

Company announcement 2/2015

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Changes to the Supervisory Board of Carlsberg A/S

The Carlsberg Group announces that at its AGM on 26 March 2015, Lars Rebien Sørensen, Chief Executive Officer of Novo Nordisk, will be proposed to join the Board to replace Jess Søderberg, currently Deputy Chairman, who will stand down from the Board at the end of the election period, having reached the age of 70.

Commenting on the change of directors, Chairman of the Board Flemming Besenbacher says: "I'm delighted that the Board is proposing Lars Rebien Sørensen as a new member. Lars is a businessman of great standing and calibre. He has significant international business experience in general management and marketing, and is an experienced non-executive director, all of which will be of great value to Carlsberg.

"On behalf of the Supervisory Board, I give many thanks to Jess Søderberg, who has been a highly committed and valued member of our Board for the past seven years. Jess has been a respected Deputy Chairman of the Board and Chairman of the Audit Committee, as well as being a key member of the Remuneration Committee and Nomination Committee."

Commenting on the possibility of joining the Carlsberg Supervisory Board, Lars Rebien Sørensen says, "I'm truly honoured to be asked to join the Board. The Carlsberg Group is a renowned international business with a great heritage. It has been on a transformational journey these past years to become the company it is today and I look forward to being able to help guide it through its next phase of growth and success."

Notes to editors

About Lars Rebien Sørensen

Lars Rebien Sørensen joined Novo Nordisk's Enzymes Marketing in 1982. Over the years, he has completed several overseas postings, including in the Middle East and the USA. Lars Rebien was appointed a member of corporate management in 1994, with special responsibility for health care. He was appointed President and Chief Executive Officer in November 2000. Lars Rebien is a member of the boards of Thermo Fisher Scientific Inc., USA, and Bertelsmann AG, Germany. In 2007, he became an adjunct professor at the Faculty of Life Sciences of the University of Copenhagen.

Lars Rebien Sørensen is a Danish national, born in October 1954.

Contacts

Investor Relations: Peter Kondrup +45 3327 1221 Iben Steiness +45 3327 1232

Media Relations: Jens Bekke +45 3327 1412 Jim Daniell +45 3327 2874

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The Carlsberg Group is one of the leading brewery groups in the world, with a large portfolio of beer and other beverage brands. Our flagship brand – Carlsberg – is one of the best-known beer brands in the world and the Baltika, Carlsberg and Tuborg brands are among the eight biggest brands in Europe. More than 45,000 people work for the Carlsberg Group, and our products are sold in more than 150 markets. In 2013, the Carlsberg Group sold 120 million hectolitres of beer, which is about 36 billion bottles of beer.

Find out more at www.carlsberggroup.com.