

INTERIM REPORT

3 MONTHS ENDED 31 MARCH 2010



Carlsberg
Group

Operational performance

Financial results

Outlook and financial targets

Appendix

AGENDA

Q1 performance in line with plan

- In line with our expectations
- Q1 impacted by Russian de-stocking
- Improving market shares in Northern & Western Europe, Asia and Eastern Europe (excluding Russia)
- 9% organic beer volume decline
 - -2% adjusted for Russian de-stocking
- Positive price/mix of 1%
- Net revenue DKK 11.0bn with -7% organic revenue development
- Accelerated marketing and innovation initiatives
 - Double-digit increase in brands marketing costs



Underlying operating profit growth

- Operating profit of DKK 735m
 - Improved gross and operating profit margins in Northern & Western Europe and Asia from continued efficiency gains
 - Eastern European profits impacted by Russian de-stocking
 - Organic operating profit growth in the beverage activities of estimated 21% adjusted for Russian de-stocking
- Free cash flow improvement from continued working capital improvements and capex reduction
- Carlsberg confirms full-year outlook



Regions





Northern & Western Europe - Market share gains and profit growth



- Improvements in organic volume growth and overall market share
 - Positive effect of sell-in up to Easter
- Organic net revenue growth of 2%
 - Carlsberg organic beer volume growth of 3%
 - Continued channel shift from on-trade to off-trade
 - Flat net revenue per hl of beer
- Strong profit improvement
 - Operating profit almost tripled to DKK 406m
 - Volume growth, price/mix and lower costs led to 250bp gross margin improvement
 - French and UK businesses improved strongly





Eastern Europe - Development in line with plan



- Improving macroeconomic conditions
- Market share growth vs Q1 2009 in all markets except Russia
- Organic beer volume development of -27%
 - Double-digit volume growth in Ukraine, Kazakhstan and Uzbekistan
 - ...more than off-set by the Russian market decline and de-stocking impact
- Accelerated support behind brands and product launches
- Operating profit at DKK 321m
 - Including the estimated negative DKK 300m impact from the Russian de-stocking





Russia - Impacted by de-stocking

Russia

- Q1 impacted substantially by de-stocking following the excise duty increase in January
 - De-stocking impact of an estimated 1.5m hl and operating profit of DKK 300m
 - De-stocking completed by end of Q1
- Russian market decline by estimated 12%
- Market share at 39.1% (flat vs Q4 2009 and declining vs Q1 2009)
 - Improving trend during Q1
 - Several pre-season product launches in first four months of 2010
- Price/mix effect of -9% as excise duties not yet passed fully on to sales prices
- Unchanged expectations of low-double digit percentage market decline in 2010





Asia - Continued strong organic growth



- Organic beer volume growth of 16%
- Volume growth mainly driven by Indochina and China
 - At 30% organic beer volume growth Indochina performed ahead of the market
 - Double-digit volume growth in China driven by Western Chinese provinces
- Organic net revenue growth +16%
 - Very positive price/mix in Indochina with Vietnam being a main contributor
- Organic operating profit growth +51%
 - Organic operating profit growth in all markets



AGENDA

Operational performance

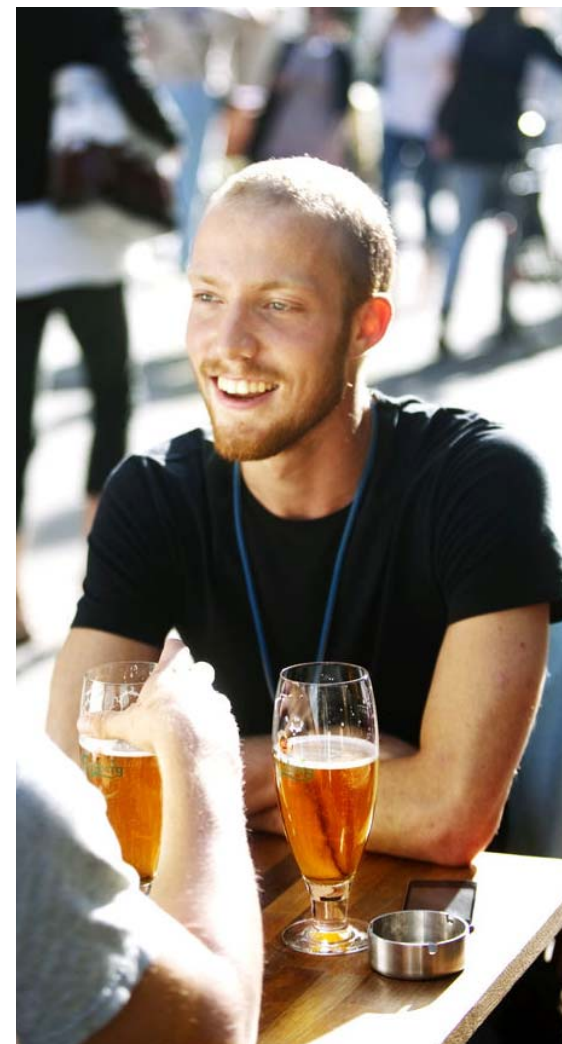
Financial results

Outlook and financial targets

Appendix

Q1 result as planned

- Q1 is a small quarter
 - on average less than 10% of full year operating profit
- Performance as expected and in line with plans
- Strong organic operating profit growth in Northern & Western Europe and Asia
- Adjusting for Russian destocking, organic Group operating profit in beverage activities up by estimated 21%
- Agenda remains the same
 - increased support behind brands
 - continued efficiency improvements
 - continued focus on cash generation



Income statement (1)

DKKkM	Q1 2009	Δ DKKkM			Q1 2010
		Organic	FX	Acq., net	
Net sales	11,786	-846	223	-190	10,973
Gross profit	5,408	-242	131	-38	5,259
Operating expenses incl. brands mkt.	-4,646	144	-90	38	-4,554
Other income, net	26	10	-1	-5	30
Operating profit before special items	788	-88	40	-5	735
- Brewing	821	-128	40	-5	728
- Other activities	-33	40	0	0	7

- Strong positive impact from Northern & Western Europe and Asia
- Organic development due to destocking in Russia and negative impact of exercise duty

Income statement (2)

DKKm	Q1 2009	Q1 2010	Δ DKKm
Special items, net	-107	349	456
Financials, net	-904	-515	389
- Interests	-595	-495	100
- Other financial items	-309	-20	289
Tax	65	-48	-113
Profit	-158	521	679
Minorities	54	50	-4
Carlsberg's share of profit	-212	471	683

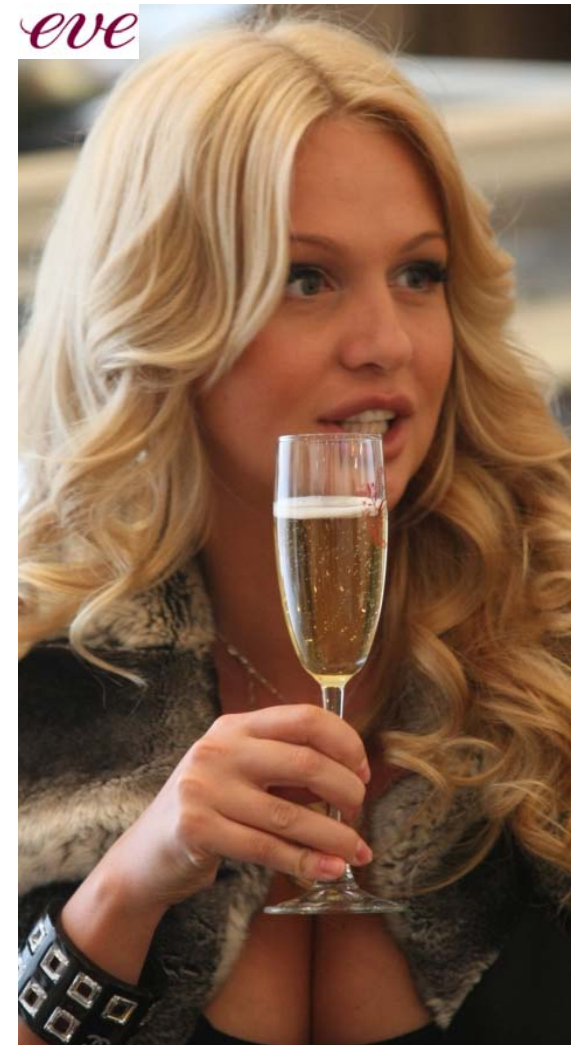
- Special items impacted by non-cash, non-taxable accounting treatment of Xinjiang Wusu acquisition in January of DKK 390m



Cash flow (1)

DKKm	Q1 2009	Q1 2010	Δ DKKm
Operating profit	788	735	-53
Depreciation	927	924	-3
Other non-cash items	133	101	-32
Δ Working capital	-1,253	-1,212	+41
Paid restructuring & special items	-220	-117	+103
Paid interest, net	-506	-333	+173
Paid tax	-102	-208	-106
Cash flow from operations	-233	-110	+123

- Positive impact from working capital – shift of focus from end-period to average
- Lower net interest payments following significant deleveraging



Cash flow (2)

DKKm	Q1 2009	Q1 2010	Δ DKKm
Capital expenditures, net	-758	-626	+132
Acq/sale of companies, minority shareholdings etc.	52	-166	-218
Real estate / other activities	-140	353	+493
Cash flow from investments	-846	-439	+407
Free cash flow	-1,079	-549	+530

- Continued focus on capex
- Net interest-bearing debt of DKK 37.1bn



AGENDA

Operational performance

Financial results

Outlook 2010

Appendix

Unchanged 2010 earnings outlook

		2009
Reported operating profit ^(*)	in line with 2009	9.4bn
Net profit ^(**)	> 20% growth	3.6bn

(*) Operating profit expected to improve underlying by DKK 600m when adjusting for Russian stocking-building in 2009 and subsequent de-stocking in 2010

(**) The non-cash and non-tax DKK 390m income (IFRS 3) related to the step-acquisition of Wusu is not included in the net profit expectations above



AGENDA

Operational performance

Financial results

Outlook and financial targets

Appendix



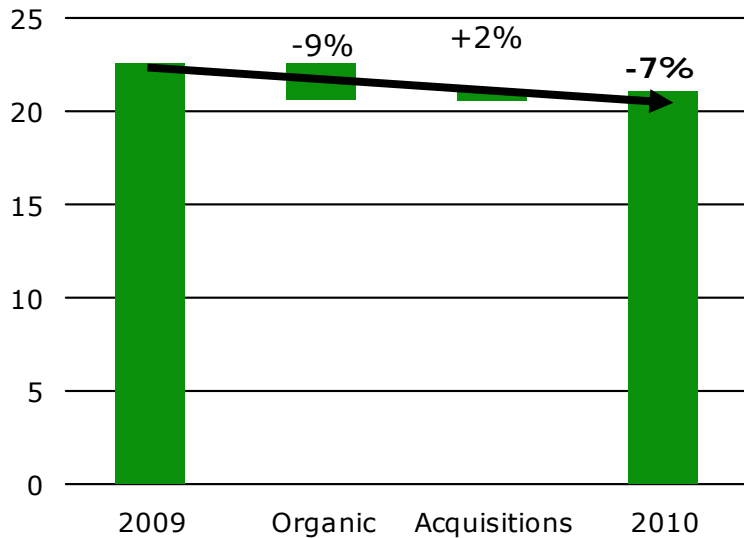
Group beer volume dynamics



Volume growth in NW Europe and Asia offset by lower volumes in E. Europea

Beer volumes

m.hl.
(pro rata)





Revenue and profit dynamics for beverage activities

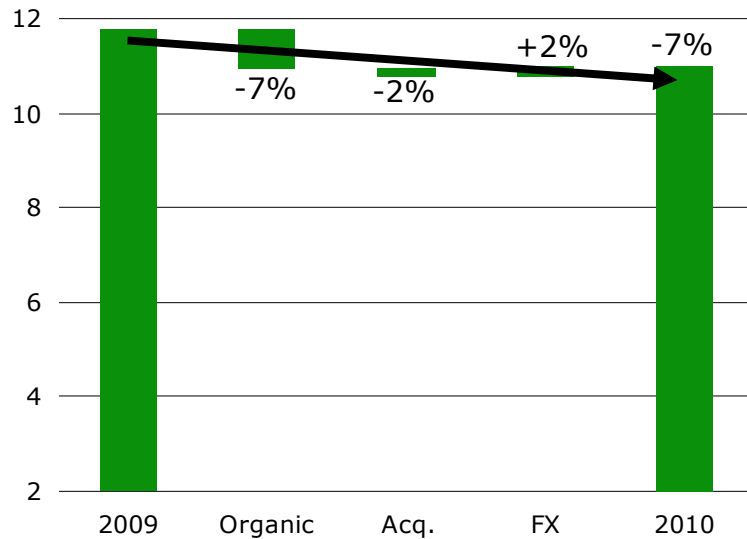


Russian de-stocking impacting Q1 performance as expected

Q1 YTD

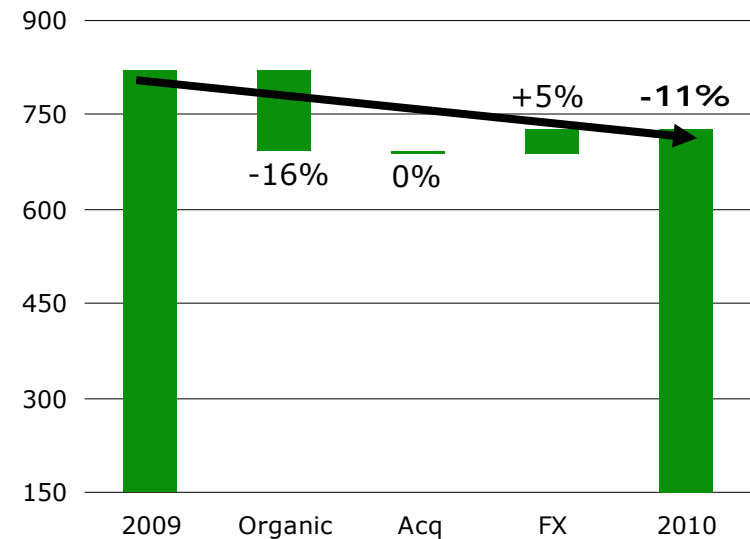
Net revenue

DKKbn



Operating profit

DKKbn



21% organic operating profit growth adjusted for Russian de-stocking



Northern and Western Europe

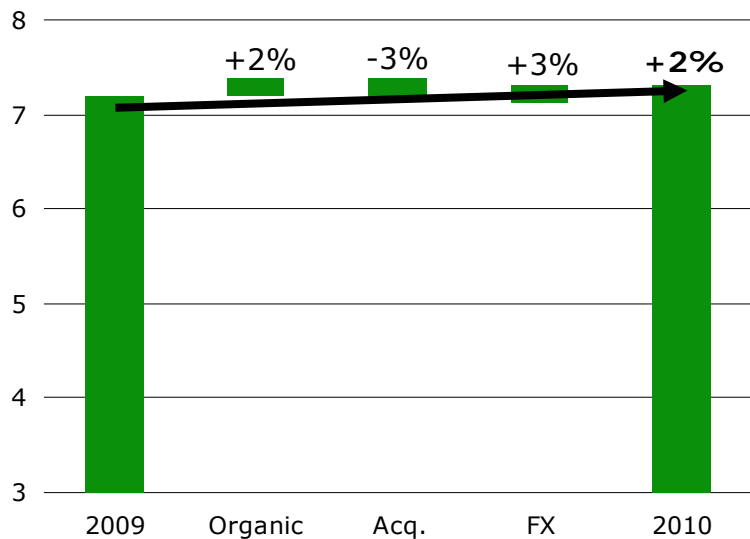


Market share gains and volume growth

Q1 YTD

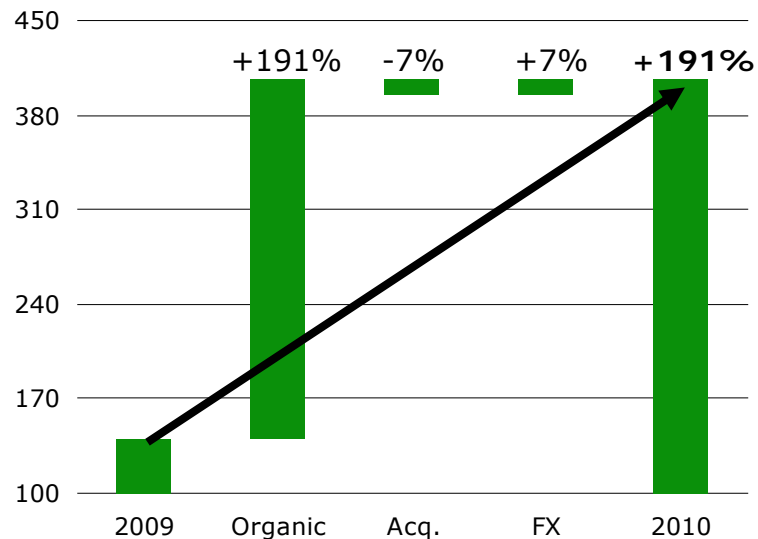
Net revenue

DKKbn



Operating profit

DKKbn



Profit improvement from volume growth, lower COGS and efficiencies



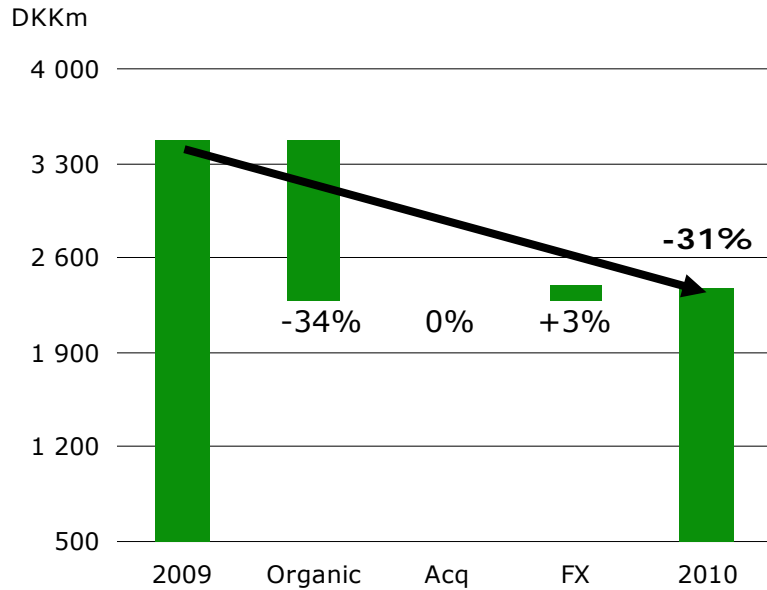
Eastern Europe



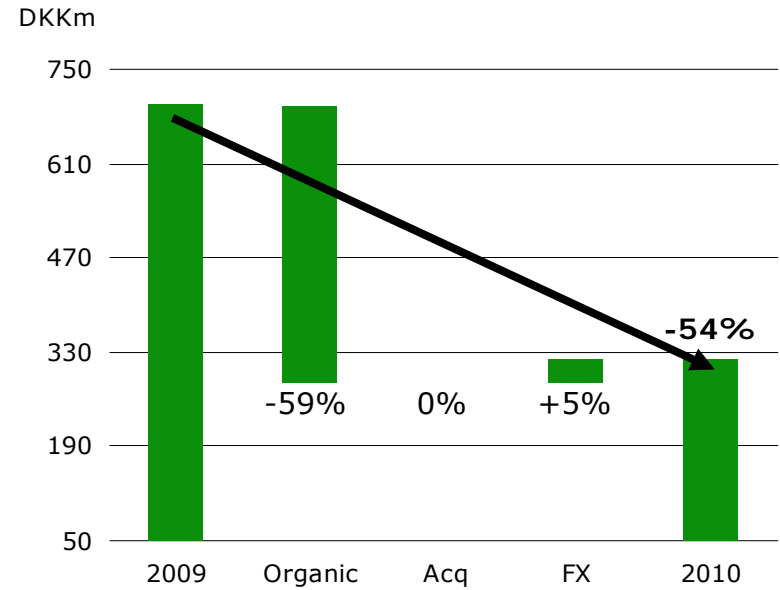
Q1 impacted by de-stocking and phasing of price increases

Q1 YTD

Net revenue



Operating profit



Profits will be skewed towards H2 as de-stocking was completed in Q1 and as the majority of the excise duty was passed on to consumer prices at end-April



Asia

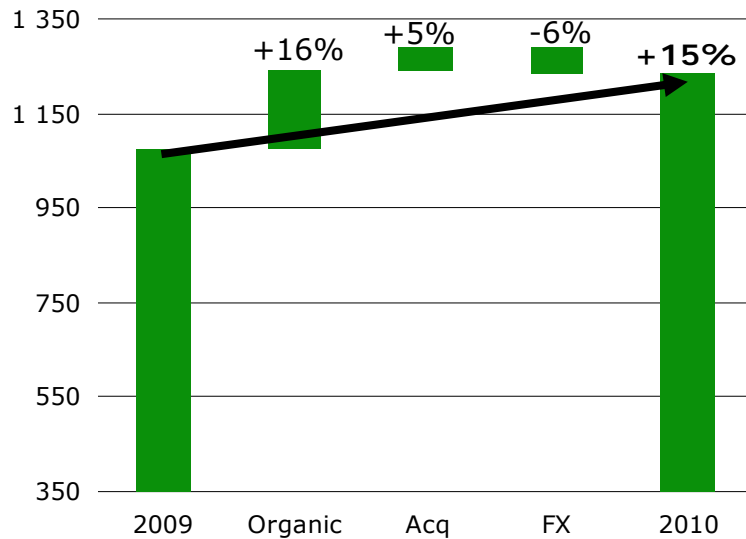


Continued strong revenue growth driven by Indochina and China

Q1 YTD

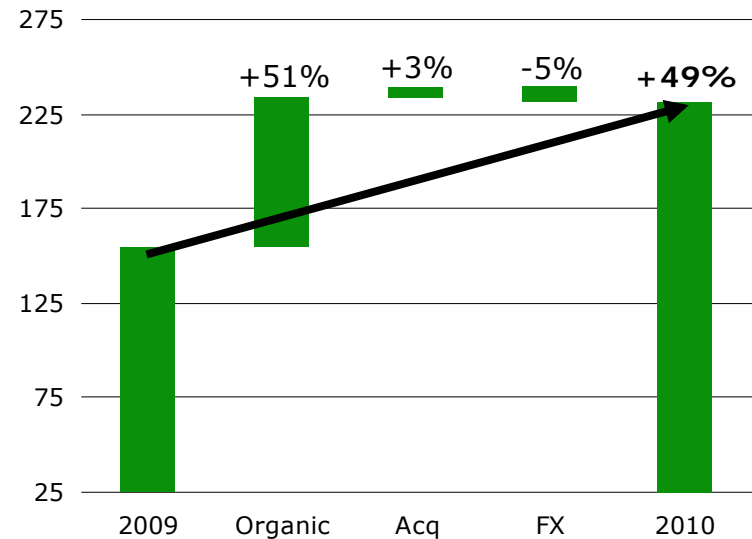
Net revenue

DKKm



Operating profit

DKKm



Profit growth across all Asian markets

Russian market shares

Market share %

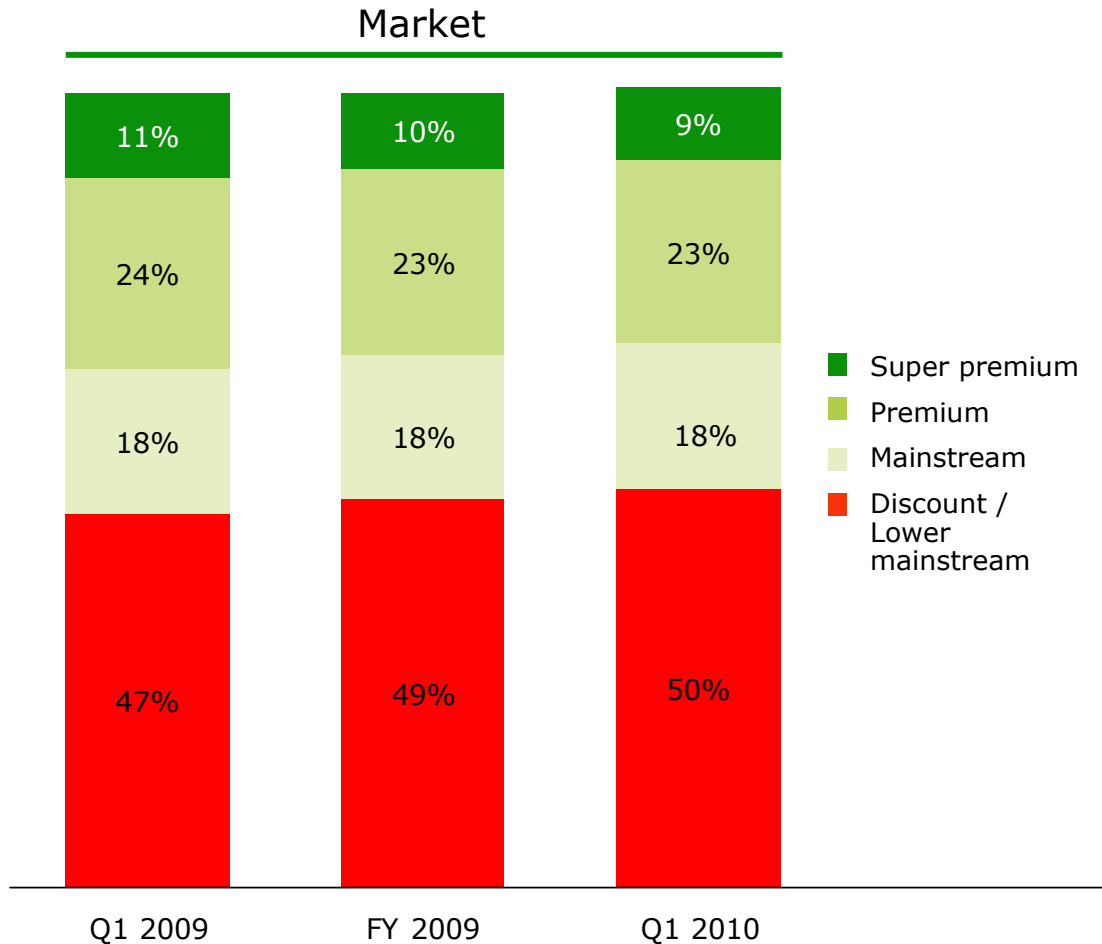
	Q1 2010	Q4 2009	Q1 2009
Baltika	39.1	39.3	40.9
ABI	17.7	17.4	16.2
Heineken	12.1	12.7	13.8
Efes	9.7	9.8	9.3
SABMiller	7.0	6.7	6.2
Others	14.4	14.1	13.6
	100.0	100.0	100.0

Source: Business Analytica



Russian mix trend in line with H2 2009

Negative mix from packaging and shift between brands



Source: Business Analytica

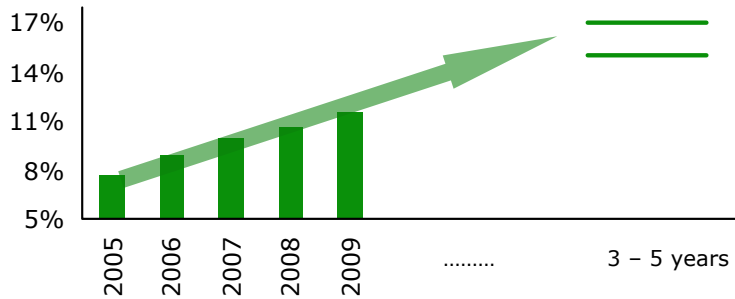
Ambitious medium-term margin targets

- Operating margin targets were announced in February 2012 and are expected to be reached in 3-5 years

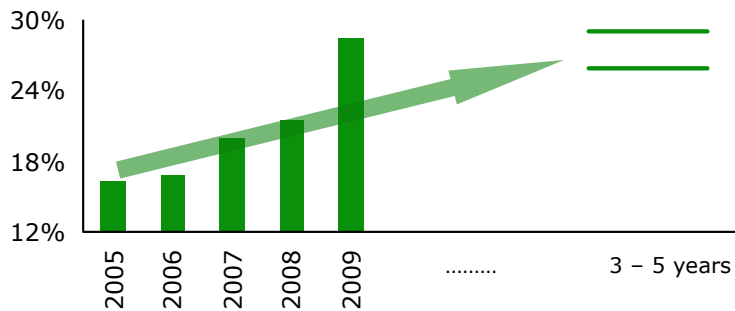
	Margin target	2009
Northern & Western Europe	15-17%	11.6%
Eastern Europe	26-29%	28.5%
Asia	15-20%	15.8%
Carlsberg Group	around 20%	15.8%

Doubling operating margins in 10 years

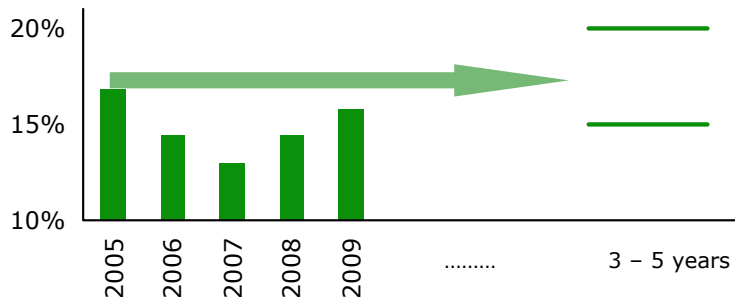
Northern & Western Europe



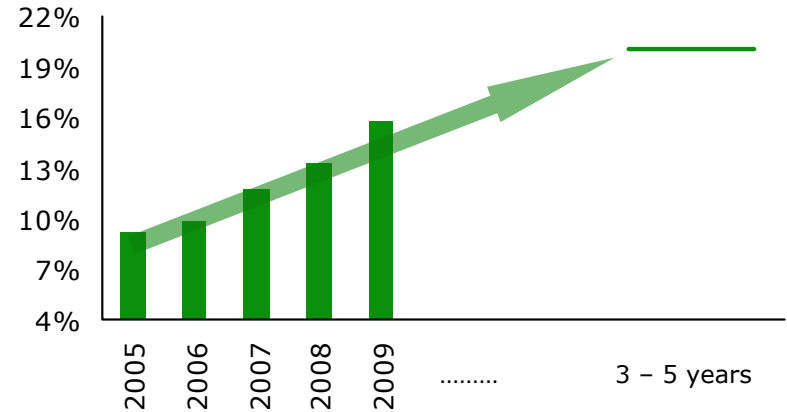
Eastern Europe



Asia



Carlsberg Group



Forward-looking statements

This presentation contains forward-looking statements, including statements about the Group's sales, revenues, earnings, spending, margins, cash flow, inventory, products, actions, plans, strategies, objectives and guidance with respect to the Group's future operating results. Forward-looking statements include, without limitation, any statement that may predict, forecast, indicate or imply future results, performance or achievements, and may contain the words "believe", "anticipate", "expect", "estimate", "intend", "plan", "project", "will be", "will continue", "will result", "could", "may", "might", or any variations of such words or other words with similar meanings. Any such statements are subject to risks and uncertainties that could cause the Group's actual results to differ materially from the results discussed in such forward-looking statements. Prospective information is based on management's then current expectations or forecasts. Such information is subject to the risk that such expectations or forecasts, or the assumptions underlying such expectations or forecasts, may change. The Group assumes no obligation to update any such forward-looking statements to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking statements.

Some important risk factors that could cause the Group's actual results to differ materially from those expressed in its forward-looking statements include, but are not limited to: economic and political uncertainty (including interest rates and exchange rates), financial and regulatory developments, demand for the Group's products, increasing industry consolidation, competition from other breweries, the availability and pricing of raw materials and packaging materials, cost of energy, production and distribution related issues, information technology failures, breach or unexpected termination of contracts, price reductions resulting from market driven price reductions, market acceptance of new products, changes in consumer preferences, launches of rival products, stipulation of market value in the opening balance sheet of acquired entities, litigation, environmental issues and other unforeseen factors. New risk factors can arise, and it may not be possible for management to predict all such risk factors, nor to assess the impact of all such risk factors on the Group's business or the extent to which any individual risk factor, or combination of factors, may cause results to differ materially from those contained in any forward-looking statement. Accordingly, forward-looking statements should not be relied on as a prediction of actual results.



PROBABLY
THE BEST BEER
THE COMPANY
THE WORLD