

Carlsberg Global Business Services A/S

Ny Carlsberg Vej 100, 1799 København V

CVR-no. 27 13 92 80

Annual Report 2016

Auditor

KPMG

Statsautoriseret Revisionspartnerselskab

Dampfærgevej 28

2100 København Ø

The Annual Report has been presented and approved on the company's general meeting the 27 April 2017

Chairman of the general meeting

Mette Kronborg

Content

	<u>Page</u>
Reports	
Statement by Management	2
Independent auditor's report	3-4
Management's review	
Company information	5
Key figures	6
Review	7
Financial statements	
Income statement 1 January - 31 December 2016	8
Balance sheet 31 December 2016	9-10
Statement of changes in Equity	11
Disclosures	12-18

Statement by Management

The Supervisory Board and the Executive Board have today discussed and approved the Annual Report of Carlsberg Global Business Services A/S for 2016.

The Annual Report has been prepared in accordance with the Danish Financial Statements Act.

We consider the accounting policies used to be appropriate. In our opinion, the Financial Statements give a true and fair view of the Company's assets, liabilities and financial position at 31 December 2016 and of the results of the Company's operations for the financial year 1 January - 31 December 2016.

Further, in our opinion the Management's review includes a fair review of the matters the review describes.

We recommend that the Annual General Meeting approve the Annual Report.

Copenhagen, 27 April 2017

Executive Board

Mark Dajani
CEO

Supervisory Board

Heine Dalsgaard
Chairman

Jan Thieme Rasmussen

Ulrik Andersen

Marie Rotne

Søren Leth

Independent auditor's report

To the shareholders of Carlsberg Global Business Services A/S

Opinion

We have audited the financial statements of Carlsberg Global Business Services A/S for the financial year 1 January – 31 December 2016, comprising income statement, balance sheet and notes, including accounting policies. The financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Company's assets, liabilities and financial position at 31 December 2016 and of the results of the Company's operations for the financial year 1 January – 31 December 2016 in accordance with the Danish Financial Statements Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibility for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Danish Financial Statements Act and for such internal control that Management determines is necessary to enable the

preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements in Denmark will always detect a material misstatement when it exists. Misstatements may arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of financial statement users made on the basis of these financial statements.

Independent auditor's report

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. We also

- identify and assess the risks of material misstatement of the company financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management
- conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern
- evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit

Statement on the Management's review

Management is responsible for the Management's review.

Our opinion on the financial statements does not cover the Management's review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the Management's review and, in doing so, consider whether the Management's review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the Management's review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that the Management's review is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement of the Management's review.

Copenhagen, 27 April 2017

KPMG

Statsautoriseret Revisionspartnerselskab
CVR 25578198

Henrik O. Larsen
State Authorised
Public Accountant

Company information

Reporting company	Carlsberg Global Business Services A/S Ny Carlsberg Vej 100 1799 København V CVR-no. 27 13 92 80 Reporting period: 1 January - 31 December Year of foundation: 2003 Municipality: Copenhagen
Supervisory Board	Heine Dalsgaard Jan Thieme Rasmussen Ulrik Andersen Employee representative Marie Rotne Employee representative Søren Leth
Executive Board	CEO Mark Dajani
Auditor	KPMG Statsautoriseret Revisionspartnerselskab Dampfærgevej 28 2100 København Ø Danmark CVR nummer: 25578198 P-nummer: 1018974173

Key figures

	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
Income statement - mio. kr.					
Revenue	1.428	1.321	878	673	611
Profit (loss) from ordinary operating activities	-36	61	25	75	-1
Profit (loss) from ordinary activities before special items	-38	48	-15	-4	-11
Other finance items, net	-11	-30	-28	-23	-22
Profit (loss) from ordinary activities before tax	-50	18	-43	-27	-33
Profit (loss)	-31	18	-37	-82	-21
Balance sheet - mio. kr.					
Non-current assets	1.477	2.059	2.235	1.654	1.139
Current assets	962	782	566	472	383
Equity	1.885	1.916	-601	-564	-483
Long-term liabilities	325	769	2.847	2.348	1.773
Short-term liabilities other than provisions	229	155	554	340	217
Total assets	2.439	2.841	2.801	2.126	1.522
Investments in intangible assets	136	334	689	595	340
Investments in tangible assets	36	31	87	5	0
Key figures in %					
Return on investments ¹⁾	-1,5%	1,7%	-0,6%	-0,2%	-0,8%
Equity ratio ²⁾	77%	67%	-23%	-27%	-32%
Return on equity ³⁾	-1,7%	2,7%	6,4%	15,6%	4,3%
Employees					
Average number of employees	141	158	179	118	122

Calculation of key figures

1) Return on investment

2) Equity ratio

3) Return on equity

Profit (loss) from ordinary activities before special items as a percentage of average Assets

Equity at year-end as a percentage of total assets at year-end.

Profit (loss) as a percentage of average Equity

Management's review

Company activities

The activities of Carlsberg Global Business Services A/S is development and implementation of IT systems as well as technical support to the Carlsberg Group entities.

Furthermore, the company is responsible for centralisation and sourcing of other services for the Carlsberg Group.

Development in activities and financial position

In 2016 the structural adjustment of Carlsberg Global Business Services A/S continued to ensure a cost efficiency of IT activities and other services in the Carlsberg Group.

Result for the year is a loss of DKK 31m, compared to a profit on DKK 18 mio. the year before. Results were affected by depreciation on a European ERP system, which was fully rolled out in 2015.

The result of the year is in line with management expectations.

Events occurring after balance sheet date

In 2017 Carlsberg Global Business Services A/S has initiated a restructuring project to increase efficiency and improve services. The project is impacting network, hosting, security, operations and workplaces.

Expectations for next year

Carlsberg Global Business Services A/S will in 2017 focus on increasing efficiency and improving services. Support the Carlsberg Group to become a more efficient company and collaborate across the Carlsberg Group to build and implement a digital plan.

Expectations for the result for 2017 is higher then previous years due to the final rull out of the ERP system which will invoiced out to the Carlsberg Group untill end of 2019.

Diversity

We refer to the description in the Annual Report of Carlsberg A/S. The Annual Report of Carlsberg A/S is available at <https://carlsberggroup.com/investor-relations/investor-home/reports-downloads/>.

Corporate Social Responsibility

In accordance with the Danish Financial Statements Act § 99a, stk. 7, we refer to the description of Corporate Social Reponsibility in the Annual Report of Carlsberg A/S. The Annual Report of Carlsberg A/S is available at <https://carlsberggroup.com/investor-relations/investor-home/reports-downloads/>.

Knowledge resources

The objective of the company is to provide IT services to the Carlsberg Group entities, which requires that the employe holds special IT skills, particularly in connection with SAP and Microsoft applications.

It is therefore essential that the company can recruit and retain employees with these special skills.

Strategy

The company strategy is to set the digital agenda in the Carlsberg Group, and give strength to win with customers and consumers. Further more the Company will continue driving the Carlsberg Groups initiatives wihtin centralization and outsourcing.

Risks

The company has assesed not to have specific operating-, financial-, interest rate- or credit risks.

Income statement 1 January - 31 December

	Note	2016 DKK '000	2015 DKK '000
Revenue	2	1.427.982	1.321.093
Administrative expenses	3, 4	-1.464.415	-1.260.366
Other operating expenses		-5	522
Profit (loss) from ordinary operating activities		-36.438	61.249
Special items	5	-1.842	-13.564
Profit (loss) from ordinary activities before special items		-38.280	47.685
Other finance income	6	12.852	99.113
Other finance expenses	7	-24.140	-129.266
Profit (loss) from ordinary activities before tax		-49.568	17.532
Tax expense	8	18.209	127
Profit (loss)	9	-31.359	17.659

Balance sheet 31 December

Assets	Note	2016 DKK '000	2015 DKK '000
Software		1.173.185	1.717.589
Development projects		192.201	237.348
Intangible assets	10	<u>1.365.386</u>	<u>1.954.937</u>
Leasehold improvements		0	5.576
Fixtures, fittings, tools and equipment		89.260	92.517
Property, plant and equipment under development		22.152	5.990
Tangible assets	11	<u>111.412</u>	<u>104.083</u>
Non-current assets		<u>1.476.798</u>	<u>2.059.020</u>
Receivables from group enterprises		748.837	609.040
Deferred tax asset	12	154.641	107.721
Other receivables		282	16.173
Deferred income assets	13	58.636	48.714
Receivables		<u>962.396</u>	<u>781.649</u>
Current assets		<u>962.396</u>	<u>781.649</u>
Assets		<u>2.439.194</u>	<u>2.840.670</u>

Balance sheet 31 December

Liabilities and equity	Note	2016 DKK '000	2015 DKK '000
Contributed capital	14	60.000	60.000
Retained earnings		1.824.604	1.855.582
Equity		<u>1.884.604</u>	<u>1.915.582</u>
Other provisions	15	509	485
Provisions		<u>509</u>	<u>485</u>
Payables to group enterprises	16	321.423	769.340
Other long-term payables		3.323	0
Long-term liabilities		<u>324.746</u>	<u>769.340</u>
Deferred income		9.145	0
Trade payables		183.865	129.651
Tax payable		10.000	0
Other payables		26.325	25.612
Short-term liabilities other than provisions		<u>229.335</u>	<u>155.263</u>
Liabilities other than provisions		<u>554.081</u>	<u>924.603</u>
Liabilities and equity		<u>2.439.194</u>	<u>2.840.670</u>
Fees to auditors	4		
Contractual commitment and contingent liabilities	17		
Related parties	18		
Events occurring after balance sheet date	19		

Statement of changes in Equity

	<u>Contributed capital</u>	<u>Retained earnings</u>	<u>Total</u>
	DKK '000	DKK '000	DKK '000
Equity at 1 January 2016	60.000	1.855.582	1.915.582
Share-based payments	0	381	381
Profit for the year	<u>0</u>	<u>-31.359</u>	<u>-31.359</u>
Equity at 31 December 2016	<u>60.000</u>	<u>1.824.604</u>	<u>1.884.604</u>

Disclosures

1

Accounting policies

The Annual Report has been prepared in accordance with the regulation in the Danish Financial Statements Act applying to Reporting class C (stor).

In accordance with the Danish Financial Statements Act § 86, stk. 4 a separate cash flow statements has not been prepared. We refer to the Consolidated Financial Statements of Carlsberg Breweries A/S.

As from 1 January 2016, the Company has implemented Act no. 738 of 1 June 2015.

The changes have no monetary effect on the income statement or the balance sheet for 2016 or for the comparative figures. Apart from the above, the accounting policies used in the preparation of the financial statements are consistent with those of last year.

Foreign currency translation

On initial recognition, transactions denominated in foreign currencies, are translated to the functional currency (DKK) at the exchange rate ruling at the transaction date. Exchange rate differences arising between the exchange rate at the transaction date and at the date of payment are recognized in the income statement as financial income or financial expenses.

Receivables, payables and other monetary items denominated in foreign currencies are translated at the exchange rate ruling at the end of the reporting period. The difference between the exchange rate at the end of the reporting period and the

exchange rate at the date on which the receivable or payable arose or the exchange rate in the last annual report is recognized in the income statement under financial or financial expenses.

Income statement

Revenue

Net sales include sales of services, which are recognised in the income statement in the year of delivery of the service takes place.

Administrative expenses

Administrative expenses include amortisation of intangible and tangible assets, costs in connection with development projects that do not meet the criteria for capitalisation, as well as costs of operation and support of Western European IT solution.

Other operating expenses

Other operating expenses comprise items of a secondary nature relative to the company's main business including gains and losses on the sale of tangible assets.

Special items

Special items include significant income and expenses of a special nature that cannot be attributed directly to the company's ordinary operating activities.

Such income and expenses include the cost of extensive restructuring of processes and fundamental structural adjustments, as well as any gains or losses arising from disposal of assets that have a material effect over a given period.

Special items are shown separately from the company's ordinary operations, as this gives a truer and fairer view of the company's profit (loss) from ordinary operating activities .

Other finance income and expenses

Financial income and expenses include interests, realised and unrealised exchange rate gains and losses as well as charges and allowances under the tax-on-account scheme etc.

Tax expense

The tax for the year included in the Income statement consists of the current tax for the year and the changes in deferred tax.

Current tax is calculated on the applied tax rate for the current year.

The Company is jointly taxed with Carlsberg A/S. The jointly taxed Danish companies settles the calculated payable tax to Carlsberg A/S. Carlsberg A/S settles the tax with the tax authorities (full distribution method).

Disclosures

Balance sheet

Intangible assets

Development projects

Costs of development projects include salaries, amortisation and other costs directly attributable to the development.

Development costs are recognised as intangible assets for projects, where it can be reasonably expected that the present value of future earnings at least cover the actual development costs.

Capitalised development costs are amortised on a straight-line basis, from the time the asset is available for use, over the expected useful life of 3 - 7 years (5 years for ERP development projects, 3 years for other software development projects) and transferred to software. Other software is amortised over 3 years.

Tangible assets

Tangible assets are initially recognised at cost and subsequently measured at cost less accumulated depreciation, and impairment losses.

Depreciation are recognised on a straight-line basis over the expected useful life of the assets, taking into account any residual value.

Leasehold improvements	3-15 years
Plant and machinery	15 years
Fixtures, fittings, tools and equipment	3-15 years

Impairment of assets

Management assesses intangible and tangible assets for changes in useful life. If an indication of a reduction in the value or useful life exists, the asset is tested for impairment and is written down if necessary, or the amortisation/depreciation period is reassessed and if necessary adjusted in line with the asset's changed useful life.

Impairment losses of a non-recurring nature are recognised in the income statement under special items.

Receivables

Receivables are measured at amortised cost less impairment losses.

Impairment losses are calculated as the difference between the carrying amount and the net realisable value, including the expected net realisable value of any collateral provided.

Deferred tax and tax payables

Current tax payable and receivable are recognised in the statement of financial position as tax computed on the taxable income for the year, adjusted for tax on the taxable income of prior years and for tax paid on account.

Deferred tax on all temporary differences between the carrying amount and the tax base of assets and liabilities is measured using the balance sheet liability method.

Deferred tax assets, including the tax base of tax loss carryforwards, are recognised under other non-current assets at the expected value of their utilisation, either as a set-off against tax on future income or as a set-off against deferred tax liabilities in the same legal tax entity and jurisdiction.

Deferred tax is measured according to the tax rules and at the tax rates applicable in the respective countries at the end of the reporting period and when the deferred tax is expected to crystallise as current tax. The change in deferred tax as a result of changes in tax rates is recognised in the income statement.

Other provisions

Provisions, including warranty provisions, are recognised when, as a result of events arising before or at the end of the reporting period, the company has a legal or a constructive obligation and it is probable that there may be an outflow of resources embodying economic benefits to settle the obligation.

Restructuring costs are recognised under liabilities when a detailed, formal restructuring plan has been announced to those affected no later than at the end of the reporting period.

A provision for onerous contracts is recognised when the benefits expected to be derived by the company from a contract are lower than the unavoidable costs of meeting its obligations under the contract.

Liabilities

Liabilities are recognised at nominal value.

Subsequently, debt are measured at amortised cost.

Disclosures

2

Revenue

Revenue is intercompany generated mainly through Western Europe.

3

Employee expenses

	2016 DKK '000	2015 DKK '000
Salaries and other remuneration	130.631	138.950
Retirement benefit costs	11.881	12.501
Social security costs	6.604	4.462
	<u>149.115</u>	<u>155.913</u>

Included in the following items in the income statement:

Administrative expenses	149.115	155.913
	<u>149.115</u>	<u>155.913</u>

In accordance with the Danish Financial Statements Act §98 b, stk. 3, remuneration to the Board of Directors is not disclosed. The Supervisory Board does not receive any remuneration.

Average number of employees	141	158
-----------------------------	-----	-----

4

Fees for statutory auditor

In accordance with the Danish Financial Statements Act § 96, stk. 7, fees to statutory auditors is not disclosed as the information is disclosed in the Annual Report for the Carlsberg A/S Group, in which the Company is fully consolidated. The Annual Report of Carlsberg A/S is available at <https://carlsberggroup.com/investor-relations/investor-home/reports-downloads/>.

5

Special items

If special items had been recognised in Profit (loss) from ordinary activities before special items, they would have been included in the following items:

	2016 DKK '000	2015 DKK '000
Administrative expenses	1.842	13.564
Special items	<u>1.842</u>	<u>13.564</u>

6

Other finance income

Interest income from group enterprises	2.550	485
Foreign exchange gains	10.303	98.628
Other finance income	<u>12.853</u>	<u>99.113</u>

7

Other finance expenses

Interest expense from group enterprises	8.151	25.879
Foreign exchange losses	15.305	103.273
Other financial expenses	684	114
Other finance expenses	<u>24.140</u>	<u>129.266</u>

Disclosures

8

Tax expense

Change in deferred tax during the year	33.453	8.116
Change in deferred tax as a result of change in tax rate	0	-7.835
Current tax	-14.326	-170
Tax expense	18.209	127

9 Proposed distribution of profit (loss)

Retained earnings	-31.359	17.659
Profit (loss)	-31.359	17.659

10

Intangible assets

	Software DKK '000	Development projects DKK '000	Total DKK '000
Cost at 1 January 2016	3.126.237	237.348	3.363.585
Additions	9.241	127.098	136.339
Disposals	-6.956	0	-6.956
Transfers between asset classes	152.582	-172.245	-19.663
Cost at 31 December 2016	<u>3.281.104</u>	<u>192.201</u>	<u>3.473.305</u>
Amortisation and impairment losses at 1 January 2016	1.408.648	0	1.408.648
Amortisation	595.969	0	595.969
Disposals	-6.956	0	-6.956
Impairment	110.258	0	110.258
Amortisation and impairment losses at 31 December 2016	<u>2.107.919</u>	<u>0</u>	<u>2.107.919</u>
Carrying amount at 31 December 2016	<u>1.173.185</u>	<u>192.201</u>	<u>1.365.386</u>
Useful life	<u>3 - 7 år</u>		

Disclosures

II

Tangible assets

	Leasehold improve- ments DKK '000	Fixtures, fittings, tools and equipment DKK '000	Property, plan and equipment under development DKK '000	Total DKK '000
Cost at 1 January 2016	13.160	149.886	5.990	169.036
Additions	0	17.634	17.920	35.554
Transfers between asset classes	0	21.421	-1.758	19.663
Cost at 31 December 2016	<u>13.160</u>	<u>188.941</u>	<u>22.152</u>	<u>224.253</u>
Depreciation and impairment losses at 1 January 2016	7.584	57.369	0	64.953
Depreciation	<u>5.576</u>	<u>42.312</u>	<u>0</u>	<u>47.888</u>
Depreciation and impairment losses at 31 December 2016	<u>13.160</u>	<u>99.681</u>	<u>0</u>	<u>112.841</u>
Carrying amount at 31 December 2016	<u>0</u>	<u>89.260</u>	<u>22.152</u>	<u>111.412</u>
Useful life		<u>3 - 15 years</u>	<u>15 years</u>	<u>3 - 15 years</u>

Fixtures, fittings, tools and equipment include hardware and office fixtures.

Amortisation and depreciation on intangible and tangible assets recognised as administrative expenses can be specified as follows:

	2016 DKK '000	2015 DKK '000
Tangible assets	47.888	34.873
Intangible assets	<u>595.969</u>	<u>505.863</u>
Total	<u>643.857</u>	<u>540.736</u>

Disclosures

12

Deferred tax

Deferred tax at 1 January	107.721	107.820
Change in deferred tax during the year	33.453	8.116
Change in deferred tax as a result of change in tax rate	0	-7.835
Adjustments to deferred tax for prior yeats	13.467	-380
Deferred tax at 31 December	154.641	107.721

Deferred tax mainly relates to temporary differences between the carrying amount and the tax base for assets and liabilities.

13

Deferred income assets

Deferred income assets mainly consists of prepaid cost relating to support and maintenance agreements.

14

Contributed capital

The contributed capital amounts to DKK 60 mio. divided 60000 shares each with a nominal value of DKK 1,000.

All shares rank equally.

All shares are owned by Carlsberg Breweries A/S.

In 2015, the company received a capital injection of DKK 10 mio. divided in 10.000 shares each of a nominal value of DKK 1,000.

Apart from the abovem no changes has been made to the contributed capital for the past 5 years.

15

Other provisions

	2016	2015
	DKK '000	DKK '000
Provisions at 1 January	485	469
Additional provisions recognised	24	16
Provisions at 31 December	509	485
Provisions fall due:		
More than 5 years	509	485
Other provisions	509	485

Disclosures

16

Payables to group enterprises

The Parent Company ensures sufficient funds to cover the company's liquidity needs.

17

Contractual commitments and contingent liabilities

Rental and leasing commitments

Future cost can be specified as follows:

	2016	2015
	DKK '000	DKK '000
<i>Operating leases falls due:</i>		
Within 1 year	967	4.732
Between 1 and 5 years	869	1.397
Operating leases	1.836	6.129

Contractual commitments

Carlsberg Global Business Services A/S has entered in to IT related services contracts, of which the total yearly cost amount to DKK 250mio.

The services agreements falls due in less than 5 years from the balance sheet date.

The company is jointly taxed with Carlsberg A/S. As a fully owned subsidiary, companies are liable jointly and severally with the other companies in the joint taxation of Danish corporate taxes and withholding taxes on dividends, interest and royalties in the joint taxation.

The total amount is shown in the financial statements of Carlsberg A/S, the management company of the joint taxation.

Carlsberg Global Business Services A/S is jointly registered for VAT and duties with Carlsberg Danmark A/S, Carlsberg A/S, Carlsberg Breweries A/S and is jointly liable for the settlement herof.

18

Related parties

Related parties exercising control

Carlsberg Breweries A/S, Ny Carlsbergvej 100, 1799 København V. owns 100% of the shares in Carlsberg Global Business Services A/S

Carlsberg Global Business Services A/S is consolidated in the Consolidated Financial Statements of Carlsberg Breweries A/S as the smallest group, and the Consolidated Financial Statements of Carlsberg A/S as the largest group.

Transactions

The Company has chosen only to disclose transactions that are not carried out on an arm's length basis in accordance with section 98c(7) of the Danish Financial Statements Act.

19

Events occurring after balance sheet date

In 2017 Carlsberg Global Business Services A/S has initiated an overhaul of Carlsberg's WE IT infrastructure, to ensure that the company offer the agility and scalability that a modern high performing business requires. Among other things, this includes streamlining our application portfolio and improving the general end-user experience. This will reduce operating cost and preparing an agile and scalable digital foundation in the long run. The IT infrastructure modernisation will lead to people impacts.

The restructuring project was approved in the beginning of April by Management and the sole stakeholder and communicated on the 26th of April to the organisation. The project will run throughout 2017 into 2018.