	2024			2023		
DKK million	Present value of obligation	Fair value of plan assets	Obligation, net	Present value of obligation	Fair value of plan assets	Obligation, net
Obligation at 1 January	**10,031**	**8,674**	**1,357**	**9,495**	**7,970**	**1,525**
Recognised in the income statement[1]						
Current service cost	190	-	190	169	-	169
Past service cost	-10	-	-10	-2	-	-2
Net interest on the net defined benefit obligation (asset)	335	298	37	339	309	30
Total	**515**	**298**	**217**	**506**	**309**	**197**
Remeasurements						
Gain/loss from changes in demographic assumptions	-21	-	-21	-59	-	-59
Gain/loss from changes in financial assumptions	245	132	113	392	58	334
Asset ceiling	-	-1	1	-	204	-204
Total	**224**	**131**	**93**	**333**	**262**	**71**
Other changes						
Contributions to plans	-	315	-315	-	295	-295
Benefits paid	-602	-519	-83	-563	-490	-73
Foreign exchange adjustments etc.	154	148	6	260	328	-68
Total	**-448**	**-56**	**-392**	**-303**	**133**	**-436**
Obligation at 31 December	**10,322**	**9,047**	**1,275**	**10,031**	**8,674**	**1,357**

[1] The total return on plan assets for the year amounted to DKK 430m (2023: DKK 367m).

A number of employees are covered by retirement benefit plans. The nature of the plans varies depending on labour market conditions in the individual countries. Benefits are generally based on wages/salaries and length of employment.

Retirement benefit obligations cover both present and future retirees' entitlement to retirement benefits.

DEFINED CONTRIBUTION PLANS

A defined contribution plan is a post-employment benefit plan under which the Group pays contributions to a separate independent company. The Group's legal or constructive obligation is limited to the contributions.

In 2024, 71% (2023: 71%) of the Group's retirement benefit costs related to defined contribution plans. The expense recognised in relation to these contributions was DKK 451m (2023: DKK 412m).

DEFINED BENEFIT PLANS

A defined benefit plan guarantees employees a certain level of pension benefits for life. The pension is based on seniority and salary at the time of retirement. The Group assumes the risk associated with future developments in interest rates, inflation, mortality and disability etc.

The most significant plans are in the UK and Switzerland, representing 38% and 49% respectively (2023: 42% and 45%), while the eurozone countries represented 5% (2023: 5%) of the gross obligation at 31 December 2024.

The majority of the obligations are funded, with assets placed in independent pension funds, mainly in Switzerland and the UK. Most of the plan assets are quoted investments. In some countries, primarily Germany, Sweden and China, the obligation is unfunded. The retirement benefit obligations for these unfunded plans amounted to DKK 1,178m (2023: DKK 1,104m) or 11% (2023: 11%) of the gross obligation.

In 2024, the Group's obligation, net, regarding defined benefit plans decreased by DKK 82m compared with 2023, primarily impacted by changes in financial assumptions in the UK, Switzerland and Sweden.

The Group has a three-yearly valuation process to agree on any future funding arrangements in the UK. The most recent one was completed in 2022. The Group expects to contribute DKK 108m (2023: DKK 104m) to the plan assets in 2025, which is in line with the agreed funding arrangement, under which the Group will contribute DKK 216m up to 2026. Plan assets do not include shares in the Group or properties used by Group companies.

A recent UK Court of Appeal decision in the case of Virgin Media Ltd vs. NTL Pension Trustees II Ltd considered the implications of section 37 of the Pension Schemes Act 1993. Section 37 of the Pension Schemes Act 1993 only allows the rules of contracted-out schemes in respect of benefits to be altered where certain requirements are met. The Group's view is that it is appropriate that no adjustment is made to the Group's financial statements, as there is no reason to believe the relevant requirements have not been complied with in the UK.

SECTION 7.4 (CONTINUED)

RETIREMENT BENEFIT OBLIGATIONS AND SIMILAR OBLIGATIONS

Breakdown of plan assets

	2024		2023	
	DKK million	%	DKK million	%
Shares[1]	1,350	13	1,098	12
Bonds and other securities	6,284	66	6,197	67
Real estate	1,680	18	1,643	18
Cash and cash equivalents	265	3	284	3
Total	**9,579**	**100**	**9,222**	**100**

[1] The breakdown of plan assets excludes the asset ceiling of DKK -532m in 2024 (2023: DKK -548m).

Assumptions applied

2024	**CHF**	**UK**	**EUR**	**Other**	**Weighted average**
Discount rate	1.1%	5.6%	1.4-3.3%	3.1%	3.1%
Growth in wages and salaries	1.0%	3.7%	0.3-2.9%	4.6%	2.3%
2023					
Discount rate	1.9%	4.8%	2.1-4%	3.6%	3.3%
Growth in wages and salaries	1.2%	3.6%	2.5-4.5%	4.9%	2.4%

Sensitivity analysis

	2024		2023	
DKK million	**+0.5%**	**-0.5%**	**+0.5%**	**-0.5%**
Discount rate	-607	677	-573	639
Growth in wages and salaries	43	-41	25	-22
	+1 year	**-1 year**	**+1 year**	**-1 year**
Mortality	320	-295	302	-306

Maturity of retirement benefit obligations

DKK million	**< 1 year**	**1-5 years**	**> 5 years**	**Total**
2024	606	2,852	6,864	**10,322**
2023	602	2,748	6,681	**10,031**

The actuarial gain and foreign exchange adjustment recognised in other comprehensive income amounted to DKK 147m (2023: DKK 25m), comprising a foreign exchange adjustment of DKK -54m and a net actuarial loss of DKK 93m.

The accumulated actuarial loss and foreign exchange adjustment recognised at 31 December 2024 was DKK 2,419m (2023: DKK 2,272m), with actuarial net losses of DKK 2,657m (2023: DKK 2,564m).

ASSUMPTIONS APPLIED

In 2024, the discount rate used for the defined benefit plans in Western Europe was determined by reference to market yields on high-quality corporate bonds. In the Asian countries, where no deep market in high-quality corporate bonds exists, the discount rate was determined by reference to market yields on government bonds.

The mortality tables used in Carlsberg UK are S3PMA/S3PFA_M tables for post-retirement, while the Swiss entities use BVG 2020 for valuation of their retirement benefit obligations.

SENSITIVITY ANALYSIS

The sensitivity analysis is based on a change in one of the assumptions, while all other assumptions remain constant. This is highly unlikely, however, as a change in one assumption would probably affect other assumptions as well. When calculating the obligation on the basis of a changed assumption, the same method has been applied as when calculating the defined benefit obligation.

EXPECTED MATURITY AND DURATION

Defined benefit obligations are primarily expected to mature after five years. The expected duration of the obligations at year-end 2024 was 14 years. The duration is calculated using a weighted average of the duration divided by the obligation.

ACCOUNTING ESTIMATES AND JUDGEMENTS

The value of the Group's defined benefit plans is based on valuations from external actuaries. The valuation is based on a number of actuarial assumptions, including discount rates, expected growth in wages and salaries, mortality and retirement benefits.

The present value of the net obligation is calculated by using the projected unit credit method and discounting the defined benefit plan by a discount rate for each country. The discount rate is determined by reference to market yields on high-quality corporate bonds. Where high-quality corporate bonds are not available, the market yields on government bonds are used instead.

Mortality assumptions are based on the Group entity's best estimate of the mortality of plan members during and after employment and include expected changes in mortality. Due to the broad range of entities comprising the retirement benefit obligation, several different mortality tables are used to calculate the future retirement benefit obligation.

SECTION 7.4 (CONTINUED)

RETIREMENT BENEFIT OBLIGATIONS AND SIMILAR OBLIGATIONS

§ ACCOUNTING POLICIES

Contributions paid to a defined contribution plan are recognised in the income statement in the period during which services are rendered by employees. Any contributions outstanding are recognised in the statement of financial position as other liabilities.

The Group's net obligation recognised in the statement of financial position in respect of defined benefit plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets calculated by a qualified actuary.

The present value is determined separately for each plan by discounting the estimated future benefits that employees have earned in return for their service in the current and prior years.

The costs of a defined benefit plan are recognised in the income statement and include service costs, net interest based on actuarial estimates and financial expectations.

Service costs comprise current service cost and past service cost. Current service cost is the increase in the present value of the defined benefit obligation resulting from employee services in the current period. Past service cost is the change in the present value of the obligation regarding employee services in prior years that arises from a plan amendment or a curtailment. Past service costs are recognised immediately, provided employees have already earned the changed benefits.

Realised gains and losses on curtailment or settlement are recognised under staff costs.

Interest on retirement benefit obligations and the interest on return on plan assets are recognised as financial income or financial expenses.

Differences between the development in retirement benefit assets and liabilities and realised amounts at year-end are designated as actuarial gains or losses and recognised in other comprehensive income. As they will never be reclassified to the income statement, they are included in retained earnings.

If a retirement benefit plan constitutes a net asset, the asset is recognised only if it offsets future refunds from the plan or will lead to reduced future payments to the plan.

Realised gains and losses on the adjustment of retirement benefit obligations as a result of termination of a significant number of positions in connection with restructurings are recognised under special items.

SECTION 8

OTHER DISCLOSURE REQUIREMENTS

IN THIS SECTION:

SECTION 8.1

HYPERINFLATION

At the end of 2024, the economy of Laos was deemed to be hyperinflationary. The financial reporting for the Group's entity Lao Brewery was adjusted effective 1 January 2024 to ensure that the consolidated financial statements reflect the current purchasing power by restating reported figures based on changes in the general price index and applying closing exchange rates for translation into the Group's presentation currency, DKK.

		Inflation restatement				
DKK million	2024 (before restatement)	Non-monetary items	Items in the income statement	Period-end retranslation	Total adjustments	2024 (reported)
P&L						
Revenue	74,796	-	144	71	215	75,011
Operating profit before special items	11,527	-153	61	17	-75	11,452
Profit for the period	10,375	-71	57	11	-3	10,372
Attributable to						
Non-controlling interests	1,148	-28	21	5	-1	1,147
Shareholder in Carlsberg Breweries A/S (net profit)	9,227	-43	36	6	-2	9,225

DKK million	2024 (before restatement)	Restatement of non-monetary items	Depreciation /unwinding of deferred tax	Period-end retranslation	Total adjustments	2024 (reported)
Financial position						
Goodwill	34,028	1,668	-	-	1,668	35,696
Brands	6,434	112	-	-	112	6,546
Property, plant and equipment	26,062	983	-153	-9	821	26,883
Total assets	**101,235**	**2,763**	**-153**	**-9**	**2,601**	**103,836**
Equity, shareholder in Carlsberg Breweries A/S	17,471	1,550	-74	-3	1,473	18,944
Non-controlling interests	1,899	991	-47	-2	942	2,841
Total equity	**19,370**	**2,541**	**-121**	**-5**	**2,415**	**21,785**
Deferred tax liabilities	3,890	222	-32	-4	186	4,076
Total equity and liabilities	**101,235**	**2,763**	**-153**	**-9**	**2,601**	**103,836**

SECTION 8.1 (CONTINUED)
HYPERINFLATION

		Inflation restatement				
DKK million	**2024 (before restatement)**	**Non-monetary items**	**Items of the income statement**	**Period-end retranslation**	**Total adjustments**	**2024 (reported)**
Cash flows						
Operating profit before special items	11,527	-153	61	17	-75	11,452
Depreciation, amortisation and impairment losses	4,208	153	-	9	162	4,370
Other non-cash items	-544	-	-61	-26	-87	-631
Cash flow from operating activities	**11,317**	**-**	**-**	**-**	**-**	**11,317**

IMPACT ON THE CONSOLIDATED FINANCIAL STATEMENTS

The application of hyperinflation accounting did not have a material impact on the Group's income statement or statement of cash flows. However, the restatement of the Group's statement of financial position had a significant impact, increasing the carrying amount of goodwill by DKK 1,668m, brands by DKK 112m and property, plant and equipment by DKK 821m, mainly due to restatement of carrying amounts recognised in connection with the step acquisition of Lao Brewery in 2011. Similarly, equity increased by DKK 2,415m, mainly due to the restatement of non-monetary items of DKK 2,428m as of 1 January 2024, recognised in other comprehensive income, and the restatement effect of DKK 113m from changes in the price index during the year, recognised in the income statement.

The impact on revenue was DKK 215m and on profit for the period DKK -3m, negatively impacted by the higher depreciation and amortisation as a result of the restatement of property, plant and equipment, partly offset by the monetary gain of DKK 50m in financial income. The impact of retranslation to exchange rates at 31 December 2024 was insignificant, as the LAK/DKK exchange rate closed at around the same level as at the beginning of the year.

§ ACCOUNTING POLICIES

Income statement

Transactions in the period have been restated to reflect changes in the price index from the time of initial recognition to the end of the reporting period, with the exception of depreciation, which has been recalculated based on the inflation-adjusted carrying amount of the restated non-monetary assets.

Non-monetary items

The non-monetary items – goodwill, brands, property, plant and equipment and deferred tax – have been restated to take account of inflation since initial recognition, which was no earlier than September 2011, when the Group gained control of the business, and up to 31 December 2024. The restatement was offset in other comprehensive income. The restatement of non-monetary items exceeded the recoverable amount of the assets and was therefore reduced by DKK 630m, net of tax.

Monetary items

Monetary items, mainly consisting of receivables and payables, are not subject to restatement, as the carrying amount already reflects the purchasing power at the reporting date.

Equity

Equity includes the restatement adjustment of non-monetary items at the beginning of the period. The restatement adjustment for inflation in the reporting period has been recognised in other comprehensive income.

Statement of cash flows

In the statement of cash flows, operating profit before special items includes a non-cash effect from the inflation restatement, which has been reversed in the line other non-cash items.

Price index

The restatement for hyperinflation of the financial statements of Lao Brewery has been performed by applying the development in the consumer price index provided by the Bank of Laos, calculated as an average year-to-date conversion factor. In 2024, the inflation rate in Laos was 21.3% (2023: 31.2%).

Retranslation from LAK to DKK

The financial statements of Lao Brewery, including restatement adjustments, have been translated into DKK by applying the LAK/DKK exchange rate at the reporting date, instead of the Group's normal practice of translating the income statement using the exchange rate at the transaction date or a monthly average exchange rate. The LAK/DKK exchange rate decreased from 0.0003302 at the beginning of the year to 0.0003299 at 31 December 2024. The average rate was 0.000321.

SECTION 8.2
FEES TO AUDITORS

Fees to auditors appointed by the Annual General Meeting

DKK million	2024	2023
PwC, including network firms		
Statutory audit	30	28
Assurance engagements	6	2
Tax advisory	4	3
Other services	3	1
Total	**43**	**34**

Fees for services other than the statutory audit of the financial statements provided by PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab, Denmark, amounted to DKK 7m (2023: DKK 2m). This includes other assurance opinions including limited assurance on the sustainability statement, agreed-upon procedures as well as tax-, accounting- and compliance-related services.

SECTION 8.3
RELATED PARTIES

RELATED PARTIES EXERCISING CONTROL

Carlsberg A/S, J.C. Jacobsens Gade 1, 1799 Copenhagen V, Denmark, holds all the shares in Carlsberg Breweries A/S.

The following transactions took place with the parent and ultimate parent (the Carlsberg Foundation) in 2024:

Carlsberg Breweries A/S paid a dividend of DKK 7,240 per share amounting to DKK 3,598m (2023: DKK 3,695m), received interest of DKK 45m net and at 31 December 2024 has receivable of DKK 161m against Carlsberg A/S.

OTHER ACTIVITIES

Home of Carlsberg A/S, a 100%-owned subsidiary of the Carlsberg Breweries Group, hosted and administered events at the Carlsberg Academy, which is owned by the Carlsberg Foundation, at a value of DKK 0.5m (2023: DKK 1m).

The Group's delivery of beer and soft drinks to the Carlsberg Foundation is charged at ordinary listing price minus a discount. In 2024, the deliveries amounted to DKK 0.1m (total sales of goods) (2023: DKK 0.1m).

Carlsberg Breweries A/S leases storage facilities in the researcher apartments in Carlsberg Byen. These lease agreements are with subsidiaries of the Foundation. The two annual lease payments amounted to DKK 0.3m (2023: DKK 0.2m) and the leases are on market terms.

It is estimated that the benefit to the Carlsberg Group corresponds to the value of the other activities provided to the Carlsberg Foundation, which in turn corresponds to what each party would have had to pay to have the same deliverables provided by external parties.

OTHER RELATED PARTIES

Related parties also comprise Carlsberg Breweries A/S' Supervisory Board and Executive Board, their close family members and companies in which these persons have significant influence. During the year, there were no transactions between these parties and the Group, except for remuneration as disclosed in section 7.2.

The income statement and the statement of financial position include the following transactions

DKK million	2024	2023
Carlsberg A/S		
Other operating activities, net	-33	-40
Interest income	48	36
Interest expenses	-3	-4
Dividends paid	-3,598	-3,695
Capital reduction	-1,660	-3,000
Recharge of share-based payments	-83	-126
Loans	161	-
Receivables	9	75
Borrowings	-	-165
Trade payables	-24	-39
Associates		
Revenue	51	61
Cost of sales	-676	-733
Sales expenses	-8	-9
Interest income	19	22
Loans	274	273
Receivables	212	444
Trade payables and other liabilities	-75	-70

SECTION 8.4
EVENTS AFTER THE REPORTING PERIOD

On 8 July 2024, Carlsberg announced a recommended offer to acquire the Britvic Group. The Britvic Group shareholders approved the recommended offer on 27 August. On 17 December 2024, Carlsberg and Britvic plc announced that clearance for the acquisition of Britvic plc by Carlsberg had been received from both the European Commission and the UK Competition and Markets Authority, and that as a result all regulatory conditions had been satisfied. The Scheme was sanctioned by the Court on 15 January 2025 and became effective on 16 January 2025 when the Court Order was delivered to the UK Registrar of Companies, and Carlsberg obtained control from this date, cf. section 5.1.

Apart from the above and events recognised or disclosed in the consolidated financial statements, no events have occurred after the reporting period of importance to the consolidated financial statements.

SECTION 9

BASIS FOR PREPARATION

IN THIS SECTION:

SECTION 9.1

SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The consolidated financial statements cover the period 1 January to 31 December. In preparing the consolidated financial statements, management makes various accounting estimates and judgements that form the basis of presentation, recognition and measurement of the Group's assets, liabilities, income and expenses.

Other estimates and judgements made are based on historical experience and other factors that management assesses to be reliable, but that, by their nature, are associated with uncertainty and unpredictability and may therefore prove incomplete or incorrect.

Areas involving significant estimates and judgements:	
Receivables	Section 1
Impairment testing, useful life and residual value	Section 2
Restructurings, provisions and contingencies	Section 3
Acquisitions and disposals, including contingent considerations	Section 5
Tax assets and liabilities	Section 6
Defined benefit obligations	Section 7

SECTION 9.2

GENERAL ACCOUNTING POLICIES

The Group's consolidated financial statements for 2024 have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

The consolidated financial statements are presented in Danish kroner (DKK), which is the Parent Company's functional currency, and all values are rounded to the nearest DKK million, unless otherwise stated.

The accounting policies set out below have been used consistently in respect of the financial year and the comparative figures.

DEFINING MATERIALITY

Significant items are presented individually in the financial statements as required by IAS 1. Other items that are considered relevant to stakeholders and necessary for an understanding of the Group's business model, including research, real estate and geographical diversity, are also presented individually in the financial statements.

SECTION 9.2 (CONTINUED)
GENERAL ACCOUNTING POLICIES

The consolidated financial statements are prepared as a consolidation of the financial statements of the Parent Company, Carlsberg Breweries A/S, and its subsidiaries according to the Group's accounting policies.

Subsidiaries are all the entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity.

Entities over which the Group exercises significant influence, but which it does not control, are considered associates. Significant influence is generally obtained by direct or indirect ownership or control of less than 50% of the voting rights or participation in the management of the company. The assessment of whether Carlsberg Breweries A/S exercises control or significant influence includes potential voting rights exercisable at the reporting date. Entities that by agreement are managed jointly with one or more other parties are considered joint ventures.

On consolidation, intra-group income and expenses, shareholdings, balances and dividends, and realised and unrealised gains are eliminated. Unrealised gains on transactions with associates are eliminated in proportion to the Group's ownership share of the entity.

Unrealised losses are eliminated in the same way as unrealised gains to the extent that impairment has not taken place.

The accounting items of subsidiaries are included in full in the consolidated financial statements. Non-controlling interests' share of subsidiaries' profit/loss for the year and of equity is included in the Group's profit/loss and equity but is disclosed separately. Entities acquired or established during the year are recognised in the consolidated financial statements from the date of acquisition or formation. Entities disposed of or discontinued are recognised in the consolidated income statement until the date of disposal or discontinuation. The comparative figures are not restated.

FOREIGN CURRENCY TRANSLATION

A functional currency is determined for each of the reporting entities in the Group. The functional currency is the primary currency used for the reporting entity's operations. Transactions denominated in currencies other than the functional currency are considered transactions denominated in foreign currencies.

On initial recognition, transactions denominated in foreign currencies are translated to the functional currency at the exchange rates at the transaction date. Foreign exchange differences arising between the exchange rates at the transaction date and at the date of payment are recognised as financial income or expenses.

Receivables, payables and other monetary items denominated in foreign currencies are translated at the exchange rates at the reporting date. The difference between the exchange rates at the reporting date and at the date at which the receivable or payable arose or the exchange rate in the latest consolidated financial statements is recognised as financial income or expenses.

On recognition of entities with a functional currency other than the presentation currency, the income statement and statement of cash flows are translated at the exchange rates at the transaction date, and the statement of financial position items are translated at the exchange rates at the reporting date. Foreign exchange differences arising on translation of the opening balance of equity, and of the income statement on the reporting date, are recognised in other comprehensive income and attributed to a separate translation reserve in equity. Foreign exchange differences arising on the translation of the proportionate share of associates are likewise recognised in other comprehensive income.

Foreign exchange adjustment of balances with entities that are considered part of the investment in the entity is recognised in other comprehensive income. Correspondingly, foreign exchange gains and losses on the part of loans and derivative financial instruments that are designated as hedges of investments in foreign entities, and that effectively hedge against corresponding foreign exchange gains and losses on the investment in the entity, are also recognised in other comprehensive income and attributed to a separate translation reserve in equity.

When the gain or loss from a complete or partial disposal of an entity is recognised, the share of the cumulative exchange differences recognised in other comprehensive income is recognised in the income statement. The same approach is adopted on repayment of balances that constitute part of the net investment in the entity.

INCOME STATEMENT

The presentation of the Group's income statement is based on the internal reporting structure, as IFRS Accounting Standards do not provide a specific disclosure requirement.

Special items are not directly attributable to ordinary operating activities and are shown separately in order to facilitate a better understanding of the Group's financial performance.

CASH FLOW

Cash flow is calculated using the indirect method and is based on operating profit before special items adjusted for depreciation, amortisation and impairment losses. Cash flow cannot be derived directly from the statement of financial position and income statement.

FINANCIAL RATIOS AND NON-IFRS FINANCIAL MEASURES

The Group uses certain additional financial measures to provide management, investors and investment analysts with additional measures to evaluate and analyse the Company's results. These non-IFRS financial measures are defined and calculated by the Group and therefore may not be comparable with other companies' measures.

SECTION 9.2 (CONTINUED)
GENERAL ACCOUNTING POLICIES

The non-IFRS financial measures disclosed in the Annual Report are:

- Organic development
- Payout ratio, adjusted

SECTION 9.3
CHANGES IN ACCOUNTING POLICIES

CHANGED ACCOUNTING POLICIES AND CLASSIFICATION IN THE ANNUAL REPORT 2024

The Annual Report 2024 has been prepared using the same accounting policies for recognition and measurement as those applied to the consolidated financial statements for 2023, except for the following Amendments that were adopted as of 1 January 2024:

- Amendments to IAS 1 "Presentation of Financial Statements: Classification of Liabilities as Current or Non-current" and "Classification of Liabilities as Current or Non-current - Deferral of Effective Date" and "Non-current Liabilities with Covenants"
- Amendment to IFRS 16 "Leases: Lease Liability in a Sale and Leaseback"
- Amendments to IAS 7 "Statement of Cash Flows" and IFRS 7 "Financial Instruments: Disclosures: Supplier Finance Arrangements"

These Amendments cover areas that are not material and/or relevant for the Group.

SECTION 9.4
NEW LEGISLATION

NEW AND AMENDED IFRS ACCOUNTING STANDARDS

The following Amendments to IFRS Accounting Standards became effective as of 1 January 2025:

- Amendment to IAS 21 "The Effects of Changes in Foreign Exchange Rates: Lack of Exchangeability"

The Amendment is not expected to have any significant impact on the financials or the Group's accounting policies, as it covers areas that are not material and/or relevant for the Group.

NEW AND AMENDED IFRS ACCOUNTING STANDARDS AND INTERPRETATIONS NOT YET ADOPTED BY THE EU

The following new or amended IFRS Standards and Amendments, which will become effective in future years, have been issued but not yet adopted by the EU:

- IFRS 18 "Presentation and Disclosure in Financial Statements"
- IFRS 19 "Subsidiaries without Public Accountability: Disclosures"
- Amendments to IFRS 9 and IFRS 7 "Contracts Referencing Nature-dependent Electricity" and "Classification and Measurement of Financial Instruments"

The Amendments are not mandatory for the financial reporting for 2024. The Group expects to adopt the new Standards and Amendments when they become mandatory.

SECTION 9.5
KEY DEFINITIONS

Glossary and calculation of key figures and financial ratios disclosed in the Annual Report

FINANCIAL RATIOS

Gross margin	Gross profit as a percentage of revenue.
EBITDA margin[1]	Operating profit before depreciation, amortisation and impairment losses as a percentage of revenue.
Operating margin	Operating profit before special items[1] as a percentage of revenue.
Return on invested capital (ROIC)	Operating profit before special items[1] adjusted for tax as a percentage of average invested capital[2] calculated as a 12-month rolling average (MAT).
Return on invested capital excluding goodwill (ROIC excl. goodwill)	Operating profit before special items[1] adjusted for tax as a percentage of average invested capital[2] excluding goodwill calculated as a 12-month rolling average (MAT).
Effective tax rate[1]	Income tax as a percentage of profit before tax.
NIBD/EBITDA[1]	Net interest-bearing debt[3] divided by operating profit before depreciation, amortisation and impairment losses.
Payout ratio	Proposed dividend for the year as a percentage of consolidated profit, excluding non-controlling interests.
Payout ratio, adjusted	Proposed dividend for the year on number of shares at year-end as a percentage of consolidated profit, adjusted for special items after tax[1], excluding non-controlling interests.

GLOSSARY

EBITDA[1]	Operating profit before depreciation, amortisation and impairment losses.
Free cash flow[4]	Cash flow from operating activities less cash flow from investing activities.
Free operating cash flow	Cash flow from operating activities less operational investments.
Leverage ratio[1]	NIBD/EBITDA.
NCI	Non-controlling interests.
OCI	Other comprehensive income.
Off-trade	Sale of beverages for consumption off the premises (e.g. retailers).
On-trade	Sale of beverages for consumption on the premises (e.g. restaurants, hotels and bars).
Operating profit	Operating profit before special items[1].
Reported figures	Reported figures include organic growth, net acquisitions and foreign exchange effects.
Organic development[1]	Measure of growth excluding the impact of acquisitions, disposals and foreign exchange from year-on-year comparisons.
Volumes[1]	The Group's sale of beverages in consolidated entities and sale of the Group's products under licence agreements.

[1] This key figure, ratio or elements thereof are not defined in or deviate from the definitions of the Danish Finance Society.

[2] The calculation of invested capital is specified in section 2.1.

[3] The calculation of net interest-bearing debt is specified in section 4.5.

[4] The calculation of free cash flow is specified in the statement of cash flows.

SECTION 10

GROUP COMPANIES

This section lists the subsidiaries and associates in the Group. Parent direct ownership shows the legal ownership held by the immediate holding company in the Group. Cross-holdings held by fully owned companies in the Group are aggregated. Consolidated ownership shows the share of the result of the entity that is attributed to the shareholder in Carlsberg Breweries A/S in the consolidated financial statements.

Western Europe	Place of incorporation	Note	Number of subsidiaries	Parent direct ownership	Consolidated ownership
Carlsberg Danmark A/S	Denmark			100%	100%
Carlsberg Supply Company Danmark A/S	Denmark			100%	100%
Carlsberg Sweden Holding 2 AB	Sweden			100%	100%
Carlsberg Sverige AB	Sweden			100%	100%
Carlsberg Supply Company Sverige AB	Sweden			100%	100%
Ringnes Norge AS	Norway		1	100%	100%
Ringnes AS	Norway			100%	100%
Ringnes Brygghus AS	Norway			100%	100%
Solo AS	Norway			91%	91%
Ringnes Supply Company AS	Norway			100%	100%
Ringnes Farris Eiendom AS	Norway			100%	100%
Ringnes Imsdal Eiendom AS	Norway			100%	100%
Ringnes Administrasjon Eiendom AS	Norway			100%	100%
Ringnes Gjelleråsen Eiendom AS	Norway			100%	100%
Oy Sinebrychoff Ab	Finland			100%	100%
Sinebrychoff Supply Company Oy	Finland			100%	100%
Carlsberg Deutschland Holding GmbH	Germany			100%	100%
Carlsberg Deutschland Logistik GmbH	Germany			100%	100%
Tuborg Deutschland GmbH	Germany			100%	100%
Carlsberg Deutschland GmbH	Germany		4	100%	100%
Duckstein GmbH	Germany			100%	100%
Holzmarkt Beteiligungsgesellschaft mbH	Germany			100%	100%
Holsten-Brauerei AG	Germany			100%	100%
Carlsberg Supply Company Deutschland GmbH	Germany			100%	100%
Carlsberg Supply Company Polska SA	Poland			100%	100%
Carlsberg Polska Sp. z o.o.	Poland			100%	100%
Carlsberg UK Holdings Limited	UK		1	100%	100%
Carlsberg Marston's Limited	UK			100%	100%
Carlsberg Marston's Brewing Company Ltd.	UK			100%	100%
Marston's Beer Company Limited	UK			100%	100%
CMBC Supply Limited	UK			100%	100%
CM Brewery Holdings Limited	UK		1	100%	100%
Emeraude S.A.S.	France		7	100%	100%
Kronenbourg S.A.S.	France		2	100%	100%
Kronenbourg Supply Company S.A.S.	France			100%	100%

SECTION 10 (CONTINUED)
GROUP COMPANIES

Western Europe	Place of incorporation	Note	Number of subsidiaries	Parent direct ownership	Consolidated ownership
Feldschlösschen Getränke Holding AG	Switzerland		3	100%	100%
Feldschlösschen Getränke AG	Switzerland			100%	100%
Schlossgarten Gastronomie AG	Switzerland			100%	100%
SB Swiss Beverage AG	Switzerland			100%	100%
Feldschlösschen Supply Company AG	Switzerland			100%	100%
Carlsberg Supply Company AG	Switzerland			100%	100%
Nya Carnegiebryggeriet AB	Sweden			100%	100%
E.C. Dahls Bryggeri AS	Norway			100%	100%
Monster the Cat GmbH	Switzerland			100%	100%
Grimbergen Abbey Brewery	Belgium			100%	100%
Zatecky Pivovar spol. S.r.o.	Czechia			100%	100%

Asia	Place of incorporation	Note	Number of subsidiaries	Parent direct ownership	Consolidated ownership
Carlsberg Asia Pte Ltd	Singapore			100%	100%
Carlsberg Brewery Hong Kong Ltd	Hong Kong SAR		4	100%	100%
Guangzhou Carlsberg Investment Company Limited	China			100%	100%
Chongqing Brewery Co., Ltd	China	A		60%	60%
Carlsberg Chongqing Breweries Company Limited	China	B	8	51%	79%
Kunming Huashi Brewery Company Limited	China			100%	79%
Carlsberg (China) Breweries and Trading Company Limited	China			100%	79%
Carlsberg Brewery (Guangdong) Ltd	China			99%	79%
Xinjiang Wusu Breweries Co., Ltd	China		5	100%	79%
Ningxia Xixia Jianiang Brewery Limited	China			70%	56%
Beijing Capital Brewing Jinmai Trading Company Limited	China			100%	79%
G-Shell Asia Pacific (Beijing) Food Company Limited	China			100%	79%
Carlsberg Beer Enterprise Management (Chongqing) Company Limited	China			100%	79%
Carlsberg Brewery (Anhui) Company Ltd	China			75%	60%
Carlsberg Tianmuhu Brewery (Jiangsu) Company Ltd	China			100%	79%
Lao Brewery Co. Ltd	Laos			61%	61%
Carlsberg Korea Ltd.	South Korea			100%	100%
Carlsberg Brewery Malaysia Berhad	Malaysia	A		51%	51%
Carlsberg Marketing Sdn BHD	Malaysia			100%	51%
Euro Distributors Sdn BHD	Malaysia			100%	51%
Carlsberg Singapore Pte Ltd	Singapore			100%	51%
Maybev Pte Ltd	Singapore	C		51%	26%
Carlsberg Vietnam Trading Co. Ltd	Vietnam			100%	100%
Carlsberg Vietnam Breweries Ltd	Vietnam			100%	100%
Paduak Holding Pte. Ltd	Singapore			100%	100%
Carlsberg Supply Company Asia Ltd	Hong Kong SAR			100%	100%
Caretech Limited	Hong Kong SAR			100%	100%
Cambrew Limited	Cambodia		2	100%	100%
Cambrew Properties Ltd	Cambodia			100%	100%
Angkor Beverage Co Ltd	Cambodia			100%	100%
CB Distribution Co., Ltd	Thailand			100%	100%

Central & Eastern Europe and India	Place of incorporation	Note	Number of subsidiaries	Parent direct ownership	Consolidated ownership
Carlsberg Azerbaijan LLC	Azerbaijan			100%	100%
Baku Piva JSC	Azerbaijan			91%	91%
Carlsberg Kazakhstan Ltd	Kazakhstan			90%	100%
Carlsberg Beverages Central Asia LLP	Kazakhstan			100%	100%
Carlsberg Kyrgyzstan LLC	Kyrgyzstan			100%	100%
PJSC Carlsberg Ukraine	Ukraine		1	100%	100%
Carlsberg South Asia Pte Ltd	Singapore			100%	100%
South Asian Breweries Pte Ltd	Singapore			100%	100%
Carlsberg India Pvt. Ltd	India			100%	100%

A Listed company.

B Carlsberg Chongqing Breweries Company Limited is owned by Chongqing Brewery Co., Ltd (51%) and Guangzhou Carlsberg Consultancy and Management Services Co Ltd (49%), resulting in a consolidated ownership of 79%.

C Maybev Pte Ltd is owned by Carlsberg Singapore Pte Ltd (51%), which is owned by Carlsberg Brewery Malaysia Berhad (51%), resulting in a consolidated ownership of 26%.

SECTION 10 (CONTINUED)
GROUP COMPANIES

Central & Eastern Europe and India	Place of incorporation	Note	Number of subsidiaries	Parent direct ownership	Consolidated ownership
Gorkha Brewery Pvt. Ltd	Nepal	D, E		100%	100%
G.B. Marketing Pvt Ltd	Nepal	E		100%	100%
Baltic Beverages Holding AB	Sweden			100%	100%
Carlsberg Serbia Ltd	Serbia			100%	100%
Carlsberg BH d.o.o.	Bosnia and Herzegovina			100%	100%
Carlsberg Montenegro d.o.o.	Montenegro			100%	100%
Carlsberg Croatia d.o.o.	Croatia			100%	100%
Carlsberg Bulgaria AD	Bulgaria			100%	100%
OJSC Brewery Alivaria	Belarus	E, F		78%	89%
Vista BY Co LLC	Belarus			100%	100%
Carlsberg Italia S.p.A.	Italy			100%	100%
Carlsberg Horeca Srl	Italy			100%	100%
T&C Italia Srl	Italy			100%	100%
Olympic Brewery SA	Greece			100%	100%
Hellenic Beverage Company SA	Greece			100%	100%
Carlsberg Hungary Kft.	Hungary			100%	100%
Saku Õlletehase AS	Estonia			100%	100%
Aldaris JSC	Latvia			100%	100%
Svyturys-Utenos Alus UAB	Lithuania			99%	99%
CTDD Beer Imports Ltd	Canada			100%	100%
Carlsberg Canada Inc.	Canada			100%	100%
Kronenbourg Breweries Canada Inc.	Canada			100%	100%
Carlsberg USA Inc.	USA			100%	100%

D In November 2024, the Group gained control of Gorkha Brewery through the acquisition of an additional 33.33% of the shares in the holding company Carlsberg South Asia Pte Ltd and an additional 9.94% of the shares in Gorkha Brewery.

E Company not audited by PwC.

F Consolidated ownership is higher than the legal ownership due to written put options.

Not allocated	Place of incorporation	Note	Number of subsidiaries	Parent direct ownership	Consolidated ownership
Carlsberg Finans A/S	Denmark			100%	100%
Carlsberg International A/S	Denmark			100%	100%
Home of Carlsberg A/S	Denmark			100%	100%
Carlsberg Invest A/S	Denmark			100%	100%
Carlsberg Integrated Information Technology A/S	Denmark			100%	100%
Carlsberg Captive Insurance Company A/S	Denmark			100%	100%
Carlsberg Central Office A/S	Denmark			100%	100%
Traitomic A/S	Denmark			100%	100%
Carlsberg Shared Services Sp. z o.o.	Poland			100%	100%

SECTION 10 (CONTINUED)
GROUP COMPANIES

Associates	Place of incorporation	Note	Number of subsidiaries	Parent direct ownership	Consolidated ownership
Bjergsø Holding ApS	Denmark	**E**	25	20%	20%
Sinergie Proattive Srl	Italy			36%	36%
Brasserie du Pays Flamand	France			28%	28%
Knopp Oy	Finland			50%	50%
Viacer S.G.P.S., Lda	Portugal	**G**		29%	29%
Super Bock Group, S.G.P.S., S.A.	Portugal	**G**	11	56%	60%
Serviced Dispense Equipment (Holdings) Limited	UK		2	33%	20%
Nuuk Imeq A/S	Greenland	**E**		32%	32%
Chongqing Jiawei Beer Co. Ltd	China			33%	26%
Lanzhou Huanghe Jianiang Brewery Company Limited	China			50%	50%
Qinghai Huanghe Jianiang Brewery Company Ltd	China			50%	50%
Jiuquan West Brewery Company Limited	China			50%	50%
Tianshui Huanghe Jianiang Brewery Company Ltd	China			50%	50%
Lion Brewery (Ceylon) PLC	Sri Lanka	**A, E, H**		25%	13%
Hanoi Beer Alcohol and Beverage Joint Stock Corporation	Vietnam	**E**		17%	17%
Carlsberg Distributors Taiwan Limited	Taiwan		1	50%	50%
NCC Crowns Private Limited	India			33%	33%
Bottlers Nepal Limited	Nepal		1	22%	20%
Myanmar Carlsberg Co. Ltd	Myanmar	**E**	1	61%	61%

G Viacer S.G.P.S (Viacer) is the controlling shareholder of Super Bock Group, S.G.P.S. (Super Bock), with a 56% shareholding, with Carlsberg Breweries A/S owning the remaining 44%. In addition, Carlsberg Breweries A/S has a direct ownership share of 29% in Viacer without exercising control. Therefore, both Viacer and Super Bock are considered associates of the Group. The Group's direct and indirect ownership of Super Bock totals 60%.

H Lion Brewery (Ceylon) PLC is owned by Carlsberg Brewery Malaysia Berhad (25%). Carlsberg owns 51% of Carlsberg Brewery Malaysia Berhad, resulting in 13% of the result being attributed to the shareholder in Carlsberg Breweries A/S.

PARENT COMPANY FINANCIAL STATEMENTS

PARENT COMPANY FINANCIAL STATEMENTS

SECTION 1
SUBSIDIARIES AND RELATED PARTIES

SECTION 2
CAPITAL STRUCTURE

SECTION 3
OPERATING ACTIVITIES

SECTION 4
STAFF COSTS AND REMUNERATION

SECTION 5
OTHER DISCLOSURE REQUIREMENTS

SECTION 6
GENERAL ACCOUNTING POLICIES

INCOME STATEMENT

DKK million	Section	2024	2023
Revenue		2,920	2,765
Cost of sales	3.1	-1,098	-1,082
Gross profit		**1,822**	**1,683**
Sales and distribution expenses	3.1	-1,023	-799
Administrative expenses		-956	-492
Other operating activities, net	3.1	429	257
Operating profit before special items		**272**	**649**
Special items, net	1.2	1,037	-14,035
Financial income	2.2	6,690	12,253
Financial expenses	2.2	-2,700	-1,903
Profit before tax		**5,299**	**-3,036**
Income tax	5.4	200	-102
Profit for the period		**5,499**	**-3,138**
Attributable to			
Dividend to shareholder		3,564	3,598
Reserves		1,935	-6,736
Profit for the period		**5,499**	**-3,138**

STATEMENT OF COMPREHENSIVE INCOME

DKK million	Section	2024	2023
Profit for the period		**5,499**	**-3,138**
Other comprehensive income			
Value adjustments of hedging instruments		177	605
Income tax	5.4	-39	-
Items that may be reclassified to the income statement		**138**	**605**
Other comprehensive income		**138**	**605**
Total comprehensive income		**5,637**	**-2,533**

STATEMENT OF FINANCIAL POSITION

DKK million	Section	31 Dec. 2024	31 Dec. 2023
ASSETS			
Non-current assets			
Intangible assets	5.3	1,484	1,490
Property, plant and equipment	5.3	370	394
Investments in subsidiaries	1.1	68,860	62,304
Investments in associates	1.1	3,040	2,910
Receivables	3.3	1,096	750
Tax assets	5.4	116	119
Total non-current assets		**74,966**	**67,967**
Current assets			
Trade receivables	3.3	1,230	980
Tax receivables		161	21
Other receivables	3.3	20,053	21,016
Prepayments		38	29
Deposits and securities		-	2,236
Cash and cash equivalents	2.4	5,741	6,478
Total current assets		**27,223**	**30,760**
Total assets		**102,189**	**98,727**

DKK million	Section	31 Dec. 2024	31 Dec. 2023
EQUITY AND LIABILITIES			
Equity			
Share capital	2.1	496	497
Hedging reserves		462	324
Retained earnings		28,413	28,151
Total equity		**29,371**	**28,972**
Non-current liabilities			
Borrowings	2.4	29,817	33,528
Tax liabilities	5.4	381	576
Provisions	5.1	7	7
Other liabilities etc.		1,947	501
Total non-current liabilities		**32,152**	**34,612**
Current liabilities			
Borrowings	2.4	37,437	32,730
Trade payables		1,710	1,134
Deposits on returnable packaging materials		44	46
Provisions	5.1	10	67
Other liabilities etc.		1,465	1,166
Total current liabilities		**40,666**	**35,143**
Total liabilities		**72,818**	**69,755**
Total equity and liabilities		**102,189**	**98,727**

STATEMENT OF CHANGES IN EQUITY

DKK million	Shareholder in Carlsberg Breweries A/S			
2024	**Share capital**	**Hedging reserves**	**Retained earnings**	**Total equity**
Equity at 1 January	**497**	**324**	**28,151**	**28,972**
Profit for the period	**-**	**-**	**5,499**	**5,499**
Other comprehensive income	**-**	**138**	**-**	**138**
Total comprehensive income for the period	**-**	**138**	**5,499**	**5,637**
Capital reduction	-1	-	-1,659	-1,660
Settlement of share-based payments	-	-	-34	-34
Share-based payments	-	-	54	54
Dividend paid to shareholder	-	-	-3,598	-3,598
Total changes in equity	**-1**	**138**	**262**	**399**
Equity at 31 December	**496**	**462**	**28,413**	**29,371**

2023				
Equity at 1 January	**498**	**-281**	**37,898**	**38,115**
Profit for the period	**-**	**-**	**-3,138**	**-3,138**
Other comprehensive income	**-**	**605**	**-**	**605**
Total comprehensive income for the period	**-**	**605**	**-3,138**	**-2,533**
Capital reduction	-1	-	-2,999	-3,000
Settlement of share-based payments	-	-	7	7
Share-based payments	-	-	78	78
Dividend paid to shareholder	-	-	-3,695	-3,695
Total changes in equity	**-1**	**605**	**-9,747**	**-9,143**
Equity at 31 December	**497**	**324**	**28,151**	**28,972**

STATEMENT OF CASH FLOWS

DKK million	Section	2024	2023
Operating profit before special items		272	649
Depreciation and amortisation		35	39
Operating profit before depreciation and amortisation		**307**	**688**
Other non-cash items	3.2	54	78
Change in working capital	3.2	-57	659
Restructuring costs and other special items		128	-88
Interest etc. received		1,522	1,261
Interest etc. paid		-2,237	-1,562
Income tax paid		-175	48
Cash flow from operating activities		**-458**	**1,084**
Acquisition of property, plant and equipment		-4	-5
Acquisition of intangible assets		-	-8
Total operational investments		**-4**	**-13**
Acquisition of subsidiaries		-3,469	-
Capital injections in subsidiaries		-137	-111
Acquisition of associates		-115	-
Change in financial investments		2,236	-2,236
Change in financial receivables		373	-13
Dividends received		4,897	4,349
Total financial investments		**3,785**	**1,989**
Cash flow from investing activities		**3,781**	**1,976**
Free cash flow		**3,323**	**3,060**
Shareholder in Carlsberg Breweries A/S	2.1	-5,258	-6,695
External financing	2.4	1,219	8,762
Cash flow from financing activities		**-4,039**	**2,067**
Net cash flow		**-716**	**5,127**
Cash and cash equivalents at 1 January		6,478	1,368
Foreign exchange adjustment of cash and cash equivalents		-21	-17
Cash and cash equivalents at 31 December	2.4	**5,741**	**6,478**

SECTION 1

SUBSIDIARIES AND RELATED PARTIES

SECTION 1.1
INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries

DKK million	2024	2023
Cost		
Cost at 1 January	92,639	85,973
Acquisition of entities	263	-
Additions	5,143	6,673
Disposals	-	-7
Cost at 31 December	**98,045**	**92,639**
Value adjustments		
Value adjustments at 1 January	30,335	16,959
Impairment losses	1,100	13,500
Reversal of impairment	-2,250	-124
Value adjustments at 31 December	**29,185**	**30,335**
Carrying amount at 31 December	**68,860**	**62,304**

Please see section 10 in the consolidated financial statements for a list of companies in the Carlsberg Breweries Group.

In 2024, the Group completed its acquisition of the remaining 33% of Carlsberg South Asia Pte Ltd (CSAPL) for a purchase price including transaction costs of DKK 5,006m (USD 708m) and now owns 100% of the company.

Capital injections of DKK 263m to Carlsberg UK Holdings Ltd., DKK 100m in Home of Carlsberg A/S and DKK 37m in Carlsberg Italia S.p.A. were made in 2024.

Impairment losses of DKK 1,100m in 2024 related to the investment in Carlsberg UK Holdings, the holding company for the Group's operations in the UK, which is expected to be affected by declining volumes and earnings due to the termination of the San Miguel licence agreement.

Impairment losses of DKK 2,250m previously recognised on the investment in Carlsberg Sweden Holding 2 AB were reversed. On 4 December 2024, the Group completed the disposal of Baltika Breweries for a cash consideration of RUB 34bn and also received Baltika Breweries' shareholdings in Carlsberg Azerbaijan and Carlsberg Kazakhstan.

In 2023, additions primarily included shares in a subsidiary of the Carlsberg Breweries Group that were received as a non-cash dividend distribution of DKK 6,329m from Carlsberg Sweden Holding 2 AB.

In 2023, impairment losses of DKK 13,500m were recognised on investments in subsidiaries. Of the total impairment, DKK 12,168m related to the investment in Carlsberg Sweden Holding 2 AB, which through intermediate companies is the owner of the Group's investments in Russia. The impairment was because of the loss of control of the Russian operation following the presidential decree of 16 July 2023.

Impairment losses of DKK 1,313m in 2023 related to the investment in Caretech Ltd., the holding company for the Group's operations in Cambodia, which had been affected by a significant decline in volumes.

Reversal of impairment of DKK 124m in 2023 related to a minor European entity.

Investments in associates

DKK million	2024	2023
Cost		
Cost at 1 January	2,910	2,910
Additions	130	-
Cost at 31 December	**3,040**	**2,910**
Value adjustments		
Value adjustments at 1 January	-	-
Value adjustments at 31 December	**-**	**-**
Carrying amount at 31 December	**3,040**	**2,910**

In 2024, Carlsberg Breweries and Danish craft brewer Mikkeller established a sales and distribution agreement for the Danish market. As part of the agreement, Carlsberg Breweries acquired a 20% stake in Mikkeller.

SECTION 1.1 (CONTINUED)
INVESTMENTS IN SUBSIDIARIES

ACCOUNTING ESTIMATES AND JUDGEMENTS

Indications of impairment of investments in subsidiaries are assessed annually by management. Impairment tests are performed by applying the same principles as the tests for impairment of goodwill in the Group, cf. section 2.3 in the consolidated financial statements.

It is management's assessment that no further indications of impairment existed at year-end 2024. Impairment tests have therefore not been carried out for investments in other subsidiaries.

ACCOUNTING POLICIES

Dividends on investments in subsidiaries are recognised in the income statement of the Parent Company in the financial year in which the dividend is declared.

Investments in subsidiaries are measured at the lower of cost and recoverable amount.

SECTION 1.2
SPECIAL ITEMS

Special items

DKK million	2024	2023
Special items, income		
Derecognition of loan from Baltika Breweries	-	297
Income	**-**	**297**
Impairment of investments in subsidiaries	-1,100	-13,500
Reversal of impairment of investments in subsidiaries	2,250	124
Reclassification of cash flow hedges	-	-606
Cost of termination of a licensee agreement	-	-173
Costs related to acquisition and disposal of entities etc.	-137	-77
Reversal of provisions made in prior years	58	15
Impairment of receivables from Baltika Breweries	-	-76
Restructuring projects and provisions	-34	-23
Other expenses	-	-16
Expenses	**1,037**	**-14,332**
Special items, net	**1,037**	**-14,035**

Impact of special items on operating profit

DKK million	2024	2023
If special items had been recognised in operating profit before special items, they would have been included in the following items:		
Cost of sales	-	-173
Administrative expenses	-171	104
Other operating activites, net	58	15
Financial expenses	1,150	-13,981
Special items, net	**1,037**	**-14,035**

2024

In 2024, impairment of investments in subsidiaries, DKK 1,100m, was recognised as a result of the UK business, which is expected to be affected by declining volumes and earnings due to the termination of the San Miguel licence agreement.

Reversal of impairment of investments in Carlsberg Sweden Holding 2 AB, DKK 2,250m, was recognised as a consequence of the Group's disposal of Baltika Breweries for a cash consideration of RUB 34bn, cf. section 5.3 in the consolidated financial statements.

In 2024 and 2023, costs mainly related to the disposal of the Russian operation.

Provisions of DKK 58m recognised in prior years for legal claims that did not materialise were reversed.

Restructuring costs of DKK 34m relate to various restructuring projects as part of the ongoing focus on cost and efficiency initiatives.

2023

Impairment of investments in subsidiaries mainly related to the investment in Carlsberg Sweden Holding 2 AB, cf. section 1.1.

A loan of DKK 297m provided by Baltika Breweries to Carlsberg Breweries was derecognised, as the loan is no longer payable following the seizure of Baltika Breweries.

Carlsberg Breweries recognised a cost of DKK 173m when the Company terminated the licensee agreement for Kronenbourg 1664 in the UK.

Following the deconsolidation of the Russian operation, the value of hedges relating to the original acquisition of the Russian operation was reclassified from equity to special items. The total amount of the reclassification was DKK 596m. Additional losses of DKK 10m regarding hedges of financial investments were reclassified from the cash flow hedge reserve to special items.

SECTION 1.3
RELATED PARTIES

Related party disclosures

DKK million	2024	2023
Carlsberg A/S		
Other operating activities, net	-17	-18
Interest income	48	36
Interest expenses	-3	-4
Loans	161	-
Dividend paid	-3,598	-3,695
Capital reduction	-1,660	-3,000
Receivables from the sale of goods and services	2	2
Recharge of share-based payments	46	82
Borrowings	-	-165
Trade payables	-4	-4
Associates		
Interest income	18	19
Receivables from the sale of goods and services	133	122
Prepayments	65	-
Borrowings	-10	-8
Subsidiaries		
Revenue	1,065	890
Cost of sales	-1,064	-994
Sales and distribution expenses	-38	-44
Administrative expenses	-343	-162
Other operating activities, net	450	275
Interest income	1,154	1,146
Interest expenses	-1,275	-1,119
Loans	19,935	20,306
Dividend	77	20
Receivables	1,394	1,370
Borrowings	-31,232	-28,894
Trade payables and other liabilities etc.	-1,069	-719

Carlsberg A/S, J.C. Jacobsens Gade 1, 1799 Copenhagen V, Denmark, holds all the shares in Carlsberg Breweries A/S.

The following transactions took place between Carlsberg Breweries A/S and the parent in 2024:

- Carlsberg Breweries leased storage facilities in the researcher apartments.

The dividend paid to Carlsberg A/S is described in further detail in section 4.2 in the consolidated financial statements.

It is estimated that the benefit for the Carlsberg Breweries Group corresponds to the value of the services provided to the Carlsberg Foundation, which in turn corresponds to what each party would have had to pay to have the same deliverables provided by external parties.

OTHER RELATED PARTIES

Related parties also comprise Carlsberg Breweries A/S' Supervisory Board and Executive Board, their close family members and companies in which these persons have significant influence.

During the year, there were no transactions between these parties and the Group, except for remuneration as disclosed in section 4.

Dividends of DKK 437m (2023: DKK 274m) were received from associates. No losses on loans to or receivables from subsidiaries or associates were recognised or provided for in either 2024 or 2023.

Dividends of DKK 4,517m (2023: DKK 10,418m) were received from subsidiaries.

SECTION 2

CAPITAL STRUCTURE

SECTION 2.1

SHARE CAPITAL

Share capital

DKK million	Shares of DKK 1,000	Nominal value, DKK '000
1 January 2023	498,000	498,000
Capital reduction	-1,000	-1,000
31 December 2023	497,000	497,000
Capital reduction	-1,000	-1,000
31 December 2024	**496,000**	**496,000**

The share capital amounts to DKK 496m divided into shares in denominations of DKK 1,000 and multiples thereof. None of the shares confer any special rights. The share capital is owned by Carlsberg A/S, Copenhagen, Denmark.

In November 2024, the share capital was reduced from DKK 497m to DKK 496m through a cash distribution of nominally DKK 1m at a (per 100) price of DKK 166,000, corresponding to a total cash distribution to Carlsberg A/S of DKK 1,660m.

The dividend paid out to the shareholder in 2024 relating to 2023 amounted to DKK 3,598m (paid out in 2023 for 2022: DKK 3,695m).

Carlsberg Breweries A/S proposes a dividend of DKK 7,185 per share, in total DKK 3,564m (2023: DKK 7,240 per share, in total DKK 3,598m). The proposed dividend is included in retained earnings at 31 December 2024.

The dividend paid out to the shareholder in Carlsberg Breweries A/S does not impact taxable income in Carlsberg Breweries A/S.

SECTION 2.2

FINANCIAL INCOME AND EXPENSES

DKK million	**2024**	2023
Financial income		
Interest income	1,479	1,355
Dividends from subsidiaries and associates	4,954	10,692
Foreign exchange gains, net	257	206
Total	**6,690**	**12,253**
Financial expenses		
Interest expenses	-2,278	-1,857
Fair value adjustments, net	-362	-
Bank and commitment fees	-59	-22
Other	-1	-24
Total	**-2,700**	**-1,903**
Financial items, net	**3,990**	**10,350**

Interest income relates to interest on cash and cash equivalents and loans to subsidiaries, whereas interest expenses relate to interest on borrowings.

Foreign exchange adjustments of balances with foreign entities that are considered part of the total net investment in the entity are recognised in the income statement.

SECTION 2.3
NET INTEREST-BEARING DEBT

Net interest-bearing debt

DKK million	2024	2023
Non-current borrowings	29,817	33,528
Current borrowings	37,437	32,730
Gross financial debt	**67,254**	**66,258**
Deposits and securities	-	-2,236
Cash and cash equivalents	-5,741	-6,478
Net financial debt	**61,513**	**57,544**
Loans to Group companies and other interest-bearing items	-20,159	-20,651
Deferred consideration, interest-bearing	1,626	-
Net interest-bearing debt	**42,980**	**36,893**

SECTION 2.4
BORROWINGS AND CASH

Gross financial debt

DKK million	2024	2023
Non-current borrowings		
Issued bonds	25,603	29,270
Bank borrowings	-36	-
Lease liabilities	350	358
Borrowings from Group companies	3,900	3,900
Total	**29,817**	**33,528**
Current borrowings		
Issued bonds	3,726	7,448
Lease liabilities	24	26
Other borrowings	33,687	25,256
Total	**37,437**	**32,730**
Total non-current and current borrowings	**67,254**	**66,258**
Fair value	66,969	65,606

Other borrowings mainly comprise borrowings from Group companies and – for 2024 – issued commercial papers.

Borrowings are measured at amortised cost. The fair value of borrowings in subsidiaries corresponds to the carrying amount in all material respects.

Changes in gross financial debt

DKK million	2024	2023
Gross financial debt at 1 January	**66,258**	**56,185**
Proceeds from issue of bonds	-	15,272
Instalments on and proceeds from borrowings, non-current	-7,460	-3,725
Instalments on and proceeds from European commercial paper	6,276	-1,302
Change in current borrowings from Group companies	2,173	-745
Change in current loans to Group companies	492	-1,099
Instalments on lease liabilities	-10	-26
Other	-252	387
Financing	**1,219**	**8,762**
Intercompany loans	-492	1,099
Other, including foreign exchange adjustments and amortisation	269	212
Gross financial debt at 31 December	**67,254**	**66,258**

Cash and cash equivalents amounted to DKK 5,741m (2023: DKK 8,714m including deposits). Cash and cash equivalents are not associated with any significant credit risks.

SECTION 2.5
CREDIT RISK

Credit risk is the risk of a counterparty failing to meet its contractual obligations and so inflicting a loss on the Carlsberg Breweries Group. Group policy is that financial transactions may be entered into only with financial institutions with a solid credit rating, defined as BBB.

SECTION 2.6

FOREIGN EXCHANGE RISK RELATED TO NET INVESTMENTS AND FINANCING ACTIVITIES

Exchange rate sensitivity – other comprehensive income

2024					2023	
DKK million	**Average hedged rate**	**Notional amount**	**% change**	**Effect on OCI**	Average hedged rate	Effect on OCI
USD/DKK	6,7415	-127	5%	-6	6.7737	-12
GBP/DKK	9,0260	22,565	5%	1,128	N/A	N/A
Other	N/A	-42	5%	-2	N/A	-23
Total				**1,120**		**-35**

Carlsberg Breweries A/S' main activity is owning a number of subsidiaries and funding the capital required for both net investments and loans to subsidiaries. As a consequence, Carlsberg Breweries A/S is exposed to foreign exchange risk from its lending to and borrowing from external parties and Group companies as well as financial instruments. Carlsberg Breweries A/S manages these exposures within limits, which on a net basis leads to only insignificant foreign exchange exposure. The exceptions are semi-equity loans and derivatives designated as net investment hedges, which are recognised in other comprehensive income in the consolidated financial statements and accounted for in the Parent Company income statement. For more details on semi-equity loans and net investment hedges, see section 4.8 in the consolidated financial statements.

Currency profile of borrowings

Before and after derivative financial instruments

DKK million

2024	Original principal	Effect of swap	After swap
CHF	1,683	912	2,595
GBP	2,233	-22,775	-20,542
EUR	45,246	17,638	62,884
USD	-	1,556	1,556
DKK	8,766	320	9,086
CNY	1,328	4,149	5,477
HKD	4,500	82	4,582
Other	3,496	-1,882	1,614
Total	**67,252**	**-**	**67,252**
Total 2023	**66,258**	**-**	**66,258**

SECTION 2.7

INTEREST RATE RISK

Interest rate risk

DKK million

2024	Interest rate	Average effective interest rate	Fixed for	Carrying amount	Interest rate risk
Issued bonds					
EUR 500m maturing 13 October 2025	Fixed	3.4%	< 1 year	3,726	Fair value
EUR 750m maturing 26 November 2026	Fixed	3.6%	1-2 years	5,587	Fair value
EUR 500m maturing 30 June 2027	Fixed	0.5%	2-3 years	3,719	Fair value
EUR 700m maturing 5 October 2028	Fixed	4.2%	3-4 years	5,191	Fair value
EUR 400m maturing 1 July 2029	Fixed	1.0%	4-5 years	2,965	Fair value
EUR 500m maturing 11 March 2030	Fixed	0.7%	> 5 years	3,715	Fair value
EUR 600m maturing 5 October 2033	Fixed	4.4%	> 5 years	4,426	Fair value
Total issued bonds		**2.8%**		**29,329**	
Total issued bonds 2023		**2.7%**		**36,718**	
Bank borrowings and other borrowings					
Floating-rate	Floating	3.1%	< 1 year	6,691	Cash flow
Fixed-rate	Fixed		> 1 year	-	Fair value
Total bank borrowings and other borrowings				**6,691**	
Total bank borrowings and other borrowings 2023				**481**	

Carlsberg Breweries A/S fills the role of internal bank in the Group. The Group's interest rate risk target, which is to have a duration of three to eight years, excludes intercompany loans. Interest rate risks are mainly managed using bonds with fixed interest and interest rate swaps. Most lending to and borrowing from subsidiaries and associates is at floating interest rates.

The Company's loan portfolio consists of issued bonds, bilateral loan agreements, syndicated credit facilities, commercial papers and loans from subsidiaries.

At the reporting date, 38% of the gross loan portfolio consisted of fixed-rate borrowings with interest rates fixed for more than one year (2023: 44%). At 31 December 2024, Carlsberg Breweries A/S had borrowed DKK 31,232m from subsidiaries and associates (2023: DKK 29,059m), and provided interest-bearing loans to subsidiaries, associates and partners of DKK 20,159m (2023: DKK 20,651m).

SECTION 2.8
LIQUIDITY RISK

Time to maturity for non-current borrowings

DKK million

2024	1-2 years	2-3 years	3-4 years	4-5 years	> 5 years	Total
Issued bonds	5,587	3,719	5,191	2,965	8,141	25,603
Lease liabilities	23	23	23	23	258	350
Borrowings from Group companies and other	-	3,900	-	-36	-	3,864
Total	**5,610**	**7,642**	**5,214**	**2,952**	**8,399**	**29,817**
Total 2023	**3,744**	**5,601**	**7,634**	**5,202**	**11,347**	**33,528**

Liquidity risk results from the Group's potential inability to meet the obligations associated with its financial liabilities, for example settlement of financial debt and paying suppliers.

The Group's liquidity is managed by Group Treasury. The aim is to ensure effective liquidity management, which involves obtaining sufficient committed credit facilities to ensure adequate financial resources and, to some extent, tapping a range of funding sources.

Carlsberg Breweries A/S is the main funding vehicle in the Carlsberg Breweries Group. Accordingly, reference is made to section 4.9 in the Carlsberg Breweries Group financial statements regarding the liquidity risk.

Maturity of financial liabilities

DKK million

2024	Contractual cash flows	Maturity < 1 year	Maturity > 1 year < 5 years	Maturity > 5 years	Carrying amount
Derivative financial instruments					
Derivative financial instruments, payables	361	361	-	-	384
Non-derivative financial instruments					
Financial debt, gross	67,452	37,465	21,523	8,464	67,254
Interest expenses	5,668	2,031	2,911	726	N/A
Trade payables and other liabilities	1,754	1,754	-	-	1,754
Contingent liabilities	1,164	1,164	-	-	-
Contingent and deferred considerations	1,815	332	1,483	-	1,815
Non-derivative financial instruments	**77,853**	**42,746**	**25,917**	**9,190**	**-**
Financial liabilities	**78,214**	**43,107**	**25,917**	**9,190**	**-**
Financial liabilities 2023	**75,220**	**37,375**	**25,472**	**12,373**	**-**

SECTION 2.9
DERIVATIVE FINANCIAL INSTRUMENTS

Financial derivatives not designated as hedging instruments (economic hedges)

DKK million

2024	Income statement	Fair value receivables	Fair value payables	Fair value, net
Exchange rate instruments	-336	62	-146	-84
Other instruments	-26	94	-75	19
Total	**-362**	**156**	**-221**	**-65**
2023				
Exchange rate instruments	354	274	-241	33
Other instruments	43	118	-68	50
Total	**397**	**392**	**-309**	**83**

The Company enters into various derivative financial instruments to hedge foreign exchange, commodity and interest rate risks, and seeks to apply hedge accounting when this is possible. Hedging of future, highly probable forecast transactions is designated as cash flow hedges. Fair value adjustments of derivative financial instruments that are not designated as cash flow hedges are recognised in financial income and expenses. This also applies to commodity hedges that are designated as cash flow hedges in the consolidated financial statements but not in the Parent Company financial statements.

Hedging of raw material price risk

DKK million	Sensitivity assuming 100% efficiency				Time of maturity		
Aluminium	**Change**	**Effect on OCI**	**Tonnes purchased**	**Average price (DKK)**	**2024**	**2025**	**2026**
2024	20%	72	20,110	17,422	-	20,681	3,480
2023	20%	86	27,018	16,155	22,047	4,971	-
Energy	**Change**	**Effect on OCI**	**MWh purchased**	**Average price (DKK)**	**< 1 year**	**1-5 years**	**> 5 years**
2024	-	-	-	-	-	-	-
2023	20%	29	289,966	420	12,123	116,000	161,843

Currency forwards and options have been entered into to cover the foreign exchange risk on transactions expected to take place in 2024 and 2025, including the Company's purchases and sales in currencies other than the functional currency and the acquisition of Britvic.

The Company monitors the cash flow hedge relationships twice a year to assess whether the hedge is still effective. Positive fair values of derivatives are recognised as other receivables and negative values as other liabilities.

SECTION 2.9 (CONTINUED)
DERIVATIVE FINANCIAL INSTRUMENTS

The fair value of derivatives designated as cash flow hedges is presented in the table of cash flow hedges below.

Interest rate swaps have been entered into to hedge part of the interest rate risk related to the financing of the acquisition of Britvic.

The Company's process for hedging of raw material price risk is the same as that of the Carlsberg Breweries Group. Accordingly, reference is made to section 4.8 in the Carlsberg Breweries Group financial statements regarding the commodity risk.

Cash flow hedges

DKK million					Expected recognition	
2024	**Other comprehen-sive income**	**Fair value receivables**	**Fair value payables**	**Fair value, net**	**2025**	**2026 and later**
Exchange rate instruments	192	156	-148	**8**	8	-
Interest rate swaps	-15	-	-15	-15	-2	-13
Total	**177**	**156**	**-163**	**-7**	**6**	**-13**
2023					**2024**	
Exchange rate instruments	-	7	-	7	7	-
Reclassification from OCI	605	-	-	-		-
Total	**605**	**7**	**-**	**7**	**7**	**-**

SECTION 3

OPERATING ACTIVITIES

SECTION 3.1

OPERATING EXPENSES

Cost of sales

DKK million	2024	2023
Purchased finished goods and other costs	1,098	1,082
Total	**1,098**	**1,082**

Sales and distribution expenses

DKK million	2024	2023
Marketing expenses	735	559
Sales expenses	239	186
Distribution expenses	49	54
Total	**1,023**	**799**

Other operating activities, net

DKK million	2024	2023
Management fee from Group companies	507	337
Other, net	-78	-80
Total	**429**	**257**

SECTION 3.2

CASH FLOW FROM OPERATING ACTIVITIES

Cash flows

DKK million	2024	2023
Other non-cash items		
Share-based payments	54	78
Total	**54**	**78**
Change in working capital		
Receivables	-267	594
Trade payables and other liabilities	302	476
Other provisions	-58	-418
Unrealised foreign exchange gains/losses	-34	7
Total	**-57**	**659**

SECTION 3.3

RECEIVABLES

Receivables included in the statement of financial position

DKK million	2024	2023
Trade receivables	1,230	980
Other receivables	20,053	21,016
Total current receivables	**21,283**	**21,996**
Non-current receivables	1,096	750
Total	**22,379**	**22,746**

Receivables by origin

DKK million	2024	2023
Receivables from sales of goods and services	149	117
Prepayments	65	-
Receivables from Group companies	1,396	1,372
Other loans	160	-
Dividend income	77	20
Loans to Group companies	19,935	20,306
Loans, fair value of hedging instruments and other receivables	597	931
Total	**22,379**	**22,746**

Trade receivables comprise invoiced goods and services.

Other receivables comprise VAT receivables, loans to subsidiaries and associates, interest receivables and other financial receivables.

The fair value of receivables in subsidiaries corresponds to the carrying amount in all material respects.

Please see section 1.3 in the consolidated financial statements for more details.

SECTION 4

STAFF COSTS AND REMUNERATION

SECTION 4.1
STAFF COSTS AND REMUNERATION

Staff costs and remuneration

DKK million	2024	2023
Salaries and other remuneration	617	612
Severance payments	2	-1
Social security costs	6	6
Retirement benefit costs – defined contribution plans	46	39
Share-based payments	54	78
Other employee benefits	7	6
Total	**732**	**740**
Staff costs are included in the following items in the income statement		
Sales and distribution expenses	213	186
Administrative expenses	519	554
Total	**732**	**740**

The Company had an average of 490 (2023: 431) full-time employees during the year.

The remuneration of the Supervisory Board, the executive directors and key management personnel is described in detail in section 7.2 in the consolidated financial statements.

The Supervisory Board of Carlsberg Breweries A/S is not remunerated.

Remuneration of executive directors is based on a fixed salary, cash bonus payments and non-monetary benefits, such as company car, telephone etc. Furthermore, performance share programmes and incentive schemes have been established for executive directors. These programmes and schemes cover a number of years.

Employment contracts for executive directors contain terms and conditions that are considered common to executive board members in Danish listed companies, including terms of notice and non-competition clauses.

Staff costs and remuneration also cover costs and remuneration for executive directors of the Company who are contractually employed by other Group companies, with the related cost recognised and payment is made in those companies.

Remuneration of executive directors and the Supervisory Board is specified in section 7.2 in the consolidated financial statements

§ ACCOUNTING POLICIES

Staff costs are recognised in the financial year in which the employee renders the related service. The fair value of share-based incentives, which is expensed over the vesting period of the programme according to the service conditions, is recognised in staff costs and offset directly against equity.

SECTION 4.2
SHARE-BASED PAYMENTS

Share-based payments

			Number
Performance shares	**Executive directors**	**Other management personnel[1]**	**Total**
Performance shares outstanding at 31 December 2022	116,669	95,100	211,769
Granted	85,487	41,645	127,132
Forfeited/expired/adjusted	-127,722	45,475	-82,247
Exercised	-24,536	-32,510	-57,046
Performance shares outstanding at 31 December 2023	**49,898**	**149,710**	**199,608**
Granted	40,500	51,513	92,013
Forfeited/expired/adjusted	-2,942	-66,146	-69,088
Exercised	–	-24,366	-24,366
Performance shares outstanding at 31 December 2024	**87,456**	**110,711**	**198,167**

[1] Including retired employees.

Share-based incentive programmes have been set up for management personnel at Carlsberg Breweries A/S. Please refer to section 7.3 in the consolidated financial statements for general descriptions of the programmes.

PERFORMANCE SHARES

The number of performance shares granted is the maximum number of performance shares that can vest. The number of shares outstanding at the end of the period is the estimated number of shares expected to vest, based on an assessment of the extent to which the vesting conditions are expected to be met. The number of shares expected to vest is revised on a regular basis.

Regular performance shares

In 2024, 46 employees (2023: 43 employees) in Carlsberg Breweries A/S were awarded performance shares.

Vesting is subject to achievement of five KPIs: total shareholder return, adjusted EPS growth, organic revenue growth, growth in ROIC and ESG goals. The average share price at transfer was DKK 939 (2023: DKK 965). The average contractual life at the end of 2024 was 1.5 years (2023: 1.4 years).

SECTION 5

OTHER DISCLOSURE REQUIREMENTS

SECTION 5.1

PROVISIONS

Provisions

DKK million	Total
Provisions at 1 January 2024	74
Additional provisions recognised	1
Reversal of unused provisions	-58
Provisions at 31 December 2024	**17**
Classified as	
Non-current provisions	7
Current provisions	10
Total	**17**

Provisions primarily relate to ongoing disputes, lawsuits, restructurings etc. In 2024, provisions of DKK 58m recognised in prior years for legal claims that did not materialise were reversed.

SECTION 5.2

FEES TO AUDITORS

Fees to the auditors appointed by the Annual General Meeting are specified as follows.

DKK million	**2024**	2023
Statutory audit	3	3
Other assurance engagements	-	1
Tax advisory	-	1
Total	**3**	**5**

SECTION 5.3

ASSET BASE AND LEASES

DKK million	Intangible assets			Property, plant and equipment	Asset base
2024	**Brands**	**Other intangible assets**	**Total**	**Total**	**Total**
Cost					
Cost at 1 January	1,916	228	2,144	499	2,643
Additions, including right-of-use assets	-	-	-	5	5
Cost at 31 December	**1,916**	**228**	**2,144**	**504**	**2,648**
Amortisation, depreciation and impairment losses					
Amortisation, depreciation and impairment losses at 1 January	426	228	654	105	759
Amortisation and depreciation	6	-	6	29	35
Amortisation, depreciation and impairment losses at 31 December	**432**	**228**	**660**	**134**	**794**
Carrying amount at 31 December	**1,484**	**-**	**1,484**	**370**	**1,854**
2023					
Cost					
Cost at 1 January	1,912	228	2,140	323	2,463
Additions, including right-of-use assets	4	4	8	180	188
Disposals	-	-4	-4	-4	-8
Cost at 31 December	**1,916**	**228**	**2,144**	**499**	**2,643**
Amortisation, depreciation and impairment losses					
Amortisation, depreciation and impairment losses at 1 January	420	228	648	55	703
Disposals	-	-4	-4	22	18
Amortisation and depreciation	6	4	10	28	38
Amortisation, depreciation and impairment losses at 31 December	**426**	**228**	**654**	**105**	**759**
Carrying amount at 31 December	**1,490**	**-**	**1,490**	**394**	**1,884**

SECTION 5.3 (CONTINUED)
ASSET BASE AND LEASES

Of the depreciation and amortisation of DKK 35m (2023: DKK 38m), DKK 6m (2023: DKK 6m) was included in cost of sales, whereas DKK 29m (2023: DKK 32m) was included in sales and distribution expenses.

Carlsberg Breweries A/S leases various properties and equipment. At 31 December 2024, the carrying amount of right-of-use assets was DKK 359m (2023: DKK 384m). During the year, additions amounted to DKK 1m, relating to car leases (2023: DKK 175m relating to the commencement of a lease contract for extension of the existing premises), and depreciation to DKK 25m (2023: DKK 26m).

The lease expenses recognised in the income statement relate to short-term leases, and leases of low-value assets were insignificant. Such contracts comprise the lease of copy and printing machines, coffee machines, small IT devices and similar equipment.

SECTION 5.4
TAX

Specification of deferred tax

	Deferred tax assets		Deferred tax liabilities	
DKK million	**2024**	2023	**2024**	2023
Intangible assets	-	-	60	75
Property, plant and equipment	31	30	-	-
Current assets and liabilities	-	35	14	65
Provisions and retirement benefit obligations	40	20	400	400
Fair value adjustments	110	-	45	-
Tax losses	73	-	-	-
Total before offset	**254**	**85**	**519**	**540**
Offset	-138	34	-138	34
Deferred tax assets and liabilities at 31 December	**116**	**119**	**381**	**574**
Expected to be used as follows				
Within one year	6	-	45	-
After more than one year	110	119	336	574
Total	**116**	**119**	**381**	**574**

The total tax for the year recognised in the income statement of DKK 200m (2023: DKK -102m) was significantly impacted by non-deductible impairments in special items.

Hedging instruments recognised in other comprehensive income before tax amounted to DKK 177m (2023: DKK 0.4m), with a tax expense of DKK 39m (2023: DKK 0m).

The administration company, Carlsberg A/S, has unlimited and joint legal responsibility for Danish withholding taxes with the Parent Company. Not recognised tax assets from tax losses amounted to DKK 100m (2023: DKK 42m).

SECTION 5.4 (CONTINUED)
TAX

Income tax expenses

			2024			2023
DKK million	**Income statement**	**Other comprehe-nsive income**	**Total comprehe-nsive income**	Income statement	Other comprehe-nsive income	Total comprehe-nsive income
Tax for the year can be specified as follows						
Current tax	26	-39	-13	-75	–	-75
Change in deferred tax during the year	120	–	120	-115	–	-115
Adjustments to tax for prior years	54	–	54	88	–	88
Total	**200**	**-39**	**161**	**-102**	**–**	**-102**

Reconciliation of tax for the year

DKK million	**2024**	2023
Calculated tax on profit at 22%	-1,105	668
Adjustments to tax for prior years	54	88
Non-deductible expenses	-138	-3,336
Change to recognised deferred tax items	63	40
Withholding taxes	-18	-9
Dividends and other tax-exempt items	1,344	2,447
Tax for the year	**200**	**-102**

ACCOUNTING ESTIMATES AND JUDGEMENTS

Carlsberg Breweries A/S recognises deferred tax assets, including the tax base of tax losses carried forwards, if management assesses that these tax assets can be offset against positive taxable income in the foreseeable future. This judgement is made annually and based on budgets and business plans for the coming years.

§ ACCOUNTING POLICIES

Carlsberg A/S is the administration company and is subject to the Danish rules on mandatory joint taxation of the Carlsberg Group's Danish companies. Carlsberg A/S accordingly pays all income taxes to the tax authorities under the joint taxation scheme.

Danish subsidiaries are included in the joint taxation from the date when they are included in the consolidated financial statements and until the date when they are excluded from the consolidation. The jointly taxed Danish companies are taxed under the on-account tax scheme.

On payment of joint taxation contributions, the current Danish income tax is allocated between the Danish jointly taxed companies in proportion to their taxable income. Companies with tax losses receive joint taxation contributions from other companies that have used the tax losses to reduce their own taxable profit (full absorption). The Parent Company has applied the exception to recognise and disclose information about deferred tax in the OECD/EU Pillar Two Model Rules and their local implementation.

SECTION 5.5
CONTINGENT LIABILITIES AND OTHER COMMITMENTS

Carlsberg Breweries A/S has issued guarantees for loans etc. raised by subsidiaries and associates (non-consolidated share of loan) of DKK 1,164m (2023: DKK 1,150m).

Carlsberg Breweries A/S is jointly registered for Danish VAT and excise duties with Carlsberg A/S, Carlsberg Danmark A/S and various other minor Danish subsidiaries, and is jointly and severally liable for payment of VAT and excise duties.

Carlsberg Breweries A/S is party to certain lawsuits, disputes etc. of various scopes.

In management's opinion, apart from items recognised in the statement of financial position or disclosed in the financial statements, the outcome of these lawsuits, disputes etc. will not have a material negative effect on the Company's financial position.

SECTION 5.6
EVENTS AFTER THE REPORTING PERIOD

Apart from the events recognised or disclosed in the financial statements, no events have occurred after the reporting date of importance to the financial statements.

SECTION 6

GENERAL ACCOUNTING POLICIES

The financial statements of Carlsberg Breweries A/S for 2024 have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board, and in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

The financial statements are presented in Danish kroner (DKK), which is the presentation currency.

The accounting policies for the Parent Company are the same as for the Group, cf. section 9 in the consolidated financial statements and the individual sections.

SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing Carlsberg Breweries A/S' financial statements, management makes various accounting estimates and judgements that form the basis of presentation, recognition and measurement of the Company's assets and liabilities.

The estimates and judgements made are based on historical experience and other factors that management assesses to be reliable, but that by their very nature are associated with uncertainty and unpredictability. These estimates and judgements may therefore prove incomplete or incorrect, and unexpected events or circumstances may arise.

The significant accounting estimates and judgements made and accounting policies specific to the Parent Company are presented in the explanatory notes.

REPORTS

MANAGEMENT STATEMENT

The Supervisory Board and the Executive Board have today considered and adopted the Annual Report of Carlsberg Breweries A/S for the financial year 1 January – 31 December 2024.

The Consolidated Financial Statements and the Parent Company Financial Statements have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position at 31 December 2024 of the Group and the Parent Company and of the results of the Group and Parent Company operations and cash flows for 2024.

In our opinion, Management's Review includes a fair review of the development in the operations and financial circumstances of the Group and the Parent Company, of the results for the year and of the financial position of the Group and the Parent Company as well as a description of the most significant risks and elements of uncertainty, which the Group and the Parent Company are facing.

Additionally, the sustainability statement, which is part of Management's Review, has been prepared, in all material respects, in accordance with paragraph 99 a of the Danish Financial Statements Act. This includes compliance with the European Sustainability Reporting Standards (ESRS) including that the process undertaken by Management to identify the reported information (the "Process") is in accordance with the description set out in the section titled "Identifying our impacts, risks and opportunities". Furthermore, disclosures within the subsection titled "EU Taxonomy" in the environmental section of the sustainability statement are, in all material respects, in accordance with Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation").

The year 2024 marks the initial implementation of paragraph 99 a of the Danish Financial Statements Act concerning compliance with ESRS. As such, more clear guidance and practice are anticipated in various areas, which are expected to be issued in the coming years. Furthermore, the sustainability statement includes forward-looking statements based on disclosed assumptions about events that may occur in the future and possible future actions by the Group. Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Copenhagen, 6 February 2025

Executive Board of Carlsberg Breweries A/S

Jacob Aarup-Andersen Group CEO	Ulrica Fearn CFO

Supervisory Board of Carlsberg Breweries A/S

Henrik Poulsen Chair	Majken Schultz Deputy Chair
Jacob Aarup-Andersen	Ulrica Fearn
Eva Vilstrup Decker	Justyn Apelt-Salamon
Peter Petersen	

REPORTS

INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDER OF CARLSBERG BREWERIES A/S

OUR OPINION

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements (pp. 94-185) give a true and fair view of the Group's and the Parent Company's financial position at 31 December 2024 and of the results of the Group's and the Parent Company's operations and cash flows for the financial year 1 January to 31 December 2024 in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

Our opinion is consistent with our Auditor's Long-form Report to the Audit Committee and the Board of Directors.

What we have audited

The Consolidated Financial Statements and Parent Company Financial Statements of Carlsberg Breweries A/S for the financial year 1 January to 31 December 2024 comprise income statement and statement of comprehensive income, statement of financial position, statement of changes in equity, statement of cash flows and notes, including material accounting policy information for the Group as well as for the Parent Company. Collectively referred to as the "Financial Statements".

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the *Auditor's responsibilities for the audit of the Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

To the best of our knowledge and belief, prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014 were not provided.

Appointment

We were first appointed auditors of Carlsberg Breweries A/S on 28 April 2017 for the financial year 2017. We have been reappointed annually by shareholder resolution for a total period of uninterrupted engagement of eight years including the financial year 2024.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Statements for 2024. These matters were addressed in the context of our audit of the Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
Revenue recognition	
Recognition of revenue is complex due to the variety of different revenue streams, ranging from sales of goods, royalty income and sales of by-products, recognised when all significant risks and rewards have been transferred to the customer or in line with the terms of the licence agreement. Furthermore, the various discounts and locally imposed duties and fees in respect of revenue recognition are complex and hold an inherent risk to the revenue recognition process. We focused on this area, as there is a risk of non-compliance with accounting standards due to complexity originating from different customer behaviours, structures, market conditions and terms in the various countries. Revenue recognition and accounting treatment are described in section 1.1 "Segmentation of operations" in the Consolidated Financial Statements.	Our audit procedures included considering the appropriateness of the revenue recognition accounting policies and assessing compliance with the accounting standards. We performed risk assessment procedures to obtain an understanding of IT systems, business processes and relevant controls related to revenue recognition. For the controls we assessed if these had been designed and implemented in a way that effectively addresses the risk of material misstatement. We tested that selected controls considered relevant to our audit, including that Management's monitoring of controls, used to ensure the completeness, accuracy and timing of revenue recognised, were performed consistently throughout the year. We discussed the judgements related to the recognition, and classification of revenue with Management. Further, we performed substantive procedures regarding invoicing, significant contracts, significant transaction streams (including various discounts), locally imposed duties and fees, and cut-off at year-end in order to assess the accounting treatment and principles applied. We applied data analysis in our testing of revenue transactions in order to identify and test transactions outside the ordinary transaction flow, including journal entry testing.

Key audit matter	How our audit addressed the key audit matter
Recoverability of the carrying amount of goodwill and brands	
The carrying amount of goodwill and brands at 31 December 2024 amounts to DKK 42.2 billion, corresponding to 41% of total assets. The principal risks are in relation to Management's assessment of the future timing and amount of cash flows that are used to project the recoverability of the carrying amount of goodwill and brands. Bearing in mind the generally long-lived nature of the assets, the significant assumptions used to estimate future cash flows are; Management's view of prices, volumes, discount rates, growth rates, royalty rates, expected useful life, costs and operating investments as well as the judgement in defining cash-generating units (CGUs). We focused on this, as there is a high level of subjectivity exercised by Management in estimating future cash flows and the models used are complex. The key assumptions and accounting treatment are described in section 2.3 "Impairment" in the Consolidated Financial Statements.	Our audit procedures included performing risk assessment procedures to obtain an understanding of IT systems, business processes and relevant controls related to the assessment of the carrying amount of goodwill and brands with indefinite and finite useful lives. In addressing the risks, we walked through and tested that controls relevant to our audit were performed consistently throughout the year. We considered the appropriateness of Management's defined groups of CGUs within the business. We evaluated whether there were factors requiring Management to change their definition. We examined the methodology used by Management to assess the carrying amount of goodwill and brands assigned to groups of CGUs, and the process for identifying groups of CGUs that require impairment testing to determine compliance with IFRS Accounting Standards. We performed detailed testing for the assets where an impairment test was required or indications of impairment were identified. For those assets, we obtained the impairment tests prepared by Management and assessed the reasonableness of the significant assumptions, including assessment of price and volume forecasts, royalty rates, expected useful life, cost, operating investments, discount rates and long term growth rates, and tested the relevant data applied by Management. We evaluated estimates of future cash flows and challenged whether they are reasonable and supported by the most recently approved Management budgets, including expected future performance of the groups of CGUs, and challenged whether these are appropriate in light of future macroeconomic expectations in the markets. We made use of our internal valuation specialists to independently challenge the key inputs used in calculating the discount rates and to assess the methodologies applied. Further, we tested the mathematical accuracy of the relevant models prepared by Management. Finally, we assessed the appropriateness of disclosures in the Consolidated Financial Statements, including sensitivity analyses prepared for the significant assumptions.

STATEMENT ON MANAGEMENT'S REVIEW

Management is responsible for Management's Review (pp. 1-92).

Our opinion on the Financial Statements does not cover Management's Review, and we do not as part of the audit express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the Financial Statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Moreover, we considered whether Management's Review includes the disclosures required by the Danish Financial Statements Act. This does not include the requirements in paragraph 99 a related to the sustainability statement covered by the separate auditor's limited assurance report hereon.

Based on the work we have performed, in our view, Management's Review is in accordance with the Consolidated Financial Statements and the Parent Company Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act, except for the requirements in paragraph 99 a related to the sustainability statement, cf. above. We did not identify any material misstatement in Management's Review.

MANAGEMENT'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of consolidated financial statements and parent company financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Management is responsible for assessing the Group's and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group or the Parent Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.

Hellerup, 6 February 2025

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR no 33 77 12 31

Lars Baungaard
State Authorised Public Accountant
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REPORTS

INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT ON THE SUSTAINABILITY STATEMENT

TO THE STAKEHOLDERS OF CARLSBERG BREWERIES A/S

LIMITED ASSURANCE CONCLUSION

We have conducted a limited assurance engagement on the sustainability statement of Carlsberg Breweries A/S (the "Group") included in the Management's Review (the "Sustainability Statement") (pp. 34-92), for the financial year 1 January – 31 December 2024.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Statement is not prepared, in all material respects, in accordance with the Danish Financial Statements Act paragraph 99 a, including:

- compliance with the European Sustainability Reporting Standards (ESRS), including that the process carried out by the management to identify the information reported in the Sustainability Statement (the "Process") is in accordance with the description set out in the subsection "Conducting our double materiality assessment" within the general disclosures section of the Sustainability Statement; and
- compliance of the disclosures in the subsection "EU Taxonomy" within the environmental section of the Sustainability Statement with Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation").

BASIS FOR CONCLUSION

We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* ("ISAE 3000 (Revised)") and the additional requirements applicable in Denmark.

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the *Auditor's responsibilities for the assurance engagement* section of our report.

Our independence and quality management

We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

MANAGEMENT'S RESPONSIBILITIES FOR THE SUSTAINABILITY STATEMENT

Management is responsible for designing and implementing a process to identify the information reported in the Sustainability Statement in accordance with the ESRS and for disclosing this Process as included in the subsection "Conducting our double materiality assessment" within the general disclosures section of the Sustainability Statement. This responsibility includes:

- understanding the context in which the Group's activities and business relationships take place and developing an understanding of its affected stakeholders;
- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the Group's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;
- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and
- making assumptions that are reasonable in the circumstances.

Management is further responsible for the preparation of the Sustainability Statement, which includes the information identified by the Process, in accordance with the Danish Financial Statements Act paragraph 99 a, including:

- compliance with the ESRS;
- preparing the disclosures as included in the subsection "EU Taxonomy" within the environmental section of the Sustainability Statement, in compliance with Article 8 of the Taxonomy Regulation;
- designing, implementing and maintaining such internal control that management determines is necessary to enable the preparation of the Sustainability Statement that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Inherent limitations in preparing the Sustainability Statement

In reporting forward-looking information in accordance with ESRS, management is required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by the Group. Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

AUDITOR'S RESPONSIBILITIES FOR THE ASSURANCE ENGAGEMENT

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Sustainability Statement is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Sustainability Statement as a whole.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) we exercise professional judgement and maintain professional scepticism throughout the engagement.

Our responsibilities in respect of the Process include:

- Obtaining an understanding of the Process, but not for the purpose of providing a conclusion on the effectiveness of the Process, including the outcome of the Process;
- Considering whether the information identified addresses the applicable disclosure requirements of the ESRS; and
- Designing and performing procedures to evaluate whether the Process is consistent with the Group's description of its Process, as disclosed in the subsection "Conducting our double materiality assessment" within the general disclosures section of the Sustainability Statement.

Our other responsibilities in respect of the Sustainability Statement include:

- Identifying where material misstatements are likely to arise, whether due to fraud or error; and
- Designing and performing procedures responsive to disclosures in the Sustainability Statement where material misstatements are likely to arise. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

SUMMARY OF THE WORK PERFORMED

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability Statement. The nature, timing and extent of procedures selected depend on professional judgement, including the identification of disclosures where material misstatements are likely to arise, whether due to fraud or error, in the Sustainability Statement.

In conducting our limited assurance engagement, with respect to the Process, we:

- Obtained an understanding of the Process by performing inquiries to understand the sources of the information used by management; and reviewing the Group's internal documentation of its Process; and
- Evaluated whether the evidence obtained from our procedures about the Process implemented by the Group was consistent with the description of the Process set out in the subsection "Conducting our double materiality assessment" within the general disclosures section of the Sustainability Statement.

In conducting our limited assurance engagement, with respect to the Sustainability Statement, we:

- Obtained an understanding of the Group's reporting processes relevant to the preparation of its Sustainability Statement including the consolidation processes by obtaining an understanding of the Group's control environment, processes and information systems relevant to the preparation of the Sustainability Statement but not for evaluating the design of particular control activities, obtaining evidence about their implementation or testing their operating effectiveness;
- Evaluated whether the information identified by the Process is included in the Sustainability Statement;
- Evaluated whether the structure and the presentation of the Sustainability Statement are in accordance with the ESRS;
- Performed inquiries of relevant personnel and analytical procedures on selected information in the Sustainability Statement;
- Performed substantive assurance procedures on selected information in the Sustainability Statement;
- Where applicable, compared disclosures in the Sustainability Statement with the corresponding disclosures in the Financial Statements and Management's Review;
- Evaluated the methods, assumptions and data for developing estimates and forward-looking information; and
- Obtained an understanding of the Group's process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Sustainability Statement.

Hellerup, 6 February 2025

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