

Company announcement 5/2024

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ACCELERATE SAIL SETS HIGHER LONG-TERM GROWTH AMBITIONS

Following a review of the strategic priorities in late 2023 and early 2024, we are announcing a refresh of the SAIL'27 strategy: Accelerate SAIL.

While SAIL'27 remains our overall strategic frame, Accelerate SAIL defines the key strategic priorities, on which we will sharpen/intensify our focus to capture the long-term growth opportunities for the Group. The key growth priorities include our premium portfolio, Beyond Beer and growth markets in Asia, with particular focus on China, Vietnam and India. We will also further strengthen capabilities, processes and systems.

Consequently, we are increasing our ambition level, updating our long-term organic revenue growth ambition to 4-6% CAGR (previously 3-5% CAGR) and for organic operating profit growth to be ahead of that.

CEO Jacob Aarup-Andersen says: "We're announcing an exciting new chapter for Carlsberg. With Accelerate SAIL, we've identified our key strategic growth levers, are increasing our growth ambitions and building an even stronger company."

Accelerate SAIL will be explained further in the full-year 2023 company announcement, which will be published tomorrow, 7 February, at 8.00 CET.

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