



OUR COMMITMENT TO SUSTAINABILITY

CARLSBERG GROUP AND SVYTURYS-UTENOS ALUS



WELCOME TO BREWING TOMORROW

Brewing Tomorrow is Carlsberg's Group ESG programme, which is followed and aligned with all Group companies including Švyturys-Utenos alus.

Fit for the future and backed by science, it recommitments our ambition to reducing our impact on the planet and people by tackling the issues that are most important to our business, and to society.

By Cutting Carbon, Protecting Nature, Empowering People and Inspiring Choice, Brewing Tomorrow is our roadmap for action. It builds on nearly a decade of achievements and sets our renewed ambition to brew for a better today and tomorrow.





CUTTING CARBON

Our 2032 targets towards reducing emissions & building climate resilience

Net Zero

90% reduction in emissions from own operations

31% reduction in value chain emissions

All electricity must come from new renewable assets (eg via PPAs)

Net zero value chain by 2040

Circularity

100% recyclable, compostable or reusable packaging

90% recycling rate for bottles and cans

50% reduction of virgin fossil-based plastic

60% recycled content in bottles and cans

PROTECTING NATURE

Our 2032 targets safeguarding & restoring the ecosystems that sustain us

Regeneration

50% of our raw materials sourced from regenerative agricultural practices by 2032

Water

Water usage efficiency of 2.1 hl/hl globally and 1.9 hl/hl at sites in high-risk areas

100% replenishment of water consumption at sites in high-risk areas

INSPIRING CHOICE

Our 2032 targets innovating & enabling informed & mindful consumption

Consumer behaviour

All global alcohol brands carry e-labels

All brews carry relevant consumer information

All relevant markets run a responsible alcohol consumption campaign with a strategic partner

Portfolio expansion

35% of our brews are no-or low-alcohol and alcohol-free brews are available in all relevant markets

75% of our soft drinks are no-or lower-sugar

EMPOWERING PEOPLE

Our 2032 targets creating a safe, respectful & inclusive growth culture where everyone can thrive

Safety, health and well-being

Zero accidents culture

Diversity, equity & inclusion

42% women in senior leadership roles

Be among top 10% in external benchmark for employee inclusion experience

OUR COMMITMENT TO RESPONSIBLE BUSINESS CONDUCT

CUTTING



CARBON

**WE'RE REDUCING EMISSIONS &
BUILDING CLIMATE RESILIENCE**

NET ZERO & CIRCULARITY

OUR 2032 TARGETS

Net Zero

- 90% reduction in emissions from own operations
- 31% reduction in value chain emissions
- All electricity must come from new renewable assets (eg via PPAs)
- Net zero value chain by 2040

Circularity

- 100% recyclable, compostable or reusable packaging
- 90% recycling rate for bottles and cans
- 50% reduction of virgin fossil-based plastic
- 60% recycled content in bottles and cans

CUTTING CARBON



IN 2025, CARLSBERG GROUP DELIVERED...

-11%

Reduction in emissions from our own operations since 2024, and 18% since 2022



CUTTING
CARBON

86%

Of our electricity is from renewable sources. 19% our renewable electricity now comes from Power Purchase Agreements (PPAs)



NET
ZERO

-8%

Reduction in our absolute near-term value chain emissions since 2024



We signed new Power Purchase Agreements (PPAs) in Lithuania, Norway, Sweden and Finland.



We opened a biomass facility in Laos, saving 12,000 tons of CO₂e a year

IN 2025, CARLSBERG GROUP DELIVERED...

78%

Collection and recycling rate for bottles and cans in our markets – up from 77% in 2024 and from 72% in our baseline year of 2019.



51%

Recycled content in our bottles and cans – surpassing our previous target of 50% five years ahead of schedule. Our updated target in Brewing Tomorrow is 60%.



56

Kt of virgin plastic used in 2025, down from 58 kt in 2024 and 60 kt in 2019.



CUTTING
CARBON

CIRCULARITY

PROTECTING



NATURE

**WE'RE SAFEGUARDING & RESTORING
THE ECOSYSTEMS THAT SUSTAIN US**

REGENERATION & WATER

OUR 2032 TARGETS

PROTECTING NATURE

Regeneration

- 50% of our raw materials sourced from regenerative agricultural practices by 2032

Water

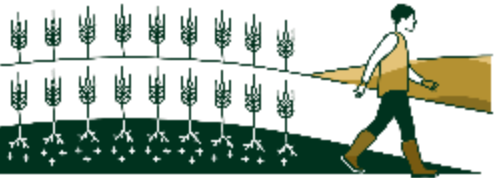
- Water usage efficiency of 2.1 hl/hl globally and 1.9 hl/hl at sites in high-risk areas
- 100% replenishment of water consumption at sites in high-risk areas



IN 2025, CARLSBERG GROUP DELIVERED...

27,000

tonnes of barley grown with some regenerative principles – totalling 2% of raw materials and double the amount in 2024



PROTECTING
NATURE

70%

of the barley for our Kronenbourg 1664 Blonde beer in France is derived from grains grown using some regenerative practices, up from 50% in 2024



REGENERATION



27% of the barley procured for the UK's Carlsberg Pilsner was grown with regenerative practices



70% of the barley for the Kronenbourg 1664 Blonde beer in France is derived from grains grown using some regenerative practices, up from 50% in 2024

IN 2025, CARLSBERG GROUP DELIVERED...

32%

of water consumed at our sites in high water-risk areas has been replenished, up from 16% in 2024.

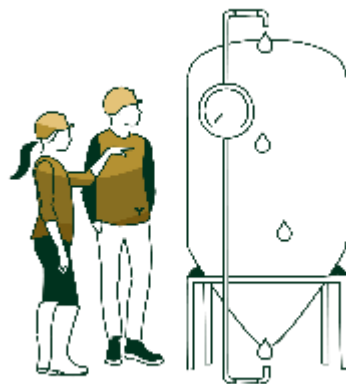


PROTECTING
NATURE

WATER

2.2 HL/HL

Water efficiency at our sites in high-risk areas – maintaining our industry leading rate



We launched a new water replenishment partnership with Water.org in India which aims to reach 112,000 people over the coming years



Reached 2.0 hl/hl at 17 sites across the Group

INSPIRING



CHOICE

**WE'RE INNOVATING & ENABLING
INFORMED & MINDFUL CONSUMPTION**

CONSUMER BEHAVIOUR & PORTFOLIO EXPANSION

OUR 2032 TARGETS

100%

**OF GLOBAL ALCOHOL
BRANDS CARRY
E-LABELS**

**OF BREWS CARRY
RELEVANT CONSUMER
INFORMATION**

**OF RELEVANT MARKETS
RUN A RESPONSIBLE
ALCOHOL CONSUMPTION
CAMPAIGN WITH A
STRATEGIC PARTNER**

**INSPIRING
CHOICE**

**CONSUMER
BEHAVIOUR**

OUR 2032 TARGETS

35%

Of our brews are no- or
low-alcohol and alcohol-free
brews are available in all
relevant markets



75%

Of our soft drinks are
no-or lower-sugar

INSPIRING
CHOICE

PORTFOLIO
EXPANSION

Carlsberg
Group **BREWING
TOMORROW**

IN 2025, CARLSBERG GROUP DELIVERED...

31%

Of our brews are no- or low-alcohol, up from 30% in 2024 and 27% in 2021



64%

Of Carlsberg companies have a responsible drinking message on the primary packaging of the #1 or #2 brand in the market



97%

Of alcohol products carried legal age-restriction symbol or equivalent, up from 70% in 2024



INSPIRING
CHOICE

CONSUMER BEHAVIOUR &
PORTFOLIO EXPANSION

EMPOWERING



PEOPLE

**WE'RE CREATING A SAFE & INCLUSIVE
CULTURE WHERE EVERYONE CAN THRIVE**

SAFETY, HEALTH & WELL-BEING & DIVERSITY, EQUITY & INCLUSION

OUR 2032 TARGETS

Safety, health and well-being

- Zero accidents culture

Diversity, equity & inclusion

- 42% women in senior leadership roles
- Be among top 10% in external benchmark for employee inclusion experience

EMPOWERING PEOPLE



IN 2025, CARLSBERG GROUP DELIVERED...

-16%

Reduction in lost-time injuries among employees since 2024 and by 74% since 2015



1.4

Lost-time injury rate, down from 1.7 in 2024 and 4.4 in 2015



SAFETY, HEALTH & WELLBEING

EMPOWERING PEOPLE

