

Financial results

Full year ended 31 December 2012



THIRST FOR GREAT Great people
Great brands
Great moments

Agenda

Operational performance

Financial results

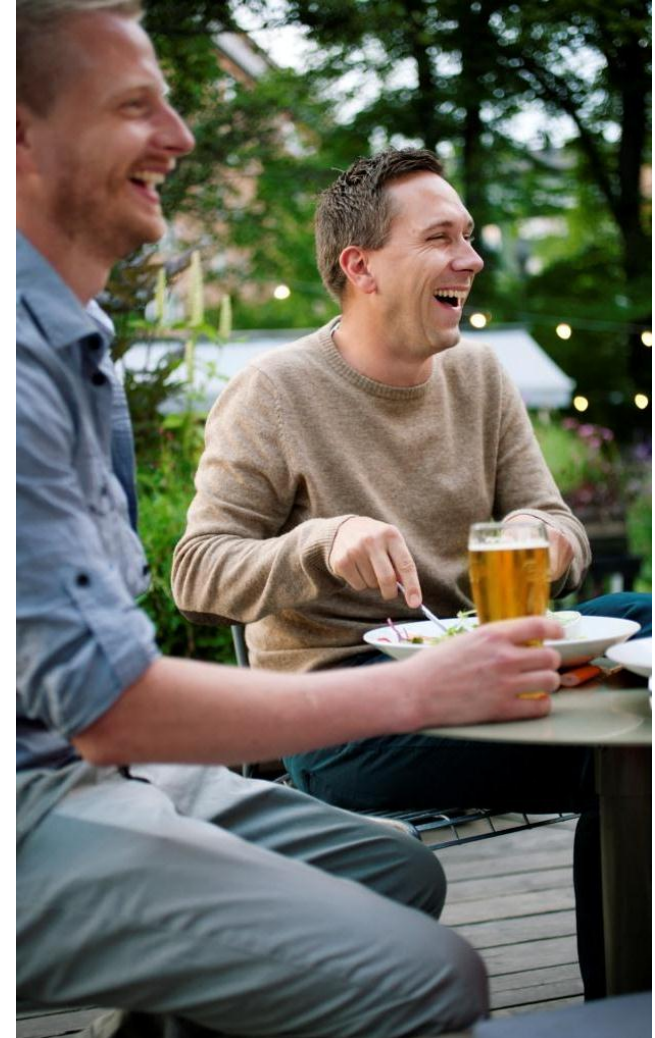
Outlook 2013

Appendix



Strong market share performance across regions

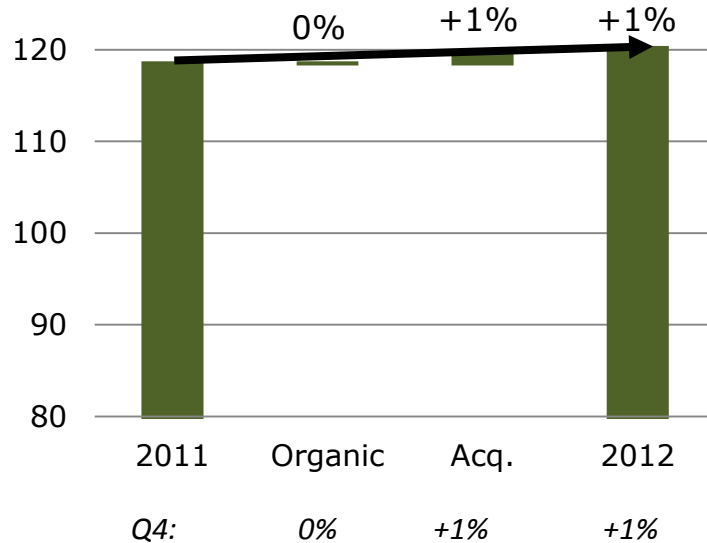
- Mixed beer market development
- Strong market share performance in all three regions
- Focused commercial activities driving volume and value share growth
- Embedding best practise tools across markets
- Strong growth in international premium
 - 8% Carlsberg brand growth in premium markets
 - 6% Tuborg brand growth
 - Solid double-digit Grimbergen growth
 - Somersby the fastest growing global top-10 cider brand
 - Kronenbourg 1664 launched in new markets
- Continued focus and balance between international and local power brands



Group beer volume dynamics

- Flat organic beer volumes impacted by destocking and less stocking
- Marginal growth in Western Europe mainly due to Poland
- Continued strong growth in Asia
- Eastern Europe volumes declined

Beer volume, pro rata
m.hl.

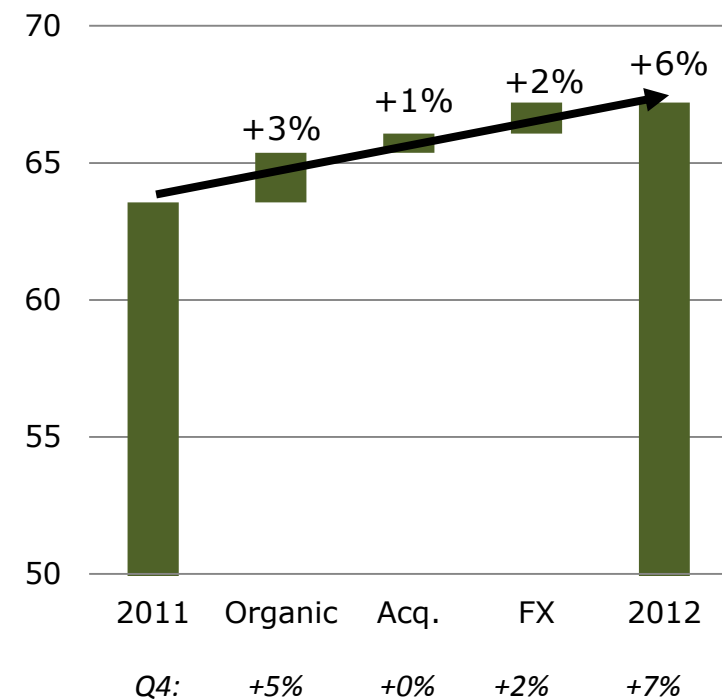


Revenue and profit dynamics

- 3% organic net revenue growth driven by solid price/mix for beer of 3%
- Flat operating profit, in line with expectations
 - Approximately 1-2% decline adjusted for stocking movements and suspended production

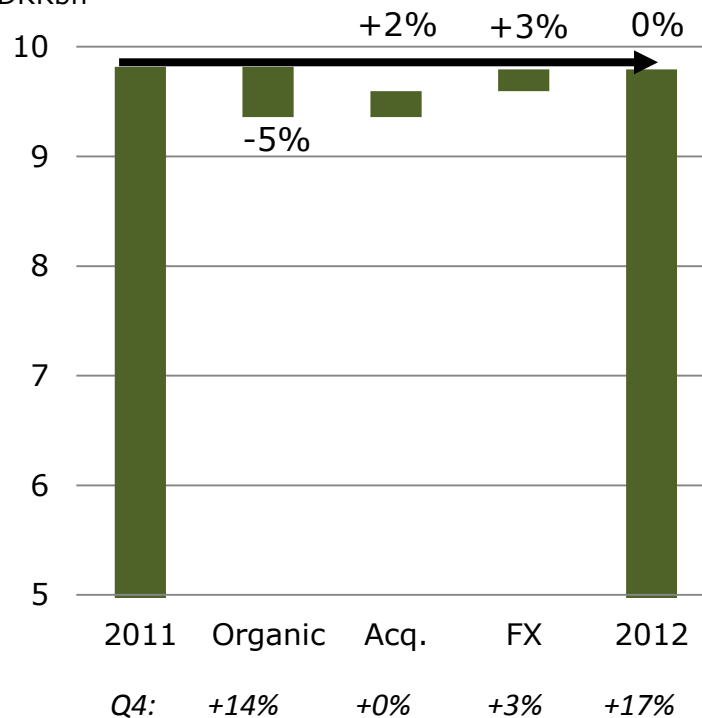
Net revenue

DKKbn



Operating profit

DKKbn



Regions





Western Europe – another year of strong market share growth across region



- Beer market declined by around 3%, excluding Poland
 - Bad weather during summer
 - Continued challenging consumer dynamics
- Approximately 40bp market share gain
 - Focused commercial agenda incl. product launches and revitalisation, sales execution, EURO 2012 and best practise tools
- 1% organic beer volume growth (Q4: 1%)
- 1% organic net revenue growth (Q4: +3%)
 - Price increases implemented across region
 - +1% price/mix for beer in spite of negative country mix
- Strong focus on efficiency agenda continues
- 6% organic operating profit decline (Q4: -13%) and operating profit margin -110bp (Q4: -210bp)
 - Higher input costs
 - Bad weather
 - Tough comparisons with strong Q4 last year

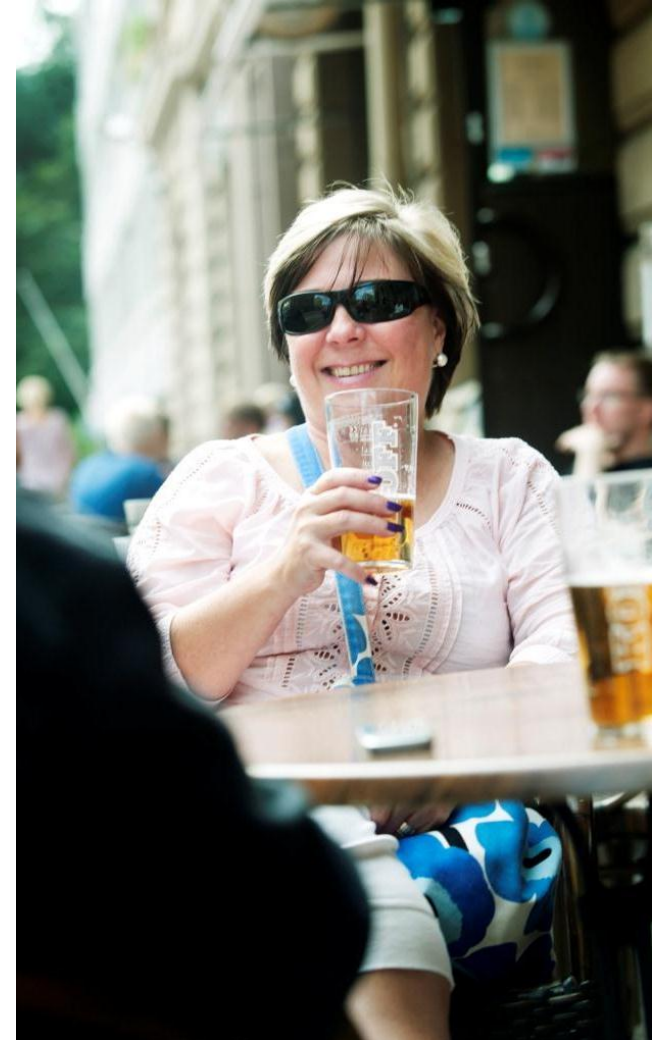




Continued positive momentum in most markets



- Market share improvements in Norway, Sweden and Finland driven by strong commercial execution
- Market share decline in Denmark, but increasing in Q4
- Continued market share improvements in a growing Polish market
- Slight increase in market share in a declining UK market
- Growth of premium portfolio in France and positive financial impact from stocking in Q4
- Continued roll-out of efficiency initiatives

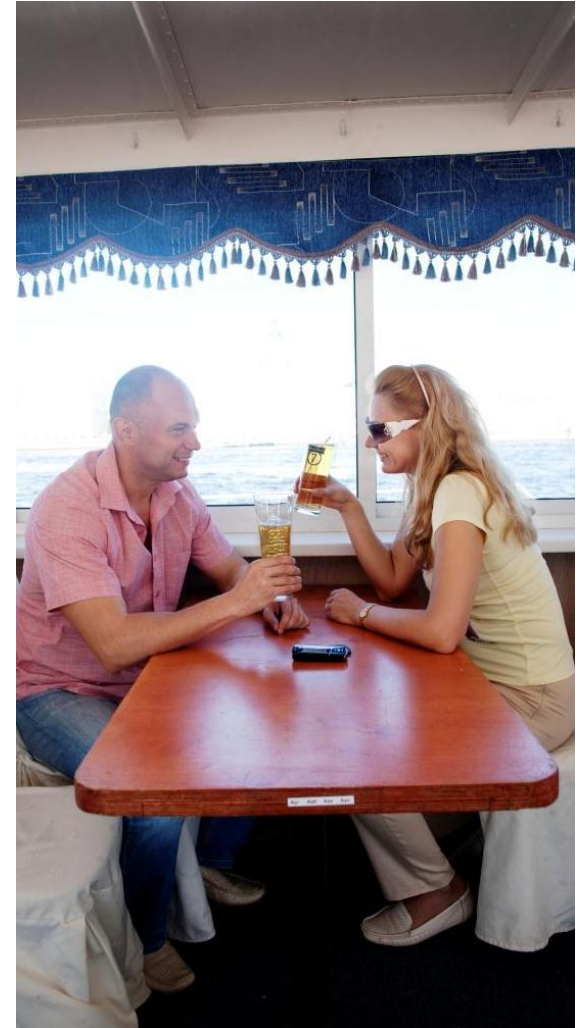




Eastern Europe - Underlying improved performance



- Flat Eastern European beer markets
- 6% organic beer volume decline due to Russian (de)stocking and suspended production in Uzbekistan
- 1% organic net revenue growth (Q4: +2%)
- 7% price/mix (Q4: +4%)
 - Price increases off-set higher input costs and excise duties
- Underlying operating profit increase of 6% adjusted for Russian stocking movements and suspended Uzbek production (impact of DKK ~400m)
- Organic operating profit decline of 3% (Q4: +40%)
- 40bp operating margin decline to 21.3% (Q4: +700bp)





Russia – Commercial and leadership changes bearing fruit



- Flat beer market for 2012
 - Estimated 2-3% decline in Q4 impacted by transitional disruption from non-stationary outlet closures
- In-market sales growth of 2% (Q4: +4%)
 - Flat shipments, adjusted for (de)stocking
- Changes implemented in 2011/12 to processes, business model and management starting to positively impact performance
- Flat 2012 volume market share at 38.2% (2011: 38.3%)
 - Significant 110bp y/y improvement in Q4
 - Value share growing in line with volume share
- Price/mix of 5% from price increases and value focus





Ukraine – continuous market share and profit improvements



- Slight market decline
 - Slow-down of Ukrainian economy
- 6th consecutive year of market share growth
 - 20bp improvement to 29.3%
- Strong performance of Lvivske and Baltika brands
- Successful activation of EURO 2012 supported the Carlsberg brand and local power brands





Asia - Strong growth again in 2012



- Market growth across most markets
- Continued market share improvements driven by high level of commercial activities
- Roll-out of international brands
 - Strong performance of Tuborg, Kronenbourg 1664 and Somersby
- 7% Carlsberg brand growth supported by EURO 2012 activation
- Improved execution through investments in capability building
- 9% organic volume growth (Q4: +4%)
- 19% organic revenue growth (Q4: +21%)
 - 31% reported revenue growth
 - Positive price/mix from selective price increases and premiumisation
- 12% organic operating profit growth (Q4: +18%)
- Increased holding of Chongqing Jianiang joint venture and acquisition of brewery in India





Asia – market share gains across all markets

- 4% organic volume growth in China
 - Slightly growing market share driven by international premium brands
 - Very solid price/mix
- 18% organic volume growth in Indochina
 - Strong growth in all countries mainly driven by local power brands
- India exceed 1m hl threshold
 - 45% organic volume growth
 - 100bp market share growth to c. 7%
 - Strong Tuborg performance following 3G launch
- Continued premiumisation efforts in Malaysia/Singapore



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Satisfactory performance and strong cash flow generation

- Operating profit at last year's level – in line with expectations
- 6% adjusted net profit growth, slightly higher than expected
- Group focus on earnings, cash and return on investment remains unchanged
 - 13% free operating cash flow growth, significant improvement in trade working capital
 - 50% free cash flow growth
 - Net interest bearing debt/EBITDA at 2.4x after substantial structural and growth investments in Eastern Europe and Asia
- Proposed dividend at DKK 6.00 (+9%)



Income statement (1)

December YTD

DKKm	2011	Δ			2012
		Organic	FX	Acq., net	
Net revenue	63,561	1,804	1,127	709	67,201
Gross profit	31,773	657	592	348	33,370
Operating expenses incl. brands marketing	-22,386	-924	-370	-150	-23,830
Other income, net.	429	-188	11	1	253
Operating profit before special items	9,816	-455	233	199	9,793
- Brewing	9,877	-400	233	199	9,909
- Other activities	-61	-55	0	0	-116

- Price/mix driving organic net revenue growth of 3%
- Gross profit/hl up 3% organically despite gross margin being impacted by higher input costs

Income statement (2)

December YTD

DKKm	2011	2012	Δ
Special items, net	-268	85	353
Financials, net	-2,018	-1,772	246
- Interests	-1,744	-1,560	184
- Other financial items	-274	-212	62
Tax	-1,838	-1,861	-23
Profit	5,692	6,245	553
Non-controlling interests	543	638	95
Carlsberg's share of profit	5,149	5,607	458
Carlsberg's share of profit, adj.*	5,203	5,504	301

- Special items impacted by sale of Copenhagen brewery site
- Financials impacted by lower average funding cost
- Carlsberg's share of profit up 6%, slightly higher than anticipated

* Adjusted for special items net of tax

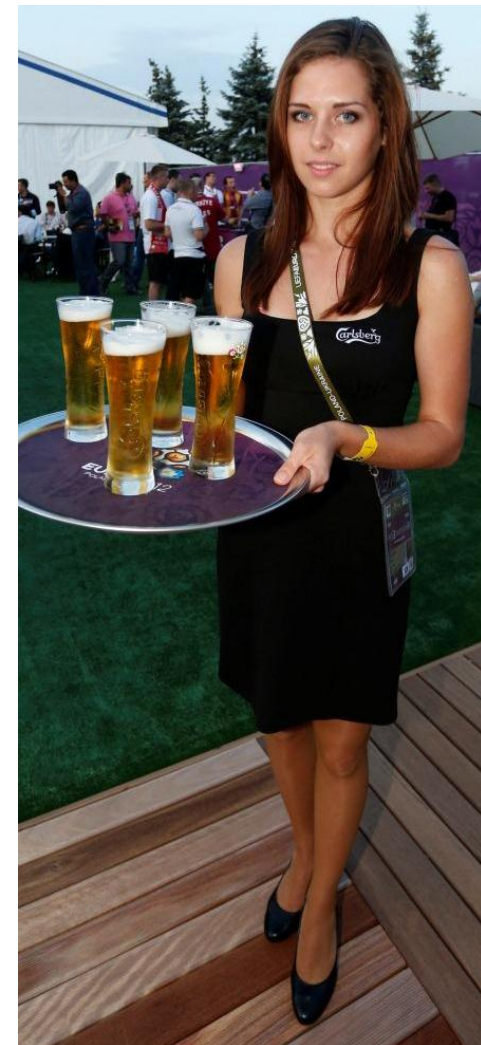


Cash flow(1)

December YTD

DKKm	2011	2012	Δ
Operating profit	9,816	9,793	-23
Depreciation	3,784	4,019	235
Other non-cash items	315	334	19
Δ Trade working capital	-571	852	1,423
Δ Other working capital	-421	-523	-102
Restructuring costs paid	-448	-324	124
Paid interests, net	-2,070	-1,996	74
Paid tax	-1,592	-2,284	-692
Cash flow from operations	8,813	9,871	1,058
Capital expenditures, net	-4,571	-5,074	-503
Free operating cash flow	4,242	4,797	555

- Trade working capital/net revenue of 1.0% vs. 1.9% end 2011
- Higher capex driven by investments in sales and capacity expansion in Asia



Cash flow(2)

December YTD

DKKm	2011	2012	Δ
Acq/sale of companies, financial assets etc.	-311	-791	-480
Real estate / other activities	-1	1,891	1,890
Cash flow from investments	-4,883	-3,974	909
Free cash flow	3,930	5,897	1,967

- Positive cash flow contribution of DKK 1.9bn from the Copenhagen brewery site
- Net interest-bearing debt unchanged at DKK 32.5bn despite buy-out of minorities of DKK 4.9bn



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2013 Earnings expectations

- 2013 market dynamics similar to in 2012
- Flat cost of sales per hl (low-single-digit organic increase)
- 50-75bp reduction in all-in coupon
- 24-25% tax rate
- DKK 300-400m costs related to the supply chain integration and business standardisation project
- Average EUR/RUB of 42

Operating profit around DKK 10bn

Adj. net profit* mid-single-digit percentage increase

* Adj. net profit of DKK 5,504xm in 2012 when adjusting for after-tax impact of special items

Longer term targets following strategy update

- 2012 strategy update to give even sharper focus
- Performance and achievements against strategy will be measured using a range of KPIs embedded throughout the organisation
- New financial ambitions reflecting the Carlsberg Group's ability to generate sustained long-term operating profit and earnings per share growth:
 - For Western Europe to improve the operating margin by an average of 50bp or more per year for at least the next five years.
 - For the Group, our longer term ambition is to deliver average growth in adjusted underlying earnings per share * of more than 10% p.a.

* Adjusted for special items after tax

Q&A



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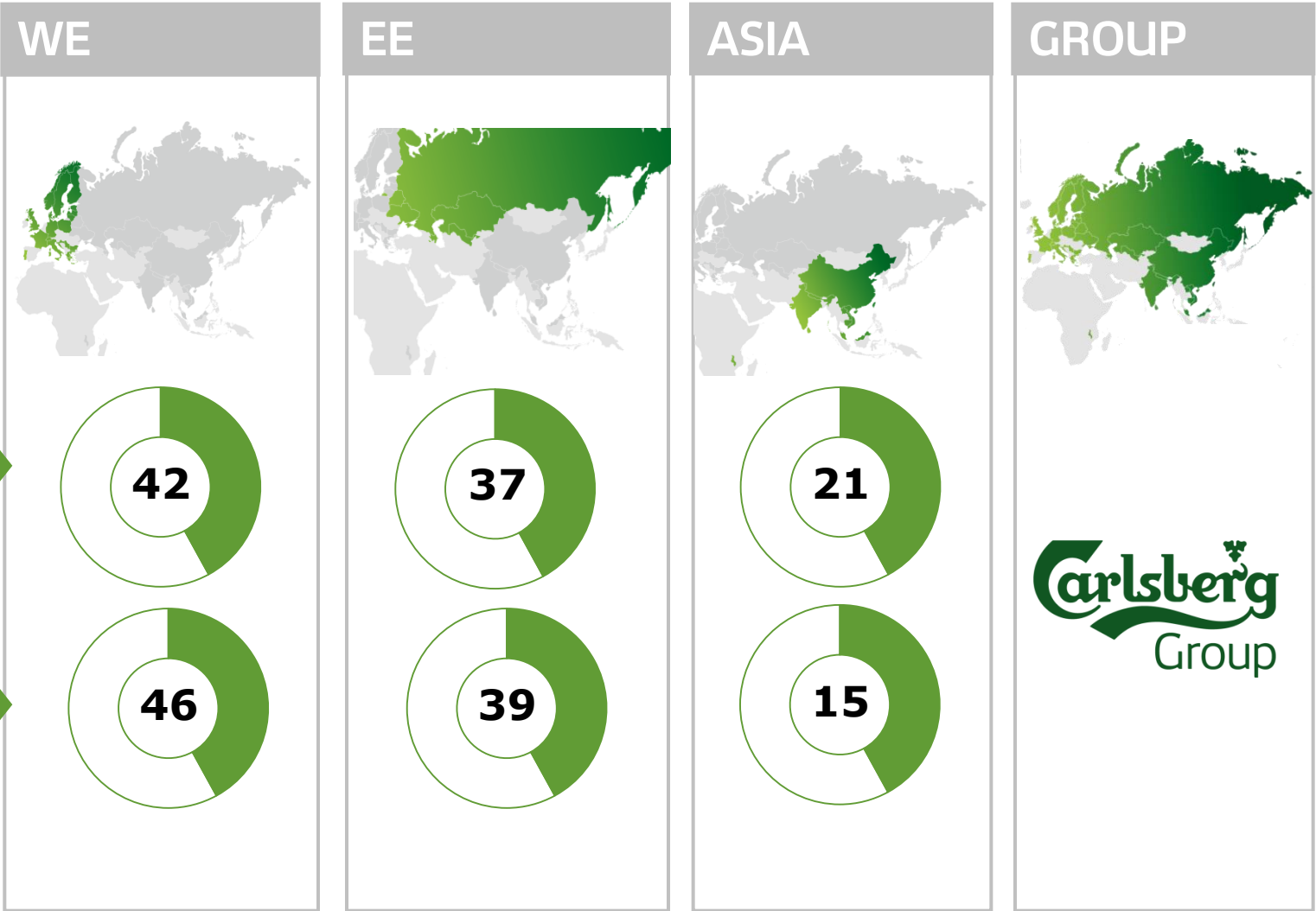
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Carlsberg regions





Russian market shares by quarter



Russian market shares, %

	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012
Baltika	37.2	37.6	37.9	38.9	38.3
Efes RUS	17.0	16.5	15.8	14.7	14.2
ABI	15.5	14.7	14.6	14.7	14.6
Heineken	12.8	13.1	13.1	12.7	13.3
Others	17.5	18.1	18.6	19.0	19.6
	100.0	100.0	100.0	100.0	100.0



Source: Nielsen Retail Audit, Urban & Rural Russia

Financial calendar 2013

Annual Report 2012	26 February 2013
AGM	21 March 2013
2013 Q1 Interim results	7 May 2013
2013 Q2 Interim results	21 August 2013
2013 Q3 Interim results	13 November 2013



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