

Carlsberg Breweries

Third Quarter Results
7 November 2002



Highlights

- Group EBITA +18% YTD; +6% in Q3
- Profit increase in Northern and Western Europe
- Continued volume growth for BBH (+27% YTD, +14% in Q3)
 - Negative effect from weaker currency
- Positive cash flow

Income Statement - extended

in DKK million	1 Jul - 30 Sept			1 Jan - 30 Sept		
	2002	2001	Change	2002	2001	Change
Net sales	9 399	9 458	-1 %	26 922	25 699	+5 %
Operating profit before goodwill amortisation	1 425	1 350	+6 %	3 122	2 651	+18 %
Other items	29	0		11		
Financials net*	-222	-268		-777	-114*	
Corporation tax	-302	-280		-659	-629	
Net profit before goodwill amortisation	930	802		1 696	1 908	
Goodwill amortisation	-93	-89		-281	-228	
Consolidated profit	837	713		1 415	1 680	

BBH has been restated due to change to current method from monetary/non-monetary method.



*) YTD 2001 figure includes gain from sale of Thai shares of DKK 518m



Income Statement

in DKK million	1 Jul - 30 Sept			1 Jan - 30 Sept		
	2002	2001	Change	2002	2001	Change
Net sales	9 399	9 458	-1 %	26 922	25 699	+5 %
EBITA	1 425	1 350	+6 %	3 122	2 651	+18 %
EBITA-margin	15.2 %	14.3 %	0.9%-p	11.6 %	10.3 %	1.3%-p

- Improved margins despite increased investments in brand marketing
 - Reduced operating expenses
 - Hite and profit guarantee in Thailand contribute positively on EBITA

Cash flow

in DKK million	Q3	YTD
EBITA	1 425	3 122
Depreciation	656	1 939
Working capital	-402	214
Interest, tax and other	-804	-1 540
Operational cash flow	875	3 735
Capital expenditure and expansion investments	-638	-2 216
Other	-8	-551
Cash used in investment activities	-646	-2 767
Free cash flow	228	968

- Continued strong focus on capital and cash generation
 - Working capital to be reduced by DKK 1 billion by year-end
 - Working capital temporarily increased in Q3 due to seasonal fluctuations

Balance Sheet

in DKK million	<u>30 Sept 02</u>	<u>31 Dec 01</u>
Non-current assets	29 484	29 741
Current assets	13 628	15 036
Total assets	43 112	44 777
Equity	14 181	14 839
Net interest-bearing debt	13 458	13 660
Capital Employed	31 058	31 596
ROCE (RTM)	9.0 %	

Change in volume

Million HL	1 Jul - 30 Sept			1 Jan - 30 Sept		
	2002	2001	Change	2002	2001	Change
Beer						
Northern and Western Europe	7.3	7.1	3 %	20.2	19.7	3 %
Central and Eastern Europe	11.1	9.7	15 %	29.2	22.9	28 %
Carlsberg Asia*	4.1	2.8	49 %	11.0	8.1	35 %
Total	22.6	19.6	15 %	60.5	50.8	19 %
Soft drinks, water and others						
Total	5.8	6.2	- 7 %	16.3	16.3	0 %

*Hite volumes (South-Korea) included and Beer Chang volumes (Thailand) excluded in Carlsberg Asia from 2002, net effect YTD = 1.8 million HL



Change in volume (cont.)

- Beer volume continued to grow
 - +18% YTD
 - Carlsberg brand +5% YTD
 - In BBH volume growth ahead of competitors
- Soft drink volumes are down in Q3 due to
 - Parallel import to Denmark
 - Increased focus on high-value segment in Sweden

Northern and Western Europe

in DKK million	1 Jul - 30 Sept			1 Jan - 30 Sept		
	2002	2001	Change	2002	2001	Change
Net sales	7 111	6 861	+4 %	20 128	19 153	+5 %
EBITA	891	803	+11 %	1 878	1 647	+14 %
EBITA-margin	12.5 %	11.7 %	0.8 %-p	9.3 %	8.6 %	0.7 %-p
Volume (million hl of beer)	7.3	7.1	3 %	20.2	19.7	+3 %

- Strong performance in the Nordic area
 - Southern Europe unchanged YTD, but below plans
- Positive development in EBITA-margin
- Favourable weather conditions in Northern Europe
- Positive trend for Carlsberg brand +5%

The Nordic area

- Continued positive development in Norway and Finland
 - Driven by volume growth and favourable product mix effects
- Profit improvement in Carlsberg Sweden
 - Original cost synergy project following the merger has been completed
 - Further measures have been announced in order to counteract the effect of unfavourable market development seen in the past two years
- EBITA-level in Denmark slightly above last year
 - Cans have taken approx. 5% market share
 - Illegal trade in beer and soft drinks is increasingly professionally organised

UK

- Total market development +1.5% YTD
 - Total market share for Carlsberg-Tetley approx. 12% YTD
 - Carlsberg Lager volume growth +11% YTD
 - Carlsberg Export volume growth +20% YTD
- Review of brand portfolio and distribution
 - Focus on core brands
 - New porterage contracts
- Underlying profit improved
- Strong cash flow through reduced capital employed

Central and Eastern Europe

in DKK million	1 Jul - 30 Sept			1 Jan - 30 Sept		
	2002	2001	Change	2002	2001	Change
Net sales	2 211	2 006	+10 %	6 034	4 474	+35 %
EBITA	468	547	-14 %	1 128	1 039	+9 %
EBITA-margin	21.2 %	27.3 %	-6.1 %-p	18.7 %	23.2 %	-4.5 %-p
Volume (million hl of beer)	11.1	9.7	+15 %	29.2	22.9	+28 %

- BBH has YTD increased market share in Russia by approx. 5%-pts
- Slower growth rate for the Russian beer market in Q3
- Price pressure and weak macroeconomic situation in Turkey has adverse impact on Türk Tuborg

Central and Eastern Europe (cont.)

- Poland on schedule; Okocim positive in 2002 but Piast results below plans
- Bulgarian business not consolidated by Q3
- Weaker results in Q3 mainly due to
 - Currency effects; DKK 42 million in Q3 (40 YTD) due to weaker USD/EUR
 - Weaker result in Turkey (as mentioned above)

Turkey (Türk Tuborg)

- Difficult economic environment
- Disappointing financial performance
- Positive sales and market share development driven by high market investments
- Change in management

BBH - Baltic Beverages Holding

in DKK million	1 Jul - 30 Sept			1 Jan - 30 Sept		
	2002	2001	Change	2002	2001	Change
Net sales (50%)	1 354	1 242	9 %	3 737	2 788	+34 %
EBITA (50%)	401	400	0 %	1 036	797	+30 %
EBITA-margin	29.6 %	32.2 %	-2.6 %-p	27.7 %	28.6 %	-0.9 %-p
Volume beer (100% mill. HL)	8.4	7.4	+14 %	22.3	17.6	+27 %
Exchange rates						
Average RUR/EUR	31.1	26.1	-16 %	29.0	26.0	-10 %
At closing of books	31.3	26.8	-14 %			

- Russian beer market growth slower in Q3
- Positive earnings development in the Ukraine and the Baltic States in Q3
- Introduction of cans in Russia has increased BBH's market share but reduced the EBITA-margin somewhat in percentage terms
 - In absolute terms cans contribute positively
- Profit negatively influenced by weaker currency



BBH - Market trends beer first nine months

	Market growth 2002	Volume growth 2002-2001	Market share 2002	Change from 2001	Litres per capita Year 2001
Russia*	11 %	28%*	33%*	5 %-pts	42
Ukraine	14 %	27 %	20 %	2 %-pts	25
Baltic States**	18 %	20 %	46 %	1 %-pts	57

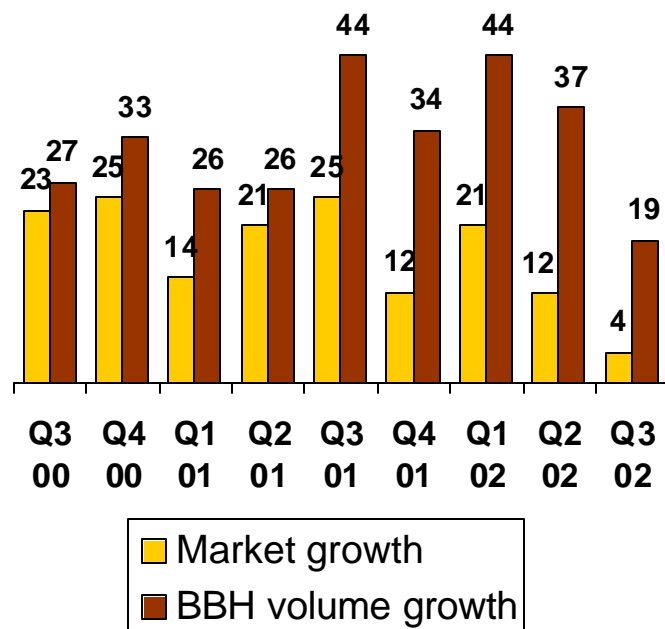
* Russia including Vena and Voronezh in 2002. Market share is calculated using Vena volumes 100%. Growth is calculated using Vena-volumes 50%. Growth is 32% if consolidating Vena volumes 100%.

** Baltic States including Syturys Utenos in 2002. Utenos and Kalnapilis in 2001



Beer market in Russia

**Market growth and
BBH volume growth (%)**



Market shares in Russia

Brewery	1 Jan - 30 Sept	
	2002	2001
BBH	33 %	28 %
Sun Interbrew	12 %	13 %
Ochakova	9 %	8 %
Krasny Vostok	7 %	7 %
Bravo (Heineken)	4 %	4 %
Stepan Razin	3 %	3 %
Efes	2 %	2 %
SAB Kaluga	2 %	2 %
Others	30 %	35 %
Total	100 %	100 %



Figures reported earlier have been slightly changed



Growth trends in Russian beer market

- BBH's results and volumes YTD are in line with our expectations as outlined at the start of the year
 - However growth was stronger in H1 than in Q3
 - Somewhat weaker market growth in Q3 than expected
 - Favourable weather conditions in Q3-2001
- BBH outperformed the market again
 - Approx. 72% of the growth YTD has been taken by BBH
- Market growth trend expected to continue, but at a slightly slower pace
 - BBH expect to grow faster than the total market

Carlsberg Asia

in DKK million	1 Jul - 30 Sept			1 Jan - 30 Sept		
	2002	2001*	Change	2002	2001*	Change
Net sales (50%)	241	507	-52 %	797	1 490	-47 %
EBITA (50%)	156	123	27 %	397	292	36 %
EBITA-margin	64.8 %			49.8 %		
EBITA-margin excl. Hite and profit guarantee	22.8 %	24.3 %	-1.5 %-pts	25.2 %	19.6 %	5.6 %-pts
Volume beer (100%) mill. HL	4.1	2.8	49 %	11.0	8.1	35 %

- Profit growth in Q3 mainly due to
 - Profit guarantee in Thailand
 - Consolidation of Hite (based on estimate in Q3)
 - Positive sales development in South Korea and Singapore
 - Satisfactory performance in Malaysia
- New management structure



*2001 figures represent old set-up in Asia



Profit split Carlsberg Asia YTD

Thailand / Profit guarantee	95
Hite	102
Asian operations	200
<hr/>	<hr/>
Total	397
<hr/>	<hr/>

Carlsberg Asia – key issues

- Brand revitalisation in Thailand under new marketing set-up
- Strategic considerations regarding future activities in China (M&A)
- Revitalisation of Carlsberg brand in South Korea
- Carlsberg brand up-grade
 - Implementation of new advertising concept regionally
 - Implementation of new primary and secondary packaging

Pension liabilities

- Underfunded pension liabilities mainly relate to companies in the UK and Switzerland
- In the UK preliminary unrecognised underfunded liability is approx. GBP 60 million
- A preliminary analysis conducted in Q3 concludes that the effects on the P&L Statement is approx. GBP 2-3 million per year

Carlsberg Breweries – going forward

- Maintained expectations for EBITA growth in 2002 - approximately 20%
- Strong focus on cash flow and reduction of capital employed
- Continue to improve operational performance
 - Stabilise and improve Swedish operations
 - Turnaround to continue in Poland and Switzerland
 - Strengthen operations in Turkey in spite of economic environment
- Strengthen and grow the Carlsberg brand
- Grow profitably according to strategy
 - Continued investments in growth markets
 - Participate in market consolidation
 - Focus on customers and consumers



Enclosures



Impacts of change on current method at BBH

- Figures for Q1 and Q2 are restated from the monetary/non-monetary method to the current method
- Effect for Carlsberg Breweries (50%)
 - EBIT + DKK 8m
 - Deferred tax + DKK 82m
 - Net profit + DKK 58m

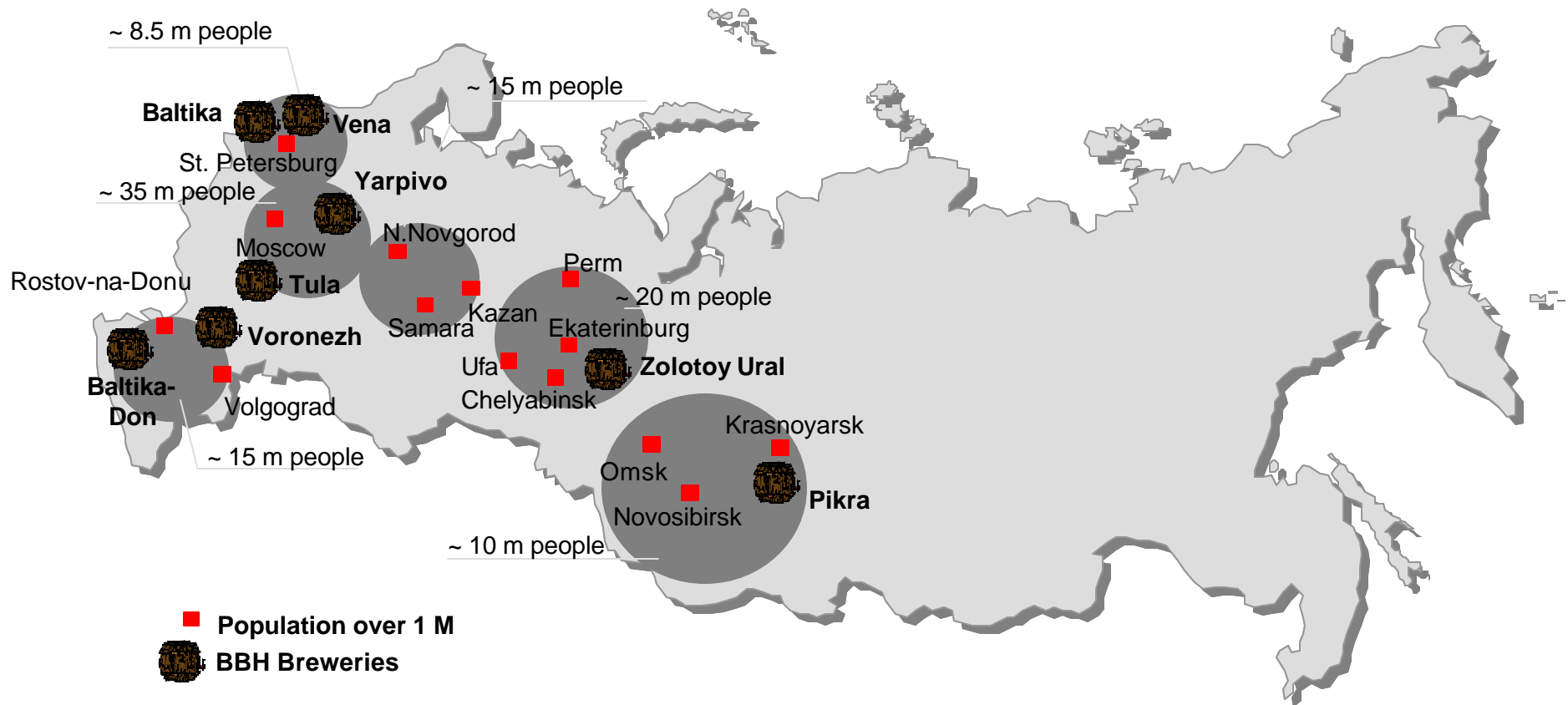
Carlsberg Asia – new management structure

- Executive committee
 - 2 members from Carlsberg Breweries
 - 2 members from Chang
- Management team
 - 1 Chief Operating Officer North Asia
 - 1 Chief Operating Officer South Asia
 - 1 Chief Investment Officer
 - 1 Chief Administrative Officer

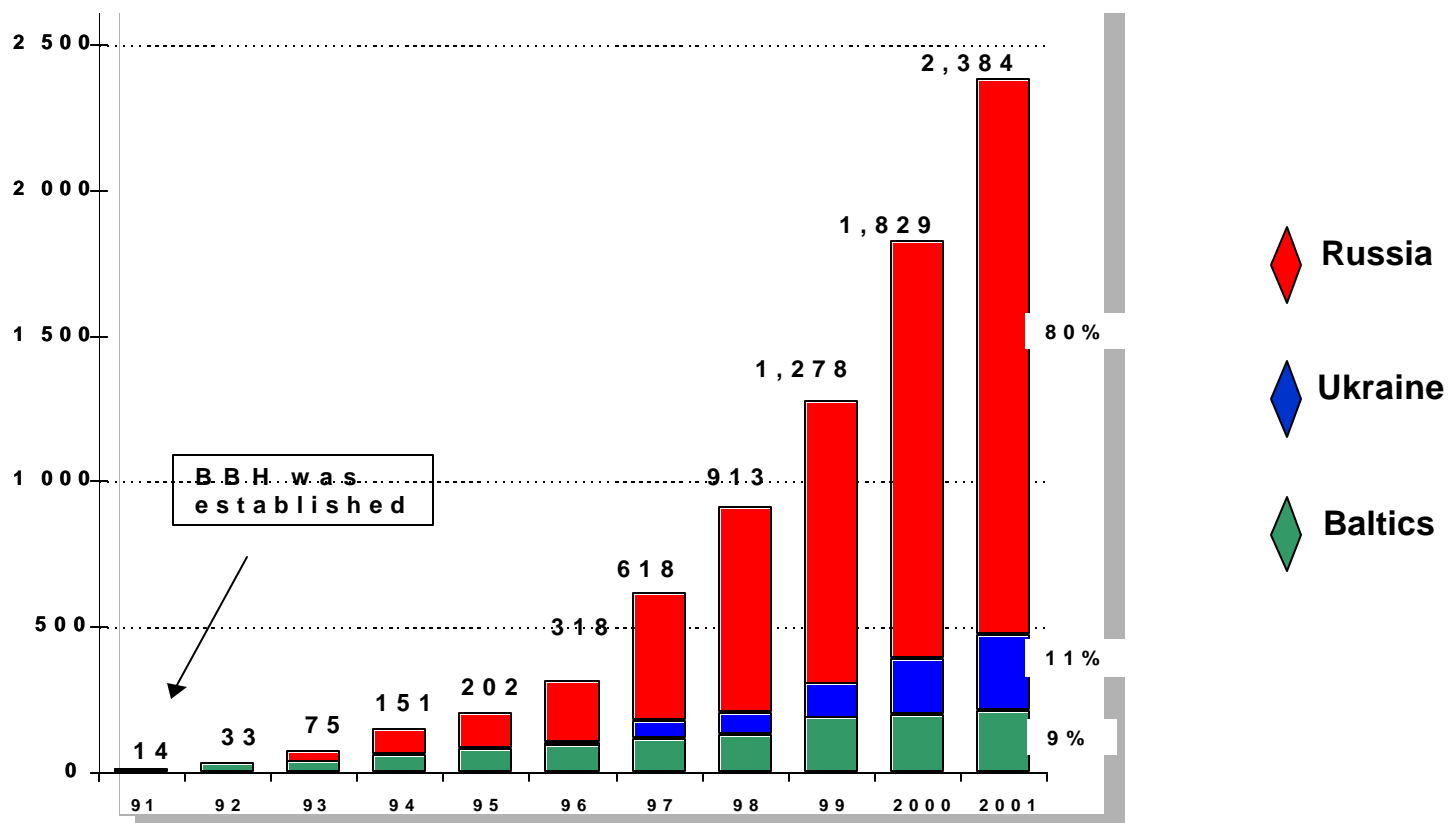
Acquisitions in 2002

- Q1
 - Carlsberg Asia's ownership in Hite Brewery (South Korea) increased to 25%
 - Ownership in Carlsberg Italy increased to 100%
 - BBH acquisition of 70% of Voronezh
 - Carlsberg Asia acquisition of 25% of Lao Brewery (Laos)
- Q2
 - Increased shareholding in Panonska, Croatia to 80 %
 - Acquisition of 59 % of the Bulgarian brewery Shumensko
- Q3
 - Acquisition of 67 % of the Bulgarian brewery Pirinsko Pivo

BBH - coverage of main population centres in Russia



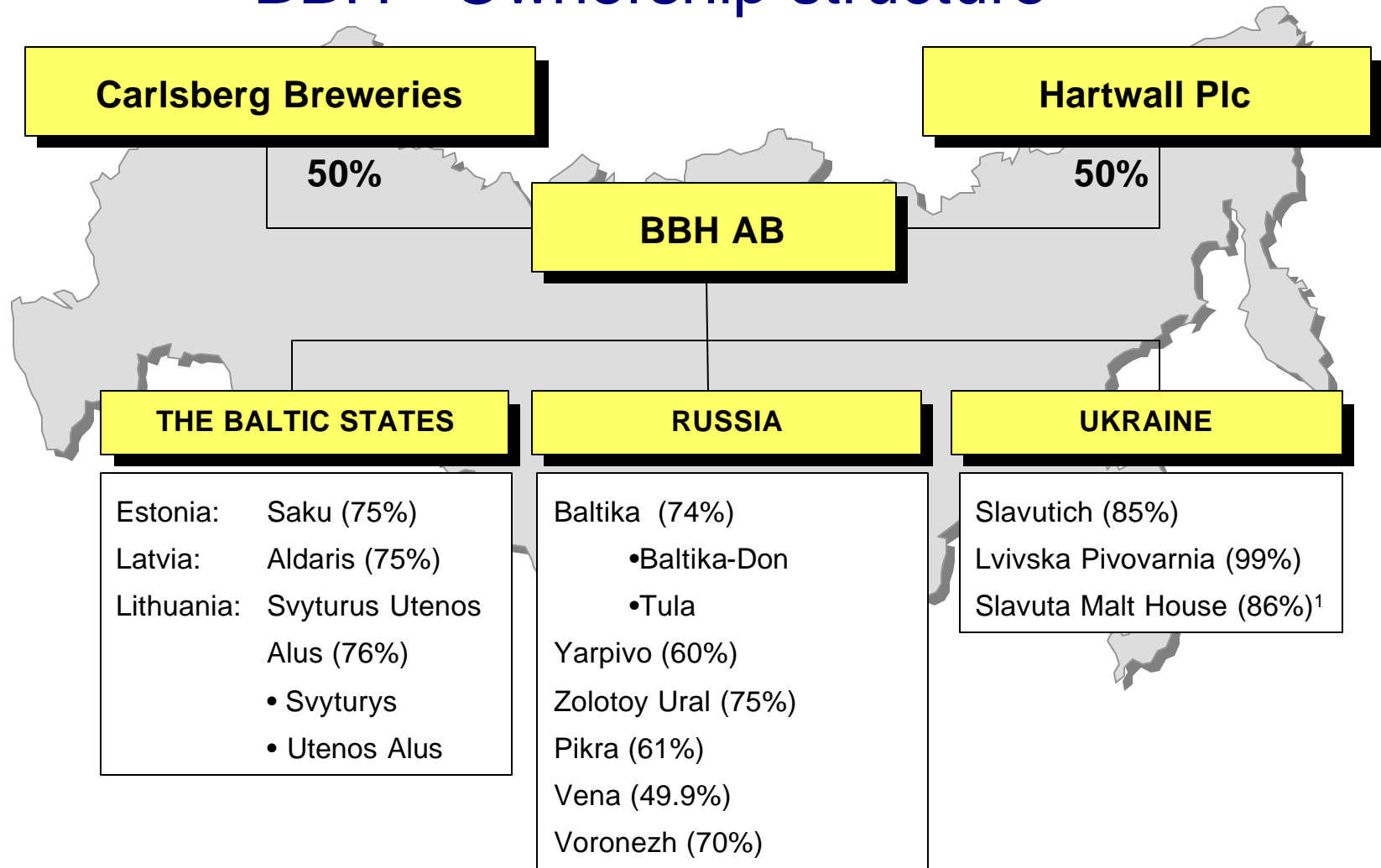
BBH aggregate sales volume (million L)



Year	1996	1997	1998	1999	2000
Increase from previous year	57%	94%	48%	40%	43%
Increase 2001 since	650%	286%	161%	87%	30%
CAGR 2001 since	50%	40%	38%	37%	30%

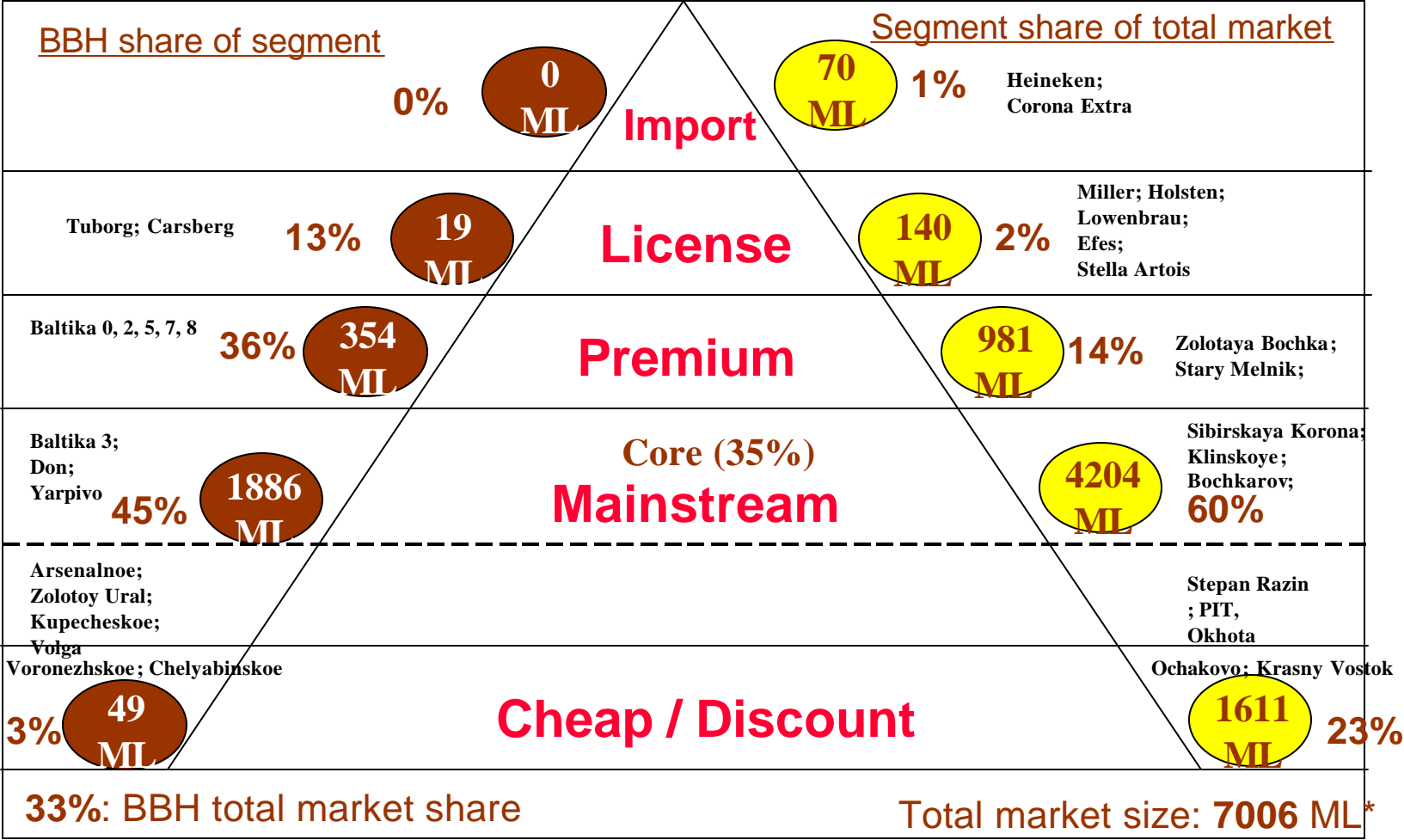


BBH - Ownership structure



1) Slavuta is the only malt house owned directly by BBH, the seven others are owned by the breweries

BBH - beer segmentation in Russia



* forecast



BBH – malt houses

Country	Malthouse	Owner	Capacity (tonnes/year)
Lithuania	Litmalt	Lahden Polttimo 50% Utenos Alus 50%	10,000
Russia	Yarpivo	Yarpivo	15,000
	Baltika	Soufflet 70% Baltika 30%	105,000
	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 mainstream 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