

INTERIM REPORT

9 MONTHS ENDED 30 SEPTEMBER 2008



Carlsberg
Group

Operational performance

Financial results

Outlook and financial targets

Appendix

AGENDA

Resilient performance

- Business remains positive - progress achieved in underlying operations in all geographic regions despite challenging environment
- One of the most resilient consumer categories but deceleration of growth in third quarter
 - Poor weather and above average pricing in Eastern Europe
 - Deteriorating markets in the UK and the Baltics
 - Overall consumer and customer sentiment
- Strong value focus through pricing and mix
 - Driven by strong brand portfolio
 - Compensates for lower volume growth
 - Fully offsets increasing input costs
- Solid organic sales growth of 7% (9% in local currencies) and organic operating profit growth of 10% (13% in local currencies)



Sustained programme of efficiency gains

- Significant restructuring programmes in France, UK and Baltics following change in senior management
 - Change of business model in France (214 headcounts)
 - Proposed closure of brewery in Leeds announced (170 headcounts)
 - Change of organisation model in Baltics (c. 80 headcounts)
- Closure of Valby (Cph) brewery by year end
- Delivery on integration and transaction synergies of DKK 1.3bn on track
- Next generation Excellence – a continuous journey in a bigger Carlsberg
- Cash flow action plans
- Sale of Türk Tuborg completed



International brands driving top-line growth

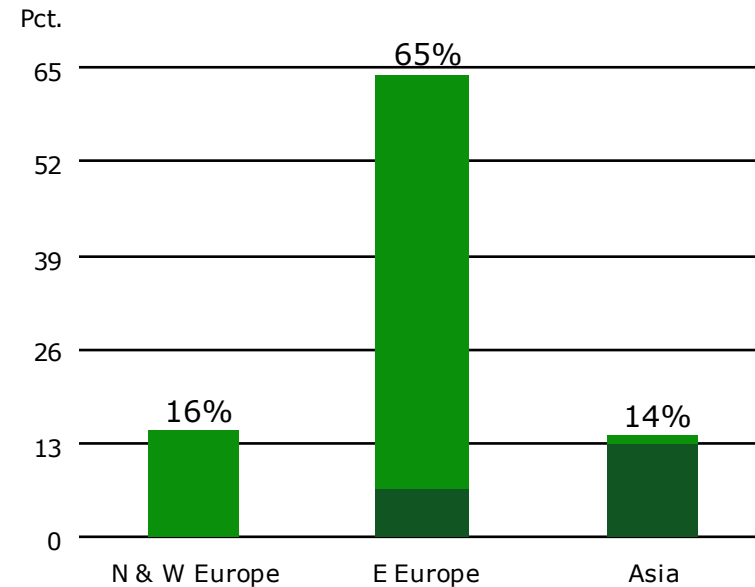
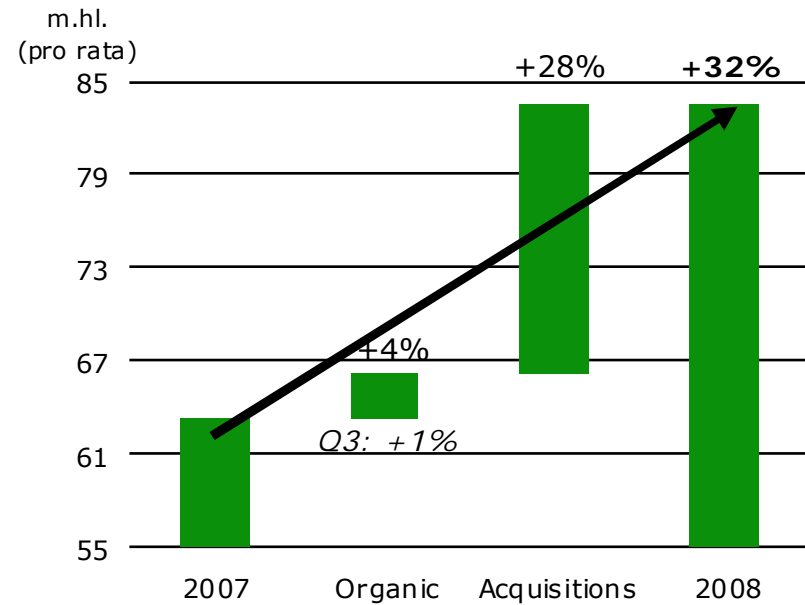
| Growth (%) YoY | YTD Q3 | Q3 |
|------------------------|--------|-----|
| Carlsberg brand growth | +2 | -3 |
| Tuborg brand growth | +11 | +11 |
| Baltika brand growth | +14 | +17 |



Beer volume dynamics

Acquired businesses significantly add to size

Q3 YTD



Total bars show total growth in volume;
dark shaded bars show organic growth in volumes

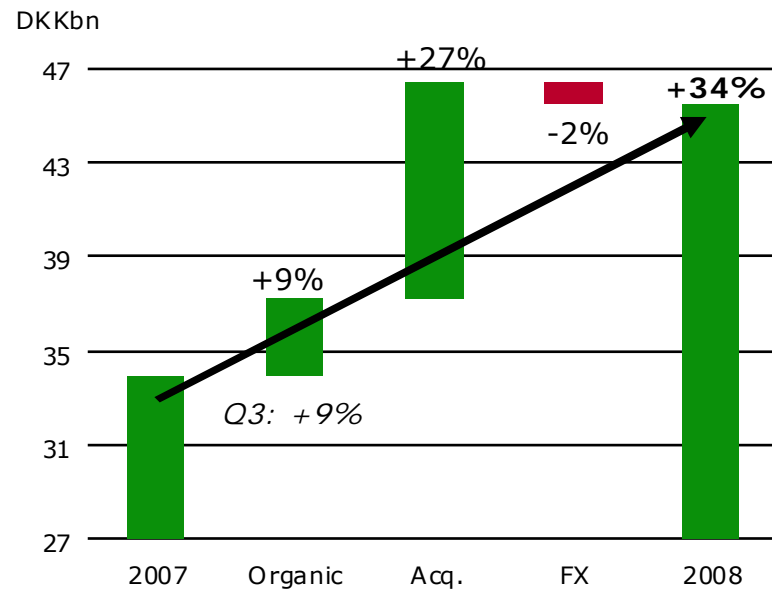
- Organic volume development driven by growth regions

Brewing activities

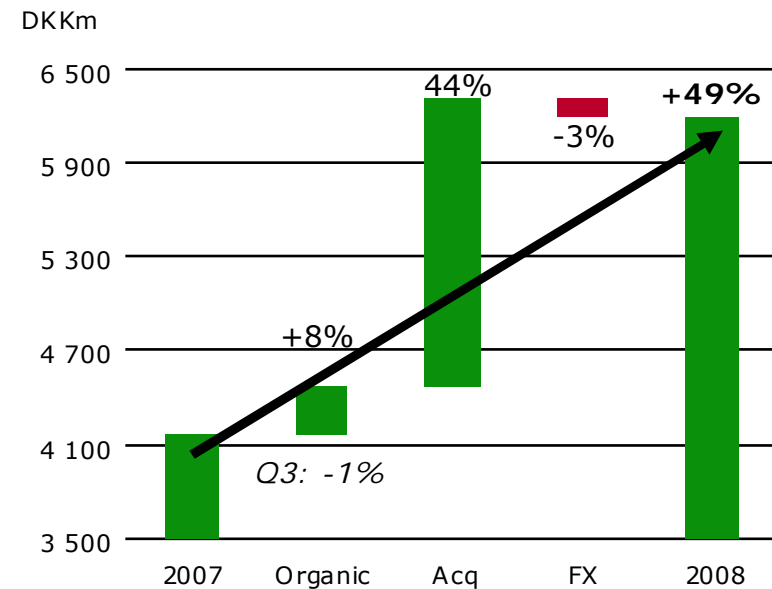
Positive pricing and mix drive value

Q3 YTD

Net revenue



Operating profit



- Strong organic development driven by Eastern Europe and Asia

Northern and Western Europe

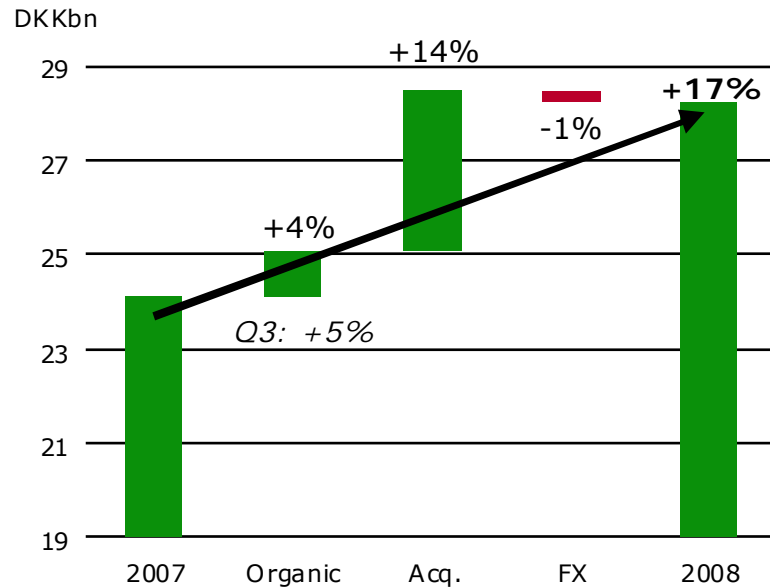


Northern and Western Europe

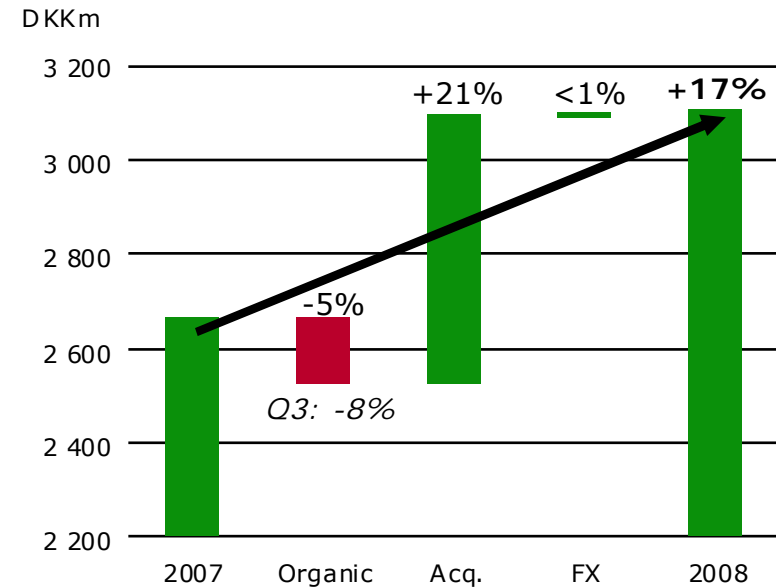
Underlying robust performance

Q3 YTD

Net revenue



Operating profit

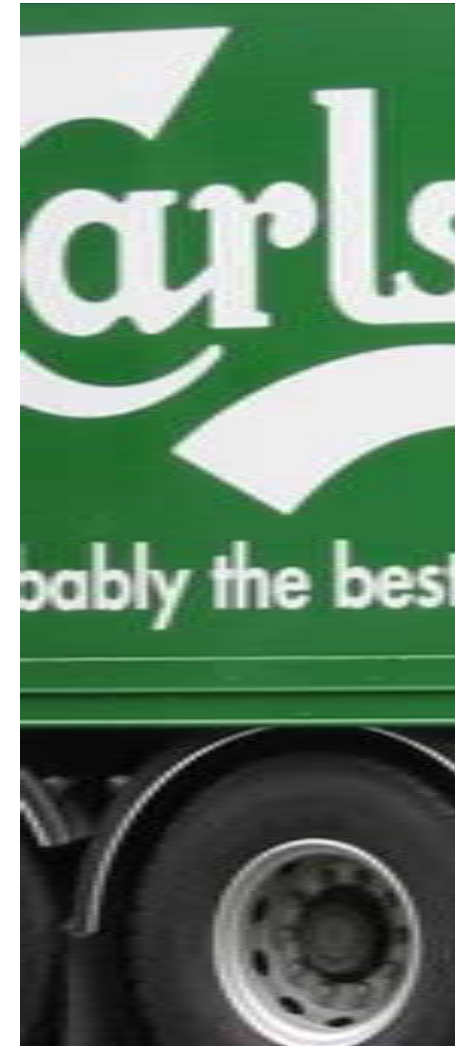


Q3 YTD Organic beer volumes flat

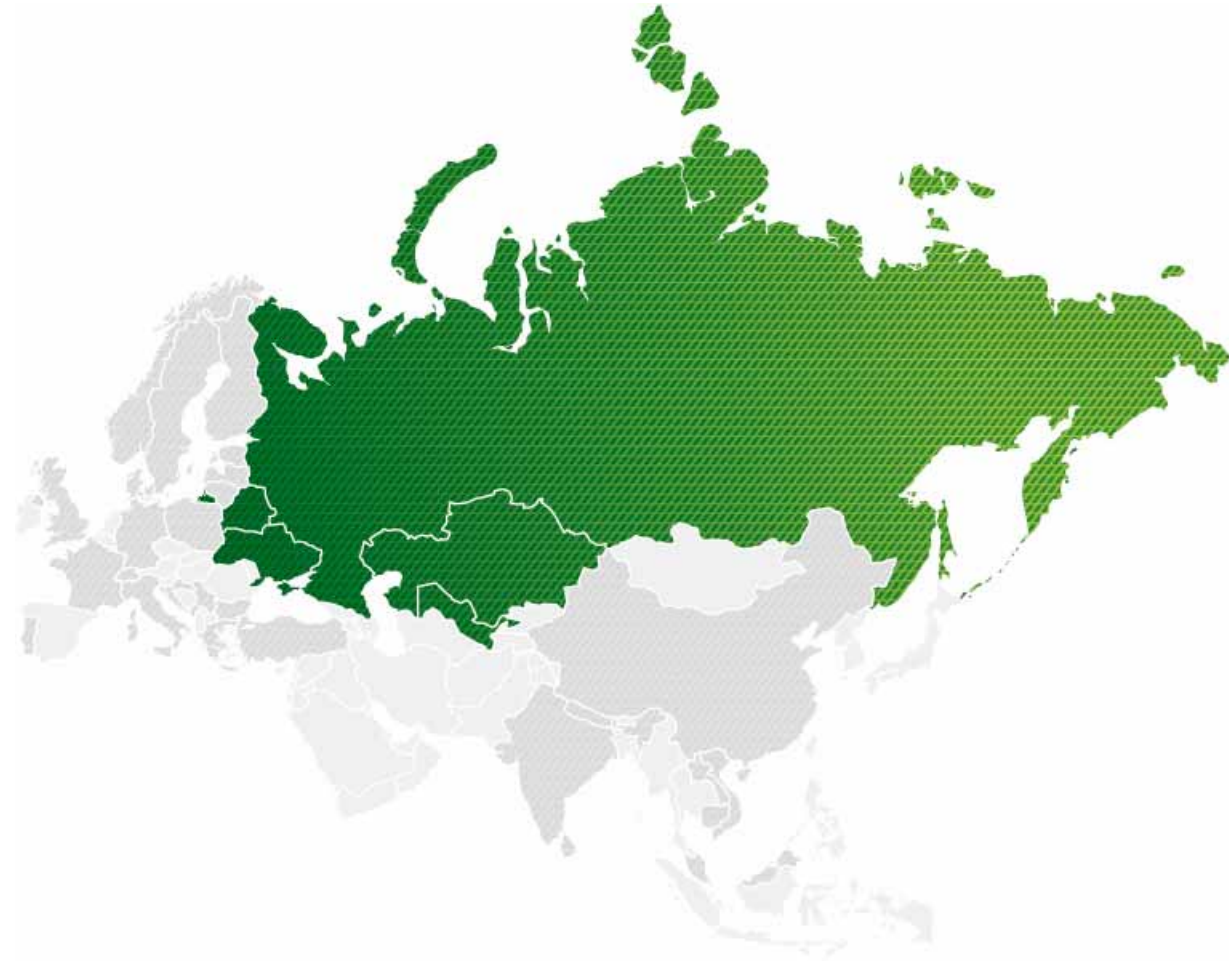
Operating profit slightly up (adjusted for UK legacy contract and Poland real estate)

Focus on value and efficiency

- Overall flat market – variations by market
- Average sales price increase of 4% and innovations support value focus
- Restructuring programmes remain important to drive profitability
- Brewery closures will secure optimal production foot print
- Next generation Group Excellence initiatives will pave the way for improvement in profitability
- Integration of new entities progressing in line with plans, roll-out of Excellence programmes



Eastern Europe

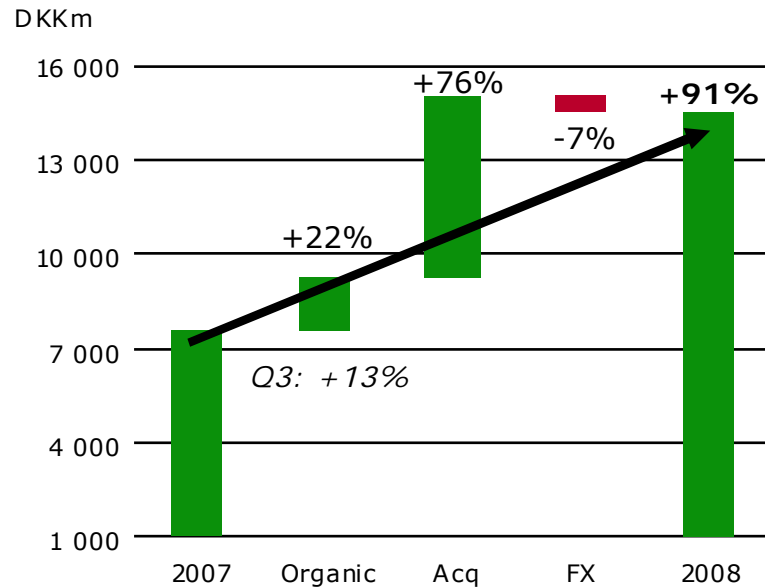


Eastern Europe

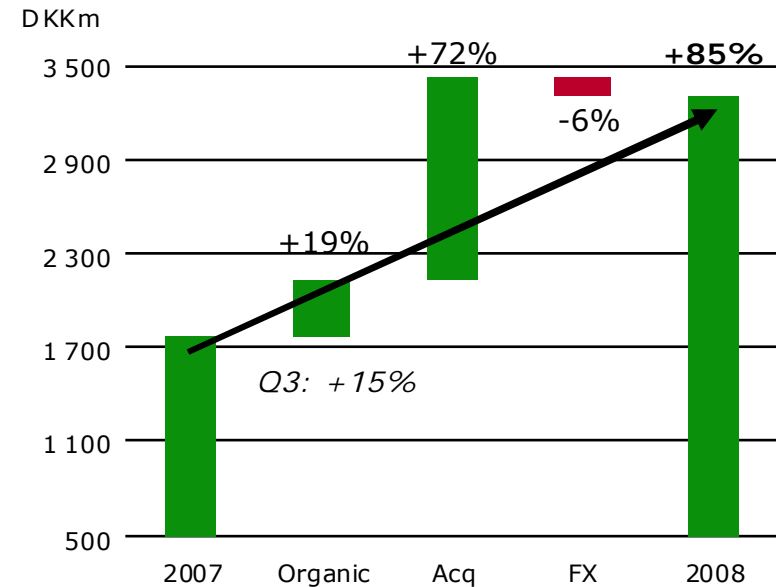
Value focus drives performance

Q3 YTD

Net revenue



Operating profit

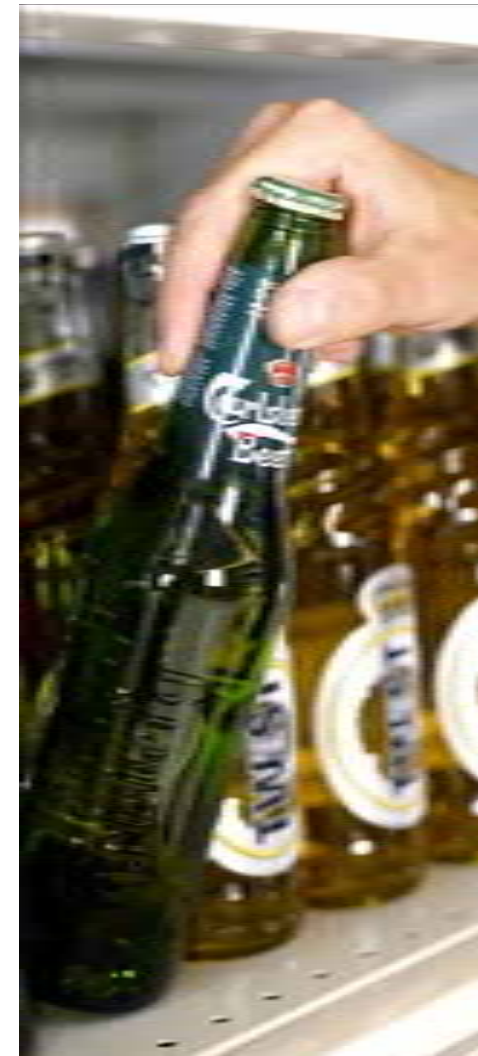


Q3 YTD Organic volume growth: 7%

2007-2008 YTD Operating margin: 23.6% ⇒ 24.2% (excl. PPA)

Baltika and the Russian economy

- Long term trends well established and will continue irrespective of the global turmoil
 - The switch from spirits to beer
 - The attraction to consumers of trading up to more premium, aspirational brands will continue as a trend
 - The strength of the leading FMCG businesses across Russia with no. 1 brand positions in every segment of the beer market
- The Russian economy is expected to continue to grow next year protected by very substantial Government cash reserves
- Baltika is a mass consumer business involving millions of consumers making individual purchases every day
- Baltika has the largest own sales force of any brewer and its business partners are the top tier operators in terms of best organised, financed, and strongest groups
- Baltika remains a high growth company based on an unparalleled leading position in the fourth largest beer market in the World



Strong performance in Russia despite weather impact



Russia

- Market impacted by
 - Very cold and rainy weather in late August and September
 - Above average pricing to compensate for input cost (+ duty increase)
- Total market estimated to have increased 1% YTD
- Full year Russian market growth forecast reduced to 1-2%
- Baltika outperformed the market
 - Domestic beer volumes up 2% despite tough 2007 comparisons of +23%
- Strong market leader with 38.0% market share (up 0.3%)
 - Flat volume share in Q3 but up in value share
- Unique brand portfolio allows for strong pricing and positive mix effect as consumers continue to trade up
 - Price +10%; mix +6%
- Growth driven by Baltika brand and Tuborg



Continued progress in other markets

Ukraine

- Significant slow down in market growth in Q3 due to cold weather and heavy rain, flooding in Western Ukraine
- Significant price increases
- Continued progress on turn-around plan
- Market share 23.9% (up 3.5%), with beer volumes up 22%
- High investment level to secure enough capacity and to support brand investments

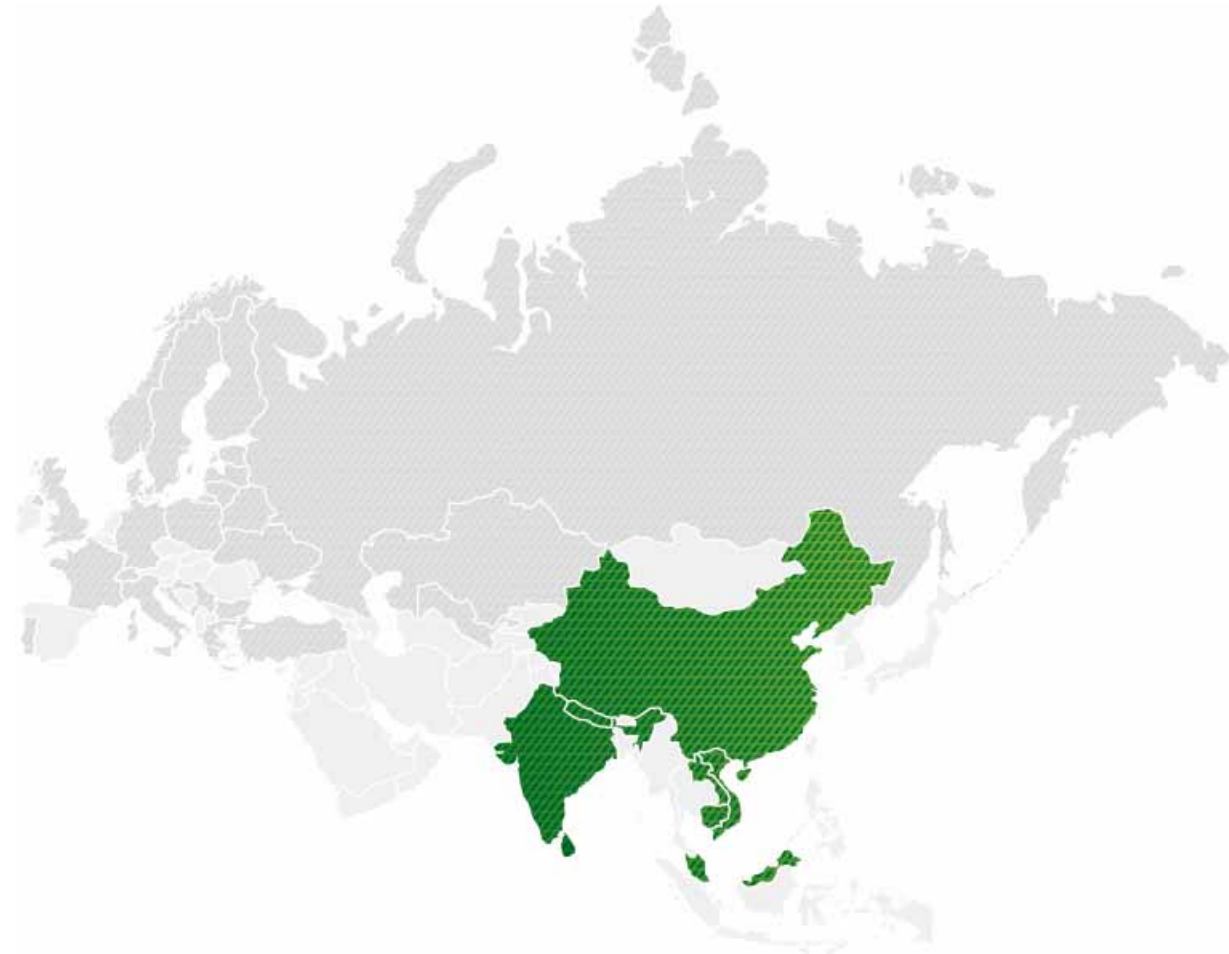


Other markets

- Strong market growth in Uzbekistan (+4%) and Belarus (+10%)
- Slow down in Kazakhstan due to general economic climate, but market share gains (+4.2%)



Asia

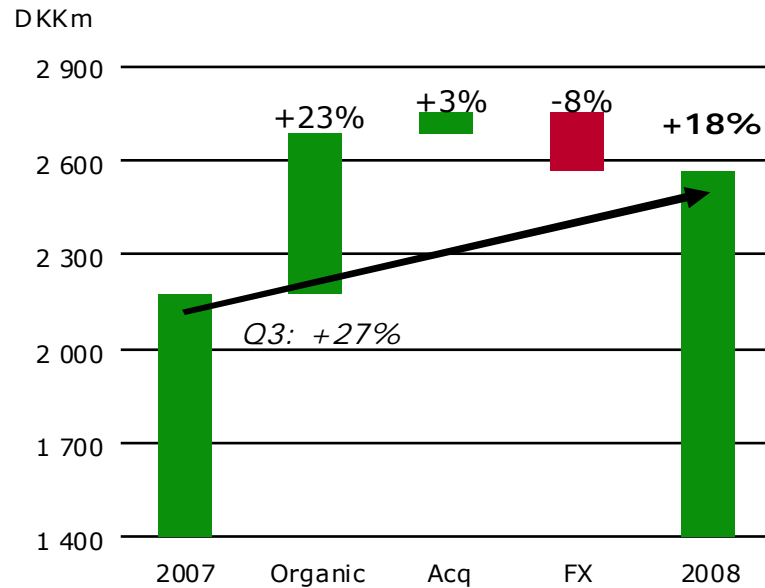


Asia

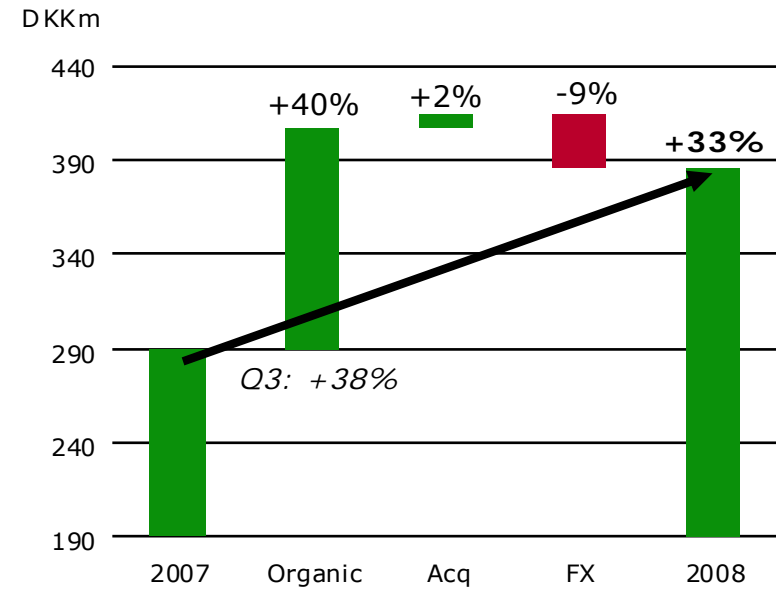
Value growth ahead of volume growth

Q3 YTD

Net revenue



Operating profit



Q3 YTD Organic volume growth: 13%

2007-2008 YTD Operating margin: 13.3% ⇒ 15.0%

Continued strong organic growth

- Very strong performance throughout the region led to organic volume growth of 13%
- The turn-around programme in Malaysia has positive impact on performance
- Positive net revenue/hl developments in all countries
- Price increases and better mix more than compensate for increase in input cost – and also compensate for negative country mix



Operational performance

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A robust financial performance

- Results of the first nine months demonstrate progress across geographies
- Positive organic sales growth was achieved in all regions in Q3 as well as YTD
- Improvement in operating profit driven by positive developments in Eastern Europe and Asia
- Pricing and mix off-setting input cost inflation
- Strong focus remains on execution and delivery



Income statement (1)

| DKKm | YTD Q3 2008 | | | YTD Q3 2007 | Δ | |
|--|---------------|--------------|---------------|----------------|--------------|---------------|
| | Organic | Acq. | Total | | Organic | Total |
| Net sales | 36,163 | 9,257 | 45,420 | 33,932 | 2,231 | 11,488 |
| Gross profit | 17,717 | 4,299 | 22,016 | 17,173 | 544 | 4,843 |
| Operating expenses incl. brands mkt. | -13,570 | -2,459 | -16,029 | -13,195 | -376 | -2,835 |
| Other income, net | 620 | -15 | 605 | 356 | 264 | 249 |
| Operating profit before special items | 4,767 | 1,825 | 6,592 | 4,334 | 433 | 2,258 |
| - Brewing | 4,372 | 1,825 | 6,197 | 4,167 | 205 | 2,030 |
| - Other activities | 395 | - | 395 | 167 | 228 | 228 |

- 2008 includes PPA of DKK 217m

Income statement (2)

| DKKm | YTD Q3 2008 | YTD Q3 2007 | Δ DKKm |
|------------------------------------|----------------|----------------|------------|
| Special items, net | -297 | -184 | -113 |
| Financials, net | -2,175 | -773 | -1,402 |
| - Interests | -1,723 | -805 | -918 |
| - Other financial items | -452 | 32 | -484 |
| Tax | -1,210 | -865 | -345 |
| Profit | 2,910 | 2,512 | 398 |
| Minorities | 403 | 252 | 151 |
| Carlsberg's share of profit | 2,507 | 2,260 | 247 |

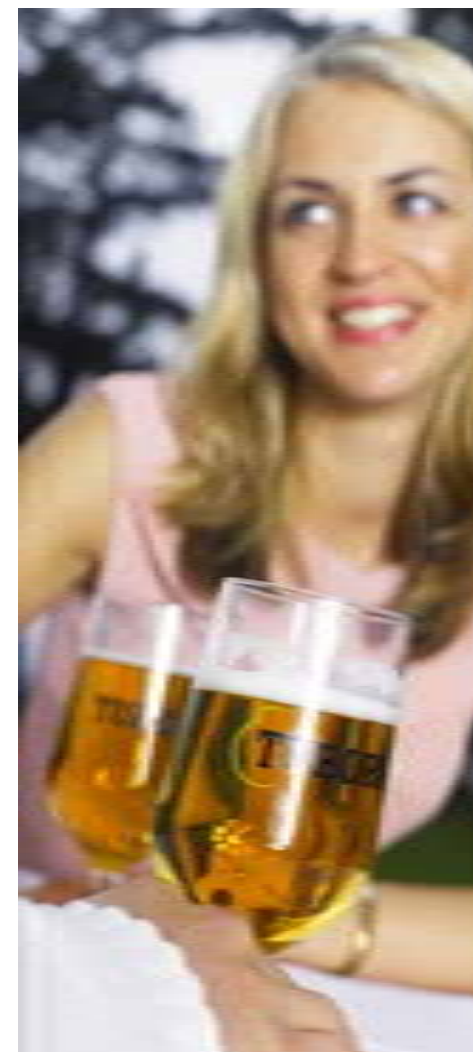
- Special items comprise mainly termination expenses in connection with the Excellence programmes
- Net financials include fee for acquisition facilities



Balance sheet

| DKKm | 30 Sept. 2008 | 31 Dec. 2007 | 30 Sept. 2007 |
|--|------------------|-----------------|------------------|
| Total non-current assets | 129,738 | 46,279 | 46,015 |
| Total current assets. | 22,571 | 14,907 | 15,181 |
| Assets held for sale | 1,048 | 34 | 61 |
| Total assets | 153,357 | 61,220 | 61,257 |
| Total equity | 66,847 | 19,944 | 20,537 |
| Total non-current liabilities | 58,038 | 24,065 | 25,493 |
| Total current liabilities | 27,101 | 17,211 | 15,227 |
| Liabilities associated with assets held for sale | 1,371 | - | - |
| Total equity and liabilities | 153,357 | 61,220 | 61,257 |

- Net interest bearing debt DKK 46.3bn



Cash flow (1)

| DKKm | YTD Q3 2008 | YTD Q3 2007 | Δ DKKm |
|------------------------------------|----------------|----------------|--------------|
| Operating profit | 6,592 | 4,334 | 2,258 |
| Depreciation | 2,639 | 2,105 | 534 |
| Other non-cash items | -289 | -265 | -24 |
| Δ Working capital | -881 | -1,244 | 363 |
| Paid restructuring & special items | -291 | -232 | -59 |
| Paid interest, net | -2,206 | -826 | -1,380 |
| Paid tax | -1,331 | -863 | -468 |
| Cash flow from operations | 4,233 | 3,009 | 1,224 |

- Impact of acquired businesses
- Positive working capital change vs last year in Q3
- Paid interest reflects the S&N acquisition



Cash flow (2)

| DKKm | YTD Q3 2008 | YTD Q3 2007 | Δ DKKm |
|--|----------------|----------------|----------------|
| Capital expenditures, net | -4,345 | -3,242 | -1,103 |
| Acq/sale of companies, minority shareholdings etc. | -52,083 | 172 | -52,255 |
| Real estate / other activities | 565 | -37 | 528 |
| Cash flow from investments | -55,863 | -3,107 | -52,756 |
| Free cash flow | -51,630 | -98 | -51,532 |

- Acquisition of businesses from S&N



Debt and facilities as at 30 Sep 2008

| | Long term | Short term | Total |
|--|---------------|---------------|---------------|
| Gross Financial Debt | 43.550 | 8.455 | 52.005 |
| <u>Cash and cash equivalent</u> | | -4.316 | -4.316 |
| Net Financial Debt | 43.550 | 4.139 | 47.689 |
| <u>Other Interest Bearing Assets</u> | | | -1.366 |
| <u>Net Interest Bearing Debt</u> | | | <u>46.323</u> |
| Gross Financial Debt | 84% | 16% | 100% |
| <u>Net Financial Debt</u> | <u>91%</u> | <u>9%</u> | <u>100%</u> |
| Gross Financial Debt | 43.550 | | |
| <u>Undrawn committed facilities</u> | <u>8.422</u> | | |
| <u>Committed long term credit facilities</u> | <u>51.972</u> | | |
| Undrawn committed facilities | | | 8.422 |
| <u>Net Financial Debt short term</u> | | | <u>4.139</u> |
| <u>Funding surplus</u> | | | <u>4.283</u> |



Net Financial Debt – Interest Rate

Net financial debt and floating/fixed interest per currency as at 30 September 2008 (after swaps)

| Currency | Net Financial Debt | Interest | | | |
|--------------|--------------------|---------------|---------------|------------|------------|
| | | Floating | Fixed | Floating % | Fixed % |
| EUR | 31,771 | 9,401 | 22,370 | 30% | 70% |
| DKK | 7,448 | 4,476 | 2,972 | 60% | 40% |
| PLN | 2,231 | 673 | 1,558 | 30% | 70% |
| USD | 1,900 | 1,900 | - | 100% | - |
| CHF | 1,821 | 402 | 1,419 | 22% | 78% |
| RUB | 1,337 | -200 | 1,537 | -15% | 115% |
| Other | 1,181 | -165 | 1,346 | -14% | 114% |
| Total | 47,689 | 16,487 | 31,202 | 35% | 65% |

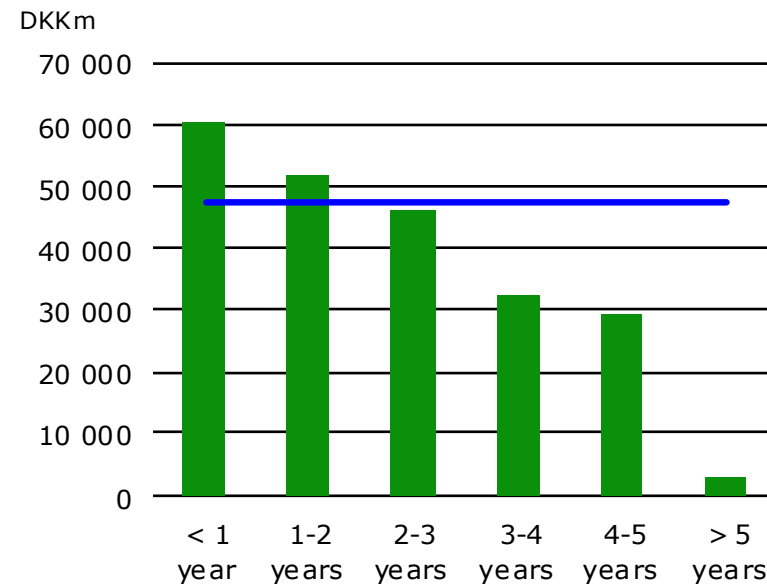


Credit facilities in place

Committed credit facilities

| | |
|-------------------|---------------|
| Less than 1 year | 8,455 |
| 1 – 2 years | 5,839 |
| 2 – 3 years | 13,956 |
| 3 – 4 years | 2,843 |
| 4 – 5 years | 26,617 |
| More than 5 years | 2,717 |
| Total | 60,427 |
| Short term | 8,455 |
| Long term | 51,972 |

Committed credit facilities and current financial net debt



- Sufficient undrawn committed long term facilities
- Even without deleveraging of the company – which we will – no refinancing required until 2011

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Financial outlook 2008

| | | 2007 Actuals | 2008 Organic | Acquisitions | Total |
|---|-----|--------------|--------------|--------------|-----------|
| Net revenue | DKK | 44.75bn | c. +7% | | c. 61bn |
| Operating profit, Brewing activities | DKK | 5,001m | c. 5.4bn | c. 2.2bn | c. 7.6bn |
| Operating profit, Other activities | DKK | 261m | c. 300m | | c. 300m |
| Carlsberg share of profit | DKK | 2,297m | | | 2.6-2.7bn |

- Slightly lower growth forecast for net revenue
- Marginal change to organic operating profit growth
- Reduced net profit guidance mainly reflecting operating profit, special items

Ambitious but achievable medium term targets

| Operating margin | 2007 Proforma | Medium term |
|-----------------------------|---------------|-------------|
| Northern and Western Europe | 11% | 14-16% |
| Eastern Europe | 20% | 23-25% |



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Financial Calendar 2008-09

| | |
|-----------------------------|------------------|
| 2008 Q4 Financial Statement | 18 February 2009 |
| 2009 Q1 Financial Statement | 6 May 2009 |
| 2009 Q2 Financial Statement | 5 August 2009 |
| 2009 Q3 Financial Statement | 4 November 2009 |



Purchase Price Allocation ("PPA")

- Revaluation of assets/liabilities to market values as per 28 April 2008 in process, not finalised
- For May/September 2008 PPA impacts the P/L with DKK -217m (DKK -199m in Eastern Europe, DKK -18m in Northern & Western Europe)
- In the P/L PPA will primarily impact gross profit/cost of goods sold as the main revaluations (to be depreciated) will be production assets/inventories
- PPA is cash flow neutral, i.e. it will be reversed in the Cash Flow Statements



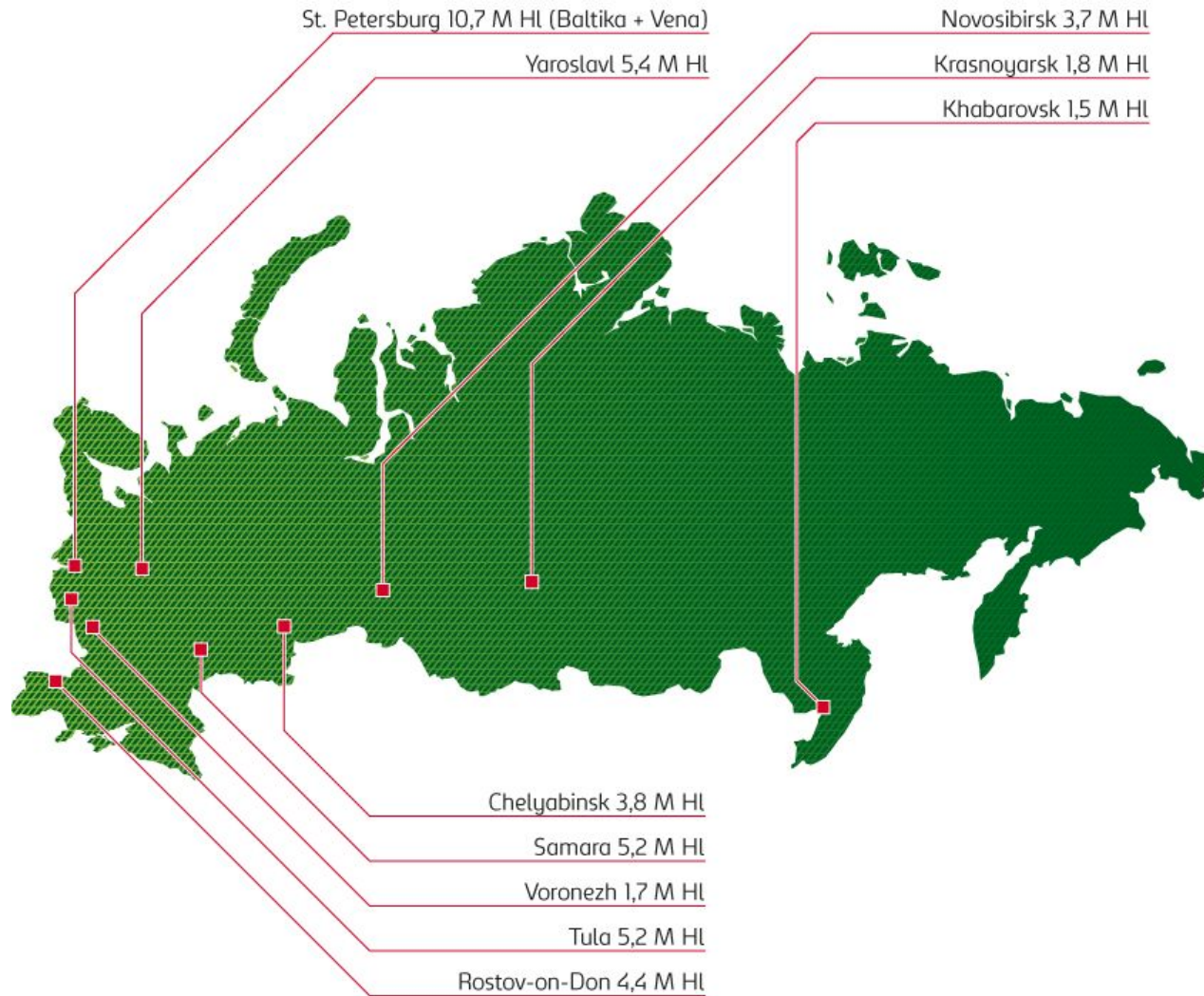
Excellence programs have proven very successful – continuous improvement programmes to come



- Existing programs
- Pipeline programs

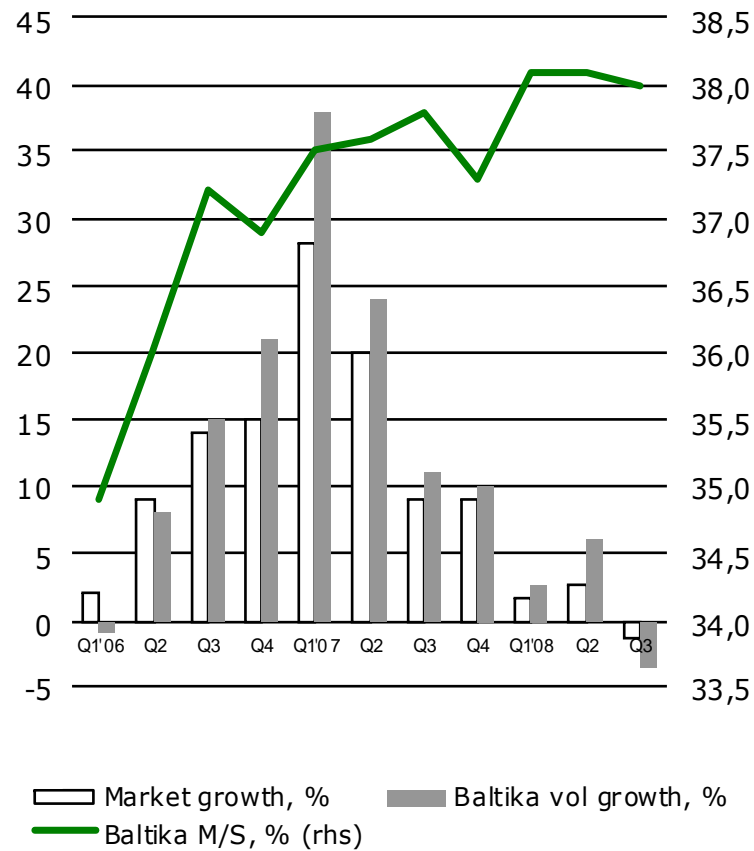
| | | | |
|-------------------|---|---|---------------------------------|
| Sales & Marketing | Commercial Excellence | Value Management | Business standardisation |
| Supply Chain | Production Excellence Complexity Reduction | Lean, Simplification, Network optimization | |
| Procurement | Procurement Excellence | Next level Procurement | |
| Logistics | Logistics Excellence | Logistics focus programs | |
| Admin/ Finance | Administration Excellence | Back-office Effectiveness | |

Baltika Breweries in Russia



Russian beer market development

Growth %
quarterly observations



Market share %

| | 2008 YTD Q3 | 2007 YTD Q3 |
|----------|----------------|----------------|
| Baltika | 38.0 | 37.7 |
| InBev | 17.0 | 18.7 |
| Heineken | 14.0 | 13.0 |
| Efes | 9.0 | 9.2 |
| SAB | 6.6 | 6.2 |
| Others | 15.4 | 15.2 |
| | 100.0 | 100.0 |

Sources : Internal Baltika data, State Statistics Committee, Business Analytica

Note: Baltika domestic sales beer volumes
Heineken, Sun InBev & Efes include all acquisitions

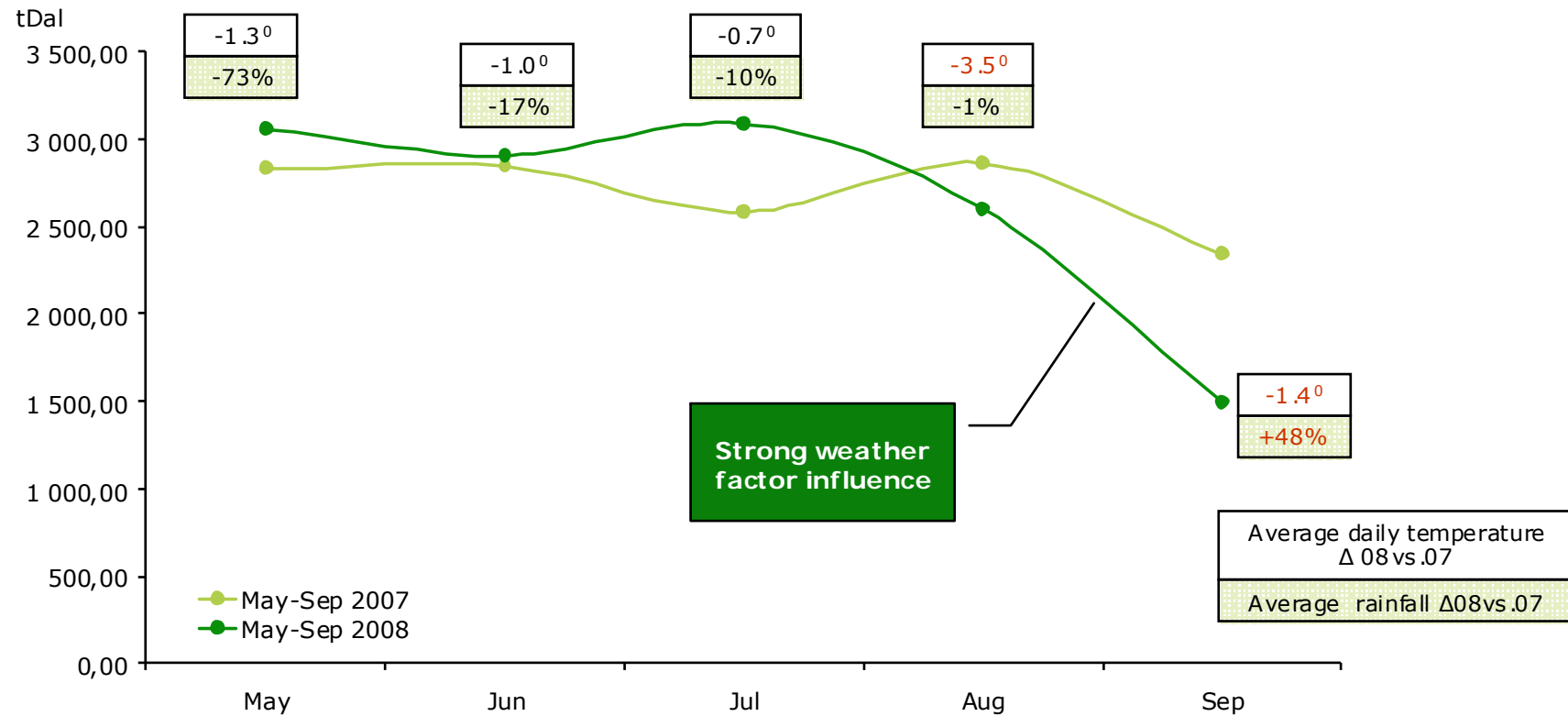
Eastern Europe: Beer market development

| YTD Q3 2008 | Market growth | Market share | Δ Market share |
|-------------------|---------------|--------------|----------------|
| Russia | +1.0% | 38.0% | +0.3 ppt |
| Ukraine | +2.2% | 23.9% | +3.5 ppt |
| Kazakhstan | +2.5% | 47.6% | +4.2 ppt |
| Belarus | +10.1% | 28.2% | +4.1 ppt |
| Uzbekistan | +4.4% | 33.6% | n/a |

North-West Region Weather impact illustration

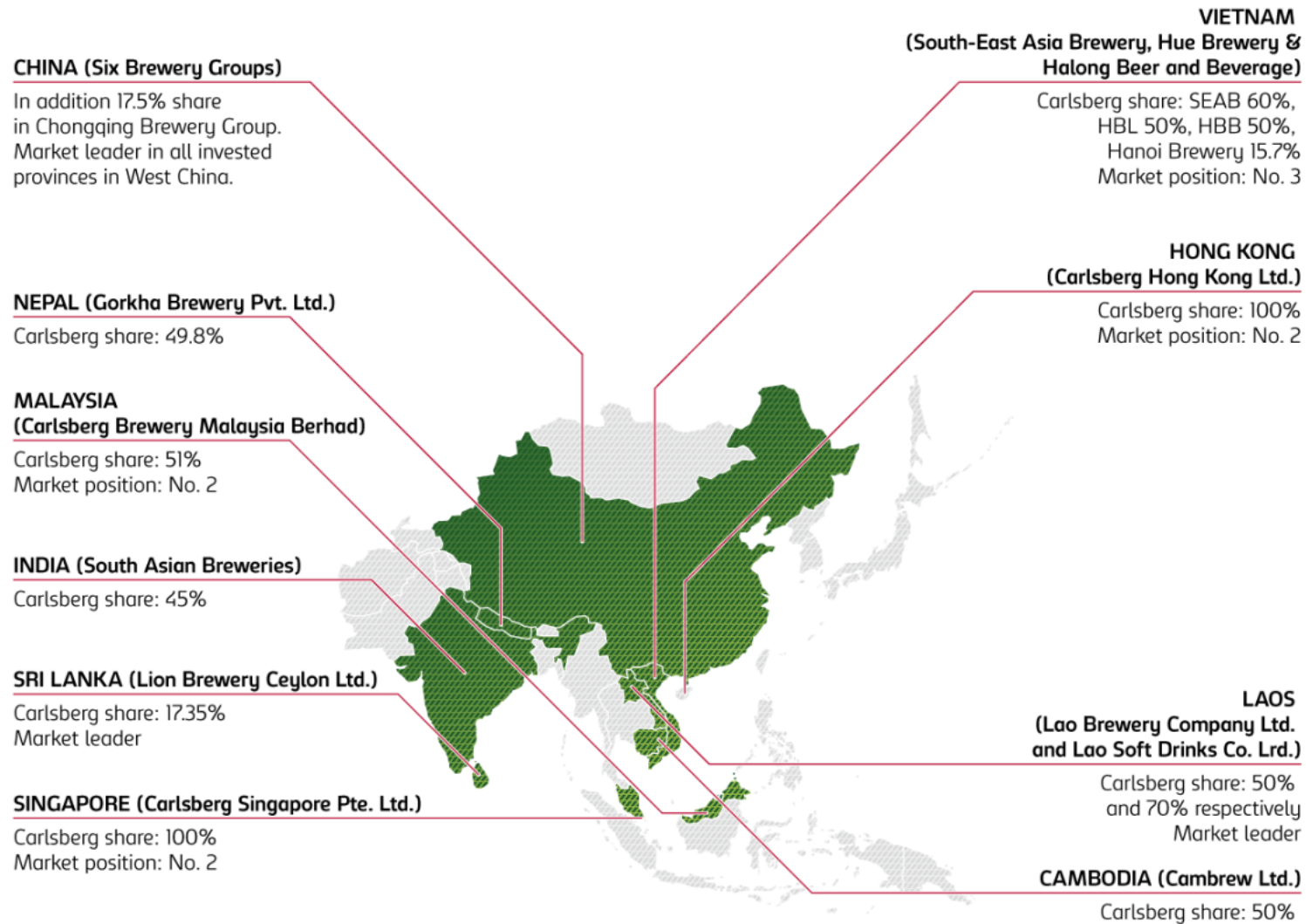


Sales Dynamics St.Petersburg

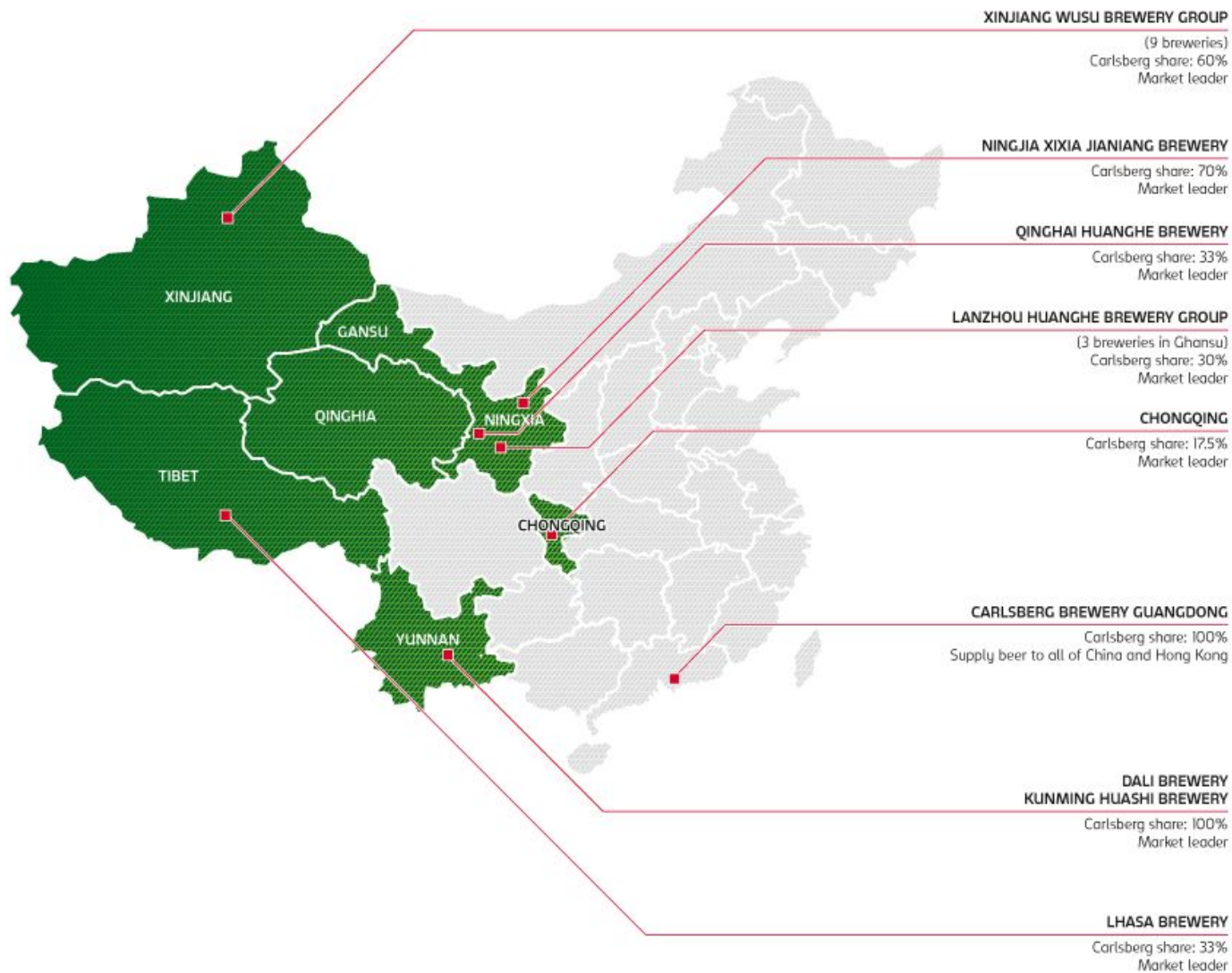


Source: Internal Data, pogoda.net.ru

Carlsberg in Asia



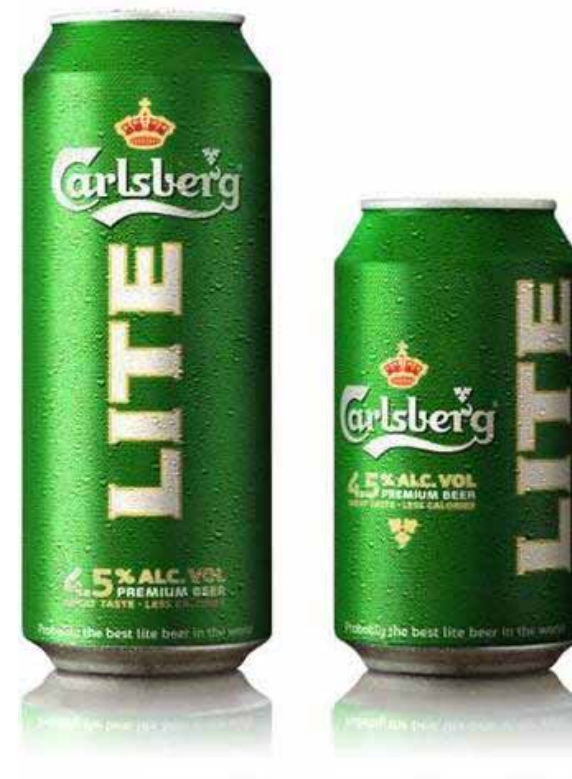
Carlsberg in China



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