

FOR IMMEDIATE RELEASE

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Page 1 of 2

Change of Managing Director

Henrik J. Andersen takes on new role as Managing Director, Lao Brewery; Lars Lehmann takes over the helm at Carlsberg Brewery Malaysia Berhad.

Shah Alam, 23 March 2016 – Carlsberg Brewery Malaysia Berhad (Carlsberg Malaysia Group) announces that its Managing Director, Henrik Juel Andersen, aged 49, has been appointed to a senior position in Carlsberg A/S (Carlsberg Group) as Managing Director of Lao Brewery Company Ltd (LBC), effective 1 July 2016. He will be replaced by Lars Lehmann, aged 49, the current Regional CEO, Western Europe Challenger Markets of the Carlsberg Group.

Henrik Juel Andersen will succeed Kissana Vongsay, the current Managing Director of LBC, who will retire from the daily operations of the country's leading beer and soft drinks Company in Laos. Andersen will in his new role report directly to Graham Fewkes, Executive Vice President, Asia, Carlsberg Group and will also be responsible for Carlsberg's successful joint-venture partnership in Cambodia.

Graham Fewkes commented: "Henrik has delivered excellent results throughout his three years at the Carlsberg Malaysia Group. He has grown our business in a challenging macro-environment and delivered excellent shareholder returns. He successfully boosted the performance of our premium portfolio brands, restructured the businesses in a way that has delivered strong margin growth and built an empowered senior management team in both Malaysia and Singapore. He will be missed by many colleagues and customers alike. The Carlsberg Group is very pleased to have such a seasoned leader to take over our business in Laos, one of the largest businesses in the Carlsberg Group and a crown jewel in our portfolio of companies".

Chairman of Carlsberg Malaysia Group, Dato' Lim Say Chong said: "Henrik Juel Andersen has made significant improvements in driving the Malaysia and Singapore operations despite a more challenging operating environment in the last few years. His foresight and strong industry knowledge have helped the Company to turn challenges into growth opportunities. He led the Malaysia and Singapore operations into sustainable growth in revenue and profits year-on-year.

"I am pleased to announce that Lars Lehmann will succeed Henrik Juel Andersen as our Managing Director, effective 1 July 2016. Throughout his 13 years with the Carlsberg Group, Lehmann has undertaken various senior commercial and general management positions across the Carlsberg Group most recently as regional CEO for Western Europe Challenger markets and Export & License division, with a total turnover of RM 6 billion", Lim shared.

The Board of Directors, management and employees of the Carlsberg Malaysia Group express their heartfelt thanks to the outgoing Managing Director Henrik Juel Andersen and extend their warmest welcome to the newly appointed Managing Director Lars Lehmann. Henrik Juel Andersen and Lars Lehmann will be working closely during the transition to ensure a seamless handover in Malaysia and Singapore over the next three months.

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Incorporated in 1969 and listed on the Main Board of Bursa Malaysia Securities Berhad, Carlsberg Malaysia is part of Carlsberg Group with regional investment in Singapore and Sri Lanka. Our flagship brand – Carlsberg – is one of the best-known beer brands in the world whilst Kronenbourg 1664, Somersby, Asahi Super Dry are among the key premium brands in Malaysia. Approximately 600 people work for the Company, selling our products in a responsible manner and business managed sustainability.

Find out more at www.carlsbergmalaysia.com.my .