

COMPANY ANNOUNCEMENT 3/2009

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Proposal to elect two new members to the Board of Directors of Carlsberg A/S

The Board of Directors of Carlsberg A/S will recommend that the Annual General Meeting approve a proposal to elect Richard Burrows, Ireland, and Kees van der Graaf, the Netherlands, to the Board, replacing Jens Bigum, Deputy Chairman, and Henning Dyremose, Board member. The Annual General Meeting will take place on Thursday 12 March 2009.

"The acquisition of parts of Scottish & Newcastle has resulted in a significant transformation of Carlsberg, which is now a far bigger company with increased global exposure in the FMCG industry (Fast Moving Consumer Goods). This is reflected in the composition of the day-to-day management of the company, and it will also be reflected to a much higher degree in the Board of Directors, if the Annual General Meeting adopts the proposal to elect Richard Burrows and Kees van der Graaf. As members of the Board both will contribute with substantial international experience and inspiration within Carlsberg's business areas", says Povl Krogsgaard-Larsen, Chairman of the Board of Directors.

Richard Burrows is 63 years old and holds board positions in Bank of Ireland, Rentokil Initial plc., Mey Icki San. Ve Tic A.S., and Cityjet Ltd. Until 2005, Richard Burrows was joint CEO of Pernod Ricard and before that CEO of Irish Distillers. He also held the position as president of the Irish Business and Employers Confederation for a period of two years.

Kees van der Graaf is 58 years old and held the position of President Europe in the Board of Unilever until May 2008. He joined Unilever in 1976 and during his 32 years with the Company he held several top management positions within various FMCG categories. Amongst other external positions Kees van der Graaf is on the Board of Directors of the Dutch automobile club ANWB and he joined IMD, the Lausanne based Business School as an Executive-in-Residence in the autumn of 2008.

Jens Bigum, who joined the Board of Directors in 2001, retires from the Board in accordance with the age clause in the Articles of Association, whereas Henning Dyremose has decided to step down after 10 years on the Board of Directors.

CVs of Richard Burrows and Kees van der Graaf enclosed.

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The Carlsberg Group is one of the leading brewery groups in the world, with a large portfolio of beer and soft drinks brands. Its flagship brand – Carlsberg – is one of the fastest growing and best-known beer brands in the world. More than 45,000 people work for the Carlsberg Group, and its products are sold in more than 150 markets. In 2008 the Carlsberg Group sold more than 120 million hectolitres of beer, which is about 100 million bottles of beer a day. Find out more at www.carlsberggroup.com.

RICHARD BURROWS – CV

Ireland

BORN

16 January 1946

EDUCATION

Fellow, Institute of Chartered Accountants of Ireland

BUSINESS EXPERIENCE

2000 – Date Bank of Ireland (Governor since 2005)

2003 – 2008 Pernod Ricard board member

2000 – 2005 Co-Chief Executive, Pernod Ricard

1978 – 2000 Chief Executive Officer, Irish Distillers

1976 – 1978 General Manager, Irish Distillers

1972 – 1976 Chief Executive, The “Old Bushmills” Distillery Company

1971 – 1972 Managing Director, Fitzgerald & Co.

1970 – 1971 Assistant to Managing Director, Edward Dillon & Co.

1963 – 1970 KPMG, Dublin

CURRENT:

Bank of Ireland - Governor

Rentokil Initial PLC - Non-Executive Director

Mey Icki San. Ve Tic A.S. - Non-Executive Director

Cityjet Ltd. - Non-Executive Director

KEES VAN DER GRAAF - CV

Holland

BORN

2 November 1950

EDUCATION

1974 MBA in Production Planning and Investment Analysis,
Technische Hogeschool Twente, Enschede

BUSINESS EXPERIENCE

(Unilever)

2005 - 2008 Member of the Board of Unilever NV and PLC, President Europe

2004 - 2005 Member of the Board of Unilever NV and PLC
Responsible for the global Foods Division

2001 - 2004 President Ice Cream & Frozen Foods, Europe

1998 - 2001 Executive Vice President, Operations of the Food & Beverages, Europe

1995 - 1998 Senior Vice President, Ice Cream Category

1993 - 1995 Chairman Lipton Sais, Switzerland

1990 - 1993 Foods Member East Asia Pacific Region, HQ Rotterdam

1986 - 1990 Marketing and Grocery Sales Director, Frigo, Spain

1983 - 1986 General Marketing Manager, Wall's Meat Co., Banbury

1981 - 1983 Management Development Officer, HQ Rotterdam

1981 - 1981 Brand Manager, Lipton Inc., New Jersey

1976 - 1981 Several Product Management positions, Calvé-De Betuwe B.V., Delft

BOARD POSITIONS

2000 - 2004 Non-executive Director of Unilever Beleggingsbank BV

2005 - 2006 Member of the Board WCFS (Wageningen Centre for Food Science)

2005 - 2008 Member of the Liaison Committee of the CIAA
(Confederation of the Foods and Drinks Industries of Europe)

2005 - 2008 Board Member of ECR (Efficient Consumer Response)

2005 - 2008 Member of the IAB (International Advisory Board of the City of Rotterdam)

2006 - Supervisory Board Spieren voor Spieren

2006 - 2008 Supervisory Board Synergos Institute

2006 - Member of the Supervisory Board of ANWB (Company and Club)

2008 - Executive-in-Residence, IMD business school, Lausanne

Founder and President of the FSHD Foundation