

Carlsberg Breweries

Q. 3. 2001
1 November 2001



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Carlsberg Breweries - Strategic priorities

- Focus on beer
- Take part in the consolidation of the industry
- Focus on achieving market leadership
- Concentrate on Western Europe, Eastern Europe and Asia
- Increase ownership in core breweries
- Branding strategy:
 - Carlsberg leading international brand
 - Regional brands e.g. Tuborg
 - National brands e.g. Tetley, Baltika and Ringnes

Carlsberg Breweries - Strategic priorities

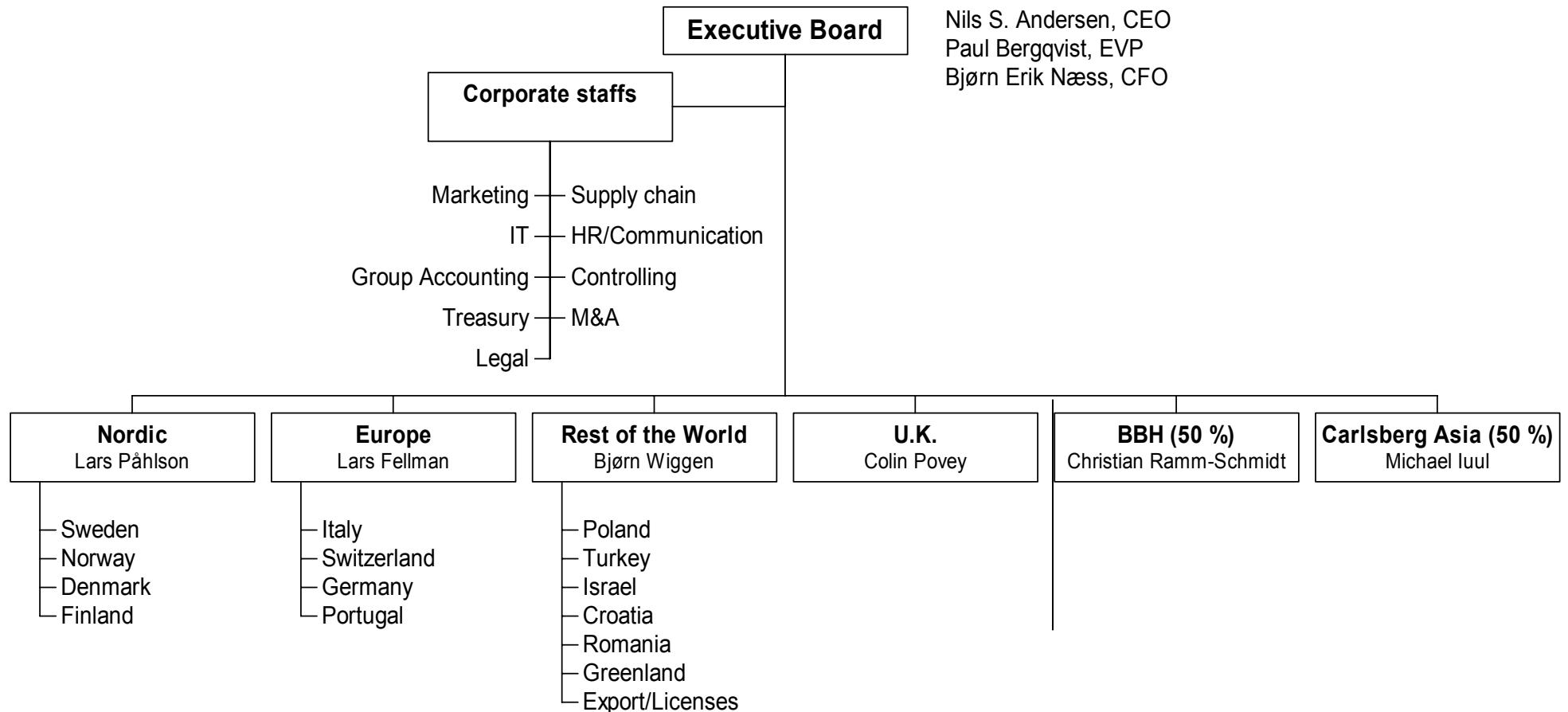
- **Ambitious but focused strategic program**
 - Improve profitability of existing positions
 - Strengthen geographical platform within WE, CEE and Asia
 - Expand Carlsberg brand in markets with strong distribution

Carlsberg Breweries - Strategic priorities

- **Build stronger organisation**

- Launch top management programme (development, compensation etc.)
- Realise Group economies of scale selectively (overhead costs, procurement, regional sourcing)
- Implement new MIS and benchmarking system
- Update corporate governance
- Communication and cultural programmes

Organisation pr. 01.11.01



Highlights in third quarter

- Continued profitable growth in Eastern Europe
- Further improved performance in Q.3
- Organic volume growth beer 10 % in Q.3

Income Statement

in DKK million	1 Jan - 30 Sep		1 Jul - 30 Sep			
	2001	2000*	2001	2000*		
Net sales	25 954	20 684	+25 %	9 628	7 456	+29 %
EBITDA	4 161	3 473	+20 %	1 837	1 352	+36 %
Depreciation	1 597	1 365		541	478	
EBITA	2 565	2 108	+22 %	1 297	874	+48 %

* Pro forma, excl. Feldschlösschen, Asia based on former Carlsberg structure



Cash flow

in DKK million

**30.sep
2001**

Operational cash flow

Acquisition of fixed assets	-2 134
Acquisition of subsidiaries	-2 353
Purchase of financial fixed assets	67
Sale of financial assets and securities, net	<u>558</u>

Cash used in investment activities

-3 862

Free cash flow

-581

Cash flow, financing

974

Increase in cash deposits and cash

393

Balance sheet

in DKK million	<u>30 Sep 01</u>	<u>1 Jan 01*</u>
Non-current assets	22 367	21 110
Current assets	14 020	11 879
Total assets	36 387	32 989
Equity	8 117	7 661
Net interest-bearing debt	12 602	11 922

* Pro forma



Change in volume first nine months

Million HL	YTD 2001	Change	Full Year 2000***
Beer			
Western Europe*	20.4	+ 7 %	27.2
Central and Eastern Europe	22.9	+ 31 %	22.7
Carlsberg Asia	8.1	+ 3 %	10.2
Total	51.5	+ 16 %	60.1

Soft drinks & Water

Total	10.3	+ 25 %	12
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Organic growth

Beer** + 10 %

Soft drinks & Water*** + 9 %

*Incl. Feldschlösschen

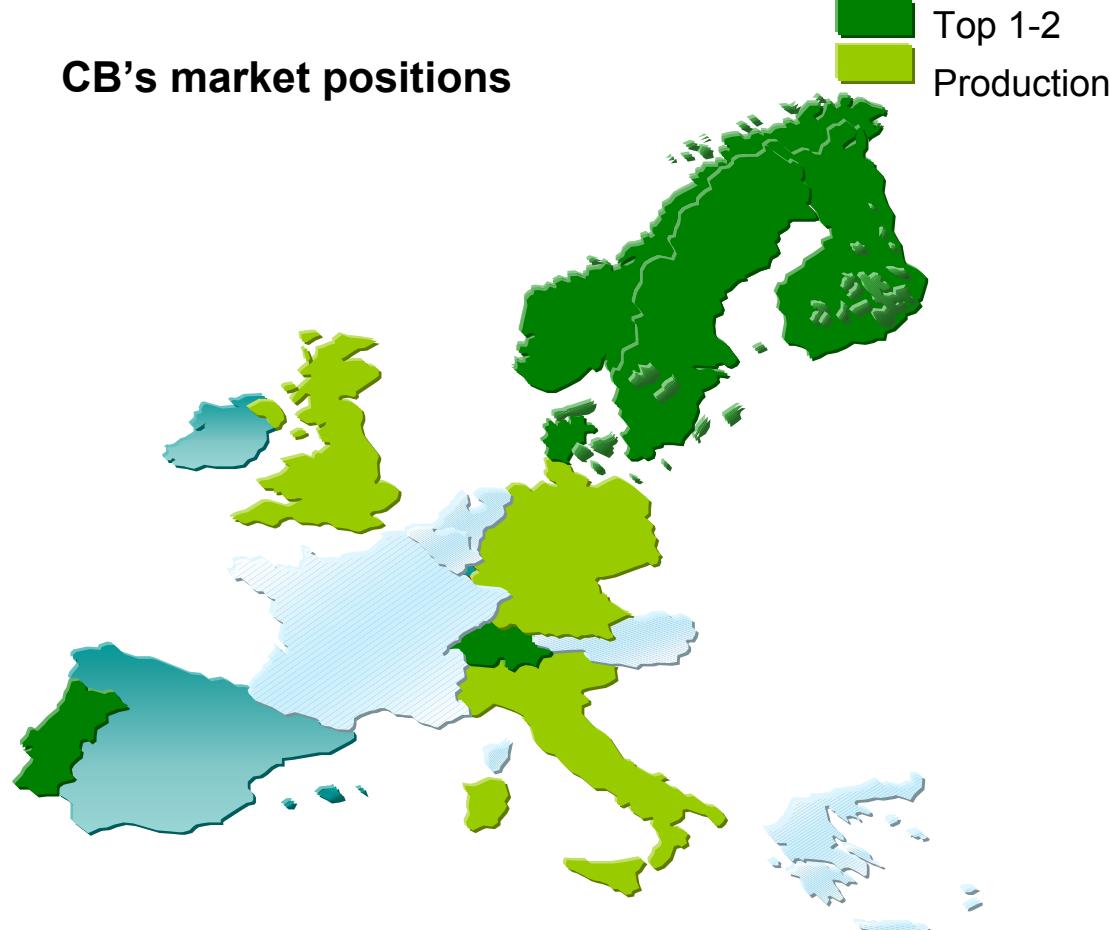
**Excl. Feldschlösschen, Piast and Türk Tuborg

***Excl. Feldschlösschen

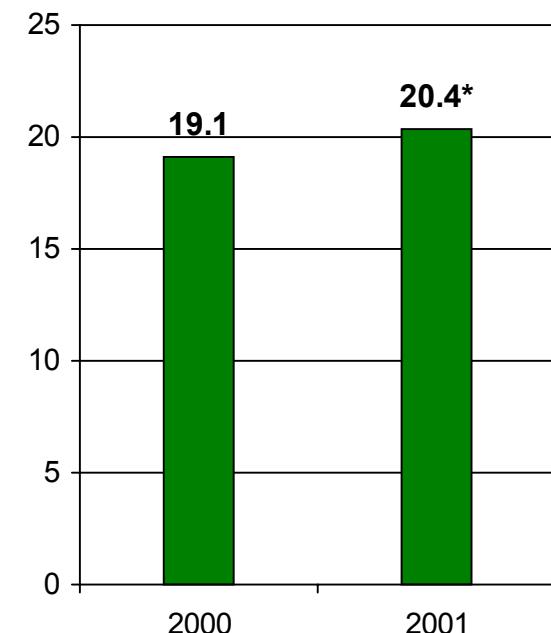


Northern and Western Europe

CB's market positions



Beer volume first nine months (mill. hl)



*Incl. Feldschlösschen

Northern and Western Europe

in DKK million	1 Jan - 30 Sep		1 Jul - 30 Sep			
	2001	2000*	2001	2000*		
Net sales	19 334	16 395	+18 %	6 997	5 752	+22 %
EBITA	1 657	1 584	5 %	810	675	+20 %
EBITA-margin	8.6 %	9.7 %		11.6 %	11.7 %	

- Progress in Nordic markets, except for Sweden
- Feldschlösschen turnaround on schedule
 - Positive progress
- Southern Europe affected by unfavourable weather



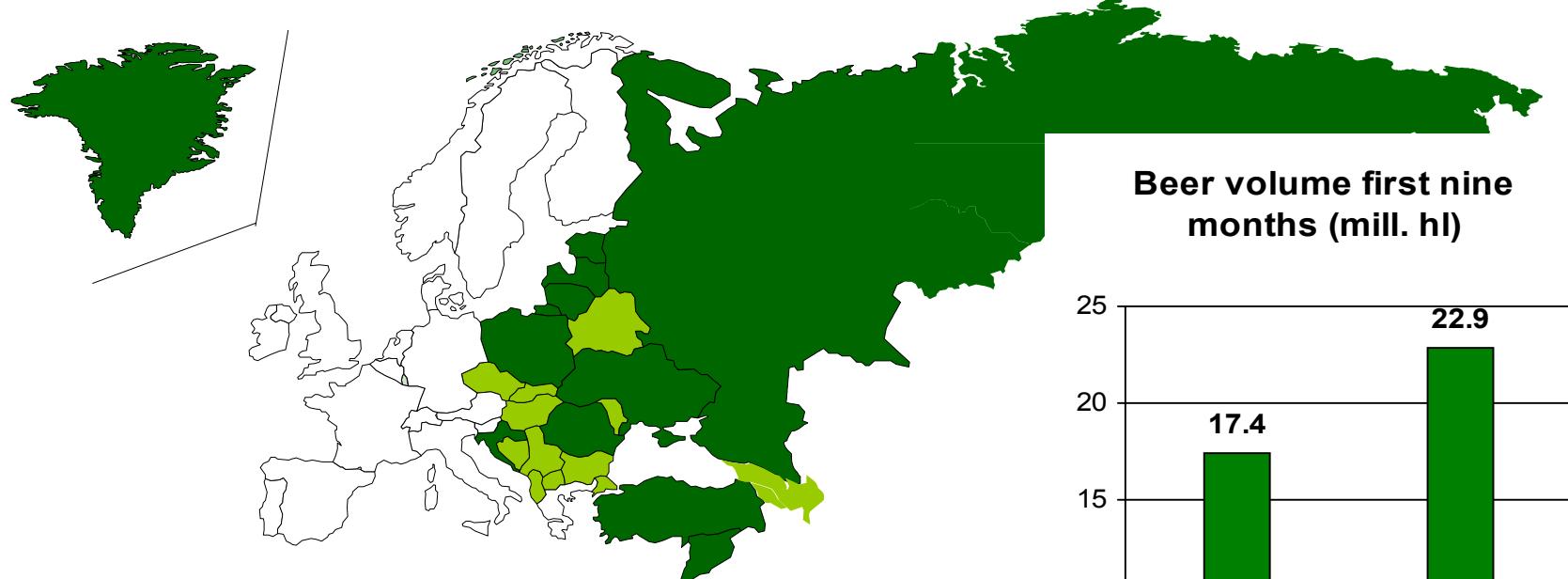
* Pro forma, excl. Feldschlösschen
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Northern & Western Europe - Key issues

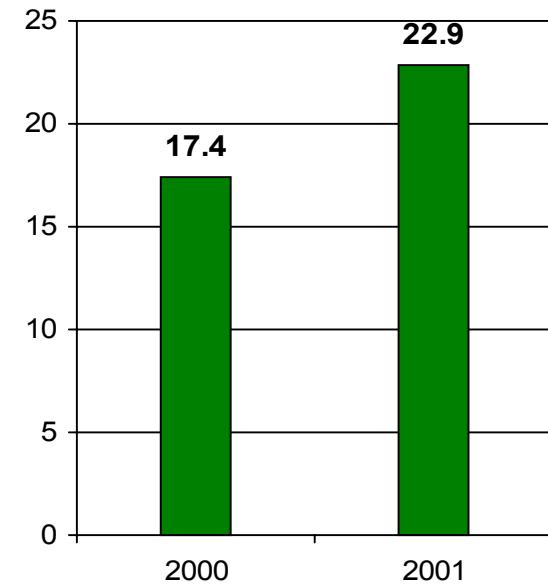
- Nordic markets
 - Positive results due to good weather
 - Integration of Coca-Cola
 - Finland completed
 - Denmark almost completed
 - Strengthened market positions in Norway and Finland
- Sweden
 - Integration process as planned, temporary negative impact on results
 - Decline in domestic beer market continues
 - Brewery in Gothenburg will be closed in Q.2. 2002
- Consolidation in Europe
 - Germany
 - U.K.

Central and Eastern Europe



■ Production
■ Licence / Export /Opportunities

Beer volume first nine months (mill. hl)



Central and Eastern Europe

in DKK million	1 Jan - 30 Sep		1 Jul - 30 Sep			
	2001	2000*	2001	2000*		
Net sales	4 651	2 947	+ 58 %	2 085	1 181	+ 77 %
EBITA	980	602	+ 63 %	521	267	+ 95 %
EBITA-margin	21.1 %	20.4 %		25.0 %	22.6 %	

- Continued positive performance by BBH
- Volume and profit growth for Vena

* Pro forma

** Provisions made for potential exchange rate fluctuations in the BBH operations in Russia and Ukraine 28 Mill. DKK in Q1 2001, 32 Mill. DKK in full year 2000, no provisions made in Q2 or Q3. EBITA margin excl. provisions 1 Jan - 30 Sept 21.7 %.

Central and Eastern Europe - Key issues

- Lithuania
 - Kalnapilis sold to Bryggerigruppen
 - Integration of Svyturys and Utena
- Poland
 - Weak market
 - Integration of new set-up in progress
 - Operative Q.2. 2002
- Turkey
 - 82 % ownership in Türk Tuborg
 - Growth in volume and market shares
 - EBITA development offset by weaker currency
- Carlsberg Brand
 - Introduced in Romania and Turkey (Q2)

Eastern Europe - Volume growth beer first nine months

Million HL	1 Jan - 30 Sep		Change
	2001	2000*	
BBH-group	17.6	13.5	+ 30 %
Okocim	1.3	1.2	+ 8 %
Vena	0.8	0.3	+ 127 %
Svyturus	0.5	0.4	+ 22 %
Others	2.8	2.0	+ 42 %
Total	22.9	17.4	+ 31 %

* Pro forma



BBH - Baltic Beverages Holding

in DKK million	1 Jan - 30 Sep			1 Jul - 30 Sep		
	2001	2000		2001	2000	
Net sales (50%)	2 827	1 758	+61 %	1 240	706	+76 %
EBITA* (50%)	748	502	+49 %	386	223	+73 %
EBITA-margin*	26.5 %	28.6 %		31.1 %	31.6 %	
Average RUR/USD exchange rate	29.1	28.3		29.4	27.9	

- 30 % volume growth for beer first nine months
- Strong underlying growth in Russia and Ukraine
 - Increased market shares

* Adjusted for provisions made in Carlsberg Breweries for potential exchange rate fluctuations in Russia and Ukraine, 28 Mill. DKK in Q1, 32 Mill. DKK in 2000. No provisions made in Q2 or Q3. Excl. provisions EBITA- margin 1 Jan-30 Sep was 27.5 %.



BBH - Market trends beer, first nine months

	Market growth 2000-2001	Baltic Beverages Holding			Litres per capita Year 2000
		Volume growth 2000-2001	Market share 2001	Change from 2000	
Russia*	21 %	32 %	28.0 %	+ 2.1 %-p	37
Ukraine	20 %	31 %	18.0 %	+ 0.8 %-p	21
Baltic States**	4 %	7 %	44.9 %	+ 1.4 %-p	54

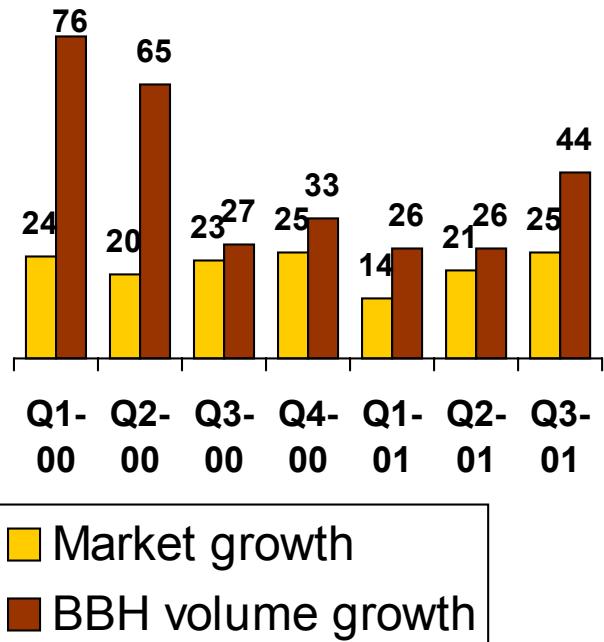
- Full capacity utilisation at several breweries during the summer
 - Capacity continuously increasing

* Not including Vena.

** Not including Svyturys, but including 0.18 mill. hl Svyturys volumes sold by JAC

Beer market in Russia

Market growth and BBH volume growth (%)

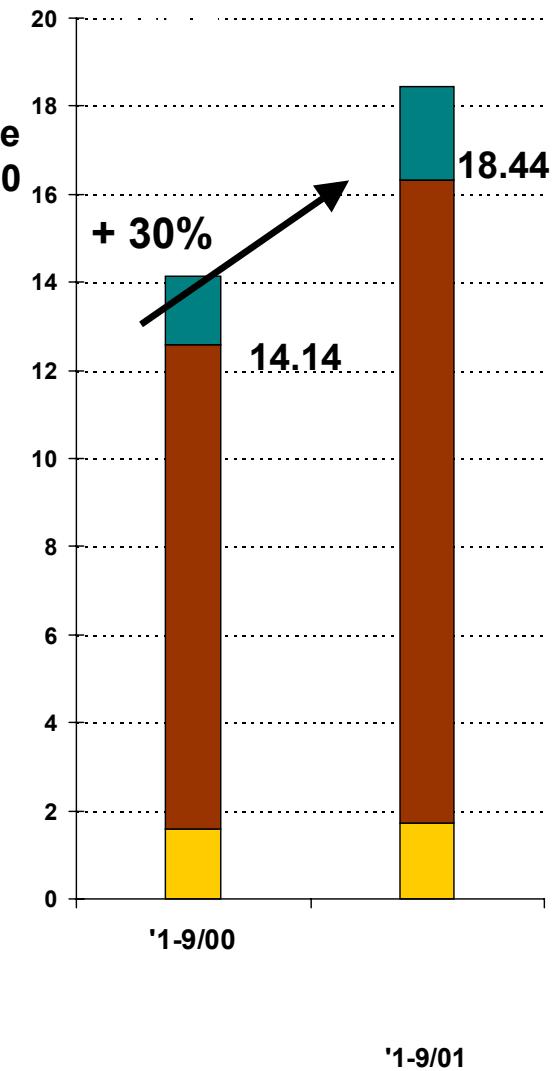
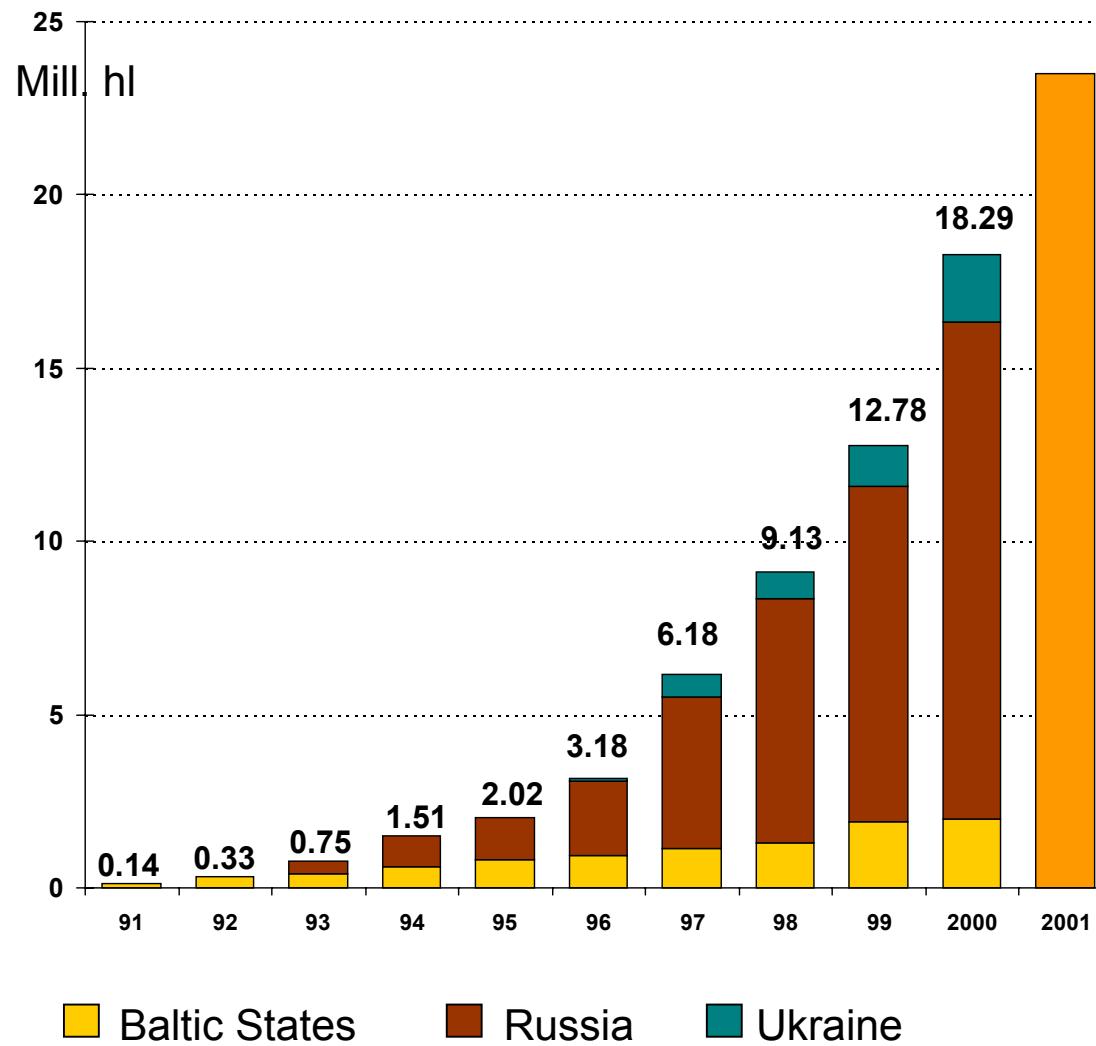


Market shares in Russia

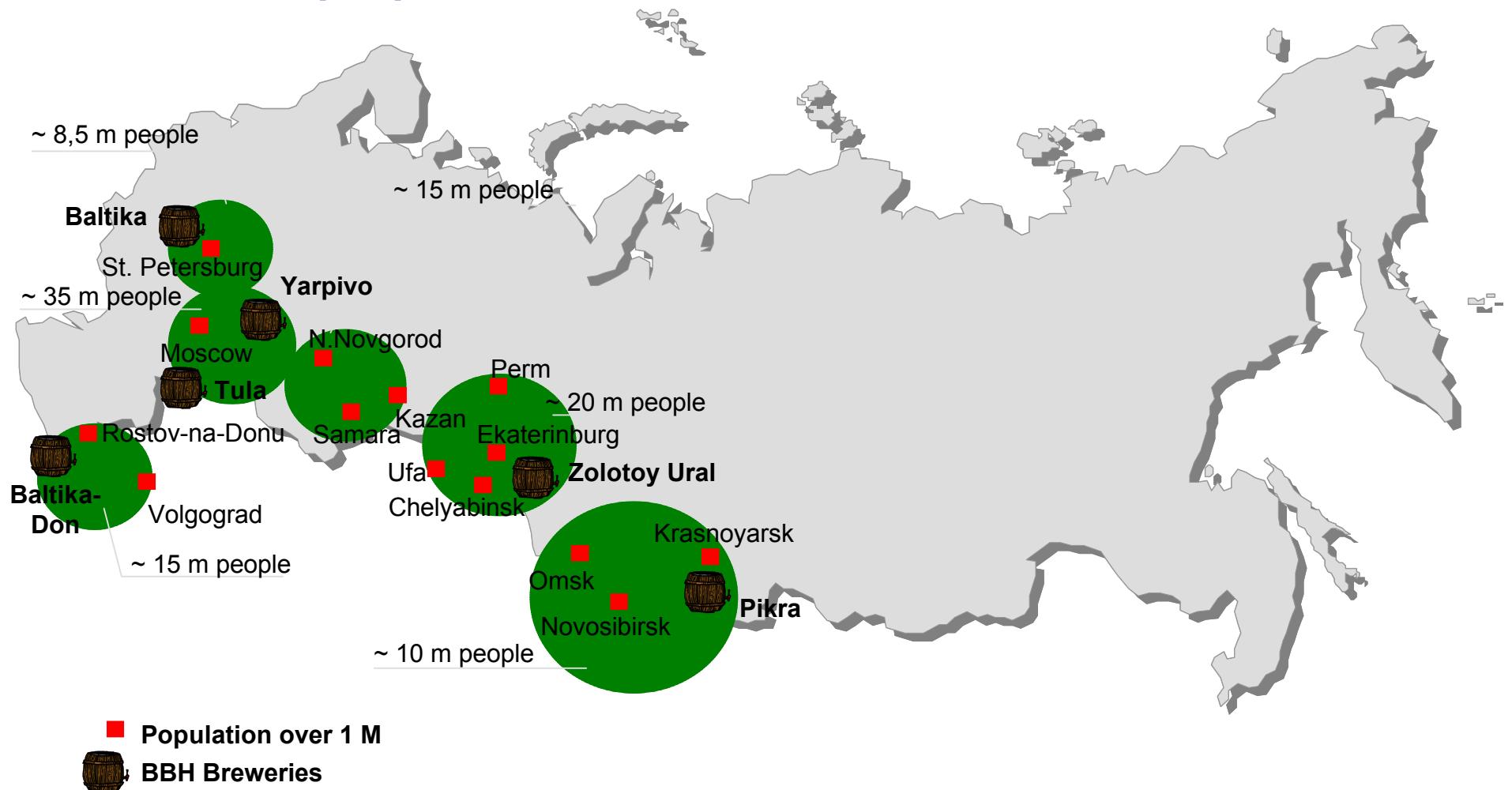
Brewery	2001	2000
BBH	28.0 %	25.9 %
Sun Interbrew	12.6 %	14.7 %
Ochakova*	7.8 %	7.8 %
Krasny Vostok	6.8 %	4.3 %
Bravo	3.7 %	2.3 %
St. Razin	2.5 %	2.8 %
Efes*	2.3 %	2.5 %
SAB*	1.8 %	1.9 %
Vena	1.5 %	0.8 %
Others	33.0 %	37.0 %
Sum	100.0 %	100.0 %

*Estimates

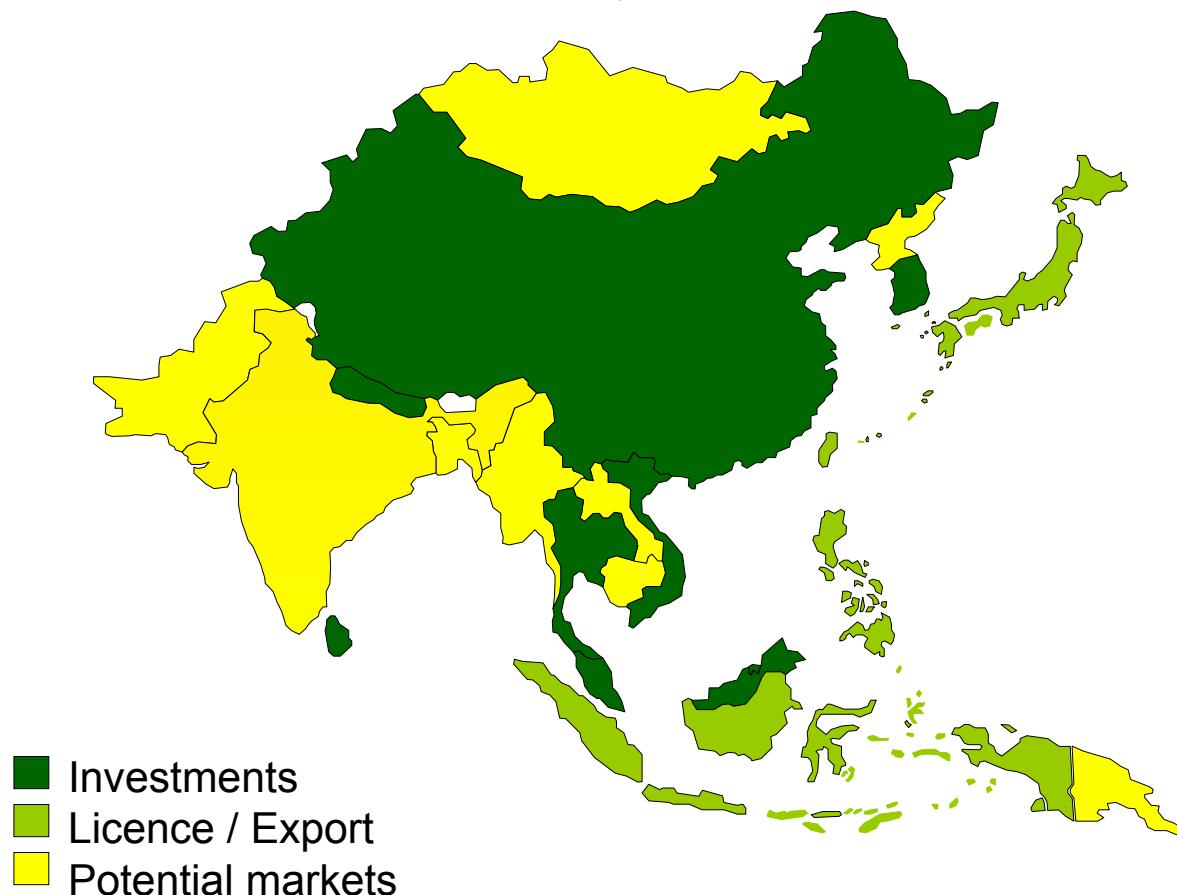
BBH's aggregate sales volume



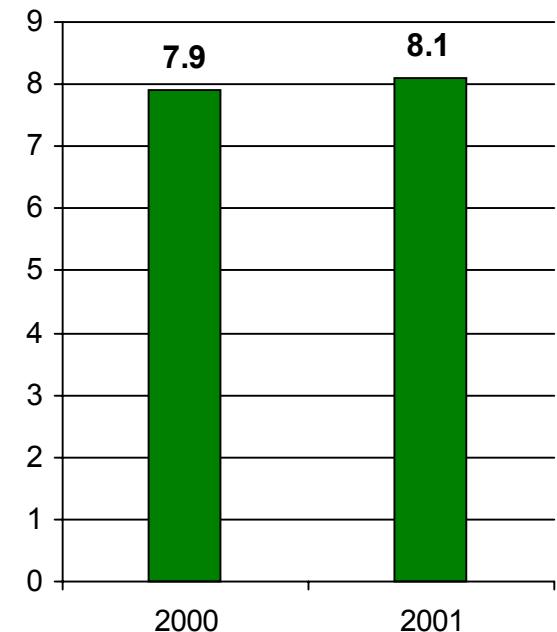
BBH - coverage of main population centres in Russia



Asia - Market overview



Beer volume first nine months (mill. hl)*



*Existing set-up, incl 100 % volumes in Thailand

Carlsberg Asia*

in DKK million	1 Jan - 30 Sep	
	2001	2000
Net sales	1 448	1 339
EBITA	291	207
EBITA-margin	20.1 %	15.5 %

- New structure effective from 01.01.2002
 - Most legal issues completed
- Asian market weaker than expected
- EBITA improvement primarily as a result of reduced activity in China

* Figures represent former structure in Asia. Figures do not include Hite, Gorkha, Hue, South-East Asia Brewery or Sri Lanka



Carlsberg Asia -Key issues

- Get new set-up operative
- Merger & acquisitions
- Brand building



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Carlsberg Breweries - Looking forward

- One of the leading global brewers
 - Participation in the consolidation process
- High exposure in growth markets
 - Eastern Europe
 - Asia
- Strong brand portfolio
- Strong focus on realisation of synergies and cost reduction programs
 - Gradually increased effect from 2002
 - Feldschlösschen
 - Sweden
 - Poland
 - H.Q.

Enclosure

Central & Eastern Europe

- Market trends Russia and Baltic States, first nine months

Market growth 2000-2001	Volume growth 2000-2001	Market share 2001	Change from 2000
21 %	36 %	29.6 %	+ 2.9 %-p
4 %	1 %	54.9 %	-1.7 %-p
1 %	8 %	6.6 %	0.4%-p

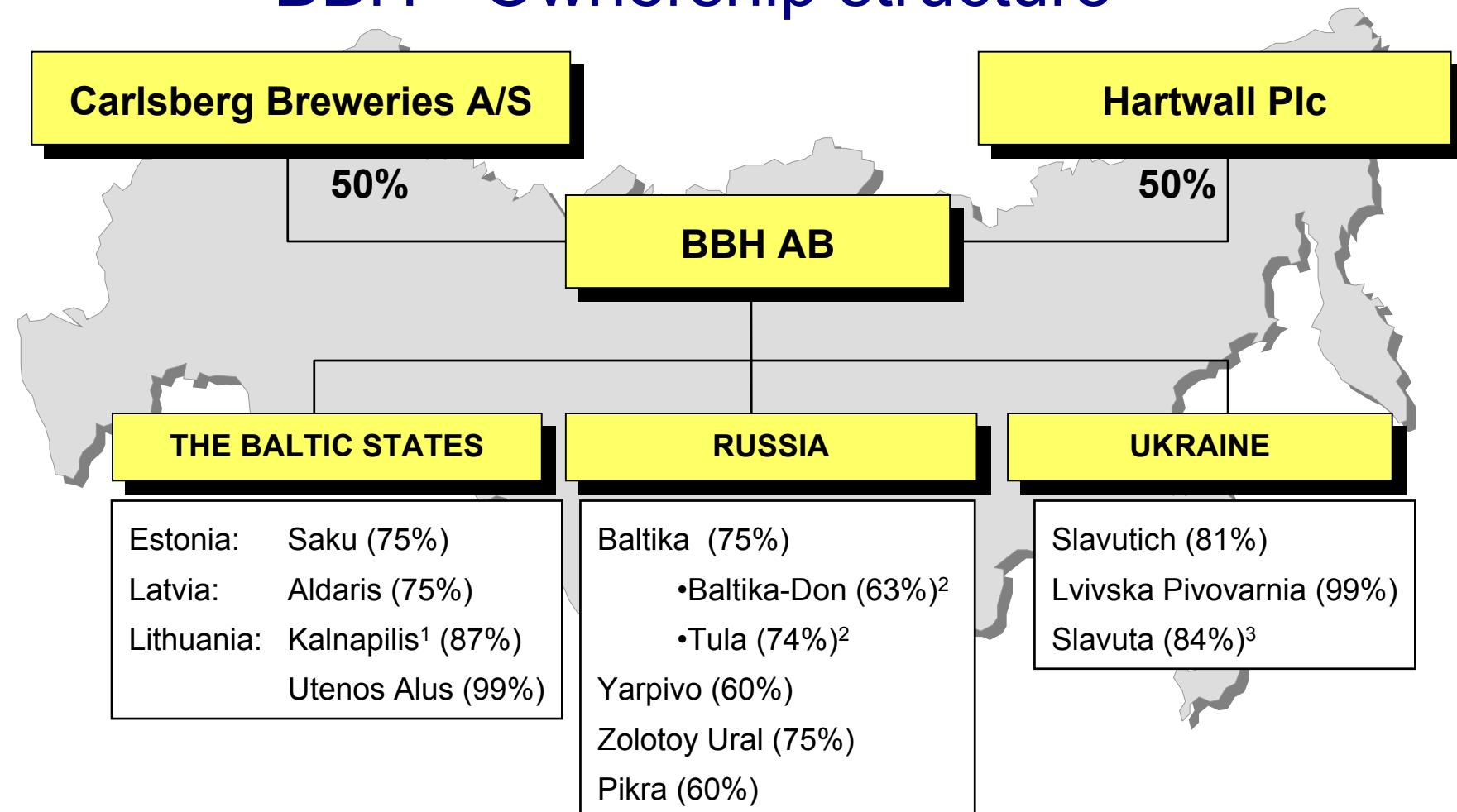
- Russia: BBH breweries and Vena
- Baltic States: BBH breweries and Svyturys

Total volume growth BBH breweries - first nine months

Million HL	2001	2000	Change 2000-2001	Year 2000
Russia	14.60	11.00	+ 33 %	14.34
Ukraine	2.11	1.55	+ 36 %	1.96
Baltic States*	1.73	1.59	+ 9 %	1.99
BBH total*	18.44	14.14	+ 30 %	18.29

* Including 0.18 mill. hl Svyturus volumes sold by JAC

BBH - Ownership structure

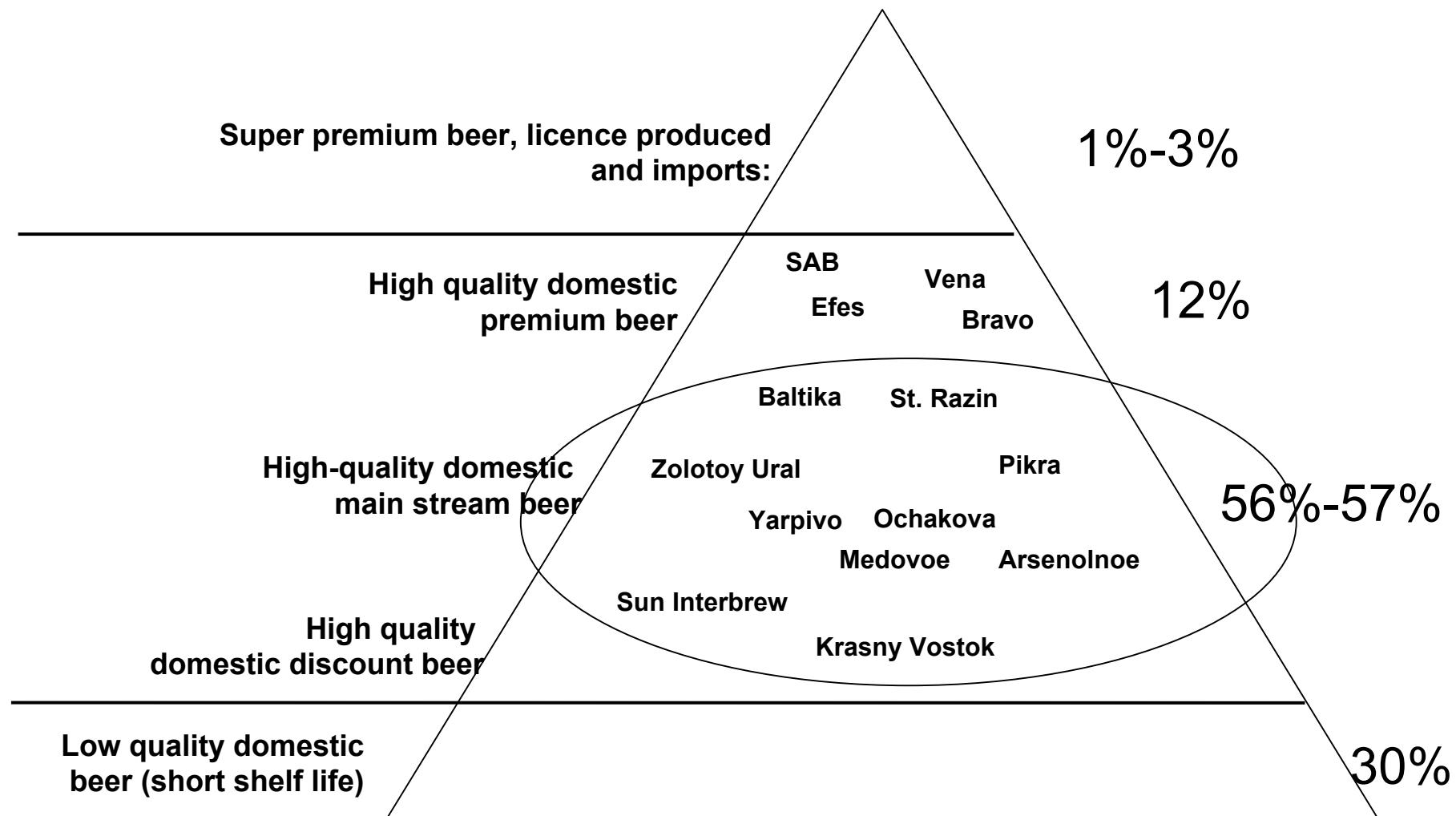


¹⁾ Kalnapilis is to be divested

²⁾ Baltika-Don is majority owned through Baltika. Tula is owned 50.01% by Baltika and 35.9 % by BBH

³⁾ Slavuta is the only malthouse owned directly by BBH, the seven others are owned by the breweries

BBH - beer segmentation in Russia



BBH - malthouses

Country	Malthouse	Owner	Capacity (tonnes/year)
Lithuania	Litmalt	Lahden Polttimo 50% /	10,000
		Kalnapilis 50%	
Russia	Yarpivo	Yarpivo	15,000
	Baltika	Soufflet 70%	105,000
		Baltika 30%	
	Zolotoy Ural	Zolotoy Ural	12,000
Ukraine	Slavuta Malt House	BBH 82 %	90,000
Total			232,000

BBH - success factors

- Acquire majority interests in locally dominant breweries through new issues of equity
 - Local brands, management and ownership
 - collector of beer tax
- Quality improvements
 - Beer of western quality using modern technology
 - Extensive personnel development
- Brand strategy with focus on main stream quality segment
- Volume growth (capacity expansion and further acquisitions)
- Improved distribution system
- Support from BBH (Hartwall/Carlsberg Breweries) in marketing, sales and distribution as well as in purchasing and financing

Western Europe pr. 30.09.01

Country	Company	% Share of capital	% Conso- lidated	% Minorities
Denmark	Carlsberg Danmark A/S*)	100	full	0
Sweden	Carlsberg Sverige AB	100	full	0
	- AB Pripps Bryggerier	100	full	0
	- Falcon Holding AB	100	full	0
Norway	Ringnes AS	100	full	0
Finland	OY Sinebrychoff**)	100	full	0
UK	Carlsberg-Tetley PLC	100	full	0
Germany	Hannen Brauerei GmbH	100	full	0
Switzerland	Feldschlösschen Getränke Holding AG	100	full	0
Italy	Carlsberg Italia S.p.A	75	full	25
Portugal	Unicer Uniao Cervejeira S.A	44	pro rata	0

*) Will be formed as of 1 January 2001 and will include Coca-Cola activities in Denmark

**) Includes Coca-Cola activities in Finland



Central and Eastern Europe at 30.09.01

Country	Company	% Share of capital	% Consoli- dated	% Minorities
Sweden	BBH - Baltic Beverages Holding AB	50	pro rata	0
Romania	United Romanian Breweries	16	equity acc.	0
Russia	OAO Vena	67	full	33
Poland	Carlsberg Okocim	80	full	20
	Piast	80	full	20
Croatia	Panonska Pivovara d.o.o.	40	equity acc.	0
Lithuania	AB Svyturys	58	full	42
Malawi	Carlsberg Malawi Brewery Limited	49	full	51
Israel	Israel Beer Breweries, Ltd	20	equity acc.	0
Greenland	Nuuk Imeq	24	equity acc.	0

Asia at 30.09.01

Country	Company	% Share of capital	% Conso- lidated	% Minorities
Singapore	Carlsberg Asia Ltd	50	pro rata	0
	- Carlsberg Marketing	100	full	0
Hong Kong	- Carlsberg Brewery Hong Kong Ltd	51	full	49
Malaysia	- Carlsberg Brewery Malaysia Berhad	50	full	50
Nepal	- Gorkha Brewery Ltd.*	48	equity acc.	0
Vietnam	- Hue Brewery Ltd.*	35	equity acc.	0
	- South-East Asia Brewery Ltd.*	35	equity acc.	0
Thailand	- Carlsberg Brewery Thailand Ltd	49	full	51
South Korea	- Hite Brewery Co, Ltd, *	17	equity acc.	0

* Not consolidated in Q1

Other companies

Company	% Share of capital	% Consolidated	% Minorities
Danbrew	100	full	0
DMG	100	full	0
Carlsberg Finans	100	full	0
Carlsberg (UK) Limited	100	full	0
Investeringssselskabet 29/10 1962	100	full	0
Nepko A/S	100	full	0

Examples

Consolidation and calculation of minorities

	Profit After Tax	Minorities	Share of PAT
Carlsberg Malaysia	100	-	100
Carlsberg Asia	100	(50)	50
Carlsberg Breweries A/S	50	(25)	25
↓			
↓ check: $100 \times 50\% \times 50\% = 25$			
Baltika	100	0	100
BBH	100	(25)	75
Carlsberg Breweries A/S	50	(12.50)	37.5
↓			
↓ check: $100 \times 75\% \times 50\% = 37.5$			