

2030
STRATEGY

FROM LEGACY TO LASTING EXPERIENCES





AT HOME OF CARLSBERG, our ambitions go far beyond beer. This historic area brings together the stories, heritage, culture, and innovation that have shaped Carlsberg since 1847.

But history alone does not keep us alive. We strive to connect our heritage with the present and future, bringing it to life in a cohesive, living experience for everyone who visits. The spirit of our visionary founders is woven into every brick, every story, and every brew, but we aim to continuously put it into a modern perspective with forward-looking glasses to stay relevant and reflect one of the core strands of Carlsberg's DNA—innovation.

The ambition is to make Home of Carlsberg a cultural attraction of national and international relevance that surprises, inspires, and creates memorable experiences. A place guests want to visit, return to, and share with others. A cultural meeting point that brings people together across countries, interests, and cultures.

Whether exploring the legacy of the founders, diving into the science behind brewing, meeting our proud brewery horses in the stable, or simply enjoying a perfectly served beer in the heart of the original brewery, every moment should feel meaningful, memorable, and distinctly Carlsberg.

This 2030 strategy sets a clear direction for how Home of Carlsberg can evolve, grow, and maintain high-quality experiences now and in the future. We want every guest — local or international — to feel genuinely welcome. Through engaging experiences rooted in Carlsberg's values, we want to bring the stories to life and deepen the connection between people and the brand in every interaction.

We are shaping the next experience of the Carlsberg story. One that belongs to everyone who walks through the gates of Home of Carlsberg and leaves with their personal experience and memory of Carlsberg. A breathing attraction with a strong heritage as a backbone that unites people and stays relevant in the future.

TINE KASTRUP-MISIR
Director, Home of Carlsberg

JACOB AARUP-ANDERSEN
CEO, Carlsberg Group

TABLE OF CONTENT

INTRODUCTION

OUR VISION

STRATEGY TOWARDS 2030

01 FOSTER CULTURAL ENGAGEMENT AND SUPERIOR GUEST EXPERIENCE

02 FACILITATE WHERE LOCALS AND TOURISTS MEET & CONNECT

03 BUILD CARLSBERG FOR FUTURE GENERATIONS TO COME

04 SUSTAIN A GROWTH MINDSET AND CULTURE



INTRODUCTION

AT HOME OF CARLSBERG, the goal is simply to create experiences that not only meet, but truly exceed the guests' expectations. To ensure Home of Carlsberg remains a vibrant, forward-looking cultural destination that people want to visit and recommend, we have developed a strategy that looks ahead to 2030.

This strategy has been shaped collaboratively, with input from teams across the Home of Carlsberg organisation to ensure we capture diverse perspectives and expertise to make the most insightful and effective decisions. We have outlined four key priorities for the next five years:

- **01 FOSTERING CULTURAL ENGAGEMENT ALONG
WITH A SUPERIOR GUEST EXPERIENCE**
- **02 FACILITATING CONNECTIONS
BETWEEN LOCALS AND TOURISTS**
- **03 BUILDING CARLSBERG
FOR FUTURE GENERATIONS**
- **04 SUSTAINING A GROWTH
MINDSET AND CULTURE**

2030 VISION

The vision of Home of Carlsberg is to become one of the world's leading cultural destinations.

We aim to elevate the brand's global legacy and impact on history while continuing our dedication to driving innovation and advancing the art of brewing. Our commitment to excellence will set a new global

benchmark for cultural engagement, serving as a community-anchored meeting point for both locals and tourists to establish Carlsberg in the hearts of generations to come.



FOSTER CULTURAL ENGAGEMENT & SUPERIOR GUEST EXPERIENCE



COMMERCIAL ACTIVATION

We will enrich the guest experience and drive value expansion through accessible exclusivity and guest-centric offerings.

→ **BEER ENTHUSIAST'S
ADD-ON PRODUCTS**

We will offer world-class beer experiences through elevated tasting formats, exclusive event opportunities, and immersive activities that bring the craft of brewing to life.

→ **VALUE
EXPANSION**

Our goal is to enhance the overall guest experience by optimising service delivery, ensuring motivated staff, using strategic engagement methods, flexible technology solutions, and transparent communication.

→ **INTERCONNECTED
PRODUCTS**

We want to strengthen brand engagement through tailored merchandise and personalised products accessible in Brand Store and online - linked to the exhibition and tailored to the unique guest.

→ **GUEST
INSIGHTS**

We will optimise the guest journey by using comprehensive guest insights for data, and integrating collected insights into customer management systems.

→ **CUSTOMISED
GUEST PRODUCTS**

To enrich the customer experience, we will develop customised guest products, group size-specific offerings, dynamic post-booking options, and personalised automated marketing campaigns.

→ **BRAND
STORE**

We envision a modern and engaging Carlsberg shop that showcases our extensive range of branded products and beer portfolio. The space will feature flexible displays, curated selections, shareworthy installations, and an immersive bar. It will also host exhibitions, events, tastings, and talks, all within a fresh design that evolves throughout the year.



PERFECT DRINKING OCCASION

01.B PERFECT DRINKING OCCASION

We want to facilitate the perfect drinking occasion at Home of Carlsberg by enhancing beer and food pairing experiences, a wider product range, and activating unique spaces for our guests.

→ **ENGAGEMENT & BEER EDUCATION**

Our goal is to introduce and implement Home of Carlsberg Academy to train and educate Carlsberg employees, our guests, and B2B groups about the art of beer and offer them the opportunity to brew their own beer. Husbryggeriet Jacobsen will gradually open to guests to showcase and honour beer craftsmanship.

→ **TASTE OF THE FUTURE**

Home of Carlsberg should become the platform for exploring, communicating, and co-creating the future taste of beer and beyond – in close collaboration with the Carlsberg Research Laboratory, Carlsberg brands and Husbryggeriet Jacobsen.

→ **"FOOD & BEER" GASTRONOMY**

We aim to strengthen the beer and food experience at Home of Carlsberg through curated collaborations, such as the Home of Carlsberg x Madklubben takeover, and by offering quality food options in the courtyard.

→ **EXPANSION OF PRODUCT RANGE**

We will introduce additional beverages from the 'Beyond Beer' category, explore the potential of innovative add-ons like "no labels" brews, and build experimental bars to unlock the potential of Husbryggeriet Jacobsen.





HOME OF CARLSBERG

FROM LEGACY TO LASTING EXPERIENCES

016

FACILITATE WHERE LOCALS & TOURISTS MEET AND CONNECT



BRAND AWARENESS

We aim to elevate the impact of Home of Carlsberg by developing strategic brand initiatives that engage audiences locally, strengthen our national presence, and position Home of Carlsberg as a globally recognised cultural destination.

→ **INTERNATIONAL
RECOGNITION**

We will establish Home of Carlsberg as a globally recognised cultural destination by developing engaging campaign content and increasing our presence across digital and emerging platforms. Experiential concepts, international partnerships, engagement with global media, and consistent communication and storytelling will support broader awareness and global reach.

→ **HOME OF CARLSBERG
AND THE DANES**

To deepen the connection between Home of Carlsberg and the Danes, we will strengthen internal collaborations, launch new outreach initiatives, broaden our digital engagement, develop recurring cultural experiences, foster partnerships within our network, and activate existing community platforms effectively.

→ **SHARED CULTURAL
EXPERIENCE**

To connect our guests through shared cultural experiences, we will initiate joint collaboration with other attractions within the Carlsberg Family, form partnerships with cultural institutions that share our audiences and values, and collaborate closely with our “stablemates.”



PARTNERSHIPS

We will increase the reach of our various partnerships through strong and mutually beneficial commercial collaborations with local and international partners.

→ **HOME OF CARLSBERG
x CARLSBERG DENMARK**

Home of Carlsberg will be positioned as a key asset in Carlsberg Denmark’s partnership offerings. Through integrated collaboration and scalable packaging, we aim to unlock new synergies.

→ **HOME OF CARLSBERG
x CARLSBERG CITY DISTRICT**

We aim to strengthen our collaboration with companies in Carlsberg City District, positioning Home of Carlsberg as a versatile venue for business events and private activities. By tailoring experiences to their needs, we encourage frequent use and build stronger ties to the local business community.

→ **ONLINE TRAVEL AGENCIES
(OTA’S)**

We will formalise and expand our collaborations with OTA’s in international markets, while improving digital integration to fully leverage the potential of these partnerships.

→ **STRATEGIC
AGREEMENTS**

We will utilise the full potential of strategic agreements with memberships of various types, including hotels, associations, loyalty clubs, and more by offering tailored solutions depending on high and low season.

→ **LOCAL & INTERNATIONAL
TOURIST AGENCIES**

We aim to maintain and expand our collaborations with Danish and international tourist agencies, e.g., establishing new partnerships with the top 10 tourist agencies across the EU, Asia, and the US. Additionally, we will position Home of Carlsberg as a regular destination for cruise guests.





BUILD CARLSBERG FOR FUTURE GENERATIONS TO COME



BRAND LOYALTY

We will design and implement loyalty-building experiences that increase guest engagement, satisfaction, and strengthen the emotional connection with our brand, ultimately turning guests into brand ambassadors.

→ **GUEST INTERACTION & BRAND LOYALTY**

We will enhance the guest interaction and brand loyalty through engaging and immersive touchpoints, such as dynamic storytelling via digital screens, a dedicated mini-lab for beer enthusiasts, and small-batch brews during the visit with the goal of turning guests into brand ambassadors.

→ **THE GUEST EXPERIENCE**

We aim to strengthen the overall guest experience by introducing more interactive and entertaining elements — such as letting guests pour their own beer — to create unique, hands-on moments. The Courtyard will play a central role, offering engaging activities for guests.

→ **SERVICE STRATEGY**

We will accelerate our service strategy to ensure every guest interaction is attentive, personal, and of consistently high quality. By putting the relationship between host and guest at the centre, we elevate every step of the experience and the customer journey.



RELEVANCE & ATTRACTIVENESS

We aim to attract new cultural target groups, create reasons for guests to return, and strengthen Home of Carlsberg as a meeting point for tourists and locals.

→ **DYNAMIC VENUE**

To ensure Home of Carlsberg's cultural relevance, the exhibition will be continuously refreshed and themed for specific events, and relevant collaborations and activities will be unfolded around the Home of Carlsberg area.

→ **PARTNERSHIPS & COLLABORATIONS**

We want to build strategic partnerships based on shared values with educational institutions, the Carlsberg Family, and cultural organisations to create exclusive joint activations. Cross-border collaborations with beer attractions within the Carlsberg organisation will further help extend our global reach and engagement.

→ **EVENTS & WEEKLY PROGRAM**

A dynamic mix of seasonal pop-up programs, weekly quizzes, summer concerts, and community dining experiences for locals and tourists will bring energy and variety to the area all year round.

→ **LOYALTY PROGRAMS**

We aim to build lasting relationships with our guests by offering loyalty programs that provide exclusive access to events and experiences, encouraging frequent visits and a stronger sense of community and connection to Home of Carlsberg.

→ **DEEP REACH & PERSONAL CONTENT**

Through a comprehensive digital engagement strategy - including photo opportunities, gamification with linkage to the exhibition, and a collection of transaction and experience data, we will enable post-visit activation of our guests with personalised and targeted content.



CUSTOMISED EXPERIENCES

Our ambition is to deliver tailored experiences for private and business guests, focusing on improved satisfaction and growth through partnerships, seasonal concepts, and flexible solutions.



GUEST JOURNEY

The guest journey shall be at the heart of Home of Carlsberg, designed to follow the guest or group throughout all the available touchpoints and experiences across our venues. We strive to be the ultimate host, and Copenhagen's favorite place to enjoy a beer.



EXPANSION OF VENUES

Expanding into new venues allows us to host more exhibitions and events, reaching broader audiences and activating more of Carlsberg's storytelling internally to Carlsberg colleagues worldwide and externally. New spaces offer exciting opportunities to extend the guest experience in new and engaging ways.



DYNAMIC & FLEXIBLE AREA

We will offer tailored experiences like VIP and guided tours, themed events such as Friday bars and concerts including product launches, and Food & Beer pairings. Through innovative partnerships and cross-functional collaborations, we activate the area in new ways for diverse audiences.





SUSTAIN A GROWTH MINDSET AND CULTURE



OUR WINNING CULTURE

We aim to foster a strong people culture at Home of Carlsberg by driving engagement, encouraging learning, ensuring professionalism, and empowering employees to be Carlsberg ambassadors in an organisation rooted in the Carlsberg Growth Culture.

→ **TALENT DEVELOPMENT**

Our goal is to continue engaging in talent development through graduate programs, internships, cross-functional experiences, partnerships with educational institutions, mentorship, and continuous professional growth initiatives.

→ **EMPLOYER VALUE**

Home of Carlsberg should be known as a diverse, inclusive, and vibrant workplace, driven by dynamic recruitment, employee-led storytelling, and a strong social culture.

→ **TRANSPARENT INTERNAL COMMUNICATION**

We aim to strengthen the promotion of cross-functional collaboration, knowledge sharing across the organisation, and beyond, while driving effective internal communication.

→ **PROFESSIONALISM**

We will drive a culture of responsibility through consistent well-being insights, socially responsible partnerships, life-stage support, a strong service strategy, and reflective leadership.



INSIGHTS & DIGITALISATION

Our goal is to advance the digital journey by enhancing digital engagement, the end-to-end guest experience, and spend-per-guest through personalised follow-ups, a future-proof tech setup, and tech-driven product innovation.



ON-SITE EXPERIENCE

Our goal is to enhance engagement through smart nudging, gamification, digital experiences in the area, and personalised products.



DIGITAL JOURNEY

We will continue to strengthen the guest experience through digital tastings, post-visit activations, optimised capacity, website improvements, and expanded storytelling.



SYSTEMS & PROCESSES

We aim at firming up operations through a loyalty platform, strategic ticketing, retail inventory control, mobile exhibitions, integrated booking and CRM and AI automation.



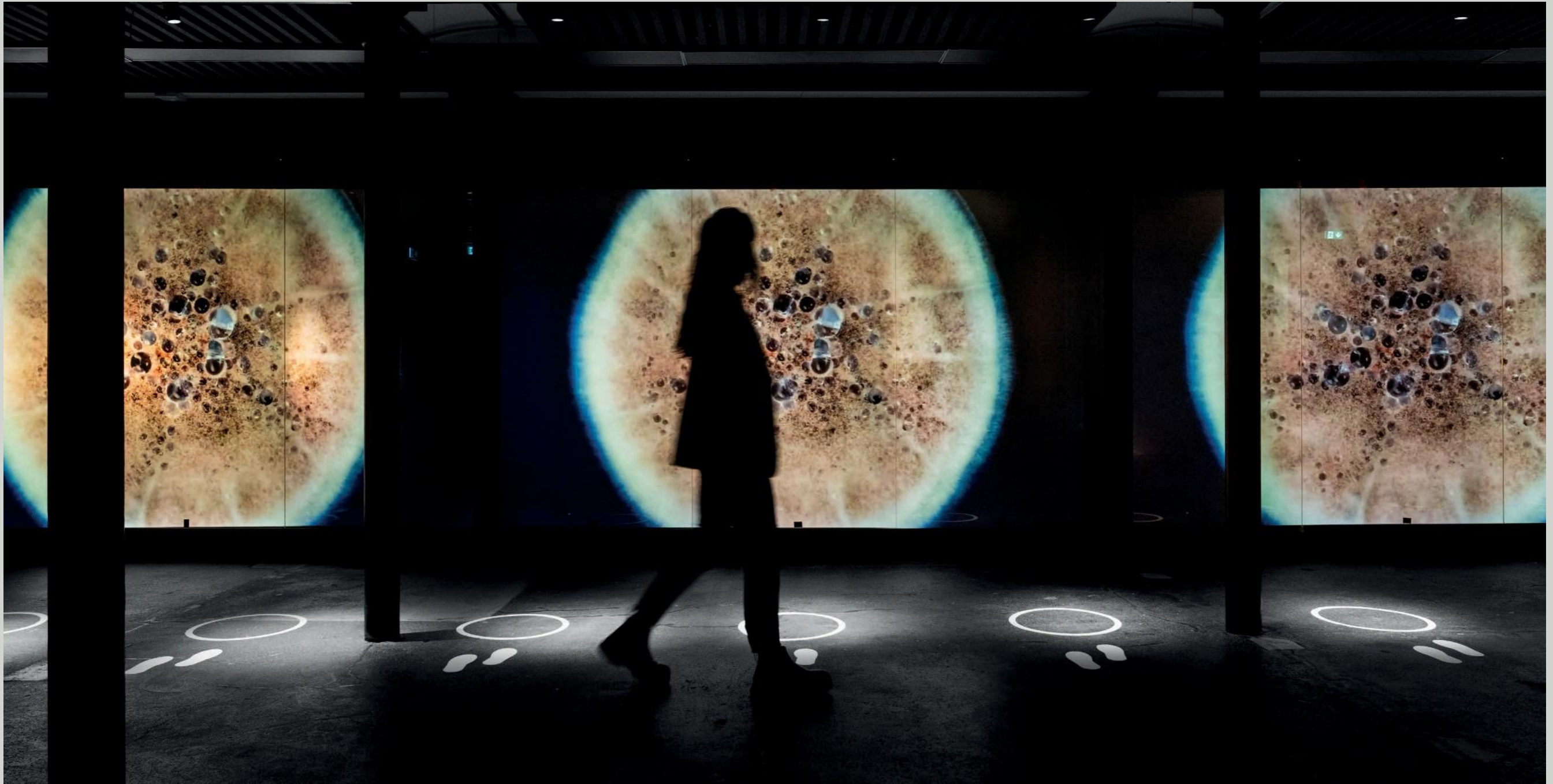
DATA & INSIGHTS

We want to leverage AI and data to deepen guest insights, enhance system diagnostics, expand data and insights capabilities, and optimise the Data Warehouse.



INNOVATION

We want to accelerate innovation through a dedicated market research, and crowdsourced ideas.



A bronze statue of two women embracing, set against a background of a red-framed window and lush green foliage. The statue is positioned in the center of the frame, with the woman on the left holding the woman on the right. The background features a red-framed window with multiple panes, partially obscured by dense green leaves and branches. The overall scene is bathed in soft, natural light, creating a warm and inviting atmosphere.

WE LOOK FORWARD

TO WELCOMING YOU

