



Frequently asked questions for media and analysts

Updated as of 29 May 2008

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Investments in sponsorship

<p><i>What are the terms of the contract between Carlsberg and UEFA for the UEFA EURO 2008™?</i></p>	<p>The Carlsberg Group is 1 of 6 EUROTOP partners, enjoying I</p> <ul style="list-style-type: none"> • four years of worldwide advertising rights for all national team competition, • which encompass seven final rounds until 2009, • including UEFA EURO 2008™, • the UEFA European Under-21 and • Women's Championship and • the UEFA European Futsal Championship. <p>The most comprehensive rights are for UEFA EURO 2008™, where they include</p> <ul style="list-style-type: none"> • Carlsberg being the "Official Beer to UEFA EURO 2008™" • traditional forms of marketing such as perimeter advertising across 31 matches, • event promotion, • ticket quotas for all matches and • exclusive rights for the "Carlsberg Man of the Match" and "Carlsberg Goal of the Day" nominations. <p>The EUROTOP programme also offers sponsorship of live TV broadcasts, Internet coverage and the "Match Partner" programme.</p>
<p><i>How much does Carlsberg pay UEFA for the EURO 2008™ sponsorship – and what is Carlsberg's total investment in these activities?</i></p>	<p>We are not at liberty to disclose the financial details of this agreement, but this sponsorship obviously represents a significant brand investment in supporting the UEFA EURO 2008™ through to the event in the 2 host countries and beyond. Carlsberg's contract with UEFA also includes 3 other major events like the UEFA under 21 European Championship.</p> <p>At the UEFA EURO 2004 in Portugal, UEFA's revenue from commercial rights, including all sponsorships, accounted for 21% of the total turnover of EUR 839.7m – that is EUR 178.6m – so sponsorships are a necessary component of a EURO tournament.</p>
<p><i>What rights does Carlsberg obtain from UEFA in connection with the sponsorship?</i></p>	<p>The rights for UEFA EURO 2008™ include:</p> <ul style="list-style-type: none"> • Carlsberg being the "Official Beer to UEFA EURO 2008™" • traditional forms of marketing such as perimeter advertising across 31 matches, • event promotion, • ticket quotas for all matches and • exclusive rights for the Carlsberg Man of the Match nomination and Goal of the day.



<p><i>Was UEFA EURO 2004™ a success for Carlsberg's brand?</i></p>	<p>UEFA EURO 2004™ was considered the most successful brand activity on a global basis, resulting in a major increase in sales over the period. We utilized the sponsorship commercially in more Carlsberg markets than ever. Carlsberg brand awareness increased significantly with a total of 200 countries delivering exposure to a cumulative audience of more than 7 billion through broadcast and media coverage.</p>
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Other Carlsberg football activities

What other sponsorships does Carlsberg have in football?

It began in the 1970s, when Carlsberg was the first commercial sponsor of the Danish national team and national league, and was instrumental in establishing the country's professional game.

Internationally, Carlsberg has supported football consistently through major sponsorships since 1988.

We are probably the best football supporter in the world.

- We sponsored the World Cup of 1990 in Italy, Champions League in 1993 and 1994, and currently sponsor the UEFA Cup and Super Cup.
- In the UK Carlsberg is a sponsor of Team England and the FA, and at the club level we are part of the game with our long-running association with one of the world's greatest clubs Liverpool. Also, we are a Founding Partner of the New Wembley stadium.
- In Ireland and Switzerland we sponsor the national teams, and in Denmark Carlsberg is a sponsor of FC Copenhagen and Odense (OB).
- In Germany, Carlsberg is a sponsor of Hamburger SV.
- In Serbia, Carlsberg is a sponsor of Vojvodina.
- In North America, Carlsberg recently entered into a sponsorship agreement with Toronto FC, a Canadian club participating in Major League Soccer, the professional football league with teams from the US and Canada.

Add to this multiple local and ad hoc sponsorships around the world, where Carlsberg supports the sport for the benefit of fans and football players.

Carlsberg Football sponsorships:

National Team Sponsors:

England
Ireland
Serbia-Montenegro
Switzerland
Denmark (1978-1985)

Tournament Sponsors:

UEFA European Football Championship 1988, 1992, 1996, 2000, 2004, 2008
UEFA Cup 1997-2009
UEFA Super Cup 1998-2008
The FA Cup (England)
FIFA World Cup (Italia '90)
European Cup Winners Cup 1992, 1993, 1994, 1998
European Champions Clubs Cup Finals 1992, 1994
The Champions League 1993, 1994

Club Sponsors:

Liverpool FC
Hamburg SV



	<p>Toronto FC FC Copenhagen (Denmark) Odense (Denmark) Vojvodina (Serbia) and many more...</p> <p><u>Non-League Competitions (UK):</u> The FA Carlsberg Trophy The FA Carlsberg Vase The FA Carlsberg Sunday Cup The FA Carlsberg National League System Cup</p>
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Security & safety

<p><i>Do you agree that fans drinking alcohol is a contributory factor to the violence at football games?</i></p>	<p>Excessive drinking among a few hooligans can certainly be a nuisance for the vast majority of genuine fans who enjoy a beer in the best spirit of the game. Carlsberg encourages responsible consumption.</p> <p>Security, in all its aspects, is one of UEFA's main concerns during UEFA EURO 2008™, not only within the stadiums and its surrounding areas, but also in the cities and in the routes that link them. Carlsberg fully supports UEFA and local authorities in securing a safe and enjoyable event for the fans.</p>
<p><i>Much debate has taken place in Switzerland and Austria regarding the public viewing areas, including discussion on security and funding. As a sponsor and also an exclusive supplier of beer what is Carlsberg's view on these important questions?</i></p>	<p>As a sponsor and partner of UEFA, Carlsberg supports a safe and attractive event. We obviously comply with all recommendations in regards to security from UEFA and the public authorities. We understand that security, in all its aspects, is one of UEFA's main concerns; not only within the stadiums and its surrounding areas, but also in the cities and in the routes that link them.</p> <p>Each of the stadiums – in Innsbruck, Klagenfurt, Salzburg and Vienna (Austria) and Basle, Berne, Geneva and Zurich (Switzerland) - has been conceived according to complex accommodation and security infrastructures filled with the most advanced technological access control, video surveillance, security, sound communication and information systems. We are confident that this will ensure all spectators of a sense of well-being and a feeling of security, which is obviously also in Carlsberg's interest.</p>

Mixing beer and sports

<p><i>Do you think an alcoholic brand is the right sponsor for a major, high profile sporting event?</i></p>	<p>The role of sports sponsorships – and our marketing campaign in general - is to strengthen brand loyalty and encourage brand switching, not to encourage increased consumption.</p> <p>Carlsberg has successfully supported football consistently through major sponsorships since the early 1980'ies. We wish to create excitement, bring people together and add to the enjoyment of life for the fans of football.</p> <p>At the same time we encourage responsible consumption and our marketing activities, advertising and sponsorships are conducted under our Code of Marketing Practice, which prescribes that our marketing activities:</p> <ul style="list-style-type: none"> • target at adults only, • that our sales and marketing activities shall comply with national and international legal boundaries, • and that compliance audit processes are in place. <p>We support campaigns and other activities that discourage underage drinking and irresponsible drinking.</p> <p>We partner with UEFA to ensure a safe and attractive event.</p>
<p><i>Does a sponsorship like this help encourage young people to drink more?</i></p>	<p>No, we do not believe so. In our experience it strengthens brand loyalty and encourages brand switching, but it does not encourage increased consumption.</p>
<p><i>How would you react to the accusation that Carlsberg is exploiting and commercialising European football still further?</i></p>	<p>Top football is a commercial enterprise today, worth billions of Euros, and the money that sponsorships such as ours inject into the sport does not only benefit the Carlsberg brand, but ultimately benefits the football fans, who can continue to enjoy an ever more sophisticated and exciting game.</p> <p>At the UEFA EURO 2004 in Portugal, the revenue from commercial rights, including all sponsorships, accounted for 21% of the total turnover of EUR 839.7m – that is EUR 178.6m from various EURO sponsorships – so sponsorships are a necessary component of a EURO tournament. A huge event like UEFA EURO 2008™ would not be economically possible without sponsorships.</p> <p>Furthermore, the benefits of sponsorships ultimately filter down to the grass roots support level of the sport. One way is UEFA's HatTrick solidarity programme, which support grassroots football with some of the proceeds from the European Championships – presently with a budget of EUR 314m until 2008.</p>
<p><i>Will Carlsberg beer be sold at each match?</i></p>	<p>Yes, Carlsberg wishes to create excitement, bring people together and add to the enjoyment of life for the fans of football, so fans will be able to enjoy the matches with a good cup of beer, Carlsberg being Part of the Game.</p>



	<p>However, in accordance with the wishes of UEFA and the local authorities, we will only offer low-alcoholic beer at premises, just like we did at the UEFA EURO 2000 and 2004. This is similar to what we see at many high profile European games.</p>
<p><i>How does sport and alcohol go together?</i></p>	<p>Alcohol and athletes do not combine in sports, whereas many fans like to enjoy beer around sport events. We support fair play on and off the pitch and encourage fans to be responsible and drink accordingly.</p>

Social responsibility, under-age and abusive drinking

<p><i>What does Carlsberg actually do to “campaign” against excessive drinking?</i></p>	<ul style="list-style-type: none"> • Carlsberg is committed to inform and raise awareness among consumers about responsible beer consumption. • During the UEFA EURO 2008™ on most advertising materials and on the plastic cups in fan parks and stadia we write "Carlsberg supports fair play on and off the pitch. Please drink responsibly". • Our marketing activities, advertising and sponsorships are conducted under our Code of Marketing Practice, which prescribes that our marketing activities are <ul style="list-style-type: none"> ○ targeted at adults only, ○ that our sales and marketing activities shall comply with national and international legal boundaries, ○ and that compliance audit processes are in place. • In all fan parks there will be non alcoholic Carlsberg available for fans to enjoy.
<p><i>What is Carlsberg's view on drinking and driving and which actions do you take during the EURO 2008?</i></p>	<ul style="list-style-type: none"> • Drinking and driving should not be mixed, of course. Drunk driving is a serious crime. • Furthermore, we strongly support the initiatives taken for the UEFA EURO 2008, where tickets to matches are also valid tickets for public transportation such as busses and trains, • Furthermore, in all fan parks there will be non alcoholic Carlsberg available for fans to enjoy.
<p><i>What is Carlsberg's view towards young people and their consumption of alcohol and which actions do you take during the EURO 2008?</i></p>	<ul style="list-style-type: none"> • We condemn illegal sales of alcohol to minors and encourage effective enforcement of relevant local legislation. • Our marketing activities, advertising and sponsorships are conducted under our Code of Marketing Practice, which prescribes that our marketing activities are targeted at adults only. For instance, we are never showing people below the age of 26 in any advertising. • Furthermore, we support activities that discourage misuse and irresponsible drinking.
<p><i>By mixing beer and sports is Carlsberg not encouraging young people to drink alcohol, since a lot of young people will watch the EURO 2008 games?</i></p>	<ul style="list-style-type: none"> • No, we do not believe so. • We follow the Amsterdam group recommendations. As an example we do not use models in advertising that look or are younger than 26 years.
<p><i>How does Carlsberg handle the age issue that the drinking ages in Switzerland and Austria is 16 years, while countries like Denmark, Russia and Finland impose 18 years?</i></p>	<ul style="list-style-type: none"> • You are right, this might happen, but this is an issue that Carlsberg cannot control. Carlsberg does not sell the beer to the public. This is done by the bars that we do not operate. They should in all cases adhere to local legislation and respect advice from authorities.

<p><i>Does Carlsberg think it is ok to serve beer to 16 year olds?</i></p>	<ul style="list-style-type: none"> • Carlsberg never interferes with political decisions. Our products are sold in more than 100 markets all over the world, and we conduct our business in accordance with internationally recognised standards and local regulations. • The drinking age in Austria and Switzerland is the decision of those countries' legislators, and Carlsberg always respects local legislation. • In our advertising we do not use models that appear to be under 26 years old.
<p><i>How does Carlsberg ensure that minors are not buying and drinking beer in the Fan parks?</i></p>	<ul style="list-style-type: none"> • The Fan parks are operated by the local host cities. Carlsberg does not operate the bars and has no influence on this issue. However, as is stated in our Beer Awareness Programme we "condemn illegal sales of alcohol to minors and encourage effective enforcement of relevant local legislation". • We are confident that the local authorities are taking their responsibility seriously and we are aware that the bars have been instructed to follow the laws, and we expect them to do so.
<p><i>Since Carlsberg shows its commercials in TV and at football stadia, do you think it is ok to target young people and direct their attention to drinking beer at an early age?</i></p>	<ul style="list-style-type: none"> • It is true that some young people like to enjoy alcohol beverages when they are old enough to do so. We do not encourage young people to drink beer before they are of legal age. • We condemn illegal sales of alcohol to minors and encourage effective enforcement of relevant local legislation. • Our marketing activities, advertising and sponsorships are conducted under our Code of Marketing Practice, which prescribes that our marketing activities are targeted at adults only. For instance, we are never showing people below the age of 26 in any advertising. • Furthermore, we support activities that discourage misuse and irresponsible drinking.
<p><i>Does Carlsberg think it is ok that people are drinking a lot more beer due to the EURO?</i></p>	<ul style="list-style-type: none"> • Of course not. We actively discourage individuals from consuming a lot more beer during the UEFA EURO 2008 – or any other event we participate in. Instead, we aim to persuade consumers to switch their brand preference to our brand instead of competing brands, but we strongly discourage heavy drinking. • For instance, during the UEFA EURO 2008 on most advertising materials and on the plastic cups in fan parks and stadia we will write "Carlsberg supports fair play on and off the pitch. Please drink responsibly".



Carlsberg + Children + football

Does Carlsberg think it is ok that children are exposed to beer commercials when attending a football game?

- On the contrary, our Code of Marketing Practice prescribes that our marketing activities are targeted at adults only. For instance, in our advertising:
 - we never use models who look or behave like people below the age of 26,
 - we avoid the use of celebrities with a significant underage following,
 - we avoid cartoon characters that might appeal to children,
 - we never promote Carlsberg in media, events or programmes where the majority of the audience are known to be minors.
- That being said, it is not up to Carlsberg to decide what is ok for children to watch, but we take our responsibility very seriously.
 - We know that children are exposed to many types of communication daily and that parents have an important role to play in guiding and instructing their kids.
 - Children are not likely to attend matches during the UEFA EURO 2008 on their own, but would always be accompanied by an adult.

Fan parks/public viewing areas

<i>Does it cost anything to enter the fan parks?</i>	No, it is free for all to enjoy the activities in the fan parks and to watch the matches.
<i>Who takes care of security?</i>	The fan parks are operated under the governance of the local authorities, who also takes care of security.
<i>Does one have to show ID at the fan parks?</i>	This is up to the local authorities.
<i>Who checks visitors?</i>	The local authorities have this authority.
<i>Does Carlsberg have volunteers helping at fan parks?</i>	No, Carlsberg doesn't participate in the running of the fan parks, but provides beverages.
<i>Where are cups used?</i>	Cups are used at fan parks and at stadia, as no bottles or cans will be allowed in these areas for obvious security reasons. One exception, though, is the Geneva fan park, where we understand that the authorities for practical reasons have decided that 43 of the concessions with food can sell beer in opened cans, whereas the 10 beer bars in Geneva will sell draft beer in cups. This is due to the fact that it is not possible to set up draft systems in the 43 concessions that will only sell a rather small volume of beer.
<i>What type of beer is sold at fan parks?</i>	Fans and visitors will be offered normal strength Carlsberg and non alcoholic Carlsberg at the fan parks.
<i>Why is normal beer allowed in fan parks and not in stadia?</i>	The regulation of the concessions in the fan parks is in the hands of the authorities in the host cities, and is most often equal to the regulations that you find outside of the fan parks in bars and restaurants. In the stadia the regulations are set by UEFA who for some years have allowed only non-alcoholic beer at international matches.
<i>Will the fan parks consist of many different nationalities?</i>	We assume that they will, based on the previous major football tournaments in Germany and Portugal.



Stadia

<i>What kind of beer is sold at the stadia?</i>	As has been the case in recent years fans will only be offered non-alcoholic beer - that is 0,5% alcohol - at stadia during the UEFA EURO 2008.
<i>Who takes care of security?</i>	Security in and around the stadia is handled by the local authorities in collaboration with UEFA.
<i>Does one have to show ID at the stadia?</i>	No, you only have to show your ticket.
<i>Who checks visitors?</i>	UEFA, which is organising the tournament.
<i>Does Carlsberg have volunteers helping at stadia?</i>	No, UEFA is organising the tournament. Carlsberg is merely providing beverages.
<i>Can you enter the stadia if you are intoxicated?</i>	We are not involved with this issue, which is handled by UEFA. But as a general rule intoxicated people are never allowed in at any major national or international football match – a general practice, which we strongly support.



Local beer

<p><i>Switzerland and Austria have proud brewery traditions. Why can't fans taste local beer at the UEFA EURO 2008™?</i></p>	<p>The UEFA EURO 2008™ is an international event with extensive global TV and media coverage, and as such an integral part of Carlsberg's global brand building activities.</p> <p>Compared to Carlsberg Group's significant investments in this event, it would not be economical to attempt to brand other beer brands alongside Carlsberg. This would significantly water down the effect of Carlsberg's sponsorship investment.</p> <p>Carlsberg has all the respect for local tradition and taste of beer, and markets itself many, many brilliant local and regional brands. However, for this special occasion we believe and hope that Carlsberg should be the fans' preferred choice. Carlsberg has supported the game of football for more than two decades, and is investing significantly in the UEFA EURO 2008™.</p>
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Beer pricing

<p><i>Why is the beer in the EURO Fan zones so expensive? – is this because Carlsberg has the monopoly and can set its prices as it likes?</i></p>	<p>Neither Carlsberg – nor its local partners – set the consumer prices in the Fan zones. Neither Carlsberg nor its partners have changed price lists for this occasion.</p> <p>Fan parks are run by the local municipalities, which determine the conditions for all suppliers and concessionaires.</p> <p>Weather or not the beer, the sodas or the food in the fan zones are thought to be expensive or fair priced is a question of how you look at it. In fan parks fans will experience a lot of entertainment on the stages, formidable sound and vision on the huge screens and other fun activities. All of this is for free for the fans, as entrance into the fan parks is free.</p> <p>This, and building up the bars for a short life of just three weeks, is a huge investment to all parties involved. The concessionaires, that operate the bars inside the fan parks, therefore have to pay a fee to the municipalities to even be in the fan parks.</p> <p>But again, the exact pricing policy is not set by Carlsberg, but by the municipalities.</p>
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Tickets

<p><i>The large sponsors take up a significant proportion of the tickets, thus preventing ordinary fans from attending the matches. Do you find this fair?</i></p>	<p>It is true that Carlsberg as a top sponsor has access to buy a limited number of tickets – around 1% of the available tickets spread evenly across all matches, so out of the total number of more than 1 million tickets Carlsberg's share is insignificant and not preventing fans from buying tickets.</p> <p>Add to this the fact that in accordance with our sponsorship philosophy of joining and supporting the excitement among fans – supporting best moments among friends – it is Carlsberg's policy to give away at least 80% of the tickets that we have access to buy, to fans through various competitions and promotions.</p> <p>Consequently, it is an insignificant amount of tickets that Carlsberg expect to use for VIP and business partner purposes.</p>
<p><i>What % of your tickets do Carlsberg estimate will be given away to consumers in promotions?</i></p>	<p>Carlsberg expects to give away close to 80% of the tickets we as a top sponsor have access to buy to consumers and fans in countries across the world. It is our local companies that design various competitions and quizzes for fans, as national legislations for such awards differ.</p>

The environment (including cups)

<p><i>Does Carlsberg have a formalised environmental policy?</i></p>	<p>Yes, Carlsberg has adapted an environmental policy containing seven core goals, which are particularly relevant for our primary business activities, the production, sale and distribution of beer and other commercial beverages:</p> <ol style="list-style-type: none"> 1. We will continuously minimise adverse effects on the environment, and optimise the use of natural resources. 2. We will protect and improve the environment in majority-owned subsidiaries. We will ensure that these subsidiaries, as a minimum, comply with all applicable local environmental legislation and regulations. 3. We will systematically and continuously measure and improve our performance through an international recognised environmental management system, which will be supported by training and awareness programmes for relevant employees and by annual review of targets. 4. We will prioritise environmental investments in the planning, budgeting and implementation of our activities. 5. We will implement Carlsberg Breweries' environmental strategy in joint ventures and in associated companies whenever possible. 6. We will encourage partners and suppliers to operate in an environmentally acceptable way. 7. We are dedicated to an open and unbiased dialogue about environmental issues with our stakeholders.
<p><i>How will Carlsberg reduce the impact on the environment from its activities during the UEFA EURO 2008™?</i></p>	<p>There are two main areas, where Carlsberg can make a difference to the benefit of the environment during an event such as UEFA EURO 2008™: Needless to say the millions of visitors during the tournament in Switzerland and Austria will want cold beverages and cups to drink it out of, so the environmental impact from transportation, refrigeration and cups needs to be reduced as much as possible. Those three areas are our main focus, since that's where we can make a significant positive impact. We believe that UEFA and the local authorities have found a good solution that takes into consideration the full environmental chain from production via transportation to disposal, as well as necessary operational considerations.</p>
<p><i>What are you going to do about the millions of plastic cups – will you e.g. use reusable cups like they did at the World Cup in Germany?</i></p>	<p>The decision on which cups to use is not Carlsberg's. UEFA has decided to implement re-usable cups across all four Austrian stadia and in Zurich in Switzerland. And UEFA has decided to use one-way cups in Basel, Bern and Geneva. We believe that these solutions are the best for the environment and take into account the operational circumstances, and we will loyally comply. We will be present to join the party and to be part of the game – not to harm the environment in any way.</p>
<p><i>What do you mean by “the operational circumstances”?</i></p>	<p>Our operational circumstances are that several million guests have to be served – and have a good time without unreasonably long waiting lines – during a short 3 week tournament with 31 matches. The activities – and</p>

	<p>the guests – will be spread across 8 host cities in two different countries, with matches in 8 stadia as well as large screens in dozens of fan parks and other public viewing areas.</p>
<p><i>What is Carlsberg's position on the environmental considerations: plastic cups vs. reusable cups?</i></p>	<p>We see pros and cons with both solutions, but believe that UEFA has chosen the solutions that take both environmental and operational issues into consideration.</p>
<p><i>What is the environmental impact from the non-reusable cups?</i></p>	<p>The new cups are made of bio-degradable materials such as sweet corn. The technical phrase is Polylactide, PLA, but basically you make porridge out of for instance sweet corn, wheat or potatoes and then add lactic acid. After a process that includes distillation and heating the fluid thickens and finally becomes completely solid.</p> <p>When the cup has been used you can do the reverse process, add some water and the material will dissolve into harmless lactic acid. We will obviously support the collection of used cups, e.g. through a deposit system.</p>
<p><i>How many cups do you expect you have to use during the UEFA EURO 2008™?</i></p>	<p>Based on our experience we presently expect to use between 10-15 million cups, so needless to say we have an interest in reducing the environmental impact to the largest extend possible.</p>
<p><i>How will you handle waste?</i></p>	<p>Carlsberg has a general policy of reducing waste. For instance, we need a lot of materials, signage, posters, etc. for an event like the UEFA EURO 2008. We require that our suppliers deliver all these materials to us in bulk packing, i.e. not individually wrapped in plastic. This is just an example, but this saves us for a significant amount of waste.</p> <p>Also, we have chosen to deliver all beer as draft beer in stead of in bottles or cans. This reduces the impact from transportation as well as – obviously – the waste or recycling of millions of bottles or cans.</p> <p>The area, where we will have waste, is the cups for the draft beer. We are satisfied that UEFA has chosen to use bio-degradable cups, which reduces the impact on the environment.</p>
<p><i>How will you reduce the impact on the environment of cooling all that beer?</i></p>	<p>There are two aspects of refrigeration that are important to look at in relation to the environmental impact: the refrigerators' energy consumption and their cooling liquid – that is whether or not they use a cooling liquid such as HFC, which is known to have a negative impact on the environment.</p> <p>Carlsberg is in the process of replacing HFC refrigerators with more environmentally friendly refrigerators using HC (Hydro Carbon) as cooling liquid. These refrigerators are also superior in terms of energy efficiency, and during the UEFA EURO 2008 as many refrigerators as possible will be these new refrigerators.</p>



	<p>Carlsberg is a member of “Refrigerants, Naturally!” which is a multi-stakeholder initiative recognised as a "Partnership for Sustainable Development" by the UN Commission on Sustainable Development. The goal of the initiative is to promote a shift in the point-of-sale cooling technology in the food and drink, food service and retail sectors towards alternative HFC-free refrigeration technologies that protect the Earth's climate and ozone layer. The initiative is supported by Greenpeace and by the United Nations Environment Programme.</p> <p>Memberships in the initiative include McDonald's, the Coca-Cola Company, Unilever, IKEA, PepsiCo and Carlsberg. These companies share the commitment to eliminate HFCs in point-of-sale cooling applications.</p>
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Transportation and logistics

<p><i>How will you reduce the impact on the environment from the transportation of all that beer?</i></p>	<ol style="list-style-type: none"> 1. We brew locally at our Swiss brewery instead of shipping the beer from other countries in Europe. 2. We deliver all Carlsberg beer in kegs instead of bottles or cans, which reduces the waste. 3. We have secured more than 20.000 kegs, so that we won't have to refill the kegs too often during the 3 weeks – this reduces the transportation back and forth between the brewery and the cities. 4. We will transport all the beer by train, which will significantly reduce the environmental impact compared to transportation by truck – it will save the environment from burning of 59.000 litres of diesel or 157.000 kilos of CO2 pollution. For practical and timing reasons, however, we have to transport the empty beer kegs back to our brewery in Switzerland by truck, when they have to be refilled. <p>But you're right; it is a huge logistical task delivering beer to an event of the magnitude of UEFA EURO 2008. Some 5-7 million people are expected to visit the stadia and the fan parks across Switzerland and Austria.</p> <p>All suppliers have these challenges delivering food and other beverages to UEFA EURO 2008.</p> <p>At Carlsberg, we have the advantage of having a major brewery, Feldschlösschen, near Basel in Switzerland. This brewery already has the ability to brew Carlsberg, and has for several years provided Carlsberg to the Swiss and Austrian markets.</p>
<p><i>Why can't you brew the beer at local breweries? There are plenty of breweries across Austria and Switzerland. Wouldn't this reduce the pollution from transportation?</i></p>	<p>There are two main reasons, why we can't brew Carlsberg at local breweries:</p> <ol style="list-style-type: none"> 1. The Carlsberg brewing technique has been developed and refined during more than 150 years – it is no small task setting up a brewery to be able to produce the right Carlsberg quality.



	<p>2. The global beer market is very competitive and, accordingly, Carlsberg has to run its business in an efficient manner. Across the world we have for years reduced the number of breweries to make them more efficient. This, also, has a positive environmental effect.</p>
<p><i>There is quite a long distance – 840 km – from your brewery in Basel to Vienna, which is where most visitors are expected. Won't it be very harmful to the environment to transport all the beer across these distances?</i></p>	<p>We have made an agreement with the Austrian railways, so all the Carlsberg beer for Austria will be transported by train, which gives the least impact on the environment. During the 24 days of the EURO 2008 we expect to ship 27.000 Hectolitre of Beer – or 2.7 million litres. Each train will pull 18 wagons with a total of 7.000 kegs of Carlsberg beer. We will have a total of 140 wagons rolling into Austria. When compared to the only alternative – trucks - this solution will save the environment from burning of 59.000 litres of diesel or 157.000 kilos of CO2 pollution.</p>

TV Commercials (bottles in stadia)

<p><i>In many countries Carlsberg shows TV commercials, where three fans are drinking beer out of bottles at a football stadium. Isn't this a misrepresentation of the truth, since neither bottles nor beer with alcohol is allowed in stadia during the UEFA EURO 2008™?</i></p>	<p>Yes, you're right: there will be no bottles at any of the stadia or in any of the fan parks in Austria and Switzerland. This is due to obvious security reasons as the organizers can't risk fans getting hurt by somebody throwing a bottle in a passionate moment of a football match. Therefore, at the stadia and in the fan parks you will only be able to buy beer from plastic cups that are completely safe.</p> <p>As for the beer itself it is also correct that at the stadia, Carlsberg – in accordance with the guidelines set up by UEFA – will serve non-alcoholic beer, and in the fan parks Carlsberg – in accordance with the guidelines set up by the local authorities – will serve real beer as well as non-alcoholic beer.</p>
<p><i>Then why do your commercials show bottles in the stadia?</i></p>	<p>These commercials are produced in what we could call "Marketing Land". The main target group for this commercial is the fans sitting at home with friends and family celebrating a good football match. The commercial is not intended for the fans in the stadium.</p> <p>We wanted to tell a story of three friends celebrating the upcoming UEFA EURO 2008 at home in their apartment – obviously with a Carlsberg in hand – and how fans can win tickets for the matches with Carlsberg. And then following the three friends into the stadium. In order to do this in a very brief TV commercial we had to very quickly establish a Carlsberg beer in the picture.</p> <p>When designing a TV commercial you have to get your message across to the viewers in just a few seconds. Typically, TV commercials run for 5 to 30 seconds, so you need to be very careful to communicate in a way the viewers are able to comprehend in a snap of a moment.</p>
<p><i>Why couldn't you just do the same commercial with a plastic cup, like the ones that you will actually be able to buy in the stadia and fan parks?</i></p>	<p>Like I said, this is Marketing Land, and some things work better than others in a short TV commercial. A branded beer bottle like Carlsberg's is a clear and unmistakable image. A plastic cup is much less clear – and, besides, it does sound right, when three friends attempt to touch plastic glasses for a toast.</p>
<p><i>Don't you think fans will feel cheated, when they see the commercial and later find out that they can't have their beer from a crisp bottle during the UEFA EURO 2008, but only from a plastic cup.</i></p>	<p>No, absolutely not. True football fans are fully aware that you will never find bottles at a football event like this.</p> <p>Also, in our experience as marketing people, viewers are completely aware of the differences between marketing and the real world, so we are not worried that anybody will be disappointed.</p> <p>On the contrary, we are sure that the thousands of fans that Carlsberg will be able to bring to the UEFA EURO 2008 will have a fantastic time. We at Carlsberg are looking forward to add to the party among true football fans.</p>

EURO 2008 bottles, glasses and cans

<i>Where are the EURO bottles sold?</i>	The special Carlsberg EURO 2008 bottles are sold at super markets, hypermarkets, kiosks, bars, restaurants etc.
<i>Can you purchase the EURO glasses and if so where?</i>	No, the special Carlsberg EURO glasses are used in restaurants, bars and similar. However, in some markets Carlsberg runs promotions, where consumers can buy glasses together with some bottles of Carlsberg.
<i>Can you purchase the EURO glasses at fan parks?</i>	No, we do not sell any merchandise or glasses in fan parks. We would, furthermore, strongly discourage the sale of glass materials from the often crowded bars.
<i>Can you purchase EURO cans at the fan parks?</i>	As a general rule, no. However, in the Geneva fan park the authorities have for practical reasons decided that 43 of the concessions with food can sell beer in opened cans, whereas the 10 beer bars in Geneva will sell draft beer in cups. This is due to the fact that it is not possible to set up draft systems in the 43 concessions that will only sell a rather small volume of beer.
<i>Isn't this – then – rather dangerous, as drunken fans can use these cans to throw around and hurt other people?</i>	We encourage people to drink responsibly. If anybody becomes drunken enough to do a stupid thing like throwing beer cans – or any other item for that matter – they should not be in the fan zones, which is for people enjoying being with friends and watching football. Security officers will ensure that such violators will be expelled from the fan parks.