

2001 OVERVIEW

RAISING OUR STANDARDS

The latest Carlsberg advertising theme **"Come Up"** to Carlsberg reflects Carlsberg's endeavour to strive for higher standards of performance.

Carlsberg's ever changing moving targets are progressive and include producing products of the finest quality with state-of-the-art technology, providing dedicated trade support, sustaining wide distribution networks, devising innovative advertising and promotional campaigns and enhancing the skills and knowledge of the workforce.

Such a mission is consistent with the golden words of wisdom from Carlsberg's founder J.C. Jacobsen:

“In working the Carlsberg breweries, it should be a constant purpose, regardless of immediate profit, to develop the art of making beer to the greatest possible degree of perfection in order that these breweries as well as their products may ever stand out as a model and so, through their example, assist in keeping beer brewing on a high and honourable level.”

Carlsberg has continued its unceasing strive towards better performance in the activities carried out during the year under review - ranging from expansion of production facilities to sponsorships to conscientious environment policies to information technology projects to comprehensive staff training programmes.



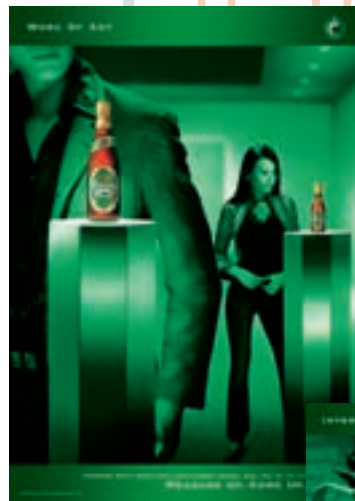
ISSUING THE CARLSBERG INVITATION

In an industry where competition is intense, adaptability is key. Decisions on swift actions and reactions to frequent changes in the market place are vital.

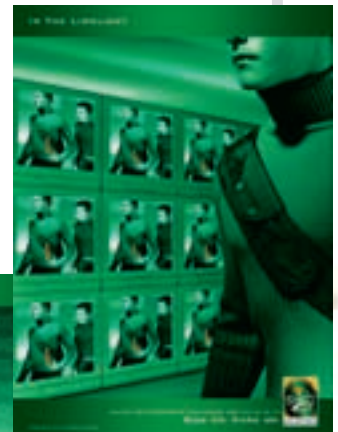
To this end, an innovative campaign comprising a new commercial and a series of print advertising were executed in a refreshingly different manner while reinforcing core Carlsberg properties. Themed **"Come Up"**, the campaign was launched to draw in the younger generation of drinkers and at the same time, preserve Carlsberg's loyal customers.

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Series of print advertisements which were used in the Carlsberg "COME UP" campaign





The Carlsberg Long Cool Dane is employed to invite the audience to raise their standards in life, be it at work, play or their choice of beer - to **reach up, measure up, move up, speak up, rise up, fire up, and come up**. And when this is attained, Carlsberg would be their natural choice of beer, reflecting Carlsberg's premium status.

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"stylish and yet relaxed
and approachable"

In keeping with the changing times and lifestyle, market demand has encouraged a change in personality for Carl's Reserve. Embarking on its international heritage and named after the founder's son, Carl's now embraces a new "stylish and yet relaxed and approachable" persona.



Carl's Reserve
modified
its name
to Carl's

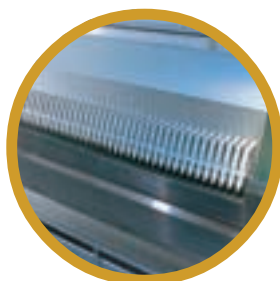
IMPROVING AND EXPANDING PRODUCTION FACILITIES

Carlsberg continued its expansion programme to increase its capacity. This has enabled improvement in production efficiency, improved quality and human resource optimisation.



New pre-run vessel, wort kettle and whirlpool to increase the capacity in the new brewhouse

Almost 6 months after commencement of construction, the new state-of-the-art brewhouse ran its first brew in November 2001, with commissioning continuing during December 2001. The new brewhouse is fully automated and controlled by a sophisticated control and information management system: BOTEC (Brewery-Oriented Technology Software). The brewhouse is equipped with a hammer mill and Meura mash filter which allows 10 brews to be produced per day and produces very high quality wort with very low losses. A new 480-tonne malt silo and malt handling plant had also been constructed.



A new generation MEURA 2001 mash filter which was installed to increase the quality of wort. Periodic samples are taken to test the wort quality



Top: Hammer mill to crush malt grain into finer form for better yield

The fermentation and beer processing plant was also expanded in line with the increase in capacity of the brewhouse. This included new fermentation vessels with direct ammonia cooling, two yeast storage tanks and a new yeast propagation plant. All of the new plant is fully automated and controlled by a SCADA (Supervisory, Control and Data Acquisition) system. A new refrigeration plant has also been installed to cope with the increased cooling demand. The new plant is designed to be as energy efficient as possible.



New yeast propagation plant with yeast storage tanks which are equipped with automatic valve matrix to better control yeast microbiological condition

pansion

Fermentation tanks each with gross capacity of 4,565 hectolitres added to existing tank farm



MOVING TOWARDS THE K-ECONOMY

In its ongoing commitment to the advancement of information technology ("IT"), Carlsberg's dedicated IT projects for the year were implemented to reap more value out of its IT investments and to advance the strategic use of IT by the Group, employees and distributors to further maintain its competitive edge.

The Carlsberg Wholesaler Information System (CWIS), introduced the previous year, was rolled out to all of Carlsberg's wholesalers in Peninsular Malaysia by November 2001. Under the CWIS project, the wholesalers' systems are computerised with computer hardware, software and training fully provided by Carlsberg. In exchange, pertinent information on sales and inventory statistics are made accessible to Carlsberg to facilitate its logistics and marketing assessments.

A section of the IT Centre in Shah Alam which runs the upgraded SAP and AS400 systems

