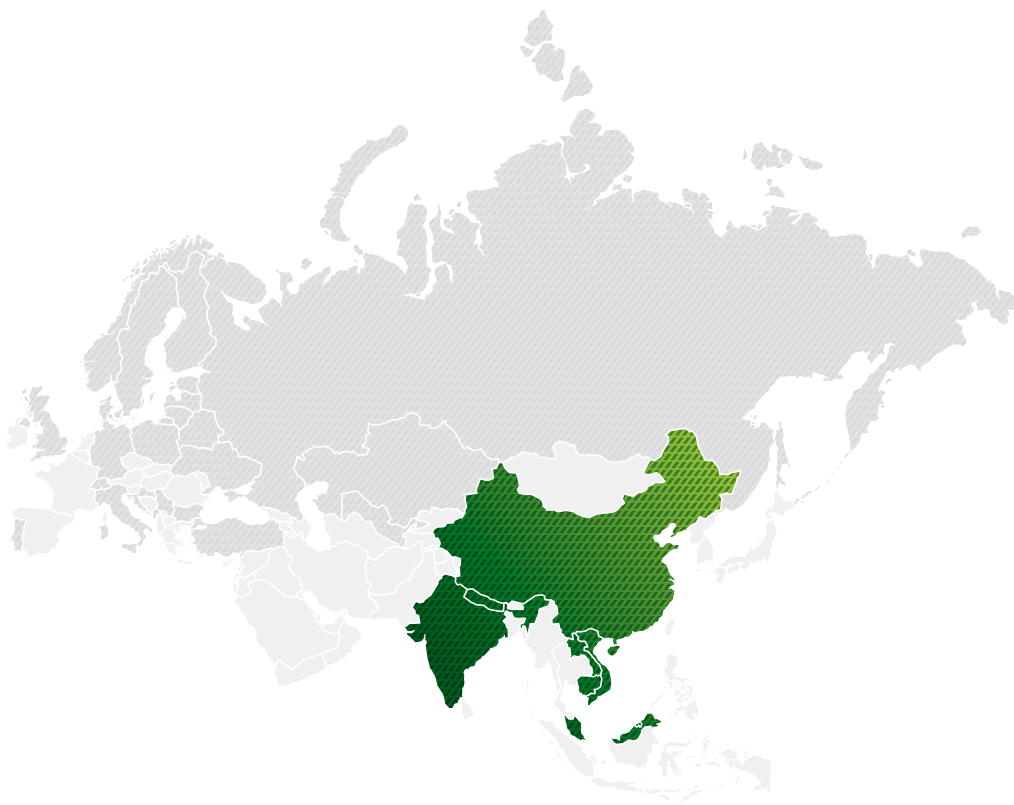


Carlsberg is one of the leading brewery groups in **Asia** with leading positions in a number of mature and emerging markets

**Asia**

Malaysia, Singapore, China, Vietnam, Laos, Cambodia, Nepal, India.



The Asia region's beer markets are among the fastest growing in the world, and Asia's share of Carlsberg's total business portfolio is expected to grow significantly in the future.

A strong starting position, continued development of activities, the region's general growth and further investment are expected to increase Asia's share of the Group's overall business portfolio in future.

ASIA

Carlsberg's presence in Asia dates back more than a century and currently comprises both activities in the Group's traditional markets in Malaysia, Hong Kong and Singapore, and investments in emerging markets in China, Vietnam, Cambodia, Laos and South Asia, most recently in India.

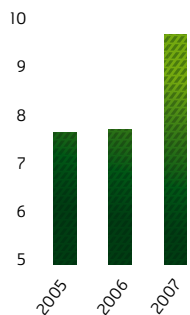
Asia currently accounts for approx. 6% of the Group's revenue. Carlsberg is one of the leading brewery groups in the region with leading positions in a number of markets, and the Carlsberg brand is one of the leading international beer brands in the region. Given this strong position, continued development of the activities, the region's economic growth, and further investment, Asia's share of the Group's business portfolio is expected to grow considerably in the future.

In the region's more mature markets, conditions and challenges are very similar to those in the Western European markets. In recent years greater attention has therefore been given to value growth through innovation, Commercial Excellence initiatives and developing the product portfolio with a particular focus on the Carlsberg brand.

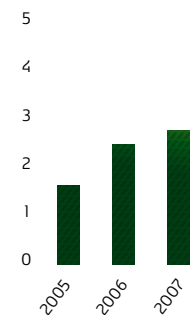
Activities in the region's emerging markets are still in a development phase. These markets feature low but rapidly growing beer consumption per capita. This is due partly to strong economic growth and partly to a shift in consumption patterns away from spirits in favour of beer. Given its strong product range, comprising both local brands and the Carlsberg brand, the Group expects to benefit greatly from this trend. The focus at present is on establishing fundamental portfolio and sales tools in the sales organisations.

Besides commercial activities in both the emerging and the mature markets in the region, a number of Carlsberg's working methods and processes are being evaluated and tailored to the special conditions which apply in Asia. This means that experience and ideas from Operational Excellence programmes in Western Europe and experience from Eastern Europe, including BBH, are being adapted to the Asian business, and work is under way on making the most of these programmes in every area, both nationally and across the region.

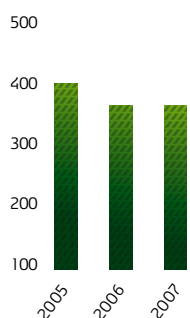
Beer sales (pro rata)
(Million hl)



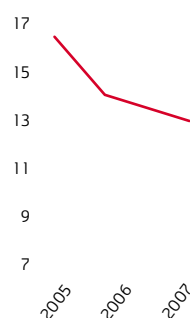
Revenue
(DKKbn)



Operating profit before special items
(DKKkm)



Operating margin (%)



Emerging markets



Carlsberg in India

Carlsberg has taken the first steps in establishing a platform in India. The country's beer market has considerable growth potential because annual consumption per capita is among the lowest in Asia at just 1 litre, and because gross domestic product is growing at more than 9% annually.

At the end of 2006 Carlsberg therefore entered into a joint venture in India, South Asia Breweries Ltd, initially with a view to building a greenfield brewery in the state of Rajasthan. This brewery is due to commence production in the first quarter of 2008.

In 2007, however, South Asia Breweries decided to bring forward the start of brewing activities in India by acquiring an existing brewery in the state of Himachal Pradesh, less than 300 km north of the capital New Delhi. The brewery is ten years old and one of the few breweries of European standard in northern India. The brewery has a unique central location in relation to the northern Indian states, especially the important Delhi market. South Asia Breweries has its head office in New Delhi.

The business in India will be expanded with further investments in the coming years as the country's beer market grows.

Carlsberg in Vietnam

Carlsberg entered Vietnam in 1993 when it formed a joint venture with Viet Ha Brewery, which is owned by the local authorities in Hanoi. Carlsberg has a 60% holding in the venture, South East Asia Brewery. In 1995 Carlsberg and the local authorities in Hue set up a 50/50 joint venture, Hue Brewery, in central Vietnam.

As in many other Asian countries, the Vietnamese beer market is growing fast. Annual consumption per capita currently stands at 17 litres but beer consumption is expected to grow by about 8% annually in the coming years.

At the beginning of 2007 the Vietnamese industry ministry approved Carlsberg as a strategic partner for the state-owned brewery Hanoi Beer & Beverage Corporation (Habeco), and a 10% shareholding has been earmarked for Carlsberg in the upcoming privatisation of Habeco.

The Habeco/Carlsberg alliance is expected to span a number of areas. The most important will be joint investment in various brewery projects, and the first joint venture between Carlsberg and Habeco was announced in September 2007. This is to build a brewery near Ho Chi Minh City in southern Vietnam, which will strengthen Carlsberg's position in that part of the country. The brewery is expected to be completed at the end of 2008.

Beer consumption in southern Vietnam amounts to around 9 million hl annually and so accounts for almost 60% of the country's total beer consumption. Southern Vietnam also has a large and promising market for premium beers, thanks to greater purchasing power than in other parts of the country.

In 2007 Carlsberg also acquired a stake in Halong Brewery in one of Vietnam's most popular tourist destinations, Halong Bay, so further strengthening its position in northern Vietnam prior to the closer collaboration with Habeco.



See also: www.carlsberggroup.com/ar

Development in 2007

The Asian markets again experienced an overall positive trend in 2007. The growth markets, for example in China and Vietnam, grew by 12-14% and 19% respectively, demonstrating once again the importance of building a future platform for Carlsberg's overall business in this region.

Total sales of beer grew by 25% to 9.6m hl (7.7m hl in 2006), with organic growth accounting for 14 percentage points and acquisitions for 11 percentage points. Net revenue was DKK 2,535m against DKK 2,299m in 2006, an increase of 10% driven by a positive trend, primarily in China and the Indochina region. Strong growth on the low-price markets relative to the other markets resulted in an average selling price per hl of beer 3% lower than in 2006.

Operating profit was DKK 330m, against DKK 332m in 2006. This figure conceals somewhat lower earnings in Malaysia in the first half as a result of changes in the business model. Higher profits were achieved in the second half, however, bringing full-year earnings on a par with 2006.

Malaysia, Hong Kong and Singapore

Despite Carlsberg's loss of market share during the restructuring of the wholesale and sales organisation in Malaysia, the more mature markets achieved the same overall level of sales as in 2006. A number of initiatives were implemented to strengthen the Carlsberg brand, including the use of international advertising campaigns.

China and Vietnam

The business in China achieved strong organic volume growth in the western provinces, which, combined with the continuing increase in sales of Carlsberg Chill, led to a positive trend in earnings. Carlsberg's overall result in China was positive. Developments in Vietnam were also characterised by strong growth, leading at times to a shortage of production capacity.