

## CREDIT OPINION

4 April 2023

### Update



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### RATINGS

#### Carlsberg Breweries A/S

Domicile	Copenhagen, Denmark
Long Term Rating	Baa2
Type	LT Issuer Rating - Fgn Curr
Outlook	Positive

Please see the [ratings section](#) at the end of this report for more information. The ratings and outlook shown reflect information as of the publication date.

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## Carlsberg Breweries A/S

Update following outlook change to positive

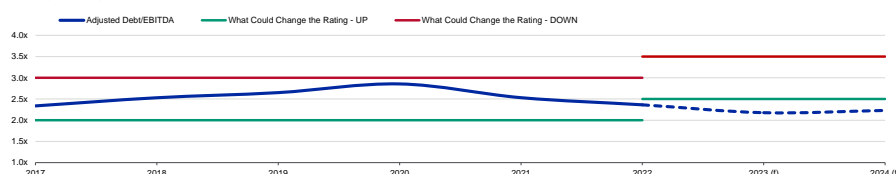
### Summary

[Carlsberg Breweries A/S](#)' (Carlsberg) Baa2 rating is supported by its large scale as the world's third-largest brewer by volume, with leading positions in some of its key European and Asian markets; its track record of generating strong cash flow; the strong fundamentals of the beverage industry; and our expectation that the company will maintain credit metrics in line with the level required for the rating, despite its decision to exit Russia. The company has been successful in recent years to grow outside of its domestic markets, improving its geographic diversification.

However, Carlsberg's rating is constrained by its weaker diversification than some of its peers; potential results volatility in emerging markets because of demand fluctuations or adverse movements in foreign-exchange rates; the low-growth environment in developed markets; the current softness in consumer spending that might result in lower volume or a slowdown in premiumisation in the industry; ongoing shareholder distributions and potential bolt-on acquisitions, which might slow down leverage reduction. Although the exit from Russia reduces somewhat the company's exposure to riskier markets, reliance on Asia has increased in recent years, exposing the company to potential foreign currency volatility.

### Exhibit 1

**We expect Carlsberg's leverage to remain below 2.5x over the next 12-18 months**  
**Moody's-adjusted debt/EBITDA**



All figures and ratios are calculated using Moody's estimates and standard adjustments. Moody's forecasts (f) are our opinion and do not represent the views of the issuer. Starting from 2021, data exclude Russian operations, reported separately as held for sale. Periods are financial year-end unless indicated; LTM = Last Twelve Months.

Sources: Moody's Financial Metrics™ and Moody's Investors Service estimates

## Credit strengths

- » Strong fundamentals of the beverage industry
- » Carlsberg's position as the third-largest brewer in the world by volume, with solid market positions in Europe
- » Increasing presence in Asia, which improves growth prospects
- » Strong cash flow and commitment to maintain reported net debt/EBITDA below 2.0x

## Credit challenges

- » Reduced visibility into future performance because of operating cost volatility and weakening macroeconomic environment
- » Decision to exit Russia to hit profit and result in lower growth prospects
- » Exposure to the low-growth environment in developed markets and potential volatility in operating performance in emerging markets
- » Significant shareholder distributions and potential bolt-on acquisitions

## Rating outlook

The positive rating outlook reflects Moody's expectation that notwithstanding the weaker macroeconomic environment, the higher commodity costs and the company's decision to exit Russia, Carlsberg's credit metrics will remain strong and that the company will continue to pursue a conservative financial policy adjusting its share buybacks according to its operating performance.

## Factors that could lead to an upgrade

Success in further consolidating its position in key Asian markets while maintaining solid credit metrics could result in a rating upgrade over the next 12 to 18 months. Upward pressure could develop if the company maintains its Moody's-adjusted retained cash flow/net debt above 25% and its Moody's-adjusted debt/EBITDA ratio below 2.5x.

## Factors that could lead to a downgrade

Downward pressure could develop on Carlsberg's rating if operating underperformance, large debt-financed acquisitions or more aggressive shareholder remuneration policies cause a deterioration in credit metrics, such as retained cash flow/net debt falling below 15% or Moody's-adjusted gross debt/EBITDA rising above 3.5x on a sustained basis. A sustained weakening in the liquidity profile could also lead to downward pressure on the rating.

## Key indicators

Exhibit 2

### Carlsberg Breweries A/S

DKK million	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	12-18 months forward view
Revenue	60,655	62,503	65,902	58,541	60,097	70,265	74,130-76,350
EBITA Margin %	16.4%	15.8%	15.4%	15.7%	16.7%	16.7%	15.2%-15.6%
RCF / Net Debt	28.0%	28.6%	27.2%	21.0%	26.7%	29.3%	26.2%-27.2%
EBIT / Interest Expense	7.7x	9.1x	15.7x	16.0x	17.3x	18.4x	13.3x-13.7x
Debt / EBITDA	2.3x	2.5x	2.7x	2.9x	2.5x	2.4x	2.2x

All figures and ratios are calculated using Moody's estimates and standard adjustments. Moody's forecasts (f) are our opinion and do not represent the views of the issuer. Starting from 2021, data exclude Russian operations, reported separately as held for sale. Periods are financial year-end unless indicated; LTM = Last Twelve Months.

Source: Moody's Investors Service

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the issuer/deal page on <https://ratings.moody's.com> for the most updated credit rating action information and rating history.

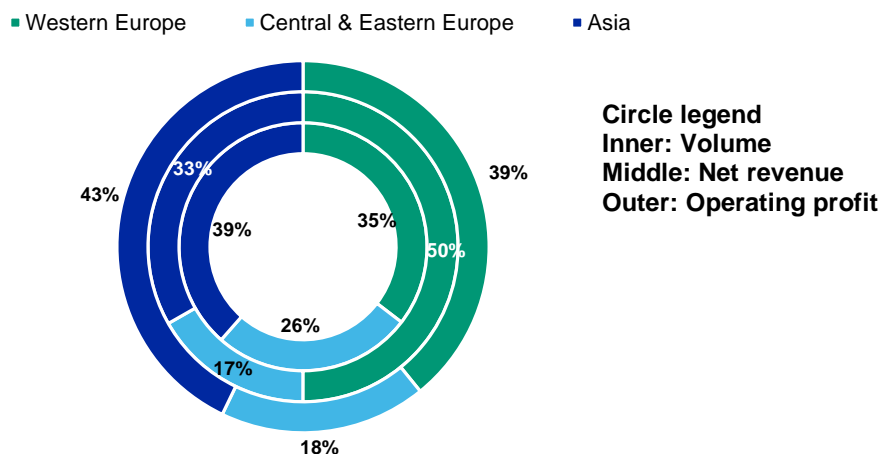
## Profile

Carlsberg is the world's third-largest brewer by volume. The company produces and distributes a wide range of beer brands (including Carlsberg, Tuborg, Kronenbourg 1664 and Grimbergen, and regional premium brands such as Beerlao and Huda), soft drinks and bottled water, mainly across Europe and Asia. In 2022, Carlsberg reported net revenue of DKK70.3 billion (around €9.4 billion) and EBITDA of DKK15.5 billion (around €2.1 billion), both excluding contribution from Russian operations, which were reported separately as held for sale.

Exhibit 3

### Western Europe and Asia account for over 80% of Carlsberg's net revenue and operating profit

Breakdown of volume, net revenue and operating profit by geography in 2022



Source: Company

Carlsberg is fully owned by Carlsberg A/S, which is listed on the Danish stock market, with a market capitalisation of DKK147 billion in March 2023 (around €19.8 billion). The Carlsberg Foundation is the largest shareholder of Carlsberg A/S, with a 30% stake and 75% voting rights, and de facto control over Carlsberg.

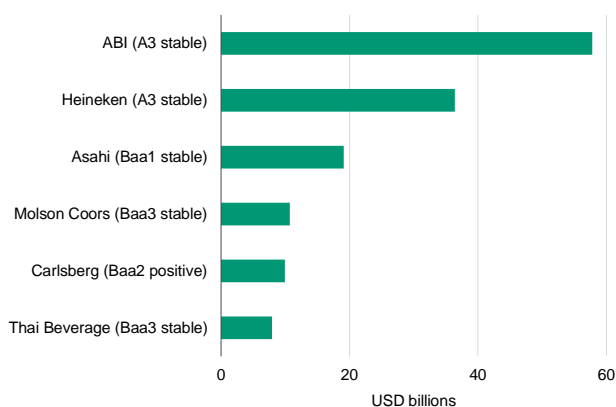
## Detailed credit considerations

### Status as the world's third-largest brewer by volume supports strong business profile

With net revenue of DKK70.3 billion and total volume of 125.4 million hectolitres in 2022, Carlsberg is the world's fifth-largest brewer by net sales and third largest by volume (see Exhibits 4 and 5). The company remains significantly smaller in volume and revenue vis-à-vis competitors such as [Anheuser-Busch InBev SA/NV](#) (ABI, A3 stable) and [Heineken N.V.](#) (Heineken, A3 stable), but its competitive strength is supported by strong foothold in Europe, particularly in Nordic countries, and in a number of Asian markets.

Exhibit 4

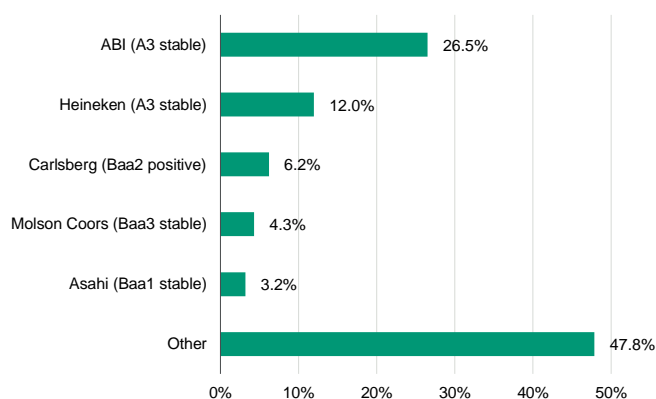
**Carlsberg is the world's fifth-largest brewer in terms of revenue**  
2022 revenue comparison



Source: Company

Exhibit 5

**Carlsberg is the third-largest brewer in terms of total global volume**  
2021 global market share by total volume



Source: Euromonitor

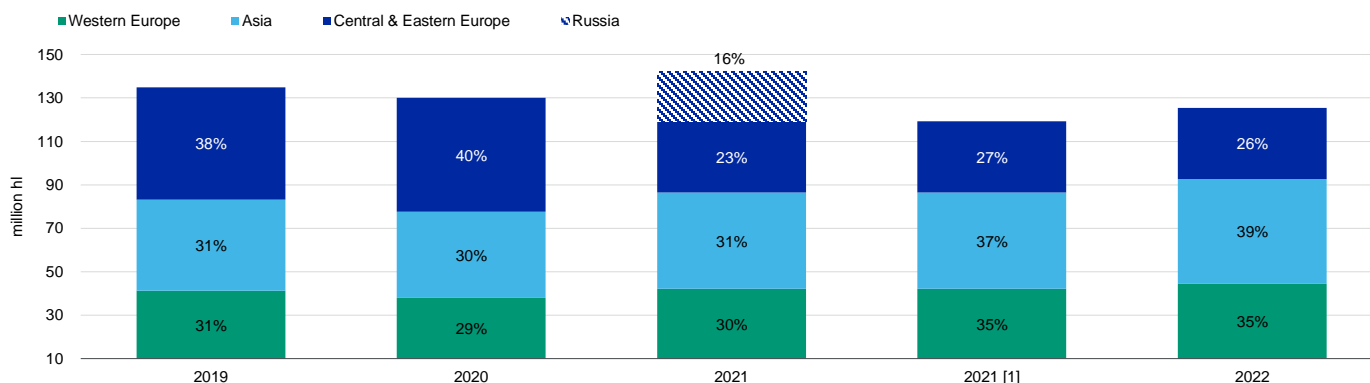
The company sold 70% of its 2022 volume in countries where it held either the number one or two position, including the Nordic region, the Baltic states, Switzerland, France and a few Asian markets such as Western China, Nepal, Hong Kong and Laos.

Even though Carlsberg has higher geographical concentration than some of its larger peers, with Western Europe and Asia combined accounting for around 85% of its net revenue in 2022, over the last decade the company has improved its geographical footprint through a combination of organic growth and bolt-on acquisitions. Carlsberg has expanded significantly in Asia (mainly China, 19.6% of group revenue in 2022), which became the largest contributor to the company's volume (43%) and operating profit (39%) in 2022, ahead of both Western Europe, and Central and Eastern Europe (CEE). Carlsberg's presence in Asia offers greater diversification and allows for higher-than-average growth rates in both volume and sales, driven by favourable demographics, growing consumption of premium products and increasing disposable income. However, emerging markets exposure comes at the expense of more volatile market conditions and less predictable regulatory environments; in addition, weak emerging market currencies have a negative translational impact on Carlsberg's earnings.

Following the company's decision to exit Russian operations, CEE accounts for less than 20% of its total sales volume and revenue. The disposal will partially reduce the company's exposure to a volatile market, but it will also reduce the long-term growth potential offered by the region. Moreover, the exit, the timing of which is still uncertain, is exposed to execution risk and it is likely to result in some loss and asset writedown.

Exhibit 6

**Carlsberg maintains a strong hold in Western Europe, while growing its presence in Asia**  
**Breakdown of total volume by geography over 2019-22**



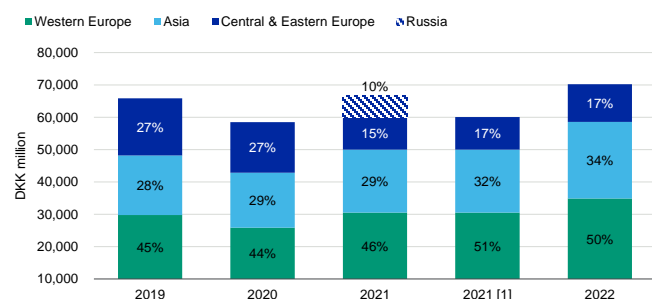
[1] Restated financials with Russian operations being reported separately as held for sale.

Source: Company

Exhibit 7

**As of 2022, Western Europe contributes for the largest portion of revenue...**

**Breakdown of total revenue by geography over 2019-22**



[1] Restated financials with Russian operations being reported separately as held for sale.

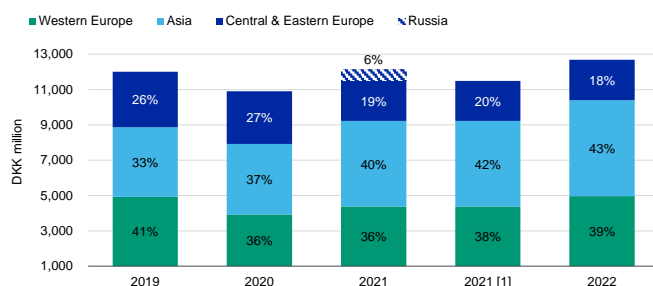
Data exclude the not allocated portion of revenue.

Source: Company

Exhibit 8

**...whereas Asia accounts for the majority of Carlsberg's operating profit**

**Breakdown of total operating profit by geography over 2019-22**



[1] Restated financials with Russian operations being reported separately as held for sale.

Data exclude the not allocated portion of operating profit. Company-reported operating profit before special items.

Source: Company

Carlsberg's core portfolio of beer brands comprises more than 20 key brands, including Carlsberg, Tuborg and Kronenbourg 1664. These brands have helped reinforce the group's brand equity internationally and regionally. In addition, Carlsberg produces premium beers and alcohol-free brews (AFB), which accounted for around 16% and 3%, respectively, of its total sales volume in 2022, and show volume growth rates ahead of other beer categories. We expect the increasing consumer awareness of health and well-being, which was accelerated by the pandemic, together with ongoing premiumisation in the industry, to continue supporting the company's profit growth in light of the higher-than-average margins of these products.

**Robust revenue generation sustained by healthy volumes and price increases mitigates lower visibility over next 12-18 months**

Despite the difficult macroeconomic environment, softening consumer spending, higher input costs and its decision to exit Russia, Carlsberg's performance was relatively strong in 2022, with both revenue and profit higher than the pre-pandemic level in 2019. Its topline benefitted from significant volume growth on the back of supportive demand and strong pricing, in addition to continuous rebound of the on-trade after two years of pandemic-related restrictions.

In 2023, we expect mid-single-digit revenue growth in percentage terms on the back of positive volume development, annualisation of higher pricing from last year and further pricing measures to be adopted over 2023. Although cognizant that higher pricing might hurt volume, we expect the company to not suffer from significant volume elasticities, as demand for nondiscretionary products in the alcoholic beverage sector remained relatively steady amid weaker consumer purchasing power.

### Margins remain strained by high input costs, although strong pricing power and cost efficiencies provide some buffer

In 2022, Carlsberg's profitability (Moody's-adjusted EBITDA margin) decreased by around 150 basis points from a year earlier, largely because higher raw material and energy costs more than offset its topline growth, as reflected in COGS/hl growing above revenue/hl.

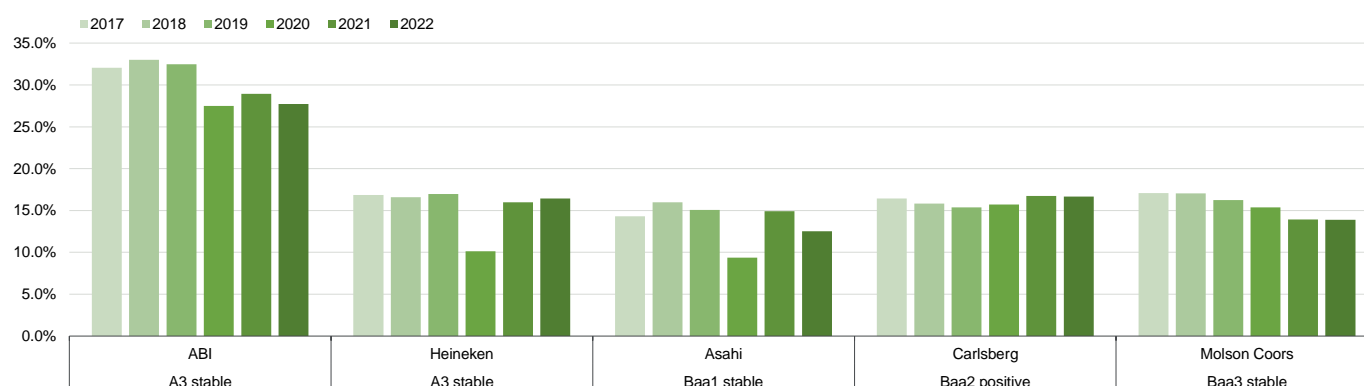
Although the company hedges its raw material costs and is normally able to pass through increase in costs to consumers, we expect the exceptional input cost inflation, including for commodities, energy, packaging and logistics, to hurt the company's profitability in 2023, leading to around 100-150bp reductions in Moody's-adjusted EBIT and EBITDA margins. Moreover, in 2023, profit will likely be strained also by the acceleration in marketing investments to support expansion in Asia, particularly in Vietnam and China.

Overall, even though the weaker macroeconomic outlook, sluggish consumer demand and input cost volatility reduce visibility and might pose risks, Carlsberg's performance over the next 12-18 months is set to benefit from positive fundamentals of the beverage industry — namely, growing consumption and ongoing premiumisation, exposure to strong growth in Asian markets, and the ability to pass through additional costs to consumers or to compensate those with cost-efficiency and cost-reduction measures such as decreased spending for advertising and promotion, if needed. After the successful completion of its cost-efficiency programme, SAIL'22, the company has launched its SAIL'27 programme, aimed to grow revenue and profit while maintaining a disciplined approach to costs and investments.

Exhibit 9

#### Carlsberg's profitability is in line with that of most of its peers, while also showing lower volatility across past years

Moody's-adjusted EBITA margin

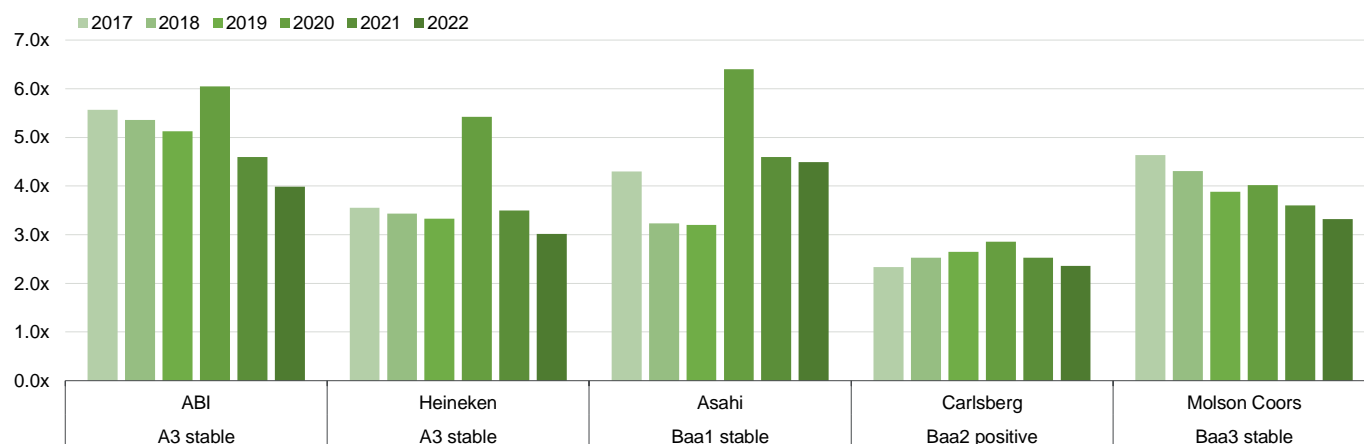


Source: Moody's Financial Metrics™

Exhibit 10

#### Carlsberg's leverage is lower than that of its peers

Moody's-adjusted debt/EBITDA



Source: Moody's Financial Metrics™

### Healthy cash flow compensates for share buybacks; credit metrics likely to remain supportive of the rating

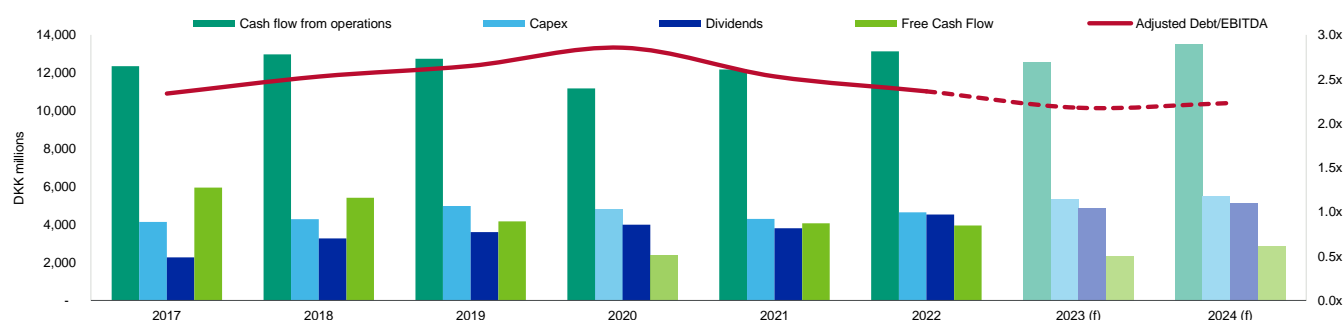
Carlsberg's cash generation remains solid. With around DKK12 billion-DKK13 billion of cash from operations, modest working capital volatility, around DKK5 billion of capital spending and DKK5 billion of annual dividends (including minorities), we expect the company's free cash flow (FCF) to remain positive and partially compensate for share buybacks over the next 12-24 months. Positively, buybacks would likely be sized depending on operating performance and cash generation every quarter, so we expect their impact on the company's credit metrics to be eventually neutral. Positively, the company suspended its buybacks as it is evaluating the possible acquisition of a minority interest in Asia (see below).

As profit and cash generation remain solid, we expect financial leverage, measured as Moody's-adjusted (gross) debt/EBITDA, to decline towards 2.2x over the next 18-24 months from 2.4x as of December 2022. However, leverage in 2022 was partially inflated by the high cash on balance sheet as of year-end 2022 and the company's contingent liabilities of around DKK5.6 billion (added to Moody's-adjusted gross debt), mostly related to its holdings in the Indian and Nepalese businesses. The latter might decrease significantly by the end of 2023, as the company is considering to buy out the stake from minorities, which would eventually result in a decrease in Moody's-adjusted leverage — the actual impact will depend on the mix of debt and cash used to fund the investment. In this context, the company's financial policy of maintaining its net leverage (reported net debt/EBITDA) below 2.0x (1.2x as of year-end 2022), equivalent to around 2.5x Moody's-adjusted debt/EBITDA, is favourable.

Exhibit 11

#### Steady cash flow over time

Evolution of FCF and Moody's-adjusted leverage over 2017-24



FCF is before share buybacks and includes dividends (common and minority).

Source: Moody's Financial Metrics™

## ESG considerations

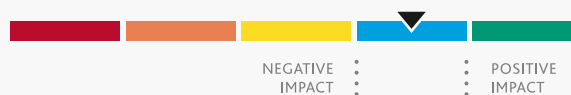
### Carlsberg Breweries A/S' ESG Credit Impact Score is Neutral-to-Low CIS-2

Exhibit 12

#### ESG Credit Impact Score

# CIS-2

## Neutral-to-Low



For an issuer scored CIS-2 (Neutral-to-Low), its ESG attributes are overall considered as having a neutral-to-low impact on the current rating; i.e., the overall influence of these attributes on the rating is non-material.

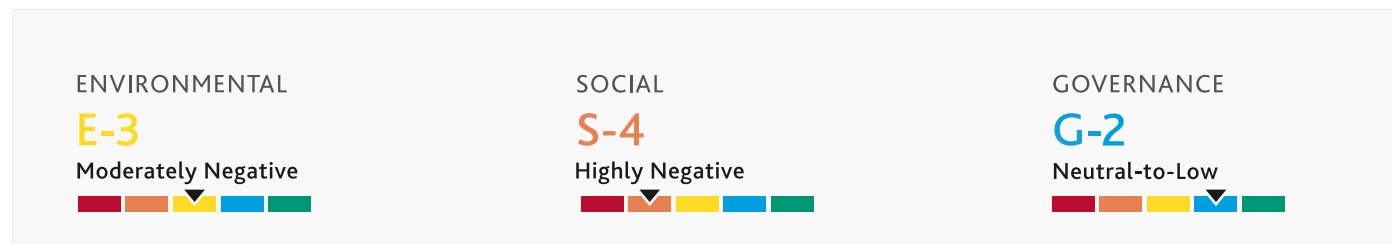
Source: Moody's Investors Service

**CIS-2** – Carlsberg's ESG Credit Impact Score is Neutral-to-Low (**CIS-2**). This reflects our assessment that ESG attributes overall have a neutral-to-low impact on the rating. Moderate environmental and social risks exist in relation to water management and customer

relations. However, the company's sound governance - especially in terms of financial strategy and risk management – despite its concentrated ownership, represents an important mitigant.

Exhibit 13

#### ESG Issuer Profile Scores



Source: Moody's Investors Service

#### Environmental

**E-3.** Environmental risks are moderate for Carlsberg in line with other beer manufacturers. This mainly reflects the industry's exposure to water management, waste and pollution and its reliance on natural capital in relation to the production of key ingredients for its products. While raw materials typically represent a modest component of the cost structure, alcoholic beverage producers rely on the availability of water and specific ingredients, some of which might be difficult to substitute. These risks are somewhat mitigated by the company's product and geographic diversification, its wide production footprint and its efforts with regard to water stewardship and sustainability. We view physical climate risks and carbon transition risks as low for the industry.

#### Social

**S-4.** Like many other alcoholic beverage companies, Carlsberg's social Issuer Profile Score is highly negative (**S-4**). This primarily reflects its significant brand reputation risks and exposure to responsible marketing and distribution related to the sale of alcoholic beverages. While alcohol concentration by volume is significantly lower in beer than in spirits, both brewers and spirits producers have exposure to alcohol-related risks. This is partially mitigated by very clear labeling and disclosure about the risks of excessive consumption of alcoholic products, and the focus on appropriate marketing and on responsible drinking. In addition the company's alcohol free offering is growing rapidly albeit this still represents a small contribution to overall revenue. Social risks also include exposures to demographic and societal trends, although alcoholic beverage volume declines are offset by ongoing premiumization and product innovation. These risks are balanced by neutral to low risks to health and safety, human capital and responsible production. The coronavirus pandemic continues to weigh on overall demand recovery, but as consumer behavior goes back to more normal patterns, profit should recover further.

#### Governance

**G-2.** Carlsberg's governance risks are neutral-to-low. This reflects its conservative financial policies, overall sound governance practices and its experienced management team with good credibility and a long track record, which compensate for its concentrated ownership. Despite being publicly traded, Carlsberg's governance is influenced by the fact that the company remains controlled by the Carlsberg Foundation holding a 29.6% stake and a clear majority of voting rights (75.6%), de facto controlling the board's key strategic decisions. Given the concentrated control we recently decided to change the score for board structure and policies to 4 from 3.

ESG Issuer Profile Scores and Credit Impact Scores for the rated entity/transaction are available on Moody's.com. In order to view the latest scores, please click [here](#) to go to the landing page for the entity/transaction on MDC and view the ESG Scores section.

#### Liquidity analysis

Carlsberg's liquidity is satisfactory, underpinned by a cash balance of around DKK8.2 billion as of year-end 2022, our expectation that the company will continue to generate solid FCF and the company's access to a committed bank facility of €2 billion maturing in June 2026 and not subject to any financial covenants (fully undrawn as of December 2022). In our view, these liquidity sources adequately cover the company's upcoming cash needs including the potential buyout of the Asian minority stake and upcoming bond maturities including a €500 million bond maturing in November 2023 and a €1 billion bond due in May 2024. We expect these needs to be refinanced in



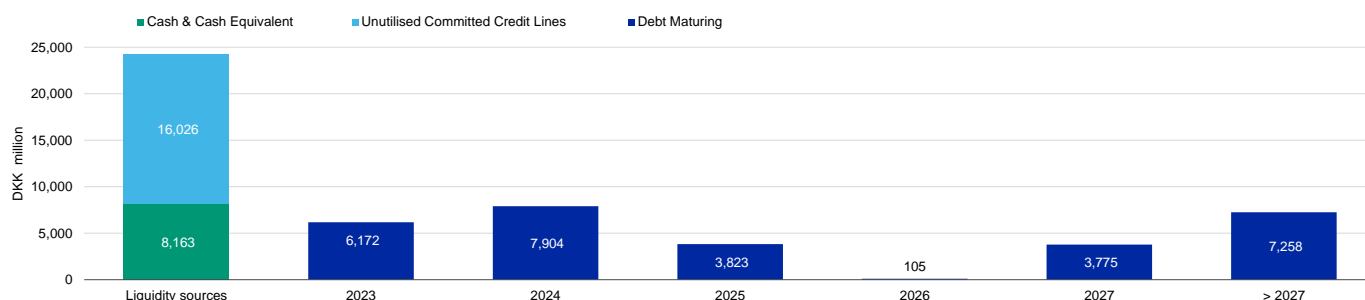
a timely manner, although likely at higher rates, and the overall amounts to be covered by the existing availability in terms of cash and available bank facility.

Our assessment of Carlsberg's liquidity also factors in an element of seasonality, with stronger cash flow in the second and third quarters, driven by stronger earnings and lower working capital needs, while the first quarter is normally weaker because of the build-up in inventories and lower earnings. In addition, we acknowledge the company's high trade payable days, a reduction in which might eventually result in a permanent increase in working capital, with a negative impact on the company's financial leverage.

Exhibit 14

### Carlsberg's liquidity sources adequately cover upcoming cash needs over the next 18-24 months

Debt maturity profile and liquidity sources as of December 2022



Source: Company

### Methodology and scorecard

The scorecard-indicated outcome of Baa1, according to our [Alcoholic Beverages](#) methodology published in December 2021, based on both current and forward-looking ratios, is one notch above the actual rating assigned to Carlsberg. This differential suggests positive pressure on the rating as reflected by the current positive outlook. We recently changed the geographic diversification factor to Baa, as we acknowledge the company's improved geographic footprint, with growth outside of its domestic markets and reduced exposure to riskier markets.

Exhibit 15

## Rating factors

Carlsberg Breweries A/S

Alcoholic Beverage Industry Grid [1][2]			Current FY 12/31/2022		Moody's 12-18 Month Forward View As of 3/20/2023 [3]	
Factor 1 : Scale (15%)	Measure	Score	Measure	Score	Measure	Score
a) Revenue (USD Billion)	\$10.0	Baa	\$10.5 - \$10.8	Baa		
Factor 2 : Business Profile (32.5%)						
a) Diversification and Exposure to Riskier Markets	Ba	Ba	Baa	Baa		
b) Category / Brand Strength and Diversification	A	A	A	A		
c) Global Industry Position	A	A	A	A		
d) Innovation, Distribution and Infrastructure	Baa	Baa	Baa	Baa		
Factor 3 : Profitability (7.5%)						
a) EBITA Margin	16.7%	Ba	15.2% - 15.6%	Ba		
Factor 4 : Leverage and Coverage (30%)						
a) RCF / Net Debt	29.3%	Baa	26.2% - 27.2%	Baa		
b) Debt / EBITDA	2.4x	A	2.2x	A		
c) EBIT / Interest Expense	18.4x	Aa	13.3x - 13.7x	A		
Factor 5 : Financial Policy (15%)						
a) Financial Policy	Baa	Baa	Baa	Baa		
Rating:						
a) Scorecard-Indicated Outcome		Baa1		Baa1		
b) Actual Rating Assigned				Baa2		

[1] All ratios are based on adjusted financial data and incorporate Moody's Global Standard Adjustments for Nonfinancial Corporations. [2] As of 12/31/2022. [3] This represents Moody's forward view, not the view of the issuer, and unless noted in the text, does not incorporate significant acquisitions and divestitures.

Sources: Moody's Financial Metrics™ and Moody's Investors Service estimates

## Ratings

Exhibit 16

Category	Moody's Rating
<b>CARLSBERG BREWERIES A/S</b>	
Outlook	Positive
Issuer Rating	Baa2
Senior Unsecured	Baa2
Commercial Paper	P-2
ST Issuer Rating	P-2

Source: Moody's Investors Service

## Appendix

Exhibit 17

## Moody's-adjusted debt breakdown

Carlsberg Breweries A/S

DKK million	2017	2018	2019	2020	2021	2022
<b>Moody's-Reported Debt</b>	<b>24,271.0</b>	<b>24,114.0</b>	<b>25,000.0</b>	<b>30,259.0</b>	<b>28,931.0</b>	<b>29,037.0</b>
Pensions	3,317.0	2,874.0	3,266.0	2,903.0	2,319.0	1,525.0
Operating Leases	966.0	978.0	0.0	0.0	0.0	0.0
Non-Standard Adjustments [1]	4,295.0	6,679.0	9,418.0	5,290.0	4,254.0	5,678.0
<b>Moody's-Adjusted Debt</b>	<b>32,849.0</b>	<b>34,645.0</b>	<b>37,684.0</b>	<b>38,452.0</b>	<b>35,504.0</b>	<b>36,240.0</b>

All figures and ratios are calculated using Moody's estimates and standard adjustments. [1] Mainly includes contingent considerations with maturity within two years.

Source: Moody's Financial Metrics™

Exhibit 18

### Moody's-adjusted EBITDA breakdown Carlsberg Breweries A/S

DKK million	2017	2018	2019	2020	2021	2022
<b>Moody's-Reported EBITDA</b>	<b>14,247.0</b>	<b>13,767.0</b>	<b>15,759.0</b>	<b>14,409.0</b>	<b>15,259.0</b>	<b>15,471.0</b>
Unusual	-328.0	-249.0	-1,183.0	-586.0	-1,137.0	0.0
Pensions	-186.0	-146.0	-356.0	-356.0	-94.0	-131.0
Operating Leases	322.0	326.0	0.0	0.0	0.0	0.0
<b>Moody's-Adjusted EBITDA</b>	<b>14,055.0</b>	<b>13,698.0</b>	<b>14,220.0</b>	<b>13,467.0</b>	<b>14,028.0</b>	<b>15,340.0</b>

All figures and ratios are calculated using Moody's estimates and standard adjustments.

Source: Moody's Financial Metrics™

Exhibit 19

### Peer comparison Carlsberg Breweries A/S

	Carlsberg Breweries A/S			Heineken N.V.			Anheuser-Busch InBev SA/NV			Kirin Holdings Company, Limited			Thai Beverage Public Company Limited			Molson Coors Beverage Company		
	Baa2 Positive			A3 Stable			A3 Stable			Baa1 Stable			Baa3 Stable			Baa3 Stable		
USD million	FYE Dec-20	FYE Dec-21	FYE Dec-22	FYE Dec-20	FYE Dec-21	LTM Jun-22	FYE Dec-20	FYE Dec-21	FYE Dec-22	FYE Dec-20	FYE Dec-21	LTM Sep-22	FYE Sep-20	FYE Sep-21	FYE Sep-22	FYE Dec-20	FYE Dec-21	FYE Dec-22
Revenue	\$8,964	\$9,561	\$9,954	\$22,502	\$25,960	\$28,666	\$46,881	\$54,304	\$57,786	\$14,734	\$13,999	\$13,424	\$8,128	\$7,697	\$7,953	\$9,654	\$10,280	\$10,701
EBITDA	\$2,062	\$2,232	\$2,173	\$4,057	\$6,220	\$6,429	\$16,786	\$19,842	\$20,434	\$2,347	\$2,396	\$2,442	\$1,507	\$1,493	\$1,577	\$2,250	\$2,068	\$2,031
Total Debt	\$6,321	\$5,429	\$5,201	\$23,348	\$19,881	\$17,972	\$101,533	\$90,964	\$81,429	\$7,629	\$6,110	\$4,967	\$7,036	\$6,813	\$5,815	\$8,488	\$7,347	\$6,745
Cash & Cash Equiv.	\$1,330	\$1,276	\$1,172	\$4,894	\$3,694	\$3,020	\$15,252	\$12,019	\$9,900	\$1,566	\$1,298	\$1,064	\$1,095	\$1,132	\$1,375	\$770	\$637	\$600
EBITA Margin	15.7%	16.7%	16.7%	10.1%	17.1%	16.4%	27.5%	29.0%	27.7%	11.6%	12.9%	13.6%	16.2%	16.3%	17.1%	15.4%	13.9%	13.9%
EBIT / Int. Exp.	16.0x	17.3x	18.4x	3.0x	6.7x	7.6x	2.8x	3.7x	3.4x	25.8x	30.7x	30.5x	5.6x	5.6x	7.1x	4.4x	4.5x	4.9x
Debt / EBITDA	2.9x	2.5x	2.4x	5.4x	3.3x	3.0x	6.0x	4.6x	4.0x	3.1x	2.7x	2.4x	4.7x	4.9x	4.1x	3.6x	3.6x	3.3x
RCF / Net Debt	21.0%	26.7%	29.3%	14.4%	21.6%	24.3%	11.3%	12.9%	16.4%	20.7%	23.5%	20.9%	9.9%	9.3%	13.8%	20.2%	22.8%	23.2%
FCF / Debt	6.2%	11.5%	10.9%	2.9%	8.9%	11.3%	4.8%	7.1%	6.4%	-1.9%	7.0%	-8.0%	6.9%	3.7%	10.0%	11.3%	12.2%	7.5%

All figures and ratios are calculated using Moody's estimates and standard adjustments. FYE = Financial year end; LTM = Last Twelve Months.

Source: Moody's Financial Metrics™

Exhibit 20

Select historical and projected Moody's-adjusted financial data  
Carlsberg Breweries A/S

DKK million	2017	2018	2019	2020	2021	2022	2023 (f)	2024 (f)
<b>INCOME STATEMENT</b>								
Net sales/Revenue	60,655	62,503	65,902	58,541	60,097	70,265	74,130	76,353
EBITDA	14,055	13,698	14,220	13,467	14,028	15,340	15,452	16,204
EBIT	9,199	9,362	9,716	8,784	9,790	11,499	11,070	11,691
Interest Expense	1,193	1,026	617	550	565	626	809	881
<b>BALANCE SHEET</b>								
Total Debt (Gross)	32,849	34,645	37,684	38,452	35,504	36,240	33,639	36,139
Total Debt (Net)	29,387	29,056	32,462	30,359	27,160	28,077	28,400	30,561
<b>CASH FLOW</b>								
Cash Flow from Operating Activities	12,350	12,978	12,743	11,183	12,179	13,126	12,578	13,524
Capital Expenditures (CAPEX)	4,135	4,288	4,985	4,800	4,302	4,648	5,362	5,511
Dividends	2,264	3,272	3,596	4,000	3,810	4,528	4,859	5,124
Retained Cash Flow	8,234	8,303	8,829	6,382	7,240	8,221	7,719	8,018
RCF / Debt	25.1%	24.0%	23.4%	16.6%	20.4%	22.7%	22.9%	22.2%
Free Cash Flow (FCF)	5,951	5,418	4,162	2,383	4,067	3,950	2,356	2,889
FCF / Debt	18.1%	15.6%	11.0%	6.2%	11.5%	10.9%	7.0%	8.0%
<b>PROFITABILITY</b>								
% Change in Sales (YoY)	-3.1%	3.0%	5.4%	-11.2%	2.7%	16.9%	5.5%	3.0%
EBIT Margin %	15.2%	15.0%	14.7%	15.0%	16.3%	16.4%	14.9%	15.3%
EBITA Margin %	16.0%	15.8%	15.4%	15.7%	16.7%	16.7%	15.2%	15.6%
EBITDA Margin %	23.2%	21.9%	21.6%	23.0%	23.3%	21.8%	20.8%	21.2%
<b>INTEREST COVERAGE</b>								
EBIT / Interest Expense	7.7x	9.1x	15.7x	16.0x	17.3x	18.4x	13.7x	13.3x
EBITDA / Interest Expense	11.8x	13.3x	23.0x	24.5x	24.8x	24.5x	19.1x	18.4x
<b>LEVERAGE</b>								
Debt / EBITDA	2.3x	2.5x	2.7x	2.9x	2.5x	2.4x	2.2x	2.2x
Net Debt / EBITDA	2.1x	2.1x	2.3x	2.3x	1.9x	1.8x	1.8x	1.9x

Source: Moody's Financial Metrics™

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