

Driving Sustainability

The CFO's Role



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Counsellor

NEW SUSTAINABILITY PROGRAMME

AMBITIONS AND TARGETS TOWARDS ZERO



We will eliminate carbon emissions at our breweries by 2030 and be using 100% renewable electricity by 2022. Through the Carlsberg Circular Community, we are working with partners in our value chain to reduce beer-in-hand emissions by 30% by 2030.



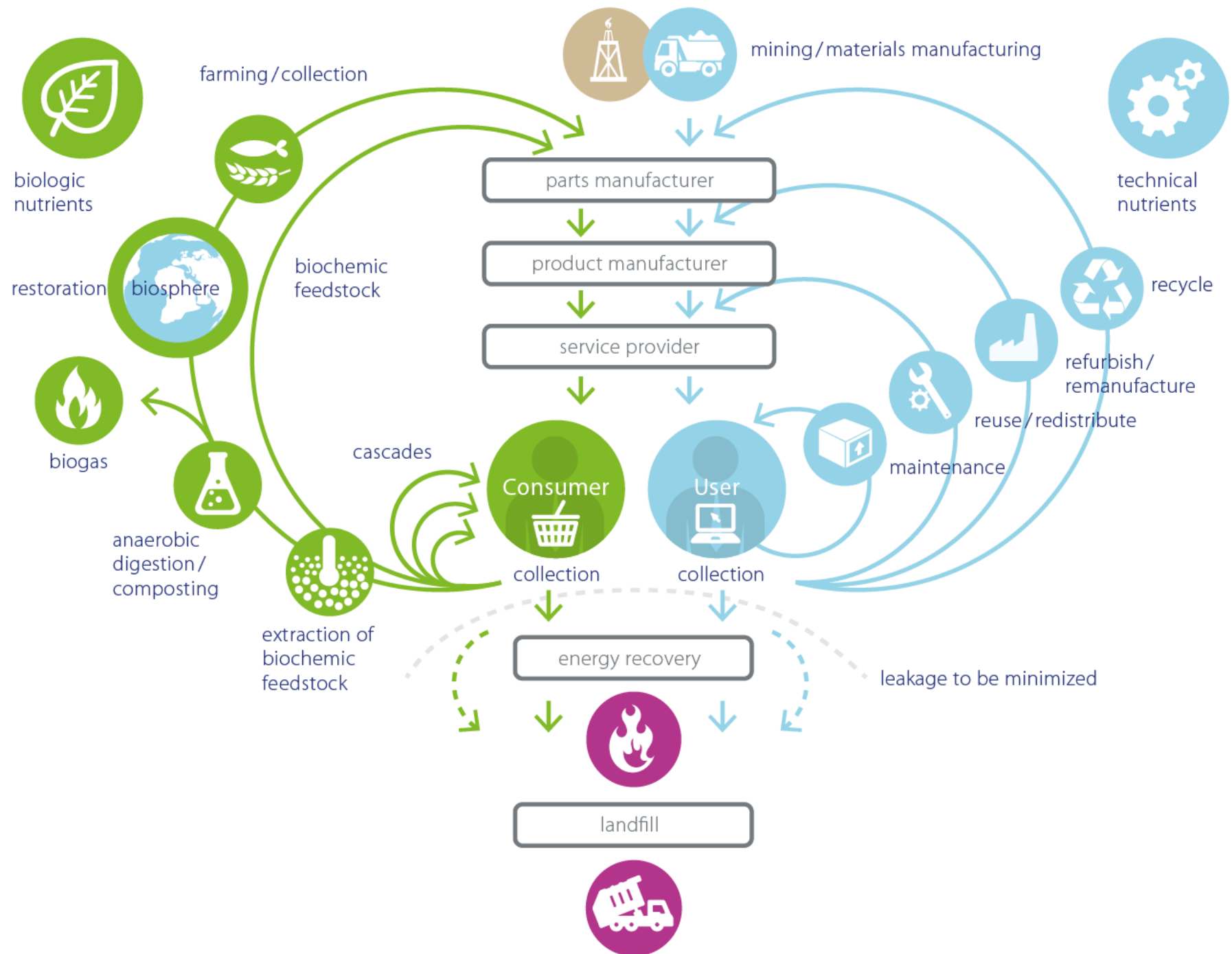
We will offer 100% distribution of alcohol-free brews by 2022 to expand consumer choice. We will also provide responsible drinking messaging as well as nutrition and ingredient information on our packaging and online, while forming partnerships to encourage responsible consumption.



We will cut water usage at our breweries by half by 2030, effectively eliminating water waste during the brewing process. We will also engage with partners to improve water management outside selected breweries in high-risk areas.



We will continue to target a year-on-year reduction in our accident rate in order to achieve our 2030 target of ZERO lost-time accidents.



Danish experience: Industrial Symbiosis Business AND Environmental Benefits

Annual economic savings
of USD 90 mio.

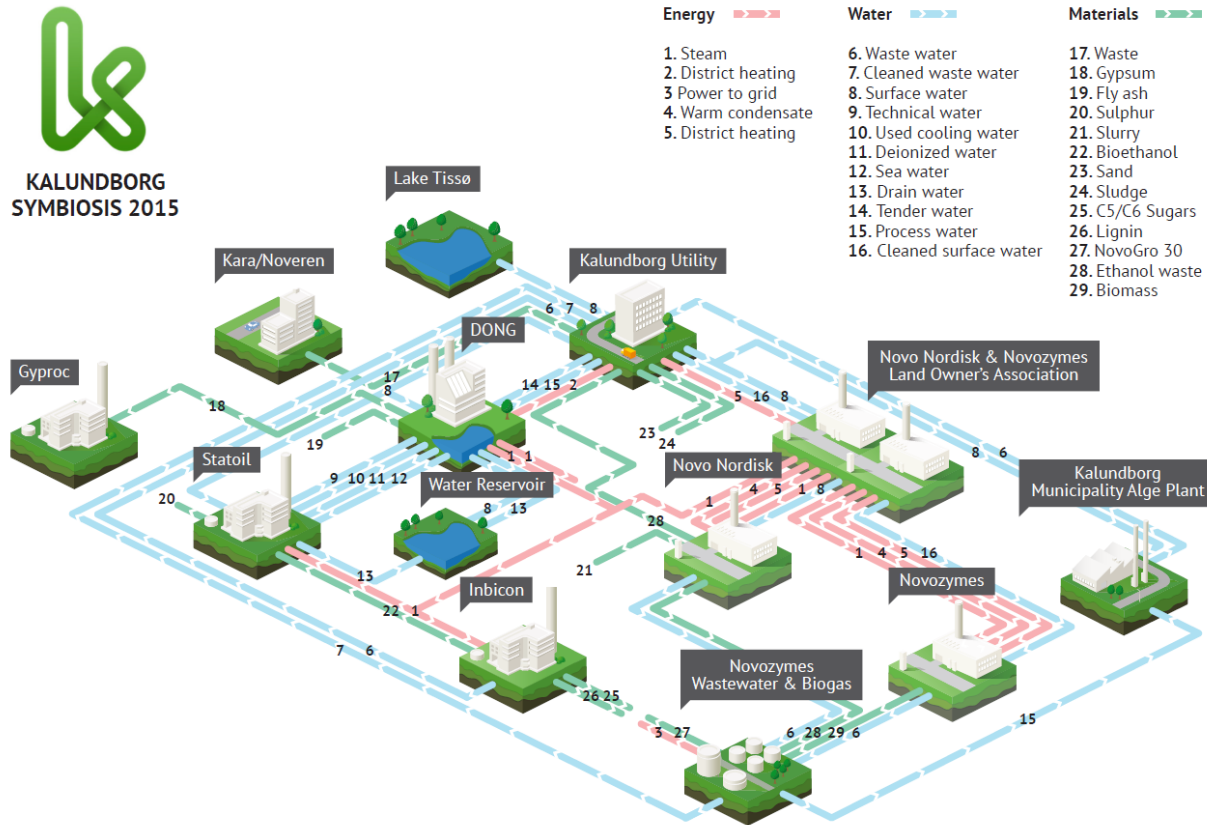
Annual environmental
benefits

240,000 Tonnes carbon

3 mio. m³ water,

30,000 Tonnes of straw
converted to 5 mio. liters
ethanol

150,000 Tonnes gypsum
from a power plant
replaces natural gypsium
in plasterboards
production.



Business Models

Circular Supplies: Provide renewable energy, bio based- or fully recyclable input material to replace single-lifecycle inputs

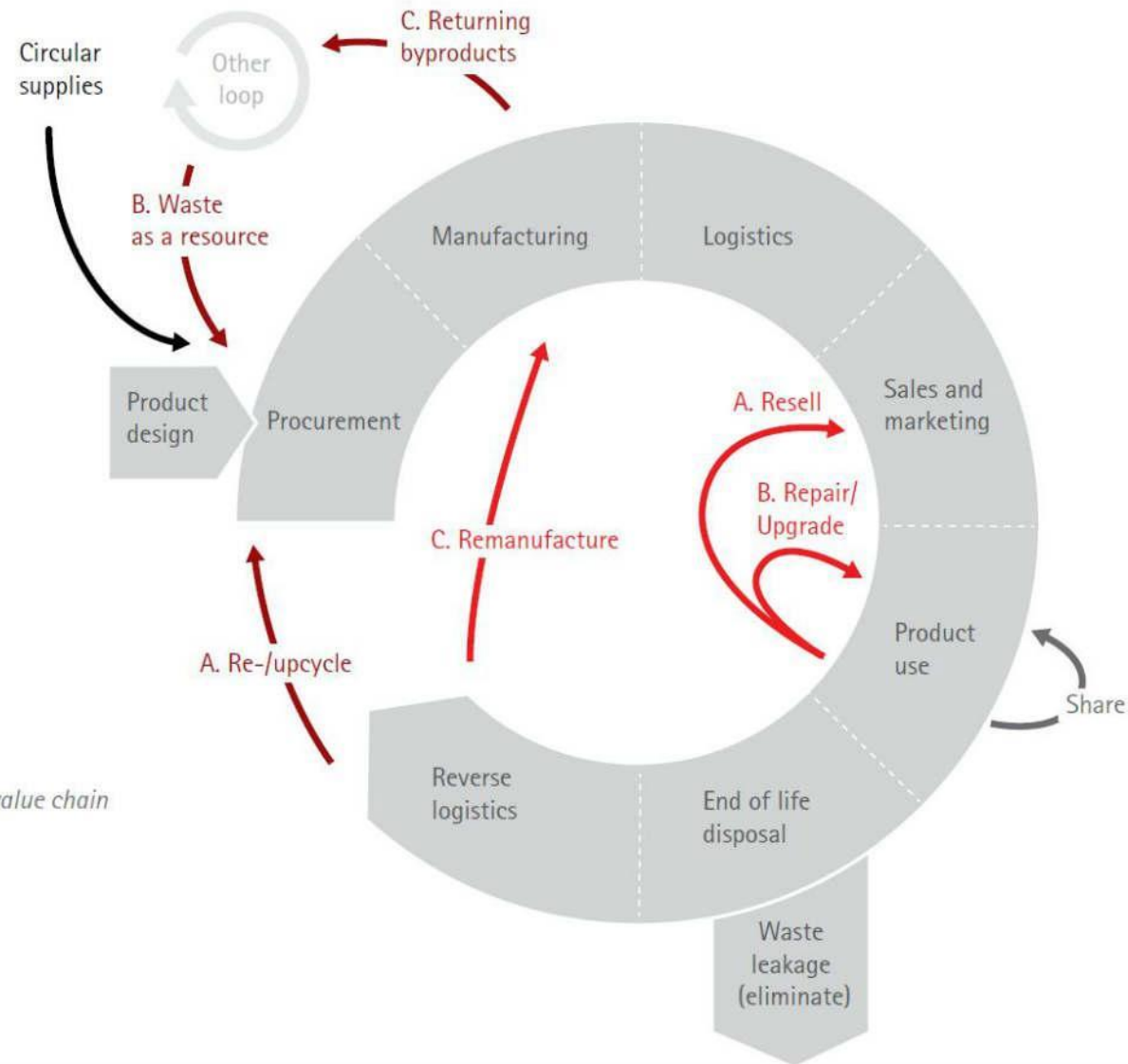
Resource Recovery: Recover useful resources/energy out of disposed products or by-products

Product Life Extension: Extend working lifecycle of products and components by repairing, upgrading and reselling

Sharing Platforms: Enable increased utilization rate of products by making possible shared use/access/ownership

Product as a Service*: Offer product access and retain ownership to internalise benefits of circular resource productivity

** Can be applied to product flows in any part of the value chain*



Examples

REgenerate



- Shift to renewable energy and materials
- Reclaim, retain, and restore health of ecosystems
- Return recovered biological resources to the biosphere

NESPRESSO

SLM



Share



- Share assets (e.g. cars, rooms, appliances)
- Reuse/secondhand
- Prolong life through maintenance, design for durability, upgradability, etc.



Nearly New Car
by Mercedes-Benz



Optimise



- Increase performance/efficiency of product
- Remove waste in production and supply chain
- Leverage big data, automation, remote sensing and steering



The Vauban Quarter



Loop



- Remanufacture products or components
- Recycle materials
- Digest anaerobic
- Extract biochemicals from organic waste



Virtualise



- Books, music, travel, online shopping, autonomous vehicles etc.



iTunes

Exchange



- Replace old with advanced non-renewable materials
- Apply new technologies (e.g. 3D printing)
- Choose new product/service (e.g. multimodal transport)

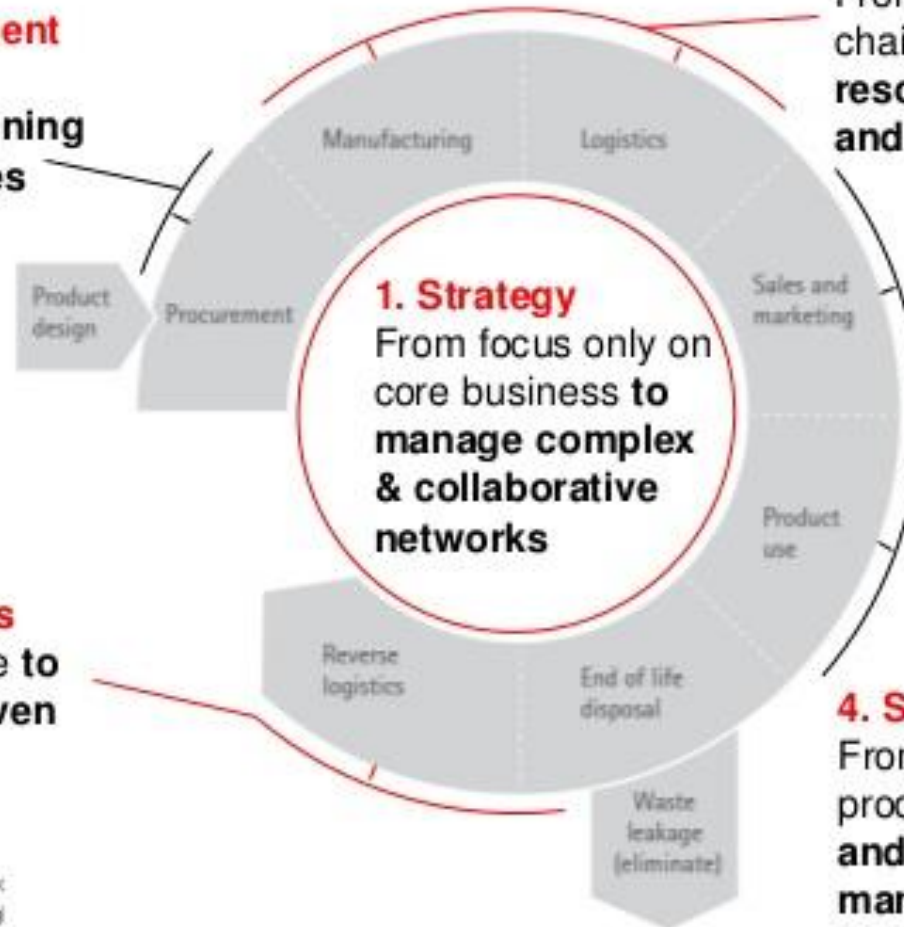


Five major shifts in business capabilities are critical to deliver circular economy business models successfully

Circular economy capability shifts

2. Innovation & product development

From designing for single use **to designing for many life cycles and users**



3. Sourcing and manufacturing

From homogenous supply chain **to heterogeneous resource flow innovation and cascading**

4. Sales & product use

From never seeing your product again **to customer and asset life cycle management**

5. Return chains

From compliance **to opportunity driven take-back**

Thank you!

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