

Carlsberg ♡ Family

The Carlsberg Family's shared contribution to society

Implement Consulting Group
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INTRODUCTION

Not an ordinary family

The Carlsberg Family

The Carlsberg Family comprises a global brewing group, three philanthropic foundations, two internationally recognised museums, a cultural attraction and a pioneering research laboratory.

“Almost 30% of the dividend from Carlsberg A/S goes to science, art and youth communities through grants from the Carlsberg Foundation, the New Carlsberg Foundation and the Tuborg Foundation.

A living legacy

The Carlsberg Family is the combined legacy of the two brewers and their wives, J.C. and Laura Jacobsen and Carl and Ottilia Jacobsen. An unruly, yet vividly alive legacy. A legacy born of boundless drive and a desire to give back to society.

As a result of J.C. Jacobsen’s will, Jacobsen’s entire estate, including his brewery, passed to the Carlsberg Foundation in 1888. The Carlsberg Foundation thus became the world’s first enterprise foundation, and the foundation today holds the controlling shareholding in Carlsberg A/S.

History repeated itself with his son, Carl Jacobsen, who in 1902 transferred his brewery to the Carlsberg Foundation while establishing the New Carlsberg Foundation as an independent non-profit foundation under the Carlsberg Foundation.

In accordance with the founders’ wishes, the Carlsberg Foundation’s share of the brewery’s profits must be used for societal purposes. Today, this means that almost 30% of the dividend from Carlsberg A/S goes to science, art and youth communities through grants from the Carlsberg Foundation, the New Carlsberg Foundation and the Tuborg Foundation.



Carlsberg Group
Founded in 1847 by J.C. Jacobsen. Carlsberg Group is among the world’s leading breweries, with a presence in more than 150 markets and brewery production in 35 countries.



Tuborg Foundation
Founded in 1931. The Tuborg Foundation supports young people’s dreams, courage and entrepreneurship. The foundation works to empower people aged 16 to 30 to develop ideas, take initiative and create change in society. Since 1991, the Tuborg Foundation has been a department of the Carlsberg Foundation.



The Carlsberg Foundation
Founded in 1876 by J.C. Jacobsen. The Carlsberg Foundation is the world’s first enterprise foundation. It is the principal shareholder in Carlsberg A/S, and its primary purpose is to ensure long-term active ownership of Carlsberg A/S and to award grants for societal purposes, including independent basic research in natural sciences, social sciences and humanities.



New Carlsberg Foundation
Founded in 1902 by Carl and Ottilia Jacobsen. The New Carlsberg Foundation supports art and art-historical research. It also helps secure the financial basis for New Carlsberg Glyptotek. The New Carlsberg Foundation is an independent foundation under the Carlsberg Foundation.



Carlsberg Research Laboratory
Founded in 1875 by J.C. Jacobsen. Carlsberg Laboratory is an internationally recognised research institution that has delivered groundbreaking research over time and revolutionised modern beer brewing. Carlsberg Laboratory is operated by Carlsberg A/S, while the Carlsberg Foundation supports basic research at the laboratory.



New Carlsberg Glyptotek
Founded in 1897 by Carl Jacobsen. New Carlsberg Glyptotek is an internationally recognised art museum with a collection of more than 10,000 works of art and cultural-historical objects. New Carlsberg Glyptotek is a state-recognised museum operated as a self-governing institution with funding from the state and the New Carlsberg Foundation.



Frederiksborg
Founded in 1878 by J.C. Jacobsen. At the brewer’s initiative, Frederiksborg Castle was established as a museum of national history and the home of Denmark’s national portrait gallery. The museum tells more than 500 years of Danish history through portraits, history paintings and furniture. The castle and gardens are owned by the Danish state and operated and maintained by the Agency for Culture and Palaces, while the museum is a department of the Carlsberg Foundation.



Home of Carlsberg
Founded in 2023. Home of Carlsberg is a cultural attraction housed in Carlsberg’s first brewery on Valby Hill. In these buildings, 170 years of Danish history are brought to life through the story of Carlsberg and the wider Carlsberg Family. Home of Carlsberg is operated by Carlsberg A/S.



INTRODUCTION

The Carlsberg Family's shared contribution to society

The Carlsberg Foundation's ownership of Carlsberg A/S ensures that the global brewing group remains with Danish owners. Other major Danish companies have followed the same example, helping to safeguard Danish jobs, corporate tax revenues, exports and green transitions according to Danish standards.

Foundation ownership, including the dividend from Carlsberg A/S, also enables the Carlsberg Foundation, the New Carlsberg Foundation and the Tuborg Foundation to give back further to society through grants for public-benefit purposes. At the same time, the foundations continue to strengthen the areas of interest that have been part of the Carlsberg Family's DNA from the outset.

This analysis focuses on the following agendas, which together characterise the Carlsberg Family's diverse and far-reaching shared contribution to society:



1

GIVING BACK TO SOCIETY – PHILANTHROPIC PURPOSE

2

RESEARCH

3

CULTURE AND EDUCATION

4

GROWTH AND EMPLOYMENT

5

DENMARK ON THE WORLD MAP

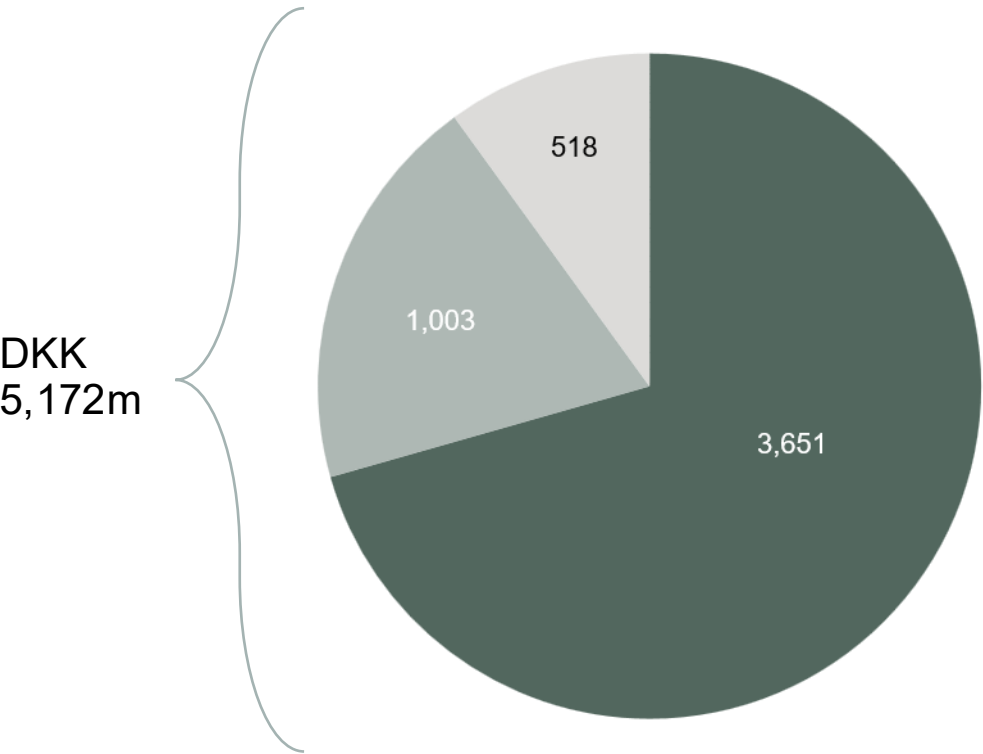


The foundations in the Carlsberg Family have awarded more than DKK 5bn over five years for societal purposes. Almost 70% was granted to research, strengthening the basis for innovation and future growth

Distribution of total grants over the past five years

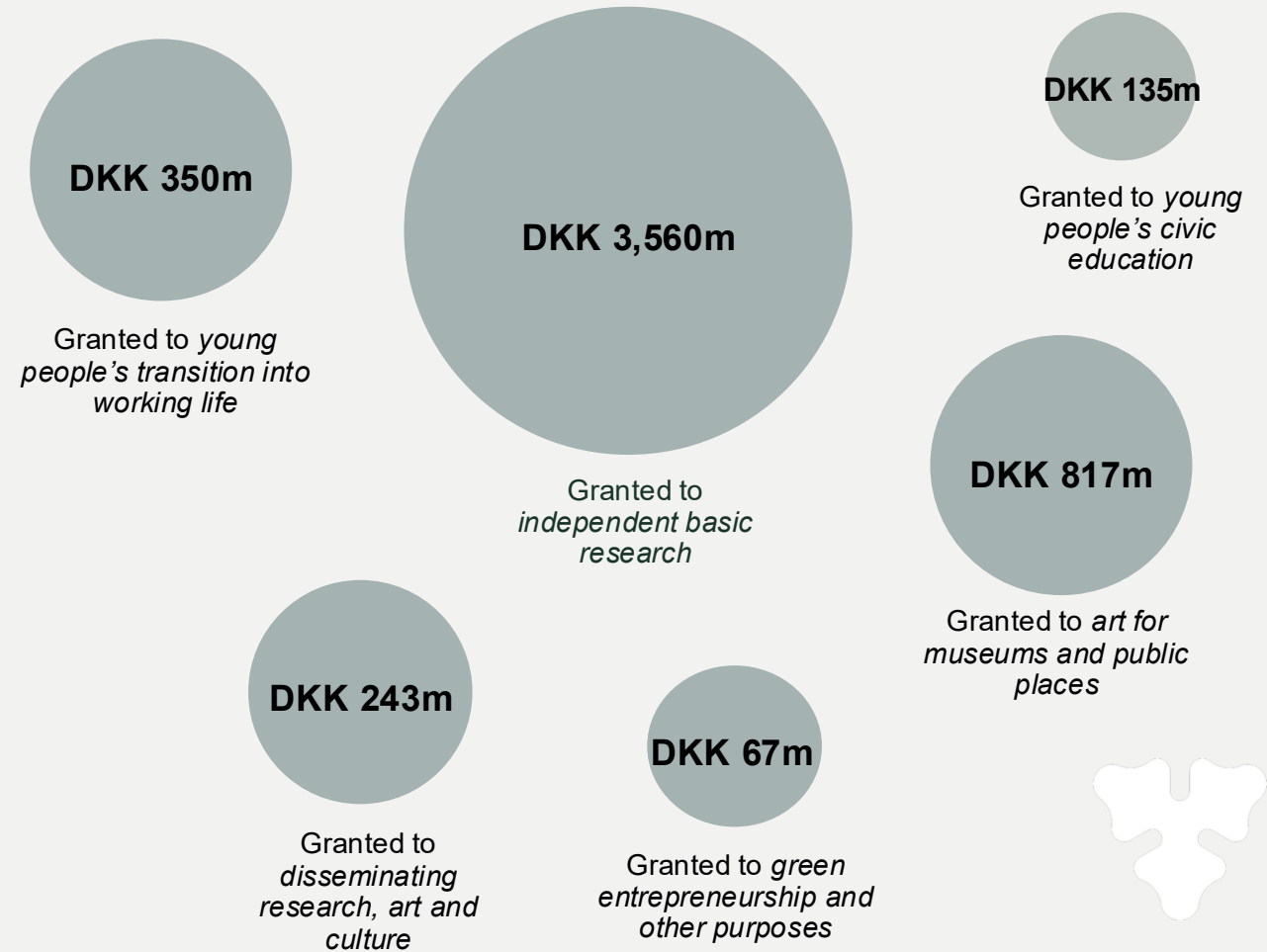
DKK m

Carlsberg Foundation New Carlsberg Foundation Tuborg Foundation



Total grants by type of grant

DKK m



GIVING BACK TO SOCIETY – PHILANTHROPIC PURPOSE

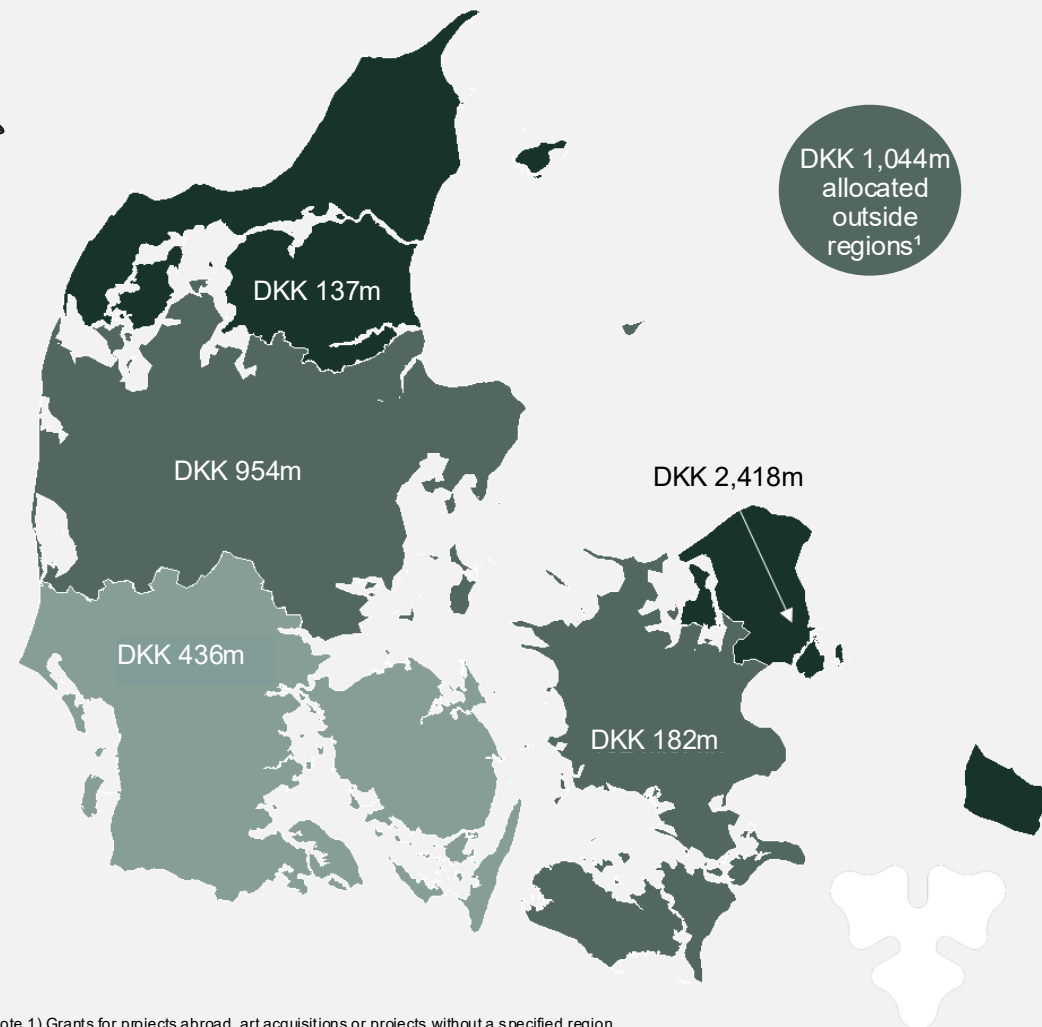
The Carlsberg Family's foundations support research, art and youth communities across the country



- The Carlsberg Foundation, the New Carlsberg Foundation and the Tuborg Foundation have awarded more than **DKK 5.1bn** over five years to projects across Denmark.
- The Carlsberg Foundation's grants for independent basic research make up the largest share of the foundations' total distributions. Three universities are located in the Capital Region, which is why the concentration of grants is particularly high there.
- The Tuborg Foundation supports young people across Denmark for the benefit of society and Danish business. Its focus areas are democracy, working life, green change and rhythmic music.
- Over five years, the New Carlsberg Foundation has donated 1,042 artworks to Danish art museums or to art projects in Danish public spaces. Of these, 626 are outside the capital.



Distribution of grants across regions over the past five years



Note 1) Grants for projects abroad, art acquisitions or projects without a specified region.

The Carlsberg Family supports research, art and youth communities across the country

ARoS expands in 2026

The New Carlsberg Foundation has supported the realisation of James Turrell's artwork "As Seen Below – The Dome" with DKK 40m; the work is also a monumental expansion of the museum.

Art for primary and lower-secondary schools

300 schools across the Danish Realm have received donated art from the New Carlsberg Foundation through the "Art for Schools" project.

National-history collection across the country

Frederiksborg has more than 500 long-term loans to museums and cultural institutions throughout Denmark.

Research-based special exhibitions

New Carlsberg Glyptotek and Frederiksborg hold annual special exhibitions that contextualise their historical collections.

Research into sustainable crops

Carlsberg Research Laboratory has developed the non-GMO FIND-IT technology, which accelerates the development of crops and microorganisms.

Free tour buses

Since 2016 the Tuborg Foundation together with Dansk Live has strengthened the grassroots of Danish rhythmic music through Musikhjælp Tourbusser, making it easier for young musicians to get on stage and perform.

Annual loans of 80–100 artworks

New Carlsberg Glyptotek lends artworks and cultural objects to Danish and international museums.

Research into higher crop yields

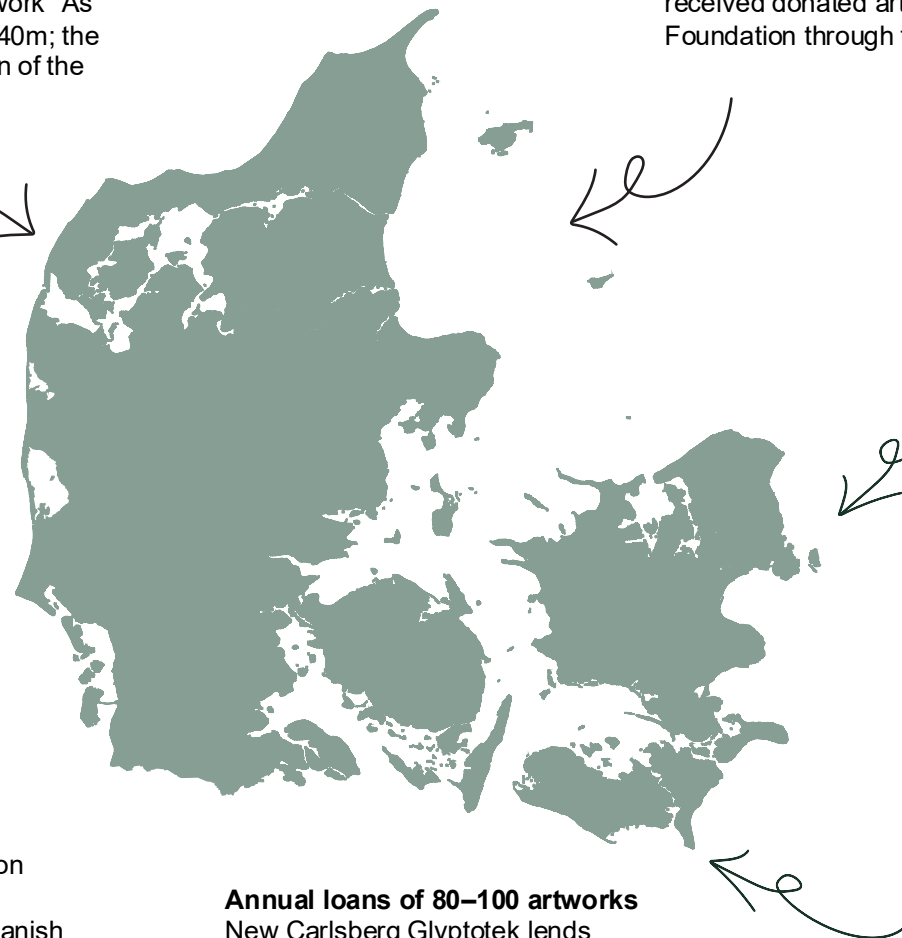
Carlsberg Research Laboratory has identified a gene that can reduce losses in yield and quality, helping to develop more climate-resilient crops.

New gastronomic learning environments

The Tuborg Foundation supports the Hotel and Restaurant School's development project Gejst, which rethinks vocational education through sensory, practice-based teaching and new experimental learning environments.

Long-term strategic research

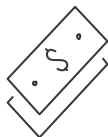
The Carlsberg Foundation has supported the establishment of four Pioneer Centres with DKK 165m, funding research in AI, Power-to-X, green transitions in agriculture and the genetic and biological mechanisms behind mental disorders.



EXAMPLES



The Carlsberg Family strengthens research – including research into the green transition



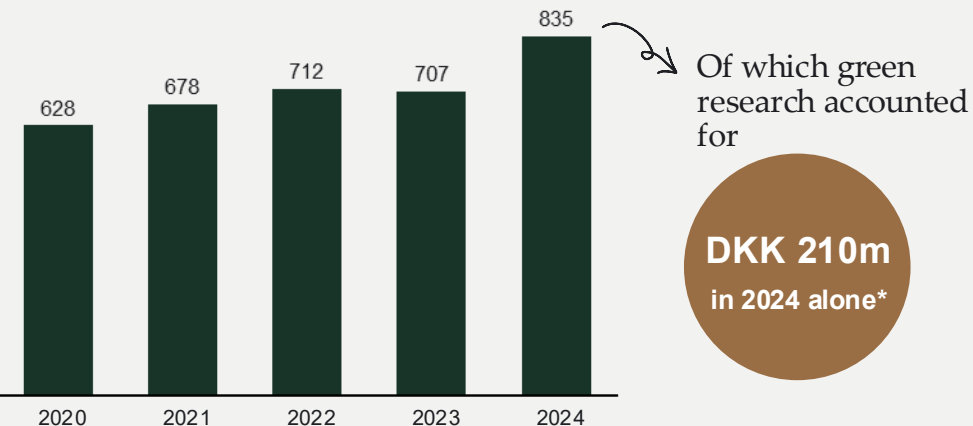
- Over five years, the Carlsberg Foundation and the New Carlsberg Foundation have awarded more than DKK 3.5bn to research.
- Research grants increased from DKK 628m in 2020 to DKK 835m in 2024.
- In 2024 alone, DKK 210m went to green research.
- In 2020-2024, natural sciences accounted for 51% of the foundations' research support, including the Carlsberg Foundation's support for Carlsberg Research Laboratory. Humanities and social sciences accounted for 24% and 20% of research grants, respectively.



- In 2024, the Carlsberg Family employed 98 researchers across Carlsberg Research Laboratory, New Carlsberg Glyptotek and Frederiksborg.

Grants supporting research, 2020-2024

DKK m

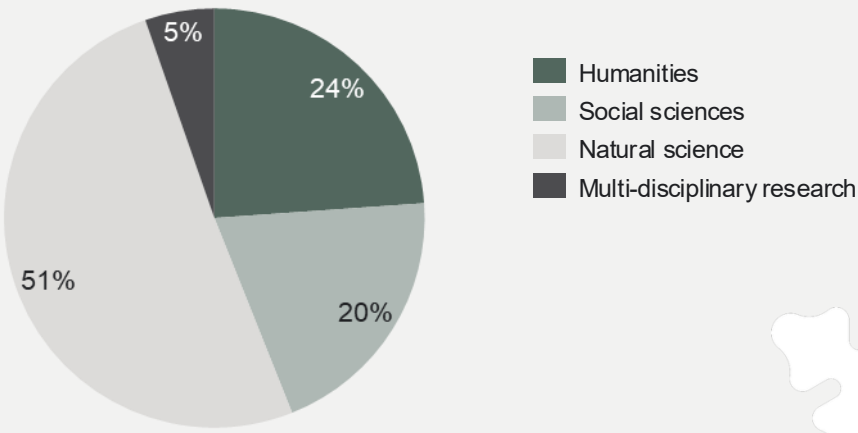


Research support grants from the New Carlsberg Foundation and the Carlsberg Foundation (incl. the annual grant to Carlsberg Research Laboratory).

*Total amount granted to research addressing climate, environment, biodiversity, resource efficiency or other issues related to the green transition. The amount therefore does not reflect an overall assessment of the projects' environmental impact.

Distribution of research support by main area

DKK m, average distribution 2020-2024



The Carlsberg Family makes art, culture, history and research accessible to a broad audience



- In 2020-2024, New Carlsberg Glyptotek, Frederiksborg and Home of Carlsberg welcomed more than 2.8 million visitors.
- In combination, New Carlsberg Glyptotek, Frederiksborg and Home of Carlsberg were open for a total of 7,730 hours in 2024.



- In 2020-2024, almost 2 million tourists visited New Carlsberg Glyptotek, Frederiksborg and Home of Carlsberg, equal to 70% of the total number of visitors at the three museums (a foreign tourist spends an average of DKK 2,204 per overnight stay in Denmark).



- More than 75,000 children visited New Carlsberg Glyptotek, Frederiksborg and Home of Carlsberg in 2024, equal to 7% of all museum visitors.
- Over the past five years, 6,290 school classes have visited New Carlsberg Glyptotek, Frederiksborg and Home of Carlsberg.
- In addition, the Tuborg Foundation has awarded DKK 135m specifically for young people's civic education over the past five years.
- The collections at New Carlsberg Glyptotek and Frederiksborg together contain more than 30,000 registered works of art and cultural-historical objects.
- Over the past five years, the New Carlsberg Foundation has awarded DKK 263m for acquisitions of artworks for Danish and international art museum collections.



- Over the past five years, the Carlsberg Foundation and the New Carlsberg Foundation have awarded more than DKK 258m specifically for the dissemination of research, art and culture.



- The Carlsberg Family has digitised and made accessible 4,885 sources on Danish art, cultural and business history.



- Over the past five years, the Carlsberg Family has financed and produced 891 digital publications on art, culture and research, including 181 podcasts, 529 articles and 181 videos.



The Carlsberg Family safeguards cultural-historical buildings and makes art accessible in public spaces

Frederiksborg Castle

J.C. Jacobsen was the driving force behind the reconstruction of Frederiksborg Castle after the fire in 1859. Since 1878, the castle has housed the Museum of National History, which is operated as a department of the Carlsberg Foundation.



Bryggergården

The historic Bryggergården in inner Copenhagen is owned and operated by the New Carlsberg Foundation, which is also based in the building.



Carlsberg Research Laboratory

J.C. Jacobsen built Carlsberg Research Laboratory in 1875. The laboratory is operated by Carlsberg A/S, while the Carlsberg Foundation has supported research at the laboratory since 1876.



The Carlsberg Foundation's researcher residences

In 2016, the Carlsberg Foundation built the researcher residences, which house international guest researchers on research stays at Danish research institutions.



Home of Carlsberg

Carlsberg's first brewery building on Valby Hill houses the cultural attraction Home of Carlsberg, which opened to the public in 2023. Home of Carlsberg is operated by Carlsberg A/S.



EXAMPLES

Home of the Royal Danish Academy of Sciences and Letters and the Carlsberg Foundation

The Carlsberg Foundation built the building in 1899 for the Royal Danish Academy of Sciences and Letters. The foundation owns and manages the building and is also based here.



The Elephant Gate

Carl Jacobsen built the famous structure in 1901 at his brewery in Valby. The gate remains part of Carlsberg's property portfolio.



New Carlsberg Glyptotek

Carl Jacobsen opened the museum in 1897. It has since been expanded with extensions, including on the basis of major grants from the New Carlsberg Foundation and the Carlsberg Foundation.



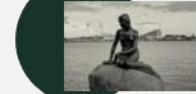
Carlsberg Academy

J.C. and Laura Jacobsen built the grand villa in Valby as their private home. Today, the building is owned and managed by the Carlsberg Foundation, which makes it available for conferences and public lectures rooted in current research.



Art in public spaces

In the spirit of founder Carl Jacobsen, the New Carlsberg Foundation has over time funded countless art projects in public spaces across Denmark. "The Little Mermaid" from 1913 was one of Jacobsen's early donations.



GROWTH AND EMPLOYMENT

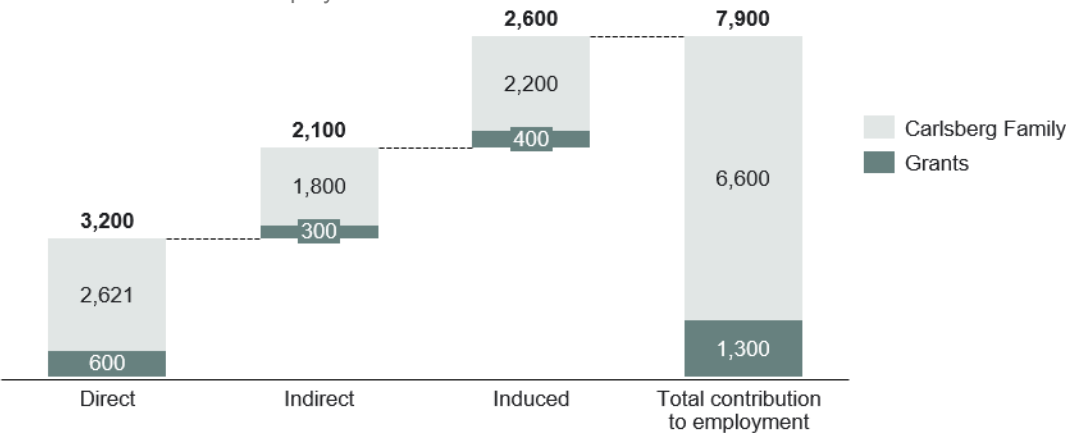
The Carlsberg Family’s activities contribute to employment across the country



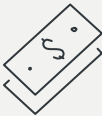
- In 2024, the Carlsberg Family’s activities supported a total of 7,900 jobs in Denmark.
- In 2024, the Carlsberg Family directly employed 2,621 people, with a further 600 people supported by the combined grants of the foundations.
- The Carlsberg Family purchased from local subcontractors (for example materials and equipment for the laboratory, raw materials for production, or museum maintenance) indirectly supporting an additional 2,100 jobs.
- Wages paid to employees and suppliers translated into private consumption, contributing a further 2,600 jobs.

The Carlsberg Family’s contribution to employment in Denmark, 2024

Number of full-time employees



Note: Annual impacts assuming a grant level as in 2024. If grants increase, the impacts will also become larger.
Source: Implement Economics based on Statistics Denmark, Miller and Blair, and figures from the Carlsberg Family. See methodology section.



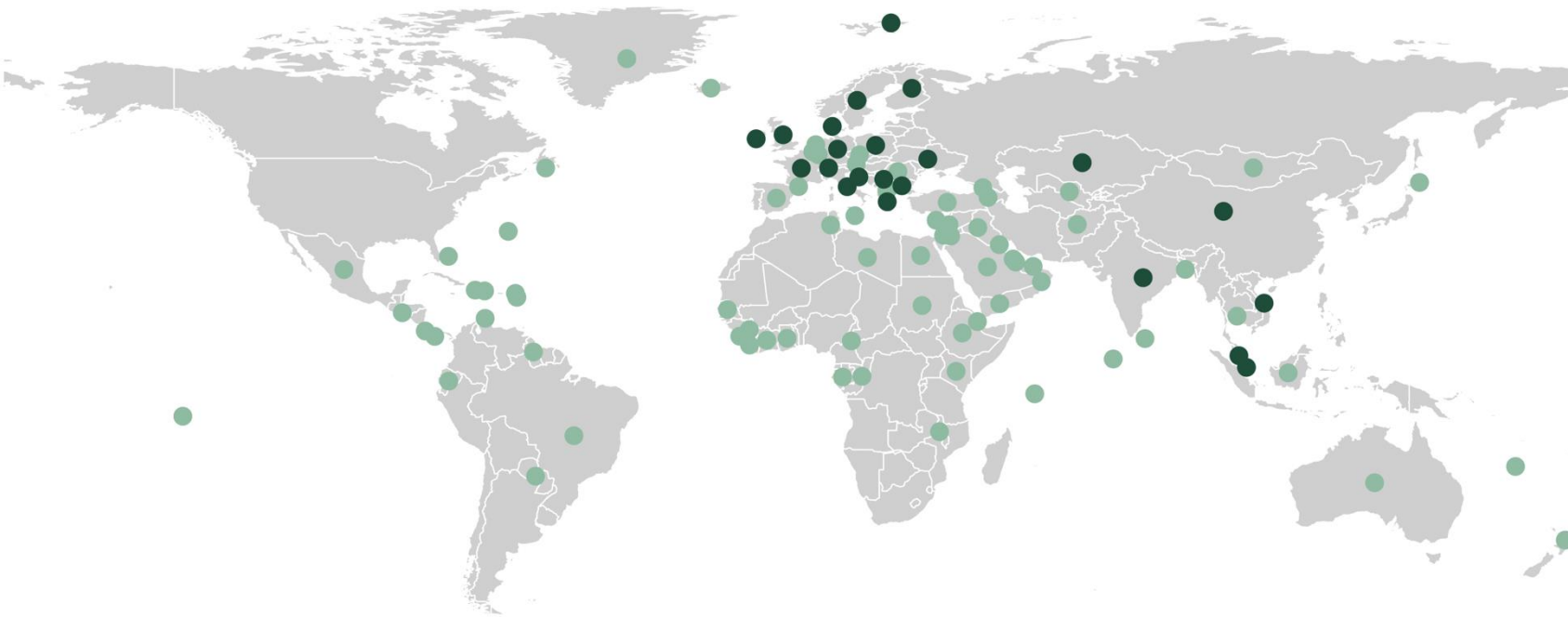
- Carlsberg Denmark has around 770 suppliers in Denmark, from which it purchases goods and services worth approximately DKK 1.98bn per year (2024). These are included in the 1,800 indirect jobs supported by the Carlsberg Family.
- Carlsberg Denmark supplies around 11,000 points of sale across Denmark and across a wide range of sales channels.

Carlsberg Denmark’s production and distribution



Carlsberg Group – brewing activities worldwide

● Breweries ● Export markets



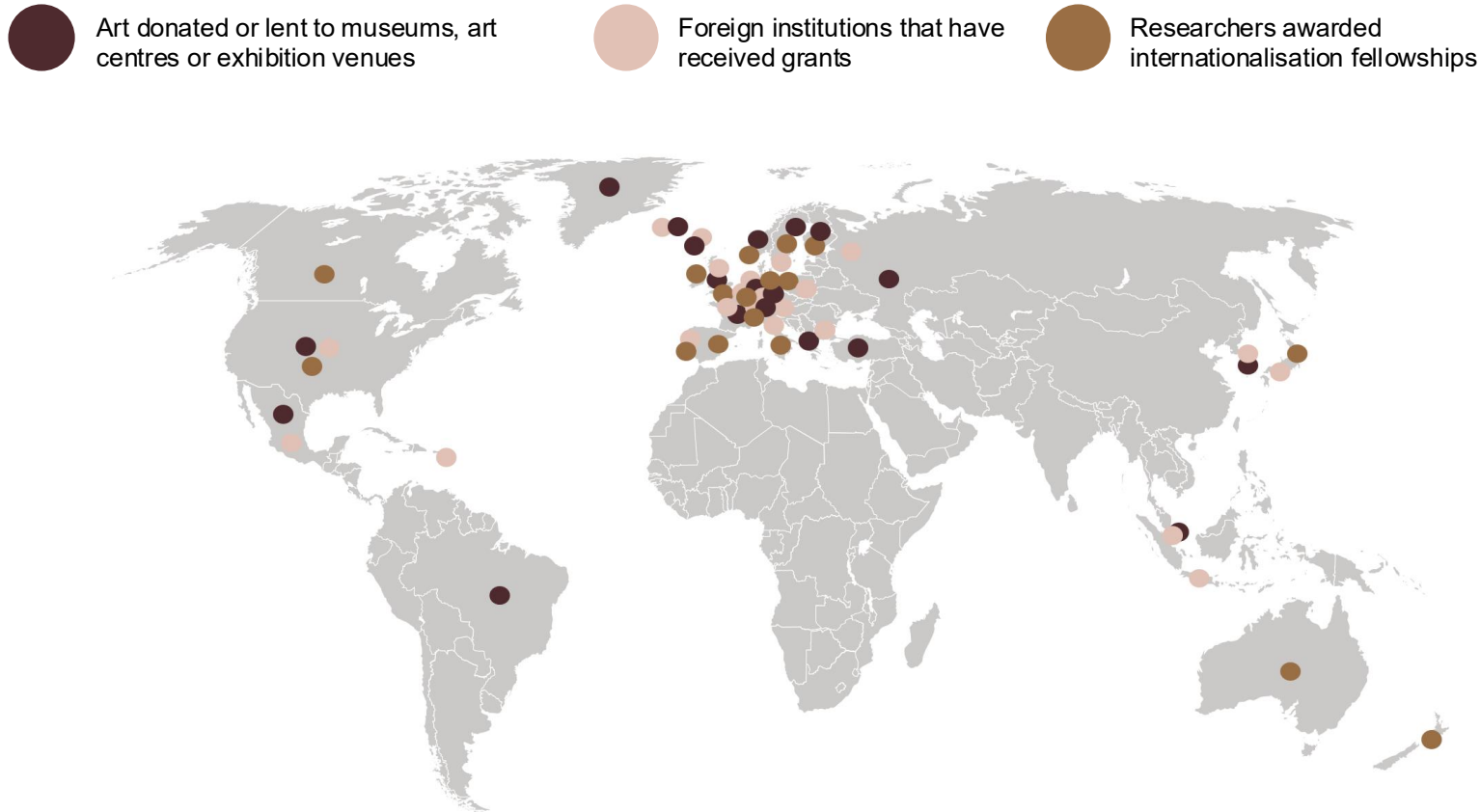
Brewing and sales worldwide



Carlsberg Group operates breweries in 33 countries and has more than 180 international brands worldwide. In 2024, the Group brewed 12.5 billion litres. In addition, Carlsberg Group exports to more than 150 markets or has licence agreements there. Globally, the Group employs more than 37,000 people.



The Carlsberg Foundation and the New Carlsberg Foundation support Danish research and art worldwide



Danish art and researchers abroad



- In 2020-2024, the Carlsberg Foundation and the New Carlsberg Foundation supported research stays or art in 35 different countries.
- The New Carlsberg Foundation has donated art to 49 different museums, art centres or exhibition venues abroad.



- In 2020-2024, the Carlsberg Foundation awarded DKK 195m for research stays abroad, enabling Danish researchers to travel and build an international network. In 2024 alone, the foundation awarded DKK 59m in internationalisation fellowships.
- Over the past five years, 169 researchers have been sent abroad on internationalisation fellowships to universities in 20 different countries.



Method

Methodology: An input-output model is used to quantify the Carlsberg Family's contribution to employment in Denmark

Direct impacts

The direct impacts come from the activities that take place within the Carlsberg Family, i.e. employees at the brewery itself, in the laboratories, at the museums and in the foundations' administration. These impacts are measured based on the Carlsberg Family's own records.

Indirect impacts

The indirect impacts come from activities among suppliers and subcontractors due to the Carlsberg Family's purchases. This includes, for example, raw materials and packaging for the brewery, transport and energy, services for the museums, and materials and equipment for the laboratories.

The impacts are estimated using indirect employment multipliers, which indicate how much employment increases in Denmark when supplier demand grows as a result of an increase in the Carlsberg Family's purchase activities.

Alternatively, employment impacts can be estimated using (Type I) employment multipliers, which indicate how many additional jobs are created across the economy when one person is directly employed in the primary activity.

Induced impacts

Induced impacts arise when wages paid to employees and suppliers are spent in Denmark on, for example, groceries, restaurant visits and experiences.

These impacts are estimated using induced (Type II) employment multipliers, which indicate how many jobs are created when the additional wages are converted into private consumption and thereby generate further activity in the economy.

The employment impacts are estimated using a combination of induced multipliers and Type II employment multipliers. Type II indicates how many jobs in total (direct, indirect and consumption-driven) arise from one additional direct employee.

Methodology

- To quantify the Carlsberg Family's economic contribution, an input-output model is used, based on data from Statistics Denmark describing the flow of finished goods, intermediate goods and services between industries.
- An input-output model is a simplified table that maps purchases of goods and services across sectors of the economy. The model estimates both supply-chain impacts and employee consumption impacts.
- In input-output models, the relationship between an industry's inputs and outputs is assumed to be constant, implying that industries operate under constant returns to scale.
- Based on the input-output tables, Statistics Denmark calculates sector-specific multipliers that make it possible to assess the economic consequences of the Carlsberg Family's activities for the rest of the economy.
- The impacts assessed in an input-output model are gross impacts, meaning they do not account for potential reallocation of resources from other activities in the Danish economy.

