NEWS
FEBRUARY 2015

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This full-year edition of NEWS is an extract of the Annual Report, which will be published online on 2 March 2015. www.carlsberggroup.com

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This magazine 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 market 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.

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LETTER FROM THE CHAIRMAN

Flemming Besenbacher

The Carlsberg Group's Supervisory Board is focused on ensuring that the Company is run in a responsible manner and that we create value for our shareholders.

Flemming Besenbacher
Chairman of the Supervisory Board

Welcome to this edition of NEWS, an extract of the Group's online Annual Report, which will be published on March 2.

Our Company has strong fundamentals with market-leading positions across Western Europe, Eastern Europe and Asia. In 2014, our Company delivered organic profit growth driven by strong performances in Western Europe and Asia. This growth was in spite of an extremely difficult macroenvironment in Eastern Europe, particularly Russia, where both the very challenging consumption environment and the significant currency decline severely impacted our business, and on a reported basis 2014 profit was down. Let me assure you that the management team has taken decisive action and that all markets have done an impressive job to mitigate the impact of the challenges.

Overall, the Company's adjusted net profit was DKK 5.5bn and the Board is recommending a dividend of DKK 9.

Corporate governance

The Board is focused on ensuring that our Company delivers shareholder value while also responsibly meeting our obligations to stakeholders. The Board regularly reviews our Company's short-term and long-term strategy, and assesses a wide range of our business activities, taking a more in-depth look at certain particularly critical business areas. In 2014, this included Eastern Europe and the performance of the business in a very difficult macroeconomic situation, the opportunities and risks associated with the various business enhancement and efficiency initiatives, emerging categories such as craft beer, financial structure and M&A, as well as business ethics and regulatory compliance. As ongoing innovation capability is important for the Group's role in the industry longer term, we also closely follow the work carried out by the Carlsberg Laboratories and Research Center.

The Board wants our Company to be a leader in CSR. We engage in the development of responsible and sustainable solutions as we believe this will benefit not only the environment, but also the Company's long-term profitability. Packaging is an important contributor to CO_2 emissions, and for some years the Group has worked on increasing the sustainability of packaging using a circular economy approach.

Change of CEO

In agreement with the Board, our President and CEO of the past seven years, Jørgen Buhl Rasmussen, will retire from the Company as of June 15. Replacing him will be Cees 't Hart, a Dutch national with a strong international business career. He joins the Carlsberg Group from a position as President and CEO of one of the largest global dairy companies, Royal FrieslandCampina, with operations in 30 countries across Europe, the Middle East, Asia and Africa and with sales in over 100 markets. Prior to joining Royal FrieslandCampina in 2008, Cees spent 25 years with Unilever, with his last position being as a member of the Europe Executive Board. The Supervisory Board and I look very much forward to welcoming Cees and have strong confidence in his ability to propose, together with the leadership team, the next phase strategy of the Carlsberg Group's long-term profitable and sustainable growth.

Board changes

In 2014, Per Øhrgaard, a long-time member of the Board, stepped down having reached the age limit stipulated in the Articles of Association. Likewise, Jess Søderberg, currently Deputy Chairman, will step down at the AGM in March. I would like to thank both Per and Jess for their fantastic contribution to the Group during their tenure. Carl Bache was elected by the AGM in March 2014 to replace Per. At the coming AGM, the Board will propose Lars Rebien Sørensen, CEO of Novo Nordisk A/S, as a new member of the Board.

Thanks

On behalf of the Supervisory Board, I would like to thank all our employees for their hard work and dedication during 2014, and the Executive Committee for its leadership.

Flemming Besenbacher

STATEMENT FROM THE CEO

> The organic earnings growth in 2014 was the result of our strong brands, clear priorities and strong execution, enabling us to offset the challenging conditions in Eastern Europe.
>
> **Jørgen Buhl Rasmussen**
> President & CEO

In 2014, we delivered solid performance, with our Western Europe and Asia regions achieving organic growth in operating profit of 7% and 8% respectively. These achievements were the result of continued brand support, clear priorities and focus on execution across our business. They enabled us to more than offset the profit decline in Eastern Europe caused by the very challenging macroeconomic and geopolitical situation in Russia and Ukraine as well as the adverse currency impact.

Delivering on market share

I am pleased to report another year of strengthened market share in the majority of our markets in Western Europe and Asia, and an improved market share during the year in Russia.

Our market share performance is proof of our successful commercial strategy, an important part of which is to ensure that we have a strong portfolio of both international premium brands and local power brands to offer to our customers and consumers. During 2014, we grew all our international premium brands – Carlsberg, Tuborg, Kronenbourg 1664, Grimbergen and Somersby – and achieved strong results for our local power brands.

Another important part of our strategy is to apply our best-in-class sales and marketing tools across all markets. In 2014, this included the continued application and, in some mature markets, further development and improvement of our value management toolbox, which has been an important driver of the Group's overall market share gains and positive price/mix in recent years.

Innovation is a another key priority. In 2014, our efforts included launches of the non-alcoholic beer Carlsberg Nordic, Brewmasters Collection and K by Kronenbourg, further roll-out of Radler and Seth & Riley's Garage, and further expansion of our proprietary DraughtMaster™ technology.

A strong portfolio of international brands

In 2014, the Carlsberg brand grew 1% in its premium markets, with particularly strong performance in India, China and France, while the brand declined in Eastern Europe due to the overall market decline. Several important activities took place during the year, such as activation in 66 countries of the English Premier League sponsorship, the UEFA EURO 2016™ activation, which kicked off in September, a step-up in digital marketing activities, and, last but not least, commencement of the roll-out of the latest communication platform with the taglines "Probably the best beer in the world" and "If Carlsberg did".

The Tuborg brand grew strongly, by 24%, as a result of impressive growth in Asia, particularly in China and India. The brand has become the fastest growing international premium brand in China and the no. 1 international premium brand in India. During the year, we continued to deploy the brand rejuvenation programme and strong global consumer programmes.

Our French brewery Brasseries Kronenbourg celebrated its 350th anniversary in 2014, and Kronenbourg 1664 delivered 9% volume growth for the year. The growth was partly the result of easy comparisons with the previous year, but it was also driven by market share gains in France, growth in export markets and further roll-outs in new markets. 1664 Blanc achieved good results in several Asian markets.

Somersby continued its very successful progression, growing 43%. It was once again the fastest growing cider brand among the top 10 biggest ciders globally and is now available in 43 markets across the world. The achievement was driven by category growth in existing markets, the global activation platform "Friendsie", line extensions in established markets and launches in new markets.

Our Belgian abbey ale, Grimbergen, grew 27%, and since 2011 it has been the fastest growing international abbey beer. We continued to expand the brand's footprint, as a result of which it is now available in 36 markets globally.

Speeding up on digital reach

In 2014, we determinedly expanded our digital activities, aiming to continuously strengthen content, maximise connections, and develop and implement tools and systems to reach consumers and customers.

We achieved significant reach with our social platforms. The Carlsberg and Tuborg brands now reach more than 4 million consumers every month. During the year, our digital activities included #happybeertime for on-trade customers, the Carlsberg Premier League Live Match Centre, UEFA EURO 2016™ engagement through Facebook and Twitter, and, in Denmark, Zulu BFF, a reality show featuring multi-channel viewing.

Continued emphasis on efficiencies
Delivering on our strategy also requires the back-end of the business to function smoothly and efficiently.

During 2014, the supply chain integration and business standardisation project (BSP1) in Western Europe was rolled out in the UK, Finland, Poland and Switzerland. The system is now live in six countries, with the next wave of the remaining large markets going live in the spring of 2015.

In addition to BSP1, all three regions are focused on improving efficiencies in all areas. In Eastern Europe, this meant, among other things, considering brewery closures as an unavoidable response to past years' decline in market volumes. Consequently, in January 2015, we announced the closure of two breweries in Russia.

Moving ahead on CSR
Our CSR work is addressed in detail in our CSR report, but I would like to highlight two events from 2014.

Firstly, we joined forces with a coalition of the world's biggest companies and non-profit organisations to launch the global digital media platform "Collectively", which aims to drive conversation and action on sustainability.

Secondly, we officially launched the Carlsberg Circular Community (CCC) at the World Economic Forum in Davos, Switzerland. CCC is about working with external partners across the value chain to develop packaging solutions optimised for recycling and reuse while retaining their quality and value.

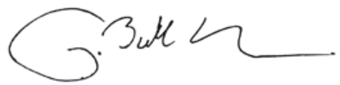
Structural changes
During 2014, we took further steps to strengthen the Group's growth profile. In Vietnam, we increased our ownership of South-East Asia Brewery and Hanoi-Vung Tau Beer to 100%, while in China we completed the acquisition of Chongqing Beer Group Assets Management. In Europe, we acquired 51% of Zatecky Pivovar in the Czech Republic and announced the merger of our Greek business Mythos with Olympic Brewery, creating a strong no. 2 in the Greek market. The merger is pending anti-trust approval.

Changes to the Executive Committee
In 2014, there were some changes to the Executive Committee as Khalil Younes chose to pursue new challenges outside the Group, while Isaac Sheps and Anne-Marie Skov announced their retirement. I would like to thank them very much for their highly valued contributions and dedication to the Group.

Their respective replacements were Graham Fewkes, previously Commercial Vice President, Asia; Jacek Pastuszka, previously CEO of Ringnes in Norway; and Andraea Dawson-Shepherd, who joined from a global position as Senior Vice President for Corporate Communication & Affairs at RB plc. They are great contributors to the Executive Committee and I warmly welcome them.

Change of guard
On June 15, I will retire from the position as President and CEO of the Carlsberg Group. It has been seven exciting years in this fantastic company with its great heritage, strong brands and very passionate and highly qualified people. I am proud of handing over a company with strong fundamentals to Cees 't Hart, who I am sure will take the Group to the next level.

Thank you
I would like to thank all our employees around the world for another year of hard work and commitment to achieving our goals in spite of tough challenges. I would also like to thank our shareholders for their support, and our customers, partners and suppliers for their cooperation.



Jørgen Buhl Rasmussen

2015 EARNINGS EXPECTATIONS

While we expect our Western Europe and Asia regions to continue their positive development, the expected GDP decline and currency devaluation in Russia and Ukraine will put significant pressure on the Group's overall performance. To mitigate this, in our planning for 2015 we have taken tough decisions aiming at further improving our cost-effectiveness, while also continuing to invest in our brands and our longer-term capabilities for competitiveness. Clearly the Eastern European business is working on different scenarios and plans that can be executed if the environment changes.

2015 will be a year when we intensify focus on return on invested capital (ROIC). This key metric is also reflected in the organisation's incentive programmes for the year. In addition, we are also aiming for improved credit metrics. This also means that despite the M&A strategy staying intact, the M&A agenda will have a low priority for a period of time.

Although we are taking all necessary sensible actions to protect short-term profitability and improve cash flow and returns, we will continue to build on the strengths of our company to ensure that we capture both the short- and longer-term opportunities that are present in our markets. We will continue to invest in our brands and growth opportunities.

Some of the key actions and priorities for 2015 are:

Group
- Continue investing in our brands and organic growth opportunities.
- Keep developing and expanding sales and go-to-market tools and capabilities.
- Implementation of a Group-wide push to further improve the organisational efficiencies by simplifying, streamlining and removing duplication in processes and functions.
- Implementation of operating cost management which is a new framework for budgeting (including ZBB), tracking and monitoring costs, commencing in 2015.
- Improvement of return on invested capital through further trade working capital improvements and lower capital expenditures.
- Continue building on the strength of the global supply chain to ensure further efficiency gains – on both costs and capital employed.

Western Europe
- Maintaining the strong momentum of the Western European business and continuing the positive value market share trend by applying a focused commercial agenda.
- Finalising the BSP1 roll-out in the remaining large markets in Western Europe during the spring.
- In general focusing on achieving benefits faster than previously planned.

Eastern Europe
- Balancing price increases and affordability.
- Utilising the strength of our Russian brand portfolio, route-to-market, innovation capabilities and execution skills to further strengthen our market leadership.
- Executing the closure of two Russian breweries (as announced on 29 January 2015).

Asia
- Further developing and investing in our Asian business to capture the growth opportunities in the region.
- Finalising the integration of the Chongqing Brewery Group and beginnng the integration of Chongqing Eastern Assets with the aim of fast earnings recovery.

We expect the market development in our three regions to be mixed for 2015:
- The Western European beer markets are expected to be flat. Driven by innovations, increased interest in speciality and craft beers and overall improved category perception, beer category dynamics have improved slightly compared with the past years of decline.
- The Eastern European markets are expected to decline due to the expected decline in GDP and accelerating inflation in Russia and Ukraine, which will put consumers and the beer category under pressure. We expect that the Russian beer market will continue to grow in value terms as price increases will more than offset the volume decline.
- The Asian markets are expected to continue to grow. Our non-Chinese markets are expected to grow in line with recent years while we assume that the Chinese beer market will grow in contrast to the weak 2014, although volume growth is expected to be below historic averages.

Based on these market assumptions, our ability to outperform the market and the actions we are taking to improve profitability, for 2015 the Group expects:

- Operating profit to grow organically by mid- to high-single-digit percentages.

Due to the recent volatility of currency rates, especially the Russian rouble, we do not provide any guidance on reported operating profit development. However, the sensitivity of reported operating profit to movements in RUB vs EUR (combined transaction and translation effect) is shown in the table below. The EUR/RUB YTD 2015 has averaged around 75. Assuming that this rate will prevail for the full year, the negative translation impact for 2015 will be around DKK 0.9bn. For 2014, the rouble proportion of operating profit (before not allocated costs) was around 25%. No other non-EUR currencies account for more than 7% of operating profit. In reported terms, Eastern Europe is expected to account for less than 20% of operating profit in 2015 (before not allocated costs).

EUR/RUB avg YTD 2015	EUR/RUB change	Operating profit impact
75	+/- 10%	+/- DKK 200m

Other significant assumptions and sensitivities are:

Cost of goods sold per hl is expected to be lower than in 2014. In organic terms, cost of goods sold per hl is expected to be higher than last year in Eastern Europe, primarily due to currency impact on materials priced in USD or EUR.

Sales and marketing investments to net revenue are expected to be slightly higher than last year.

As a consequence of the aforementioned focus in 2015 on realising the full range of benefits earlier, we will postpone the BSP1 implementation in small markets to 2016.

Average all-in cost of debt is assumed to be around 4%.

The tax rate is expected to increase to approximately 28%, mainly because the Russian business, where the corporate tax rate is below Group average, will decline in importance.

As part of the intensified focus on ROIC, capital expenditures will be approximately DKK 4bn in 2015 (around index 90 to expected depreciation), a reduction of approximately 30% compared with 2014.

Net debt to EBITDA is expected to be less than 2.5 end of 2015.

OUR BRAND PORTFOLIO

The Carlsberg Group has a winning portfolio of around 140 beer brands.

Our international premium brands are at the core of our business, meeting general and replicated consumer needs across many markets. Our strong local power brands respond to local cultures and taste preferences, and are supported by a high level of consumer loyalty.

We maximise the value of our brands by having a portfolio that meets consumer needs and preferences. We have a clear strategy for how our brands should work together and how we can efficiently leverage local market knowledge with global tools, insights and concepts. To capture and secure market shares, we continuously assess and adjust our product portfolio across markets.

Innovation is a key strategic priority for the Carlsberg Group and vital for driving beer category growth and business results. By offering consumers new experiences, we ensure that our brands remain relevant and that we retain consumer loyalty as well as attracting new consumers.

Our core product is beer, but where it makes business sense we also pursue opportunities in adjacent categories, such as cider.

Tuborg is a success story of a brand that bridges its powerful legacy with modern-day appeal. It is connected with young people's exploration of life and growing up, and it has close ties to music. Tuborg is available in more than 70 markets and grew 24% in 2014.

Kronenbourg 1664 is the most famous French beer in the world. This premium brand is a long-standing favourite of beer connoisseurs. Sold in at least 65 markets across the globe, the brand grew 9% in 2014.

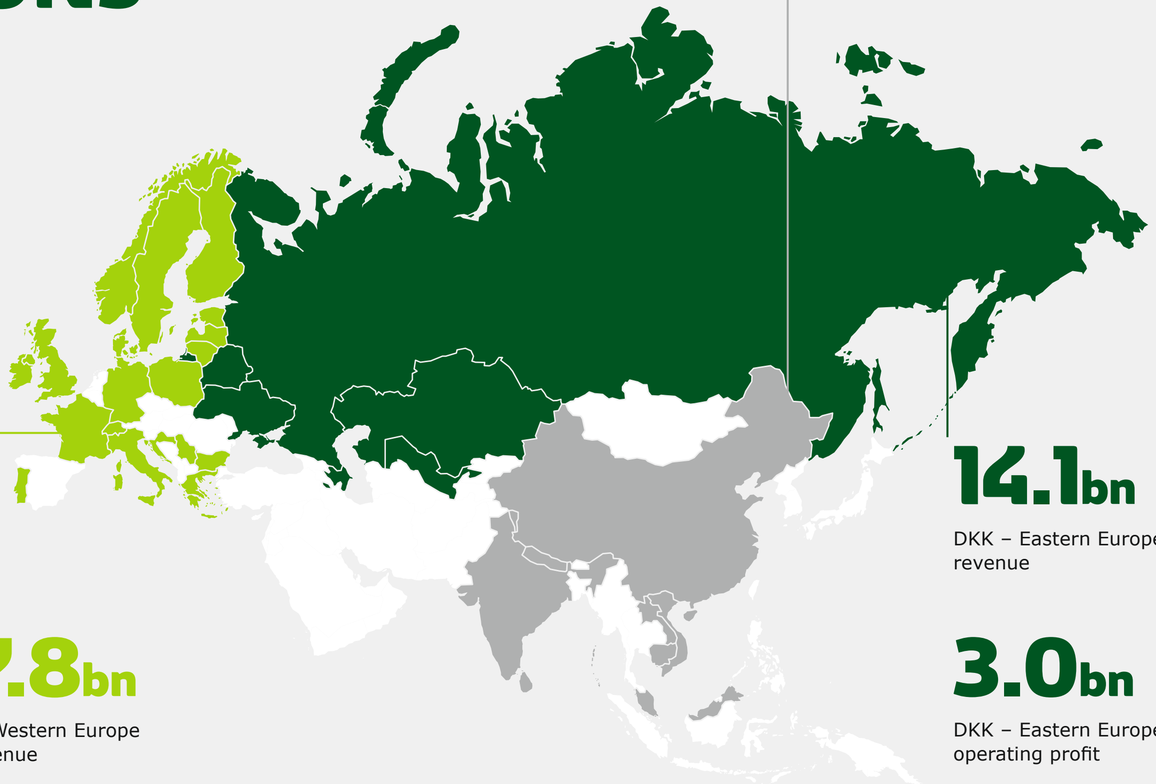
Carlsberg, our flagship brand, is available in more than 150 markets across the world. The brand dates back to 1847 when our founder, J.C. Jacobsen, pioneered the first lager beer. Since then, we have passionately strived to brew and share probably the best beer with consumers worldwide. In 2014, the brand grew 1% in its premium markets.

Somersby is our international cider brand. Since its launch in Denmark in 2008, the brand has become the fastest growing international cider brand in the world and is one of the 10 largest international cider brands. Somersby is available in 43 markets and grew 43% in 2014.

Grimbergen is our super-premium Belgian abbey ale dating back to 1128. It appeals to consumers looking for high-quality ales with unique flavour variants. The geographic expansion of the brand is ongoing, and Grimbergen is currently sold in 36 markets. In 2014, it grew 27%.

Local power brands. We have many strong local power brands, including Karhu in Finland, Ringnes in Norway, Feldschlösschen in Switzerland, Baltika in Russia, Lvivske in Ukraine, Chongqing and Wusu in China, Huda in Vietnam and Beerlao in Laos.

OUR REGIONS



WESTERN EUROPE

The Carlsberg Group is the second largest brewer in Western Europe. According to Canadean[1], beer market volumes in the region amounted to approx. 250m hl in 2014.

The region mainly comprises mature markets, with market volumes in most markets being flat or slightly declining. In value terms, the region is growing slightly. In 2014, beer category dynamics improved slightly, driven by innovations, increased interest in speciality/craft beers and an overall improved category perception. The region is generally characterised by well-established retail structures and a strong tradition of beer consumption, particularly in the northern and eastern part of the region. The share of on-trade varies between markets, but generally speaking the weak macroenvironment of recent years has led to a shift from on-trade to off-trade consumption.

The competitive landscape comprises the global and regional brewers, with intense but generally rational market behaviour. Read more about our strategy in Western Europe and our 2014 results on page 10.

37.8bn

DKK – Western Europe net revenue

5.5bn

DKK – Western Europe operating profit

14.1bn

DKK – Eastern Europe net revenue

3.0bn

DKK – Eastern Europe operating profit

EASTERN EUROPE

The Carlsberg Group is a strong market leader in the region's main market, Russia, and no. 2 in the second largest market, Ukraine. According to Canadean[1], beer market volumes in the region amounted to approx. 130m hl in 2014.

In recent years, Russian beer market volumes have declined, but in value terms the market has seen positive growth rates. The volume decline has been due to the macroeconomy, unavoidable significant price increases and changed regulation. The Ukrainian market has also been in decline due to a macroeconomic slowdown. In 2014, regional market volumes were negatively impacted by the uncertain and challenging macroenvironment as well as increasing inflation.

The off-trade accounts for the majority of the market, but the retail universe is in a stage with a traditional trade that remains strong and a growing modern trade element.

The global brewers are present in Russia and, to a lesser extent, Ukraine. Competitive behaviour is fierce but generally rational. Read more about our strategy in Eastern Europe and our 2014 results on page 13.

12.5bn

DKK – Asia net revenue

2.2bn

DKK – Asia operating profit

ASIA

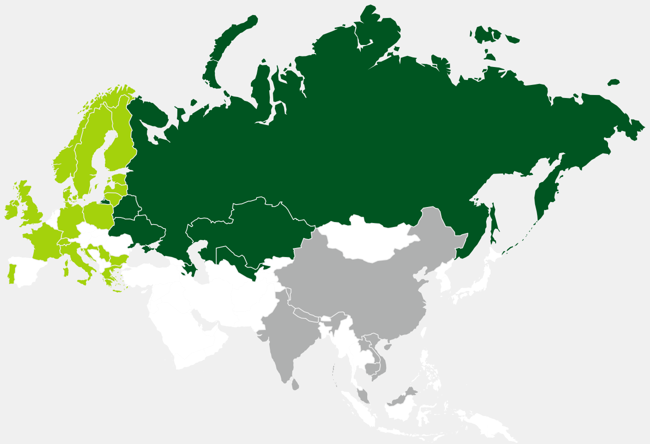
The Carlsberg Group has an attractive footprint with solid market positions in Asia. According to Canadean[1], beer market volumes in the region amounted to approx. 640m hl in 2014.

The Asian markets are diverse, with our Asian portfolio of businesses consisting of mature markets such as Malaysia, Hong Kong and Singapore as well as attractive growing beer markets such as China, India, Vietnam, Laos and Cambodia. These markets offer considerable prospects for growth, underpinned by expanding populations, urbanisation, rising disposable income levels, growing economies and relatively low per capita beer consumption. However, as emerging markets, development can be subject to volatility.

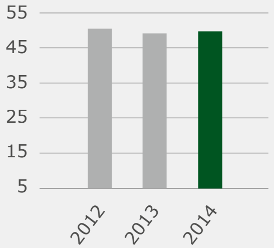
On-trade is a large sales channel in the Asian markets, with the exception of India. Competitive intensity varies, with markets being contested by strong local brewers as well as the global brewers. Read more about our strategy in Asia and our 2014 results on page 16.

[1] Independent market research and data management provider.

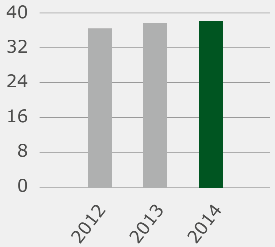
OUR REGIONS
Western Europe



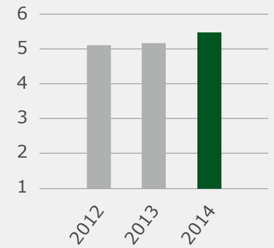
Beer volume, pro rata
(Million hl)



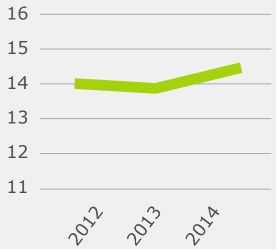
Net revenue
(DKKbn)



Operating profit
(DKKbn)



Operating margin
(%)



Beer category dynamics improved in Western Europe in 2014, and we delivered strong results.

Living our strategy

Our Western European region primarily comprises mature beer markets. While market volumes tend to be flat or slightly declining, the overall value of the market has seen a positive development in recent years.

Our main objective in Western Europe is to improve profitability, cash flow and returns.

Our commercial focus is on supporting the top line by driving a positive trend in net revenue per hl and increasing our market share, measured in terms of both volume and value. We aim to achieve this by premiumising our portfolio through expanding the reach of our international premium brands, supporting and developing our strong local power brands, and being at the forefront of launching innovations.

We are driving a customer-focused organisation and establishing close cooperation with our winning customers. To this end, we apply best-in-class tools such as value management, ROMI (return on marketing investments) and our FIT model (Focus-Implement-Track), which supports the delivery of superior in-store execution. To increase the return on our activities, we identify "pockets of growth" in our local markets, such as types of beer, packaging types, sales channels and geographic areas, in order to target our efforts and capture their growth potential.

Simultaneously, we maintain a sharp focus on reducing costs and capital employed. We aim to achieve this by optimising asset utilisation, increasing efficiencies across the business and simplifying our business model, while still providing superior customer service and top-quality products.

An important enabler on this journey is the roll-out of the supply chain integration and business standardisation project (BSP1). Additional measures include alignment of organisational structures and harmonised ways of working across markets.

Delivering on our ambitions for the region requires us to develop our people and create a performance culture as well as increasing mobility across the region and the Group. Furthermore, we want to improve the image of the beer category to protect our licence to operate. We do this by continuously enhancing our environmental efficiency, engaging in responsible drinking activities and introducing sustainable packaging solutions to our customers.

Driving results in 2014

The Western European markets showed slightly better volume dynamics in 2014 than in recent years and we estimate that the overall beer market was flat. The weather impact for the year was very limited.

Our positive market share performance of the previous three years continued in 2014 and our Western European business has now gained market share for four years in a row. We delivered good market share performance in the majority of our markets, including Poland, Norway, France, Denmark, Portugal, Italy, Greece, Germany and Croatia.

WESTERN EUROPE

		Change				Change
Pro rata, million hl	2013	Organic	Acq., net	FX	2014	Reported
Beer	49.0	2%	0%		50.0	2%
Other beverages	14.9	6%	0%		15.8	6%
Total volume	**63.9**	**3%**	**0%**		**65.8**	**3%**
DKK million						
Net revenue	37,393	1%	0%	0%	37,762	1%
Operating profit	5,183	7%	0%	-1%	5,470	6%
Operating margin (%)	13.9				14.5	60bp

This strong performance was driven by the further deployment of our commercial tools, such as value management and sales force efficiency tools, roll-out of our international premium brands and product launches and innovations. A few examples are the Carlsberg Nordic Collection in a number of markets, Somersby in Germany, K by Kronenbourg in France, Radler in new markets and the non-alcoholic beer Carlsberg Nordic in Denmark. In addition, we have strengthened our position in the speciality beer category in several markets with products such as Grimbergen, Frydenlund Pale Ale in Norway, Nya Carnegie in Sweden, Okocim Browar in Poland and Jacobsen, which all continued to grow.

Beer volumes grew organically by 2% with particularly strong growth in France, Denmark, Poland, Norway and Germany. Beer volume declined in the Balkans, Italy, the Baltic States, the UK and Finland. Other beverages grew organically by 6%, mainly due to strong performance in the Nordics, driven by a strong activation programme, and in Switzerland.

Net revenue grew organically by 1%. While we achieved a positive effect from our value management efforts, price/mix declined by 1%, impacted negatively by the strong growth in other beverages, a negative channel mix and last year's strong price/mix development.

Operating profit grew organically by 7%. The improvement was driven by volume growth, cost savings within the supply chain and our ongoing focus on improving efficiencies in all areas. Operating margin improved 60bp to 14.5%.

Poland and the Nordics

The Polish market grew by an estimated 1%. We continued to gain volume and value market share, and increased volumes by 3%. The strong performance was driven by excellent commercial execution, increased distribution and growth of the local brands Kasztelan, Harnas and Okocim, as well as the continued good progress of innovations such as Somersby and Radler.

We continued to strengthen our market position in Western Europe, growing our overall market share for the fourth year in a row.

Our Nordic business performed strongly, driven by market growth in Denmark (+1%) and Norway (+3%), soft drinks category growth and strong commercial execution, including product launches and value management. Our beer volumes grew in Denmark (+3%), Norway (+4%) and Sweden (+1%), while volumes declined in Finland (-5%) due to a declining Finnish beer market. We gained market share in Denmark, Sweden and Norway and in Finland in the second half of the year. In Denmark, we benefitted from strong growth in the speciality beer category, our relisting at a major customer and good performance by Tuborg and Carlsberg. In Norway, our local brands Frydenlund and Munkholm performed well, as did Tuborg. Our soft drinks business did particularly well in Denmark, Sweden and Norway.

France and the UK

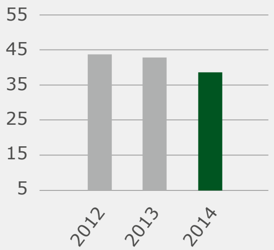
In France, the market grew by an estimated 3%. Our French beer volumes grew by 11%, impacted positively by last year's destocking in Q1 and market share gains. Our premium brands Kronenbourg 1664, Grimbergen and Skøll by Tuborg, as well as the flavoured K by Kronenbourg in the mainstream category, all delivered strong performance. This was driven by strong commercial execution and a high level of innovations in liquids and packaging.

The UK market grew by approximately 1% driven by a growing off-trade channel, although the on-trade continued to decline. We lost market share in both channels partly as we chose not to participate fully in various promotional activities during the year. Our price/mix improved slightly. The Somersby brand continued to grow.

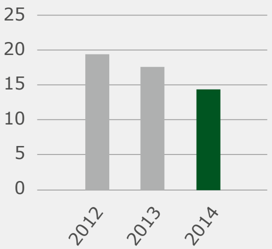
We continued our strong performance in Poland in 2014, growing volume and value market share as well as profitability.

OUR REGIONS
Eastern Europe

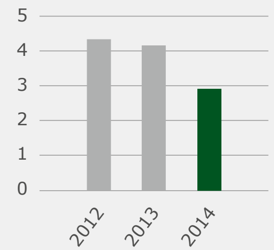
Beer volume, pro rata
(Million hl)



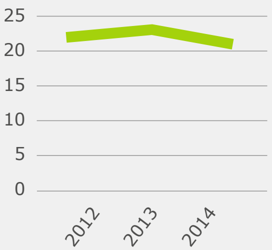
Net revenue
(DKKbn)



Operating profit
(DKKbn)



Operating margin
(%)



The Eastern European beer markets were challenged in 2014, but we increased our market share during the year.

Living our strategy

Our two main markets in Eastern Europe are Russia, which accounts for approx. 75% of regional beer volumes, and Ukraine, which accounts for a little less than 20%.

In recent years, the Russian market has undergone significant changes, but the value of the beer market has still generally seen mid- to high-single-digit annual growth rates, while market volumes have come down by mid-single-digit percentages (CAGR[1]).

The Carlsberg Group's share of the beer profit pool in Russia significantly exceeds its volume market share of 37.8%. We want to maintain our position as the undisputed leader of the beer category in value and volume terms, and we believe that the Eastern European region, including Russia, offers long-term growth opportunities.

Consequently, our main focus in the region is on strengthening our Russian business. Notwithstanding the greater uncertainty and volatility of recent years, which have required detailed contingency and scenario planning, we will continue to invest in the long-term profitability of the business.

To this end, we are utilising Group tools to optimise product offerings and drive a positive mix by means of innovations and focusing on our local premium and international premium brands. We are continuously improving our commercial execution by applying best-in-class tools and concepts at the point of sale, optimising our route-to-market capabilities and improving in-store communication and cooler efficiency.

A number of actions have been taken to enhance the cost-efficiency and asset utilisation of the Eastern European business, and to align structure, organisation and ways of working in areas such as production, logistics, marketing, sales and administration.

The challenges of recent years have emphasised the crucial role of our people. We have therefore taken major steps to drive a performance culture, manage talent, and build a resilient and engaged organisation with strong skills in change and project management.

Protecting our licence to operate and supporting the image of the beer category are important priorities in the region.

We are actively working to reduce the impact of our business on the environment, we are promoting the perception of beer and responsible drinking, and we have strong and proactive interaction with local, regional and federal governments both as a company and through the brewers' associations.

Driving results in 2014

Our Eastern European beer markets were negatively impacted by the uncertain and challenging macroenvironment, as well as

[1] Compounded annual growth rate.

While maintaining a high level of commercial activities in Russia to support our strong position in the market, we also took several actions to reduce costs.

EASTERN EUROPE

Pro rata, million hl	2013	Change Organic	Change Acq., net	FX	2014	Change Reported
Beer	42.4	-11%	0%		37.8	-11%
Other beverages	1.7	1%	0%		1.7	1%
Total volume	**44.1**	**-10%**	**0%**		**39.5**	**-10%**
DKK million						
Net revenue	17,711	-3%	0%	-17%	14,100	-20%
Operating profit	4,127	-12%	0%	-16%	2,962	-28%
Operating margin (%)	23.3				21.0	-230bp

increasing inflation during the year which reduced consumer purchasing power and impacted the beer category negatively. Consequently, our regional beer volumes declined organically by 11%.

Despite the market challenges, we continued to invest in our brands and maintained commercial activities at a high level. These included the activation of sponsorships, such as the Continental Hockey League and local football teams, with the Baltika brand being activated in stadia and in TV commercials. Other activities included the Tuborg Green-Fest music festival, which was rolled out to more cities. In addition, we continued to upgrade our regional brands and launched innovations such as Koff, Brewmasters Collection, Jacobsen and Seth & Riley's Garage.

Organic net revenue declined by 3%. Price/mix was strong at 9%, driven by price increases, a positive mix and slightly smaller pack sizes in Russia. Reported net revenue declined by 20% due to the substantial negative currency impact of -17% as the Ukrainian hryvnia (UAH) devalued by 31% and the Russian rouble (RUB) by 16% for the year.

Operating profit declined organically by 12%. The decline was mainly caused by lower volumes, higher logistics costs and one-offs, such as the write-off of obsolete stocks. The decline was further compounded by the very negative currency impact, resulting in a decline of 28% in reported operating profit. While gross profit per hl increased by 9% organically and operating profit per hl declined modestly by 1% organically, reported operating profit margin declined by 230bp to 21.0%.

Russia

The Russian beer market declined by an estimated 7% as a result of macroeconomic

Find more details about our markets and our many brands

www.carlsberggroup.com

weakness, especially during H2, accelerated inflation throughout the year and the subsequent impact on consumers' ability to spend on the beer category. Driven by strong pricing in the market, the value of the Russian beer market grew by a mid-single-digit percentage. We increased prices in Russia in March, May, October and November.

Our Russian shipments fell 14% due to the overall market decline, less stocking by wholesalers in Q4 than in 2013 and market share development. As a result of the rapid channel shift from traditional to modern trade, end-of-year stock levels at wholesalers were higher than previously expected although lower than at year-end 2013.

Our Russian volume market share improved sequentially through the year and grew 50bp year-on-year in Q4 to 38.6%. For the full year, our volume market share declined by 80bp to 37.8% (source: Nielsen Retail Audit, Urban & Rural Russia). The full-year market share loss was mainly due to the launch of slightly smaller pack sizes to minimise price increases, our price leadership during the first nine months and the temporary disruption in late Q1 and early Q2 following the change in the legal structure of Baltika Breweries. Our mix was positive, driven by particularly good results for Baltika 7, Baltika 9, Baltika Praha and Brewmasters Collection, while Baltika 3, Cooler and Bolshaya Kruzhka declined.

To ensure a strong and profitable Russian business, we have taken several actions to reduce costs. However, while we have been meticulous in our efforts to reduce costs in our Russian operations, we are nevertheless conscious of the need to maintain a strong business that will be in a position to exploit the longer-term opportunities of the Russian market. Actions taken have included closure of the Krasnoyarsk and Chelyabinsk breweries, further streamlining of the sales organisation etc.

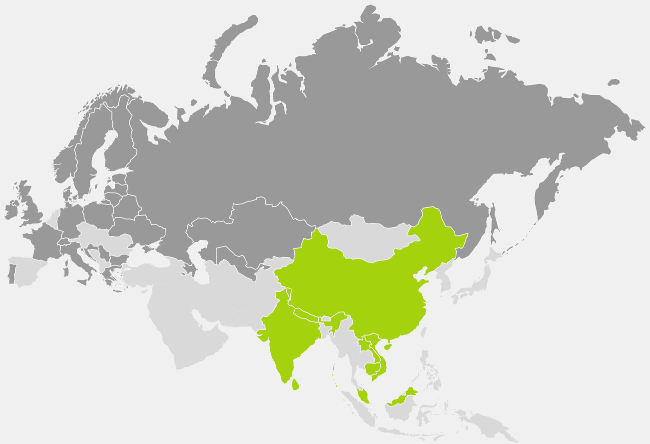
Mainly as a result of the currency headwind, the Russian market accounted for around 25% of Group operating profit in 2014 (before not allocated costs).

Ukraine

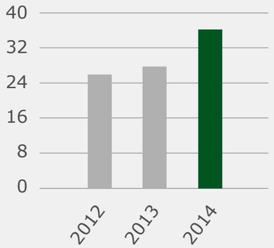
The Ukrainian beer market declined by an estimated 8% due to the highly challenging and uncertain macroeconomic climate as well as significant price increases to cover inflation and a 43% excise tax increase in May. We have been able to operate our business in Ukraine, albeit with disruptions. We estimate that our market share was slightly up.

In spite of consumers being under pressure from the challenging macro-environment in Eastern Europe, price/mix was strong at 9%.

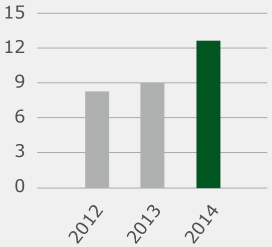
OUR REGIONS
Asia



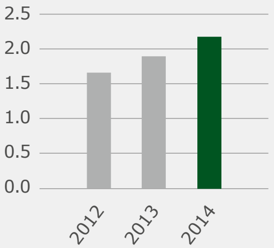
Beer volume, pro rata
(Million hl)



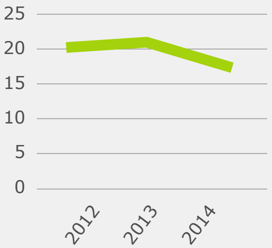
Net revenue
(DKKbn)



Operating profit
(DKKbn)



Operating margin
(%)



Most markets in Asia grew in 2014, and we increased our market share in most markets.

Living our strategy

The Carlsberg Group has an attractive footprint in Asia. Over the years, we have continuously expanded our presence in the region, both organically and through acquisitions. Our strategy in Asia is to build strong, scalable positions and to invest with a long-term perspective in the key growth markets.

Commercially, our focus in the region is on expanding the reach of our international premium brands, and strengthening and premiumising our local power brands. The latter includes upgrading packaging, visual identity and communication as well as simplifying and rationalising the brand portfolios. In addition, we are sharpening our commercial execution capabilities by applying toolkits based on Group best practices in order to accelerate growth. Initiatives include improving the performance and efficiency of sales teams, applying IT and smartphone applications in sales and customer management, updating channel segmentation and increasing the frequency of customer visits.

With the increasing consolidation of our Asian footprint, we are also driving an efficiency agenda across our business with an emphasis on optimising structures and ways of working by using well-proven Group concepts and operating models.

Our people are an important strategic priority. Our focus is on developing leadership capabilities and enhancing the professional skills of our employees in order to increase workforce competence levels.

Across the Asian region, we are actively working to protect our reputation as a responsible and efficient brewer, and to enhance the image of the beer category. Initiatives include health & safety campaigns, improving the environmental footprint of our breweries, promoting sustainable packaging and launching responsible drinking campaigns.

Driving results in 2014

Our Asian business, which delivered another year of strong performance, has in recent years become a significant part of the Carlsberg Group, now accounting for 20% of operating profit (before not allocated costs). Asia has been, and will remain, an important growth driver for the Group, and consequently we will continue our investment strategy, which includes investments in brands, breweries and infrastructure.

Beer volumes were flat organically, though with volume dynamics stronger in H2 than in H1. Including acquisitions, beer volumes grew by 24%. Our businesses in Cambodia, Laos and India did particularly well. The acquisition impact derived mainly from the increased ownership in Chongqing Brewery Group from December 2013 and the Chongqing Eastern Assets acquisition in November 2014. Other beverages grew organically by 12%, mainly driven by the soft drinks business in Laos.

Our Asian business delivered another year of strong performance. The region now accounts for 20% of Group operating profit.

The Carlsberg brand grew by 12% in its premium markets in Asia, primarily as a consequence of good results in India, driven by Carlsberg Elephant, and in China, driven by Carlsberg Chill and Carlsberg Light.

In just a few years, Tuborg has become our key international brand in the region. In 2014, the brand more than doubled its Asian volumes thanks to very strong performance in China and India, as well as in the more established Tuborg market Nepal, where the 3G bottle was launched. Tuborg has become the fastest growing international premium brand in China and the largest international beer brand in India.

We continued the further roll-out of Kronenbourg 1664, primarily the Blanc variety. The brand, which is establishing a solid footprint in the super-premium segment across our Asian markets, is now available in Malaysia, Singapore, Hong Kong and China. The Somersby cider brand doubled its volumes, albeit from a low base, due to very good results in the more mature Asian markets.

Net revenue grew organically by 11% with reported net revenue growth of 38%, which can mainly be attributed to the Chongqing Brewery Group acquisition. Price/mix continued to develop favourably at +5% in spite of a negative country mix. The price/mix improvement was driven by price increases across most markets, continued premiumisation efforts, including SKU rationalisation, and market share gains in the premium segments.

The Asian business continues to grow profits organically alongside our investments in growth opportunities, such as the start-up in Myanmar, and substantial investments in our local power brands and international brand portfolio. Operating profit increased by 8% organically and 17% in reported terms. The organic operating profit growth was supported by the positive price/mix and income from a terminated licence agreement in Q2. As expected, gross profit and operating profit margins declined due to the consolidation of Chongqing Brewery Group, which has a lower revenue per hl and lower margins than the regional average.

ASIA

		Change				Change
Pro rata, million hl	2013	Organic	Acq., net	FX	2014	Reported
Beer	28.3	0%	24%		35.0	24%
Other beverages	3.1	12%	1%		3.5	13%
Total volume	**31.4**	**1%**	**22%**		**38.5**	**23%**
DKK million						
Net revenue	9,063	11%	30%	-3%	12,491	38%
Operating profit	1,882	8%	11%	-2%	2,195	17%
Operating margin (%)	20.8				17.6	-320bp

China/Hong Kong

Our Chinese volumes grew by 33% due to the consolidation of Chongqing Brewery Group and Chongqing Eastern Assets. Organically, our volumes declined by 7%. The overall Chinese market declined by an estimated 4%, while the beer market in our major provinces declined by an estimated 7% as several provinces were impacted by poor weather during the summer, compounded by the unrest in Xinjiang province. The premium category continued to grow by close to double-digit percentages. In addition to the market decline, our volumes were impacted by the reduction of unprofitable products in southern China.

Net revenue grew organically by 3% as we delivered a positive price/mix improvement driven by the growth of our international premium brands, successful premiumisation efforts with our local power brands and portfolio optimisation. Our international premium brands continued to grow, with particularly strong performance by Tuborg, which more than tripled in volume terms to 2m hl, and Kronenbourg 1664, which almost doubled its volumes. The Carlsberg brand delivered high-single-digit percentage growth.

The integration of Chongqing Brewery Group is progressing according to plan, with the most notable milestone being the relaunch of the Chongqing brand in Q4. In addition, we are strengthening and refreshing sales capabilities and the brand portfolio, while at the same time implementing Carlsberg Group tools and processes in functions such as finance, HR, supply chain and IT.

Indochina

In Indochina, our beer volumes grew organically by 8%. As in recent years, our businesses in Laos and Cambodia continued to grow, while the Vietnamese operations recovered during the year.

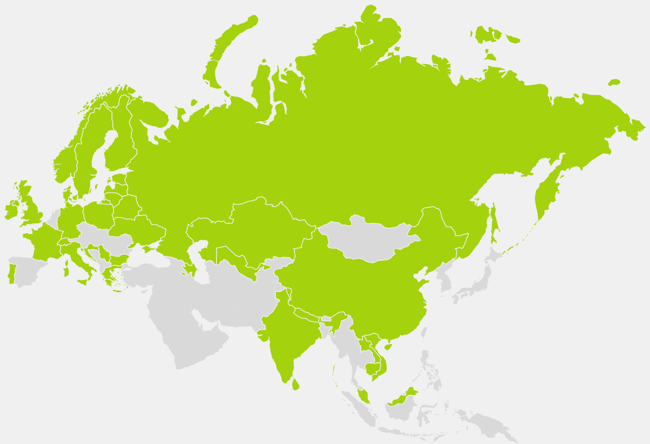
The overall strong performance was driven by our strong local power brands, namely Beerlao in Laos, Angkor in Cambodia and Huda in Vietnam. In Laos, Beerlao is maintaining its strong market position and the relaunch of the Beerlao Gold premium line extension delivered good results. In Vietnam, Huda improved its market share in the central region with refreshed packaging. The Halida brand was relaunched in northern Vietnam with new brand positioning, packaging and advertising support.

India

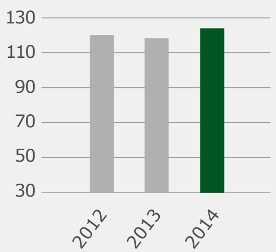
Our Indian business continued its strong growth trend, delivering 42% organic volume growth in a market growing at an estimated mid-single-digit rate. Our market share in India is now around 11%. The growth was mainly driven by very strong performance by Tuborg and Carlsberg Elephant, with the former now being the third-largest brand overall and the largest international premium brand in the country.

Our business in Cambodia continued to grow, supported by our strong local brand, Angkor.

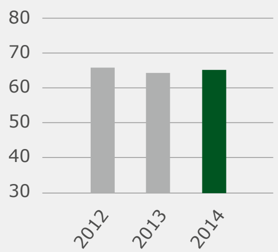
THE GROUP
Financial review



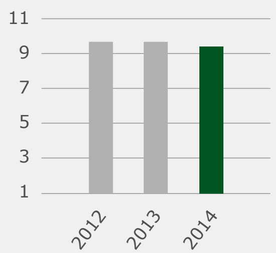
Beer volume, pro rata
(Million hl)



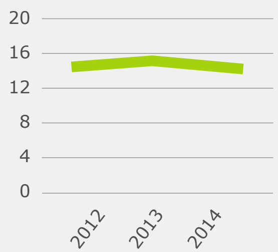
Net revenue
(DKKbn)



Operating profit
(DKKbn)



Operating margin
(%)



Income statement
In 2014, the Group's net revenue was flat versus 2013. In organic terms, net revenue grew by 2% as the positive price/mix of 3% more than offset the organic decline in total volumes of 2%. Reported net revenue was impacted by -6% from currencies and a net acquisition impact of +4%. The negative currency impact was mainly due to the significant weakness of the Russian rouble and the Ukrainian hryvnia.

Organically, cost of sales per hl grew slightly as a result of negative operational leverage and write-off of obsolete stocks in Eastern Europe. In reported terms, cost of sales per hl declined by 2% due to the currency impact. Gross profit grew organically by 2%, while the organic growth in gross profit per hl was 4%. The gross profit margin was up organically by 40bp to 50.0%. The reported gross profit margin was 49.3%.

Marketing, sales and distribution expenses amounted to DKK 18,695m. The increase of 3% compared with 2013 was mainly due to higher logistics costs, primarily in Eastern Europe, and higher sales expenses. Administrative expenses increased by 5% to DKK 4,633m, primarily as a result of the acquisition impact in Asia. Other operating activities amounted to DKK +369m (DKK +22m in 2013). The increase was partly due to a terminated licence agreement in Asia. The Group's share of operating profit in associates and joint ventures was DKK 408m (DKK 370m in 2013). Total operating expenses thus grew by approximately 2%.

Organically, Group operating profit grew by 1%. Strong performance in Western Europe and Asia more than offset the profit decline in Eastern Europe. Reported operating profit was DKK 9,230m, impacted by a negative currency impact of DKK 789m, mainly from the weaker Eastern European currencies. Group operating profit margin declined 80bp to 14.3%, primarily as a result of the acquisition impact from Asia.

Net special items (pre-tax) amounted to DKK -1,353m and were particularly impacted by the non-cash write-down of DKK -703m related to the closure of two breweries in

THE GROUP

		Change				Change
Pro rata, million hl	2013	Organic	Acq., net	FX	2014	Reported
Beer	119.7	-3%	6%		122.8	3%
Other beverages	19.7	6%	0%		21.0	6%
Total volume	**139.4**	**-2%**	**5%**		**143.8**	**3%**
DKK million						
Net revenue	64,350	2%	4%	-6%	64,506	0%
Operating profit	9,723	1%	2%	-8%	9,230	-5%
Operating margin (%)	15.1				14.3	-80bp

Russia. In addition, special items included costs related to other restructuring measures across the Group, connected, among other things, with optimisation and standardisation measures in Western Europe.

Net financial items were positively impacted by lower average funding costs and amounted to DKK -1,191m against DKK -1,506m in 2013. Net interest costs were DKK -1,182m compared to DKK -1,443m in 2013, and other net financial items were DKK -9m versus DKK -63m in 2013.

Tax totalled DKK -1,748m against DKK -1,833m in 2013. The tax rate was 26.1%.

Non-controlling interests were DKK 524m (2013: DKK 478m), impacted by the increased ownership in Chongqing Brewery Group.

Reported net profit was DKK 4,414m (2013: DKK 5,471m), impacted negatively by higher special items in 2014.

Carlsberg's share of net profit was DKK 4,414m. Adjusted net profit (adjusted for special items after tax) was DKK 5,496m compared to DKK 5,772m in 2013.

Statement of financial position

At 31 December 2014, Carlsberg had total assets of DKK 137.0bn against DKK 152.3bn at 31 December 2013. Invested capital amounted to DKK 103.6bn against DKK 119.1bn at 31 December 2013.

Total assets and invested capital were both impacted by a significant reduction in intangible assets and property, plant and equipment from foreign exchange adjustments, primarily RUB and UAH. This was partially offset by the increase from the acquisition of Chongqing Beer Group Assets Management and investments in new breweries in Asia. Liabilities offset in the invested capital remained stable. Total assets in Russia and Ukraine decreased by DKK 23.9bn as of 31 December 2014 compared with the DKK value they would have had if translated at the exchange rates applied at year-end 2013.

Assets

Intangible assets were DKK 81.8bn (DKK 94.2bn at 31 December 2013). Property, plant and equipment declined to DKK 28.7bn from DKK 31.7bn at 31 December 2013. The total decrease in intangible assets and property, plant and equipment of DKK 15.4bn was mainly due to foreign exchange adjustments, primarily related to the rouble-denominated assets and additions of DKK 1.9bn from acquisition of entities.

Financial assets amounted to DKK 7.8bn against DKK 7.0bn at 31 December 2013. The increase was due to recognised profits from investments in associates and joint ventures as well as an increase in deferred tax assets.

Inventories and receivables amounted to DKK 11.4bn (DKK 12.3bn at 31 December 2013), primarily driven by lower receivables in Russia due to the development in the exchange rate. In rouble terms, receivables remained largely unchanged compared with 2013. Other receivables etc. totalled DKK 3.8bn against DKK 3.5bn at 31 December 2013. Cash amounted to DKK 2.4bn at 31 December 2014. The decline of DKK 1.2bn versus 31 December 2013 was the result of acquisition of entities, higher CapEx and dividends paid.

Liabilities

Equity decreased to DKK 56.0bn compared to DKK 71.0bn at 31 December 2013. DKK 52.4bn was attributed to shareholders in Carlsberg A/S and DKK 3.6bn to non-controlling interests.

The decline in equity of DKK 15.4bn attributed to shareholders in Carlsberg A/S was mainly due to foreign exchange losses of DKK -17.3bn, profit for the period of DKK +4.4bn, payment of dividends to shareholders of DKK -1.2bn, and retirement benefit obligations of DKK -1.2bn.

Liabilities were DKK 81.0bn compared to DKK 81.3bn at 31 December 2013. The most notable change was the increase in long-term borrowings and the decrease in short-term borrowings, reflecting the refinancing of a EUR 1bn bond that matured in May with another EUR 1bn bond with a coupon of 2.5%.

Cash flow

Operating profit before depreciation and amortisation was DKK 13,338m (DKK 13,592m in 2013).

The change in trade working capital was DKK -177m (DKK +620m in 2013). The change in trade working capital was impacted by a decrease in payable excise duties. Average trade working capital to net revenue (MAT) was -3.6% at the end of 2014, in line with 2013. The change in other working capital was DKK -682m (DKK -843m in 2013), partly due to lower VAT payable, temporarily impacted by the implementation of the BSP1 structure in three new countries as of October 2014, and an increase in other receivables from sale of assets. Paid net interest etc. amounted to DKK -1,995m (DKK -2,095m in 2013). The decline was mainly due to lower funding costs.

Cash flow from operating activities was DKK 7,405m against DKK 8,142m in 2013.

Cash flow from investing activities amounted to DKK -6,735m against DKK -8,012m in 2013. Operational investments totalled DKK -5,549m (DKK -5,385m in 2013), whereas financial investments amounted to DKK -1,166m, down from DKK -2,609m in 2013, impacted in 2014 by the purchase of Chongqing Beer Group Assets Management and in 2013 by the acquisition of shares in the Chongqing Brewery Group.

Free cash flow amounted to DKK 670m versus DKK 130m in 2013.

Financing

At 31 December 2014, gross interest-bearing debt amounted to DKK 40.7bn and net interest-bearing debt to DKK 36.6bn. The difference of DKK 4.1bn comprised other interest-bearing assets, including DKK 2.4bn in cash and cash equivalents.

Of the gross interest-bearing debt, 95% (DKK 38.7bn) was long-term, i.e. with maturity more than one year from 31 December 2014. Of the net financial debt, 78% was denominated in EUR and DKK (after swaps) and 69% was at fixed interest (fixed-interest period exceeding one year).

FIVE-YEAR SUMMARY

Sales volumes, gross (million hl)	2010	2011	2012	2013	2014
Beer	136.5	139.8	140.9	138.7	134.5
Other beverages	22.5	22.2	22.0	21.5	22.7
Sales volumes, pro rata (million hl)					
Beer	114.2	118.7	120.4	119.7	122.8
Other beverages	19.3	19.2	19.1	19.7	21.0
DKK million					
Income statement					
Net revenue	60,054	63,561	66,468	64,350	64,506
Operating profit before special items	10,249	9,816	9,793	9,723	9,230
Special items, net	-249	-268	85	-435	-1,353
Financial items, net	-2,155	-2,018	-1,772	-1,506	-1,191
Profit before tax	7,845	7,530	8,106	7,782	6,686
Corporation tax	-1,885	-1,838	-1,861	-1,833	-1,748
Consolidated profit	5,960	5,692	6,245	5,949	4,938
Attributable to:					
Non-controlling interests	609	543	638	478	524
Shareholders in Carlsberg A/S	5,351	5,149	5,607	5,471	4,414
Shareholders in Carlsberg A/S, adjusted[1]	5,425	5,203	5,504	5,772	5,496
Statement of financial position					
Total assets	144,250	147,714	153,961	152,308	136,983
Invested capital, year-end	117,119	118,196	121,467	119,112	103,587
Invested capital excluding goodwill, year-end	66,281	62,199	67,553	61,946	51,041
Interest-bearing debt, net	32,743	32,460	32,480	34,610	36,567
Equity, shareholders in Carlsberg A/S	64,248	65,866	70,261	67,811	52,437

Statement of cash flows		2010	2011	2012	2013	2014
Cash flow from operating activities		11,020	8,813	9,871	8,142	7,405
Cash flow from investing activities		-5,841	-4,883	-3,974	-8,012	-6,735
Free cash flow		5,179	3,930	5,897	130	670
Investments						
Acquisition and disposal of property, plant and equipment, net		-2,197	-3,618	-2,264	-4,522	-4,828
Acquisition and disposal of entities, net		-477	-260	-27	-2,314	-1,681
Financial ratios						
Operating margin	%	17.1	15.4	14.6	15.1	14.3
Return on invested capital (ROIC)[2]	%	8.8	8.4	8.0	8.1	8.0
Return on invested capital excl. goodwill (ROIC excl. goodwill)[2]	%	15.4	14.7	14.3	14.5	15.3
Equity ratio	%	44.5	44.6	45.6	45.2	38.3
Debt/equity ratio (financial gearing)	x	0.47	0.45	0.44	0.48	0.65
Debt/operating profit before depreciation and amortisation	x	2.30	2.39	2.35	2.55	2.74
Interest cover	x	4.76	4.86	5.53	6.46	7.75
Stock market ratios						
Earnings per share (EPS)	DKK	35.1	33.8	36.8	35.9	28.9
Earnings per share, adjusted (EPS-A)[1]	DKK	35.6	34.1	36.1	37.8	36.0
Cash flow from operating activities per share (CFPS)	DKK	72.1	57.7	64.6	53.4	48.4
Free cash flow per share (FCFPS)	DKK	33.9	25.7	38.6	0.9	4.4
Dividend per share (proposed)	DKK	5.0	5.5	6.0	8.0	9.0
Payout ratio	%	14	16	16	22	31
Payout ratio, adjusted[1]	%	14	16	17	21	25
Share price (B shares)	DKK	558.5	405.0	554.0	600.0	478.8
Number of shares (year-end, excl. treasury shares)	1,000	152,539	152,523	152,555	152,533	152,538
Number of shares (average, excl. treasury shares)	1,000	152,548	152,538	152,543	152,548	152,535

[1] Adjusted for special items after tax. [2] Rolling 12 months.

The effect of the change in accounting policies from the implementation of IFRS 10-12 as of 1 January 2014 is recognised in the opening balance at 1 January 2013 in accordance with the specific transition requirements in the standards. Comparative figures for 2013 have been restated accordingly.

STATEMENTS

INCOME STATEMENT

DKK million	2014	2013
Net revenue	64,506	64,350
Cost of sales	-32,725	-32,423
Gross profit	**31,781**	**31,927**
Sales and distribution expenses	-18,695	-18,181
Administrative expenses	-4,633	-4,415
Other operating activities, net	369	22
Share of profit after tax, associates and joint ventures	408	370
Operating profit before special items	**9,230**	**9,723**
Special items, net	-1,353	-435
Financial income	806	717
Financial expenses	-1,997	-2,223
Profit before tax	**6,686**	**7,782**
Corporation tax	-1,748	-1,833
Consolidated profit	**4,938**	**5,949**
Attributable to:		
Non-controlling interests	524	478
Shareholders in Carlsberg A/S	4,414	5,471
DKK		
Earnings per share	28.9	35.9
Earnings per share, diluted	28.8	35.7

STATEMENT OF FINANCIAL POSITION

DKK million	31 Dec. 2014	31 Dec. 2013
Assets		
Intangible assets	81,754	94,236
Property, plant and equipment	28,748	31,738
Financial assets	7,838	6,950
Total non-current assets	**118,340**	**132,924**
Inventories and trade receivables	11,370	12,273
Other receivables etc.	3,787	3,499
Cash and cash equivalents	2,418	3,612
Total current assets	**17,575**	**19,384**
Assets classified as held for sale	1,068	-
Total assets	**136,983**	**152,308**
Equity and liabilities		
Equity, shareholders in Carlsberg A/S	52,437	67,811
Non-controlling interests	3,560	3,190
Total equity	**55,997**	**71,001**
Borrowings	38,690	30,239
Deferred tax, retirement benefit obligations etc.	15,773	16,429
Total non-current liabilities	**54,463**	**46,668**
Borrowings	1,835	9,417
Trade payables	12,031	12,614
Deposits on returnable packaging	2,046	1,812
Other current liabilities	10,611	10,796
Total current liabilities	**26,523**	**34,639**
Total equity and liabilities	**136,983**	**152,308**

STATEMENT OF CASH FLOWS

DKK million	2014	2013
Operating profit before special items	9,230	9,723
Adjustment for depreciation, amortisation and impairment losses	4,108	3,869
Operating profit before depreciation, amortisation and impairment losses[1]	**13,338**	**13,592**
Adjustment for other non-cash items	-514	-221
Change in trade working capital	-177	620
Change in other working capital	-682	-843
Restructuring costs paid	-397	-617
Interest etc. received	224	329
Interest etc. paid	-2,219	-2,424
Corporation tax paid	-2,168	-2,294
Cash flow from operating activities	**7,405**	**8,142**
Acquisition of property, plant and equipment and intangible assets	-5,888	-5,582
Disposal of property, plant and equipment and intangible assets	261	149
Change in on-trade loans	78	48
Total operational investments	**-5,549**	**-5,385**
Free operating cash flow	**1,856**	**2,757**
Acquisition and disposal of entities, net	-1,681	-2,314
Acquisition and disposal of associates and joint ventures, net	-90	-191
Acquisition and disposal of financial assets, net	25	5
Change in financial receivables	400	-250
Dividends received	180	141
Total financial investments	**-1,166**	**-2,609**
Other investments in property, plant and equipment	-20	-18
Total other activities[2]	**-20**	**-18**
Cash flow from investing activities	**-6,735**	**-8,012**
Free cash flow	**670**	**130**
Shareholders in Carlsberg A/S	-1,234	-985
Non-controlling interests	-663	-677
External financing	82	-67
Cash flow from financing activities	**-1,815**	**-1,729**
Net cash flow	**-1,145**	**-1,599**
Cash and cash equivalents, beginning of period	3,234	5,000
Foreign exchange adjustments to cash and cash equivalents	89	-167
Cash and cash equivalents at 31 December[3]	**2,178**	**3,234**

[1] Impairment losses excluding those reported in special items. [2] Other activities cover real estate, separate from beverage activities. [3] Cash and cash equivalents less bank overdrafts.

OVERVIEW

PEOPLE NEWS

Jacek Pastuszka
New Senior Vice President (SVP), Eastern Europe, and CEO of Baltika Breweries

Jacek Pastuszka has been appointed SVP, Eastern Europe, and member of the Carlsberg Group's Executive Committee. At the same time, he has become CEO of Baltika Breweries.

Jacek joined Carlsberg in 2009 as CEO of Carlsberg Polska. From 2011 to 2014, he was CEO of Ringnes, Carlsberg's Norwegian brewery. Prior to joining Carlsberg, Jacek was CEO of American International Group (AIG) in Poland. He has also held senior managerial positions at Procter & Gamble, both in Poland and internationally, and at Danone Dairy in Poland and the Baltic States.

Andraea Dawson-Shepherd
New Senior Vice President (SVP), Group Corporate Affairs

Andraea Dawson-Shepherd has been appointed SVP, Group Corporate Affairs, with responsibility for Carlsberg's corporate affairs activities, including investor and media relations, government and external relations, and sustainability and corporate responsibility. Andraea is also a member of the Group's Executive Committee.

Andraea joined Carlsberg from RB plc, where she was SVP for Global Corporate Communication & Affairs. Prior to that, she was Global Corporate Communications Director at Cadbury Schweppes plc.

Søren Brinck
New CEO of Ringnes, Norway

Søren Brinck has been appointed CEO of Ringnes.

Søren joined Carlsberg in 2005. Most recently, he was Vice President Business Development for the Western Europe region. Prior to that, he was CEO of Mythos Brewery, the Group's Greek subsidiary. From 2005 to 2009, Søren held positions at the Carlsberg Group headquarters as Strategy Director and Director of the Group's Commercial Excellence (ComEx) programme.

SHARE PRICE 2014 (DKK PER SHARE, CARLSBERG B)

FINANCIAL CALENDAR 2015

26 March	Annual General Meeting

Quarterly financial statements

12 May	Interim results – Q1
19 August	Interim results – Q2
11 November	Interim results – Q3

The Annual General Meeting of Carlsberg A/S will be held on Thursday 26 March 2015 at Tap 1, Ny Carlsberg Vej 91, Copenhagen.