Q1 2020 TRADING STATEMENT
30 April 2020
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 fair 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.
COVID-19 impacting short-term performance and decisions, while long-term direction remains unchanged

• SAIL’22 PRIORITIES UNCHANGED

• KEY PRIORITIES DURING COVID-19 CRISIS
  • The health and safety of our employees
  • Protecting the commercial and financial health of our business

• SHORT-TERM IMPACT
  • Demand under pressure as on-trade customers severely impacted
  • Mix impacted by the declining on-trade
  • Supply chain challenged but managing changes
Framing our COVID-19 thinking

COVID-19 LEADERSHIP TRIANGLE

SITUATIONAL LEADERSHIP

DEFEND OPERATING PROFIT AND CASH

PREPARE FOR THE REBOUND
Q1 – Impact from COVID-19

- **TOTAL VOLUMES** impacted by COVID-19
  - Large variations between markets and regions

- **INTERNATIONAL BRAND VOLUMES** impacted by on-trade lockdowns

- **CRAFT & SPECIALITY** +1%

- **ALCOHOL-FREE BREWS** +5%

**ORGANIC TOTAL VOLUMES**
- 7.6%

**PRICE/MIX**
- FLAT

**ORGANIC REVENUE**
- 7.4%
Supporting communities in the fight against COVID-19

- Carlsberg Foundation donations of more than DKK 100m in support of research, culture and civil society to help mitigate the challenges associated with COVID-19
- Partnerships to support the production of hand sanitizer by our breweries in markets such as Switzerland, Denmark, Poland, Sweden and Portugal
- Protective and test equipment donated in markets such as France and Russia
- Water, soft drinks and alcohol-free brews donated to healthcare institutions in markets such as Latvia, Estonia, Lithuania and Russia
- Financial donations to affected societies in markets such as China, Laos, Malaysia, Ukraine and the UK
- Supporting our on- and off-trade customers through initiatives such as adopt-a-keg in Denmark
Western Europe

THE NORDICS
- Volumes in Denmark and Norway impacted by lockdown and on-trade restrictions
- In addition, Denmark impacted by loss of CSD border trade
- Volume growth in Sweden, driven by off-trade

SWITZERLAND
- Volumes impacted by lockdown since mid-March

FRANCE
- Volumes impacted by lockdown since mid-March
- Off-trade performance impacted by lower promotional activity

POLAND
- Strong start to the year
- On-trade accounting for small part of our business

UK
- Slight volume decline impacted by changed consumer behaviour and lockdown from late March

ORGANIC TOTAL VOLUMES
-6.0%

PRICE/MIX
-1%

ORGANIC REVENUE
-6.9%

Q1 2020 TRADING STATEMENT
Asia

CHINA
• Strong January followed by very weak February and March
• Volume decline of ~20%, significantly less than market

INDIA AND NEPAL
• Weak start to the year in India due to duty increases, regulatory changes and weather, followed by closure of all alcohol shops from late March. Breweries closed since late March
• Challenging quarter in Nepal due to lack of tourists and import ban on energy drinks. Brewery closed since late March

LAOS, VIETNAM AND CAMBODIA
• Laos: Good growth of non-beer volumes while beer volumes impacted by the closed borders to China and partial lockdown in March
• Vietnam: Share gain. Volume decline due to lockdown
• Cambodia: Market severely impacted by lack of tourists

MALAYSIA AND SINGAPORE
• Good start to the year followed by lockdown from mid-March. Brewery closed from 18 March as per government order

ORGANIC TOTAL VOLUMES
-15.5%

PRICE/MIX
+4%

ORGANIC REVENUE
-12.4%
Eastern Europe

**RUSSIA**
- Slight market growth due to warm weather
- Low single-digit volume growth
- Negative price/mix due to high level of promotional activities, particularly in March
- Limited impact from COVID-19 in Q1

**UKRAINE**
- Strong start to the year leading to low single-digit volume growth for the quarter
- Positive price/mix
- Volumes in March impacted by some disruption due to lockdown

**OTHER MARKETS**
- Kazakhstan: Strong start to the year, partly due to phasing and pre-COVID-19 stocking. Strong price/mix due to growth of craft & speciality, alcohol-free brews and international premium brands
- Belarus: Good start to the year. Volume growth and positive price/mix supported by growth of premium products

**ORGANIC TOTAL VOLUMES**
+3.3%

**PRICE/MIX**
-1%

**ORGANIC REVENUE**
+2.2%
2020 guidance remains suspended

On 2 April 2020, Carlsberg suspended its full-year earnings expectations

- The uncertainty related to the impact of the COVID-19 pandemic to business performance was and remains significant
- We have launched several additional cost reduction initiatives to mitigate the earnings impact of the lost volume
- Our balance sheet and liquidity remain strong; no current refinancing needs
- We intend to continue the current first tranche of the share buy-back programme, while we will review the second tranche depending on further developments
- Market updates will be made as our visibility into the effects of the COVID-19 pandemic on our business improves