Pursue Perfection

This story is about the Carlsberg Foundation. But it’s also a story about how much can be achieved if you challenge yourself to work harder, think deeper, be bolder and relentlessly strive for perfection. The Carlsberg Foundation was founded on a passion for perfection and still today celebrates excellence in all areas of life.
Pallas Athena is the goddess of wisdom, courage, learning and art in Greek mythology, values that also characterise the Carlsberg Foundation.
We live in an era where “new is normal” and where change is more commonplace than stability. We live in an era where everything seems possible and where the only thing we can know for sure is that tomorrow will not be the same as today.

It was the same for J.C. Jacobsen in 1847 when he founded Carlsberg. At that time, the industrial revolution was rumbling its way through Europe and the world was in a state of political, social and cultural change. The mid and late 1800s were a time of upheaval not unlike today: new was normal.

J.C. Jacobsen’s response to the challenge was clear. He was convinced that the key to navigating in a changing world was knowledge and insight. Or as he himself wrote in a letter to his son, Carl Jacobsen, in 1855:

“WHOEVER POSSESES THE MOST COMPLETE UNDERSTANDING OF CHEMISTRY AND AUXILIARY SCIENCES, ALLIED WITH THE NECESSARY PRACTICAL SKILLS AND INSIGHT, WILL BE EUROPE’S LEADING BREWER IN THE NEXT GENERATION.”

Based on this conviction, J.C. Jacobsen set up the Carlsberg Laboratory, which would become one of the world’s most groundbreaking research establishments. That is why he deeply involved himself in society and made his knowledge and wealth available. That is why he bequeathed his entire life’s work to the Royal Danish Academy of Sciences and Letters so that Denmark’s finest minds could be at the forefront of the brewery. And that is why he founded the Carlsberg Foundation, which supports the most outstanding research, science and art, whilst at all times retaining the majority of votes in the Carlsberg Group, now the world’s fourth-largest brewer.

J.C. Jacobsen and Carl Jacobsen were men of their time. But they were also men of the future; their values, ideas and visions are still crystal-clear and more relevant than ever.
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PURSUE PERFECTION

When you see the fruits of the Carlsberg Foundation’s diverse work and activities today, the word “perfection” naturally comes to mind. Whether you are being inspired by the science, scholarship and art that the Carlsberg Foundation supports or enjoying a beer from one of the Carlsberg Group’s breweries, you might want to spare a thought for a visionary brewer who plied his trade some 150 years ago in Copenhagen, Denmark.

That brewer was Jacob Christian Jacobsen, or J.C. Jacobsen as he was commonly known. J.C. Jacobsen deserves a thought because, in his own words, “he wanted to develop the art of making beer to the greatest possible degree of perfection”. This quote is from his will, and does not leave the impression of a successful businessman surveying his life’s work with an air of self-satisfaction – although he could easily have done that. At that time, his blossoming company, Carlsberg, had made its mark as one of Europe’s leading, best-renowned breweries. Everyone knew and respected the Brewer from Copenhagen, as he was also known. J.C. Jacobsen’s words are not a vague declaration of intent that has been dragged out from a dusty shelf deep in Carlsberg’s archives. They are alive and radiant. They have become the Carlsberg brewery’s “Golden Words”, reproduced in the Carlsberg Foundation’s Charter that provides the framework and objectives for the Foundation, which still today is the controlling shareholder in Carlsberg.

Every day, the employees at Carlsberg’s headquarters in Copenhagen pass through an entrance gate bearing an inscription of the Golden Words.

**TO PURSUE PERFECTION IS ONE OF THE CORE VALUES ACCORDING TO WHICH THE CARLSBERG GROUP’S MANY BREWERIES AROUND THE WORLD ARE BEING RUN.**

The Golden Words are brilliantly visionary. With them, J.C. Jacobsen was essentially helping to secure Carlsberg’s status all these years later as the world’s fourth-largest brewer with some of the world’s strongest brands. The Golden Words of ambition and dedication are nothing less than a beacon for the Carlsberg Foundation’s work. Today, Jacobsen’s words are embodied in the results of the Carlsberg Foundation’s endeavour to serve society. An endeavour that aims to be constantly adaptable and dynamic, to spare no effort and to evolve. An endeavour that always focuses on pursuing perfection.
A QUEST FOR THE BEST

The Carlsberg Foundation is one of the world’s oldest commercial foundations. Here, ambitious brewing enterprise blossoms side by side with support for the finest science, scholarship, art and culture. The Foundation’s Chairman is not just head of the Carlsberg Foundation but also Chairman of the Supervisory Board of the Carlsberg Group. It has been this way since 1876.

Science is forward thinking

The connection between brewing and society is in the Carlsberg Foundation’s DNA. When J.C. Jacobsen established the Carlsberg Foundation in 1876, he created the platform for one of the world’s very first commercial foundations with social commitments. The Carlsberg Foundation is an embodiment of J.C. Jacobsen’s career-long obsession with the simple but important question that any serious brewer should ask: How do I make the best beer?

In response to this question, J.C. Jacobsen set up the Carlsberg Laboratory in 1875. This laboratory soon wrote itself into the annals of industrial history as one of the most groundbreaking research establishments of all time. Here, outstanding scientists conduct intensive research into brewing based on J.C. Jacobsen’s conviction that the process can be improved through science.

Another of J.C. Jacobsen’s responses was to bequeath his entire life’s work to the Royal Danish Academy of Sciences and Letters. He was convinced that Carlsberg’s...
The future would be best secured if the brewery was led by the country’s finest minds. So it became the task of the Royal Danish Academy of Sciences and Letters to appoint a board that would lead both the Carlsberg Foundation and the brewery – as is still the case today.

At the same time, through financial support J.C. Jacobsen wanted to express his gratitude for research in general, from which Carlsberg’s development had directly benefited. Particularly research that also benefits society. So core values such as social commitment and corporate social responsibility (CSR) have always been a fully integrated element of the Carlsberg Foundation’s work.

**Future proof**

The Carlsberg Foundation was founded on values such as quality, research, innovation, CSR, integrity, honesty, trust, equal opportunities and anti-corruption. This is the Foundation’s historical mandate, which remains in force to this day. However, the world has changed since 1878, as has the work of the Carlsberg Foundation. As important as it is to be true to one’s roots, it is just as important to be adaptable and in tune with the times. The Carlsberg Foundation has therefore also adapted to circumstances and on several occasions amended its Charter in order to be able to fulfil J.C. Jacobsen’s original vision.

**Fine arts, fine culture, fine sports**

The Carlsberg Foundation’s social commitment is also clearly demonstrated in art and culture, where it is a prime mover and supporter. As far back as 1878, the Foundation assumed responsibility for the Museum of National History at Frederiksberg Castle north of Copenhagen. Today the museum not only relates Danish history through paintings, furniture and decorative art, but also, fully in keeping with J.C. Jacobsen’s global outlook, presents major exhibitions of works such as Russian and Chinese portraiture.

Ny Carlsberg Glyptotek’s collection of French Impressionist works and ancient sculptures is unrivalled internationally. The Glyptotek, located in the centre of Copenhagen next to Tivoli Gardens, is part of the New Carlsberg Foundation, established by Carl Jacobsen in 1902. By transferring his independent brewery, New Carlsberg, to the Carlsberg Foundation, Carl Jacobsen ensured lasting undivided support of the arts. The Carlsberg Foundation’s latest offshoot is the Tuborg Foundation, which supports business, culture and sports.

The Carlsberg Foundation’s Board comprises five members of the Royal Danish Academy of Sciences and Letters and has a broad professional composition. The Foundation’s first Chairman, Johan Nicolai Madvig (1804-1886), was a classical philologist and a rector of the University of Copenhagen. The post has also been held by a lawyer, a pharmacist, several historians and scientists representing other professional disciplines. The current Chairman, Flemming Rosenbæk, is a professor of nanoscience at Aarhus University.
The Carlsberg Foundation’s task is to manage the legacy of brewer J.C. Jacobsen in such a way that his thoughts and ideas are reflected and respected, and so that the Foundation’s Charter is duly applied and adapted to modern principles, thereby helping set the direction for the company, science and society.
MAN OF THE FUTURE

J.C. Jacobsen

Carlsberg’s founder, J.C. Jacobsen, was not only a man of his time; his curiosity, ambition and pursuit of perfection meant that he shaped the future too — both for the Carlsberg Foundation and for the society of which he was an active member.

Carlsberg’s founder, J.C. Jacobsen, is often referred to as “a man of his time”. That is true because J.C. Jacobsen was deeply involved in society and the world around him: as a quality-conscious brewer; as an enterprising business leader; and as a politically, scientifically and culturally engaged and active citizen in a Denmark, a Europe and a world in constant flux.

However, J.C. Jacobsen was also a man of the future. The brewer from Copenhagen not only embraced change; he actually helped create it by being visionary, challenging, open and magnanimous, and by always pursuing perfection regardless of what he was doing.

Ambitiously courageous

As a boy, J.C. watched attentively as his father persistently and inventively sought to brew better beer. Although beer had proud traditions dating back to the Middle Ages, at the beginning of the 19th century it was no more than a simple drink with a bad reputation.

As soon as J.C. finished his schooling, he became a brewing apprentice to his father and learnt his craft from the bottom up. When his father died, he became an independent brewer at the age of 23.

It is courage and ambition that today make the Carlsberg Group one of the world’s largest brewers. J.C. Jacobsen had the same courage. At the beginning of the 1800s, Copenhageners preferred top-fermented “white” beer.

J.C. Jacobsen was born in Copenhagen in 1811 and died during a trip to Rome in 1887. His funeral was held at Copenhagen’s cathedral, the Church of Our Lady, and his body rests in the family crypt beneath the Jesus Church, which his son Carl had built in 1891 close to Carlsberg’s headquarters.
but J.C. Jacobsen regarded bottom-fermented Bavarian lager beer as a more refined product and decided to focus on that. He had first tasted this beer in a wine shop in Copenhagen, and after making a stage-coach journey in 1845 to the Zum Spaten brewery in Munich to obtain yeast, he was ready to start up his own production. It was a success. People loved it, and he himself was quite satisfied. But he wanted to make the beer even better and was short on capacity. He only had a small cellar and was unable to keep up with the growing demand. Two years later, he therefore opened a modern brewery on Valby Hill outside Copenhagen.

J.C. Jacobsen was naturally known as the Brewer. He could equally have been known as the Citizen. J.C. Jacobsen did not just observe social developments. He took the lead in the work to build a water supply system in Copenhagen after a severe cholera outbreak in the capital in the mid-1800s claimed thousands of lives. J.C. Jacobsen obtained expertise for the engineering work from, among other places, England.

J.C. Jacobsen was “glocal” – with both a global and a local perspective. As a citizen of Copenhagen, he felt a bond with Denmark, but he always maintained an international outlook and liked to invite scientists and prominent cultural figures to Copenhagen. His home was a natural meeting place for the intellectuals of the day, and his personal friends included many leading scientists and artists. But J.C. Jacobsen never rested on his laurels and always sought to be inspired – as in 1855 when he visited the Crystal Palace in London, which had been built in 1851 to house The Great Exhibition. He was not only captivated by the architecture, but also by the financing – it was a gift to the English capital from some of its enterprising citizens. Some years later, the Botanical Garden in Copenhagen acquired brand-new glasshouses. The benefactor was J.C. Jacobsen. The impressive glass structures still stand there today and are enjoyed by visitors and used by researchers every day.

J.C. Jacobsen helped his direct competitors. There are many examples of J.C. Jacobsen helping his direct competitors. For instance, when the beer at the Tuborg brewery went bad in 1882 (a long time before Tuborg became a part of the Carlsberg Group), J.C. Jacobsen personally inspected the factory and offered Tuborg fresh yeast from Carlsberg. The Heineken brewery has also benefited from yeast from Carlsberg.

Citizen Jacobsen

J.C. Jacobsen was naturally known as the Brewer. He could equally have been known as the Citizen. J.C. Jacobsen did not just observe social developments. He involved himself in them as a liberal politician and as an MP, and by making his knowledge and resources available. He was a patron and philanthropist. J.C. Jacobsen resisted such labels and preferred to speak of “public spirit”. For him, it was a matter of personal commitment as a prospering fellow citizen.

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A HEART MADE OF BARLEY, HOPS, YEAST & WATER

Carlsberg has been on an impressive journey. From its origins as a small regional brewery on a hill outside Copenhagen, the Carlsberg Group is now an international player with activities across the world. But the journey is far from over, and the Carlsberg Foundation wants to do everything it can to secure the brewery’s continued development.

In 1869, J.C. Jacobsen sent a few beer shipments to Rangoon and later also to Singapore, Calcutta and Hong Kong. At first, this was not with a view to exporting, but to see whether the beer retained its quality during the long trip by boat. It did.

Pursue Perfection
The Carlsberg Group

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The Carlsberg Group
Pursue Perfection
New products.
and new consumers
demand
new products.

New times, new markets
and new consumers demand new products. And here Carlsberg is naturally at the forefront. Beer, however, is the historical focal point at Carlsberg. J.C. Jacobsen's father was a brewer. J.C. Jacobsen was a brewer. As was his son, Carl Jacobsen, and his son after him. Beer is the heart of Carlsberg. Made from malted barley, hops, yeast and water, and brewed with passion, inspiration and care.

Brewed on knowledge
When Carlsberg was founded in 1847, it was difficult to make high-quality beer. Beer was brewed in small craft breweries with highly varying results. The conditions were unhygienic, and people often complained about the taste and strength. J.C. Jacobsen set out to change things.

J.C. Jacobsen's mission was to show how methods and research from physics and chemistry could be used in brewing. He believed that more insightful knowledge meant better beer, and on this belief Carlsberg was built.

From his numerous trips abroad, J.C. Jacobsen had learnt that a cold store where the temperature could be kept constant was vital for beer production. He therefore located a site just outside Copenhagen with lots of cellar space, air and clean water. The new brewery was named Carlsberg after his son Carl and the old Danish word for mountain – “berg”. J.C. Jacobsen equipped Carlsberg with all the latest in modern beer production technology, and his beer became an immediate success. On 10 November 1847, the first barrels were ready, and J.C. Jacobsen was content that the beer was of the highest quality. In just a few years, production expanded from a few hundred to more than 20,000 barrels a year. Twelve employees became several hundred, and the brewery expanded in all areas.

Semper Ardens
Carlsberg, the Carlsberg Laboratory and the Carlsberg Foundation can be seen as a homage to excellence, perfection and the sublime. A belief that if you put in the effort, work hard and have a dream, you can achieve wondrous results.

J.C. Jacobsen expressed it with the Golden Words, but the message was repeated by Carl Jacobsen in the form of the motto Semper Ardens, which is inscribed above the entrance to one of the buildings at Carlsberg. “Semper” means “always” and “Ardens” means “burning, passionate, enthusiastic”. Semper Ardens – always passionate ... about quality, results and making a difference.

Semper Ardens is Latin and, as is well known, this language is ingrained in the cultural roots of modern civilisation across nations. In this way, at the start of the 1900s Carl Jacobsen anticipated the international journey that lay ahead of the Carlsberg brewery. It was a direct continuation of his father’s ideals – but now in a global context.

A passion for quality
Through the 20th century, exports steadily grew. Carlsberg exported to the Far East, but it was not until the 1950s and 1960s that exports really got off the ground. From 1956 to 1969, Carlsberg doubled its total exports, and the demand for Carlsberg pilsner outside Denmark quickly accelerated.

The big export breakthrough came in 1970. That was the year when Carlsberg and Tuborg – the second major brewery in Denmark – merged. Carlsberg had enjoyed a close partnership with Tuborg for many years, but now they became fully integrated as one company with the Carlsberg Foundation as principal shareholder. In an instant, Carlsberg/Tuborg became an international company with a huge export market. And that is how it has remained ever since.

The merger with Tuborg is in many ways indicative of how Carlsberg has grown right up to the present day. Carlsberg does not expand at any cost. The art is to handpick breweries that not only supplement Carlsberg’s competences and markets, but also share its values. Breweries where the beer culture is strong and Carlsberg can learn from specialists who have a passion for beer and quality.

Tuborg shared that passion. As did Sinebrychoff in Finland, Ringnes in Norway, and other breweries that Carlsberg, now under the name of the Carlsberg Group, took over in the 00s.

The most recent big acquisition took place in 2008, when Carlsberg acquired 50% of Scottish & Newcastle and gained full control of a number of Russian and Baltic breweries, including Baltika Breweries. Carlsberg has also acquired European breweries such as Kronenbourg in France and the legendary Grimbergen in Belgium.

United colours of beer
Carlsberg has been on an impressive journey. After starting out as a small regional brewery on top of a hill outside Copenhagen, the Carlsberg Group is now an international brewery that unites a number of the world’s leading beer brands under one flag.

Today, Carlsberg has international premium brands such as Tuborg, 1664, Grimbergen and Sornesby, but also a range of popular local power brands such as Ringnes, Feldschlösschen, Baltika, Okocim, Livviske, Shancheng, Xinjiang and Beershao.

Carlsberg can boast of being the largest brewer in Northern, Western and Eastern Europe, but it is also strong in Asia with a market-leading position in countries such as China, India, Sri Lanka, Vietnam, Cambodia, Nepal and Laos.

Two breweries become one. J.C. Jacobsen founded Carlsberg in 1847. In 1882, his son, Carl Jacobsen, established his new, independent brewery as New Carlsberg, while J.C. Jacobsen continued his company as Old Carlsberg. The two breweries merged in 1902, when Carl Jacobsen transferred New Carlsberg to the Carlsberg Foundation.
Number 1 in Northern, Eastern and Western Europe

150 markets around the world

Many leading and strong positions across Asia

500 different brands, including international premium brands such as Carlsberg, Tuborg, 1664, Grimbergen and Somersby

40,000 employees on three continents

36,000,000,000 bottles of beer sold in 2013

Today, the Carlsberg Group is the world’s fourth-largest international brewer

Pursue Perfection
The Carlsberg Group
Small is big

Nevertheless, compared with its nearest rivals the Carlsberg Group is still a small player. But sometimes small is big. Since it was founded, Carlsberg has been an organisation characterised by entrepreneurial spirit and a challenger mentality. J.C. and Carl Jacobsen both questioned the status quo and were not afraid to go their own way to achieve new and better results. This led, among other things, to a situation where father and son were for a time in direct competition. But it was a healthy form of competition that saw them pushing each other to do even better. For J.C. Jacobsen, it meant following the example of his son and modernising his production so as to keep pace with new development.

And that is still the case today. In a world that is constantly changing and where new is normal, it is essential to be agile, flexible and always one step ahead. For the Carlsberg Group, this means being able to take quick decisions and shorten the time from idea to execution. It is also about having a “glocal” approach to the world, which means mixing a global outlook with local expertise by sharing experiences and making use of the diversity that is represented throughout the Group. And, finally, it is about working hard to ensure that the openness embodied in J.C. Jacobsen’s and Carl Jacobsen’s way of doing business still prevails throughout the organisation. Without openness, there is no trust, no innovation and no progress. Openness is the key to the future.

You have to change to stay the same

In 1876, J.C. Jacobsen bequeathed his brewery to the Carlsberg Foundation. Carlsberg is today the only global brewery owned by a foundation, and this brings a number of clear advantages. It ensures a unique and effective defence against takeovers. It induces the company to think not just about the short term but also about the long term. And, finally, it guarantees stability in changeable times.

However, just as Carlsberg has had to adapt to the real world, the Carlsberg Foundation must also keep in step with the times. Otherwise neither the merger with Tuborg nor the acquisition of Scottish & Newcastle would have taken place. Over time, this has necessitated adjustments to the Charter – most recently in 2013, when the capital ownership requirement of 25% was removed to create greater financial flexibility. The Foundation will continue to own shares with the right to a majority of the votes, which is ensured by virtue of the difference in A and B shares.

The beer market is under extreme pressure, and everything suggests that in a few years there will only be a handful of big breweries left in the world. In order to be equipped for international consolidation, Carlsberg may need to make acquisitions, and the latest change to the Charter allows this. The Carlsberg Foundation will do everything to secure the Carlsberg Group’s continued development and to realise J.C. Jacobsen’s dream of ultimate quality.

Carlsberg advertisement in Chinese. The countries to which Carlsberg exported were not shy when it came to adapting the message to the local market. For example, in the early 1900s an advertisement with the following text was used in China: “The beer is mellow and delicious. It can raise energy and drive away bad fortune. It is the only global vintage drink. It is famous. Government people, businessmen, soldiers and peasants enjoy this beer. It is precious.”
Today, the Carlsberg Group’s products can be found in every corner of the world.
IF A JOB IS WORTH DOING – IT’S WORTH DOING WELL

Responsibility meets innovation when Carlsberg’s breweries take the lead in the area of CSR. The focus is on energy, CO₂ and water, but sustainable packaging is also high on the agenda.

When J.C. Jacobsen founded Carlsberg, it was a big challenge to brew respectable beer. That is no longer the case. With new methods and technology, it is possible to make beer of a quality that surpasses most of what was brewed in the 1800s.

The challenge today is to brew high-quality beer in a respectable way. With due care for the environment, resources and society, Carlsberg naturally therefore has a clear CSR policy.

Just as Carlsberg issues an annual report on its financial performance, the breweries also report on their performance in CSR. The focus has been on reducing energy and water consumption and CO₂ emissions at the breweries.

The efforts have borne fruit, and the Carlsberg breweries are now in a class of their own when it comes to energy and water efficiency and CO₂ emissions such as those generated by the transportation of beverage products. This is advantageous for business and fully in line with the company’s firmly established environmental and social convictions.

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Growing responsibly

Carlsberg has an ambition to "grow responsibly", with the focus on new thinking, innovation and partnerships. Among other things, Carlsberg has joined forces with the largest global alcohol producers to reduce and prevent the potential harmful effects of irresponsible alcohol consumption.

This initiative is being implemented in close discussion with the authorities and other stakeholders and in support of international health goals. Carlsberg’s local companies conduct campaigns that actively urge consumers to “drink responsibly” and carry out strict control of their own marketing.

Carlsberg has also taken the initiative in a groundbreaking global partnership, the Carlsberg Circular Community, in which the brewery’s experts work with a number of the largest global suppliers of packaging materials such as cans, glass, cardboard and plastic. The objective is to create sustainable packaging of the future. The initiative uses a Cradle-to-Cradle® methodology, which eliminates waste and optimises packaging for reuse and recycling. The collaboration involves not only Carlsberg’s suppliers, but also supermarket chains and other relevant stakeholders. It is about change and innovation. It is about business development and responsibility. It is about working properly.
Over the years the Carlsberg Laboratory has delivered groundbreaking research results and revolutionised modern brewing. It was here that pure yeast was first cultivated and the pH scale was invented. Recently, the Laboratory’s researchers have developed a type of barley known as null-LOX, which gives a significantly longer shelf-life and a more stable head. The Carlsberg Foundation has run the Carlsberg Laboratory since 1876.
The Carlsberg Laboratory

Pursue Perfection

In 1875, the physiologist Professor Emil Christian Hansen, an employee of the Carlsberg Laboratory, was the first person in the world to cultivate pure yeast.

Essentially, beer consists of malted barley, water, hops and yeast, and is produced in stages by malting, brewing, fermenting, filtering and bottling. With just four main ingredients and five distinct production stages, it might sound as if the production of beer is no big deal. But it is. The 150 employees at the Carlsberg Research Centre know it. And J.C. Jacobsen knew it when he set up the Carlsberg Laboratory in 1875.

J.C. Jacobsen believed it was necessary to understand the chemistry of beer and the physiology of the organisms involved in order to be able to improve its quality. As a young man, he attended university lectures on biology and chemistry. He saw how scientific discoveries had increased productivity and quality in a number of areas. How science was the foundation for the industrial revolution, which was flourishing in all areas of society. J.C. Jacobsen knew at an early stage that he would benefit substantially from a better understanding of the world of science.

It was therefore natural for him to build a scientific laboratory at Carlsberg focusing on the brewing of beer. At the time, there was major disagreement among scientists about whether beer fermentation was due to a chemical or a physiological process. J.C. Jacobsen therefore established two research units, each run by its own professor. One specialised in chemistry, the other in physiology.

In the foyer of the laboratory, J.C. Jacobsen inscribed the visionary text that still stands there today:

“NO RESULT OF THE LABORATORY’S ACTIVITIES WHICH IS OF THEORETICAL OR PRACTICAL IMPORTANCE SHALL BE KEPT SECRET.”

J.C. Jacobsen appreciated the trust and generosity of fellow scientists he had encountered on his study trips around Europe and the advantages that science had given him. But this was also an expression of a basic belief that openness and knowledge-sharing promote innovation and progress. Not just for Carlsberg, but for society as a whole.

Revolutionary results

Over the years, the laboratory has delivered a series of groundbreaking research results. The Carlsberg Laboratory would prove to be the model for modern brewing, other knowledge-intense enterprise and natural science in general.

Thus, the physiologist Professor Emil Christian Hansen of the Carlsberg Laboratory was the first person in the world to cultivate pure yeast. Previously, a purification method had been used inspired by the famous French scientist Louis Pasteur. But Emil Christian Hansen demonstrated that it was imperfect. The yeast obtained only appeared to be pure but in fact consisted of several yeast strains as well as wild yeast that could easily spoil and give rise to an uncontrollable fermentation process and poor beer quality. Emil Christian Hansen cultivated a new, pure yeast that was given the name Saccharomyces carlsbergensis. It was made freely available to other breweries around the world. It is still the basis of the yeast used by Carlsberg today, though competitors such as Heineken have also used Emil Christian Hansen’s cultivated Carlsberg yeast to develop their own yeast strains.

Another breakthrough that took place in the Carlsberg Laboratory at the start of the 1900s was the development of the pH scale. Today, the pH scale is basic school knowledge and has become part of our everyday vocabulary. But that was not the case at the time, when the chemist Professor S.P.L. Sørensen was lacking a tool to accurately measure acidity in his work with beer. Throughout the brewing process, acidity can have a huge effect on the beer, so if you want to control the quality, you need to be able to control the acidity.

This put Sørensen on the trail of the pH scale with its familiar values from 0 to 14, where 0 is acid and 14 is alkali. In 1909, he presented the method in a 150-page scientific article with the understated title Enzyme Studies II. The method went around the world and has since been of enormous importance, especially within chemistry, biology, and the food and pharmaceutical industries.

Vision – Carlsberg Laboratory. "The principal task of the Carlsberg Laboratory shall be to develop as complete a scientific basis as possible for malting, brewing and fermenting operations." Today, this integrates a broad range of natural sciences – chemistry, biochemistry, physiology, genetics and molecular biology – for scientific advancement in fields such as brewing, breeding and biotechnology.
In 1876, the Carlsberg Laboratory came under the management of the Carlsberg Foundation, which has supported it ever since. Today, it is an integral part of the Carlsberg Research Centre, which works to develop new possibilities within brewing and biotechnology. The main focus is research in raw materials, yeast, ingredients, brewing technology and beer quality.

One of the big breakthroughs in recent times has been the development of the null-LOX barley type. Beer is highly susceptible to light and heat, which means the taste is affected if the beer is shipped around the globe and subjected to major temperature fluctuations.

At the Carlsberg Research Centre, however, the researchers have found a way of retaining the beer’s fresh taste. At the heart of the research is malted barley, the main ingredient of beer. The researchers screened 20,000 different barley types and found a line that lacks a particular enzyme. The absence of this enzyme has turned out to be a major factor in the fresh taste of beer.

All Carlsberg’s pilsners are now brewed with null-LOX barley, which gives a better flavour, a longer shelf-life and a better head.

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All Carlsberg’s pilsners are now brewed with null-LOX barley, which gives a better flavour, a longer shelf-life and a better head.

Taste the future

The Carlsberg Research Centre is one of the leading research institutes in the world today within the beverage products industry. But the journey towards excellence and ultimate quality does not end here. Because what actually is quality? What we understand by quality today is not the same as we will understand by quality tomorrow. The Laboratory is therefore devoted to brewing the beer of tomorrow. How will it taste? How will it smell? What will it look like?

A research team is working on developing new great-tasting alcohol-free beers. New research also shows that beer, just like wine, has a number of positive health benefits. Like wine, beer is a natural product containing vitamins and minerals. And, like wine, beer in small amounts also prevents certain types of disease. The Carlsberg Research Centre has therefore also launched a number of studies in close collaboration with master brewers with the aim of making beer of unprecedentedly high quality that can match the best wine.

A touch of raspberry

Would you fancy a beer with a hint of caramel, raspberry or perhaps passion fruit? The fact that the brewmasters at Carlsberg can now produce a desired beer flavour with almost 100% accuracy is due in no small part to the Carlsberg Laboratory’s early work with yeast. Which is again the result of J.C. Jacobsen’s ambition to produce the perfect beer.

Is beer a science or an art? The answer is both. J.C. and Carl Jacobsen understood that – and Carlsberg understands it today.
The Carlsberg Foundation supports visionary and innovative research.
Research that makes us wiser, helps us tackle global issues and benefits us all.

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The Carlsberg Foundation is actively involved where private and public players are endeavouring to come up with solutions to global challenges. Issues related to clean drinking water, sustainability, energy supply, the environment, climate change and feeding a growing world population all require coordinated action. Similarly, reaching a greater understanding of our history, literature, art and social conditions also requires a coordinated effort and collaboration between companies, organisations and public institutions. It was with this visionary ideal that J.C. Jacobsen founded the Carlsberg Foundation in 1876, and it is this ideal that the Carlsberg Foundation is now translating into action through its research funding.

Scientific social responsibility

The Carlsberg Foundation believes that the key to overcoming the world’s challenges is investment in world-class research. Consequently, the Carlsberg Foundation actively supports groundbreaking and excellent research within natural science, social science and the humanities. The Carlsberg Foundation also prioritises initiatives that cross between the scientific fields. Always guided by scientific social responsibility (SSR). In 2012, the Carlsberg Foundation awarded grants totalling almost 19 million euros. The funding focuses on talent development and also provides an opportunity for researchers to procure essential equipment, immerse themselves in innovative projects and publish important research results so that others can make use of and benefit from their meticulous work.

The research supported by the Carlsberg Foundation is not tied to a particular agenda. The grants are awarded for scientific work, with individual researchers trusted and given the freedom to express themselves. It is this type of research that paves the way for true innovation. For example, the Carlsberg Foundation gave this trust and freedom to the world-famous, Nobel Prize-winning scientist Niels Bohr, supporting him throughout his illustrious career. As early as 1911, a full 11 years before Bohr received the Nobel Prize in Physics for his seminal work in the field of quantum mechanics, the Carlsberg Foundation supported his modest application for a study period abroad. From 1932 until his death in 1962,
Niels Bohr lived in the Carlsberg Foundation’s Honorary Residence in Copenhagen, which had been established in J.C. Jacobsen’s mansion at the Carlsberg brewery.

“A source of joy and comfort”

In his Deed of Gift to the Royal Danish Academy of Sciences and Letters in 1876, J.C. Jacobsen described how he was not only interested in science as a brewer but simply enjoyed the spirit and light that he perceived in science. It was, in his own words, “a source of joy and comfort”. It was also therefore perfectly natural that in 2011, to mark the 200th birthday of J.C. Jacobsen, the Carlsberg Foundation established the Carlsberg Foundation Research Prize, through which the Foundation supports active researchers who have made crucial contributions to basic research and who enjoy scientific recognition. The prize of 1 million Danish kroner per recipient is to encourage the advancement and internationalisation of Danish basic research.

The recipients of the prize in 2013 were Jørgen Christensen-Dalsgaard, professor of astronomy at Aarhus University, and Claus Bundesen, professor of psychology at the University of Copenhagen. Christensen-Dalsgaard received the prize as a leading figure in international research within stellar structure and development. He has made major contributions to NASA’s Kepler Mission, the aim of which is to find Earth-like, inhabitable planets around nearby stars. Bundesen was awarded the prize for his exceptional work to develop a mathematical-psychological theory of visual attention. The theory is used in the diagnosis of illnesses of the brain and of psychiatric disorders in both children and adults.

All recipients of the prize have contributed innovative and visionary solutions to the challenges facing the world. Important solutions that make us wiser and from which the entire world can benefit.
Carl Jacobsen believed that by being surrounded by beautiful things, people themselves become better and more beautiful. In his eyes, art was edifying and should be supported on an equal footing with science. That is why he established the New Carlsberg Foundation as part of the Carlsberg Foundation.
The Carlsberg value Semper Ardens – always burning – stems from Carl Jacobsen. It was on the basis of this motto that he created his own brewery. As a brewer at New Carlsberg, Carl Jacobsen was characterised by good training, professionalism and a keen eye for a beer market in constant change. However, like his father, Carl Jacobsen also burned for more. In his own words, he therefore placed himself “in the service of art” – a service that became his life’s work.

Carl Jacobsen’s passion for art can be clearly seen at Carlsberg today, where the decoration of the industrial buildings was given top priority. Here, for example, you can see the 56 metre-high Winding Chimney featuring motifs of Egyptian lotus flowers. To this day, it remains one of the true pearls of industrial architecture.

Carl Jacobsen also distinguished himself as an art collector, a patron and a curator of his own art museum, Ny Carlsberg Glyptotek. Here in the centre of Copenhagen, the public can enjoy his unique art collection, one of the finest in Northern Europe.

Both sides of the story

Today, the Carlsberg Foundation stands on two pillars: art and knowledge. In this way, it represents a modern view of human nature where reason and emotion, knowledge and art, are not in opposition but complement one another.

Since 1902, the New Carlsberg Foundation has awarded almost 16,000 grants. The Foundation’s funding currently runs to around 14 million euros a year and supports, among other things, the acquisition of artworks, which are donated to museums, as well as public adornments and book publications. The New Carlsberg Foundation has donated works by some of the world’s finest artists such as Pablo Picasso, Paul Gauguin, Claude Monet, Alberto Giacometti, Henry Moore and Asger Jorn, and in more recent times Olafur Eliasson, Louise Bourgeois and Elmgreen & Dragset.

A sense of the value of art is also apparent at Ny Carlsberg Glyptotek, which, in addition to antiquities, also presents an impressive collection of French Impressionist works. The New Carlsberg Foundation has always sought to ensure that everyone can enjoy art, so entrance to the museum is free once a week, as are guided tours.

With the New Carlsberg Foundation, Carl Jacobsen really threw the Carlsberg Foundation into the service of art. A service that the Foundation is still passionate about, and always will be.

The Carlsberg Foundation’s commitment to art and culture is not limited to the New Carlsberg Foundation’s fields of operation. The Carlsberg Foundation also manages the Museum of National History at Frederiksborg Castle north of Copenhagen and supports business, culture and sports through the Tuborg Foundation.

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In 1989, the New Carlsberg Foundation donated Vilhelm Hammershøi’s Interior with woman behind a table (ca 1910) to the Ordrupgaard Museum, north of Copenhagen.

Carl Jacobsen photographed in his residence in Valby.
Ny Carlsberg Glyptotek’s collection consists of around 10,000 works of art. It includes major works such as Edgar Degas’ *Little Dancer of Fourteen Years*.

**SHARING PASSION & BEAUTY**

Carl Jacobsen placed himself in the service of art, which is why he opened his impressive collection of works of art to the public. He called it “Ny Carlsberg Glyptotek”, and today it is an internationally renowned museum and part of the New Carlsberg Foundation.
Primitive art observations in Rome. The heading to the diary notes that 20-year-old Carl Jacobsen made during his first visit to the Italian capital is in sharp contrast to the experience of visitors to Ny Carlsberg Glyptotek in Copenhagen today. The museum’s collection of ancient Egyptian, Greek and Roman art alone is overwhelming. In addition to this, there is a major collection of modern French and Danish art from the 1800s, not to mention the important, ever-changing art exhibitions that the museum in the centre of Copenhagen offers to the public.

Passion to the people

Carl Jacobsen’s notes, which derive from an intensive museum programme that included many and repeated visits to the most important collections in Rome, make it clear that his interest in art was lifelong. It was a passion. Over time, Carl Jacobsen’s “art observations” developed into genuine expertise, and he was always up to date with ancient art and an enthusiastic follower of the latest movements. His brewing motto, Semper Ardens – always burning – extended to his relationship with art. As an 18-year-old, he was already able to call himself a patron by virtue of the donation of a small work of art to a museum in Copenhagen. As his wealth grew, he offered extensive support for art through grants and donations and assembled a considerable collection of art himself.

With a deep conviction that art could beautify and enrich all people’s lives, it was not at all surprising when in 1882 Carl and his wife Ottilia opened the doors to their private home to give the public access to their impressive collection of sculptures. Inspired by King Ludwig of Bavaria’s Glyptothek in Munich, the collection at New Carlsberg was likewise named the Glyptotek. Public interest was huge, and Carl Jacobsen eagerly continued acquiring works to the point where his collection soon outgrew the space in his home. In 1888, he donated the collection to the Danish people. The government and Copenhagen Municipality donated land for the Glyptotek and agreed to help run the museum. Ny Carlsberg Glyptotek opened in 1897 opposite Tivoli Gardens, in the historicist style of the time. Initially, the public was only able to enjoy the modern art in the collection, but following an expansion in 1906 the ancient works were also displayed.

In their own particular beauty

Carl Jacobsen wanted the works and spaces to interact in “their own particular beauty, to which the town’s citizens felt instinctively drawn”, as he himself formulated his intention. He succeeded. Today, Ny Carlsberg Glyptotek is one of the most popular attractions in Denmark. And it is not just Copenhageners who enthusiastically flock to enjoy the outstanding art. With a trail-blazing exhibition programme, Ny Carlsberg Glyptotek attracts visitors from all over the world. Everyone enjoys the setting, including a tropical palm garden with a beautiful glass dome and the internationally renowned architect Henning Larsen’s award-winning wing from 1996 in marble and concrete, which happened to be one of his own personal favourite works. Ny Carlsberg Glyptotek enjoys such huge respect in the art world that in 2013 it succeeded in supplementing its own collection of 80 works by Degas with an equivalent number of works from collections all over the world. These became the exhibition “Degas’ Method”, which showcased how the French Impressionist’s versatile works of painting, drawing and sculpture constitute a distinctive contribution to the story of the development of Impressionism.
The Carlsberg Foundation has run the Museum of National History at Frederiksborg Castle north of Copenhagen since 1878. The museum reflects J.C. Jacobsen’s fervent interest in history. At Northern Europe’s largest Renaissance castle with its impressive gardens, visitors come face to face with both Danish and world history.

“Patriot and Citizen of the World – Brewer J.C. Jacobsen 200 years” was the very telling title used by the Museum of National History at Frederiksborg Castle for its major exhibition in 2011 marking the bicentenary of J.C. Jacobsen’s birth. It is the unique combination of his fervent interest in history, his desire for Danish self-understanding and his international inclination that is experienced in the museum in Hillerød north of Copenhagen.

J.C. Jacobsen was a patriot in the true sense of the word. He felt a bond with the country in which he was born. He loved Denmark, where his brewery was given room to develop. But J.C. Jacobsen was not a protectionist or preoccupied by ideas of national self-sufficiency. On the contrary, cross-border cooperation, inspiration and exchange of ideas were among the guiding principles in the way he built the Carlsberg brewery. As when he himself shared experiences and knowledge with colleagues at Europe’s leading breweries or invited prominent scientists such as Louis Pasteur to visit the Carlsberg Laboratory. J.C. Jacobsen carried the same openness into the Museum of National History at Frederiksborg Castle, which he founded in 1878. He made it an independent department of the Carlsberg Foundation in order to secure funding for the newly established museum.

A universal vision

When Frederiksborg Castle was ravaged by fire in 1859, J.C. Jacobsen took the lead in the work to...
Large parts of the interior of Frederiksborg Castle were lost in a devastating fire in 1859. The rebuilding of the castle was shaped by J.C. Jacobsen’s pursuit of perfection. The tapestries on display in the Great Hall of the castle were produced in the period 1900-1928. Prior to that, weavers from Denmark had been to France to learn this exacting craft at Manufacture des Gobelins in Paris. Only the very best was good enough for J.C. Jacobsen, and hence for the museum, which continued his visions.
rebuild the former royal residence, which dated back to the beginning of the 1600s. As with everything else that he undertook, here too he pursued perfection, demonstrating an impressive determination. A determination that went hand in hand with a vision for which he had found inspiration abroad, notably at Gripsholm Castle in Sweden and the Palace of Versailles in France. J.C. Jacobsen’s idea was that a museum at Frederiksborg Castle should relate Denmark’s national history in the same way through history paintings, portraits, furniture, arts and crafts. He generously offered to pay to fit out the museum, and convinced both the Royal Family and the Parliament of the merits of his plan. He also contributed considerable sums to the national subscription that raised funds for the rebuilding of Northern Europe’s largest Renaissance castle.

J.C. Jacobsen wanted the museum at the former royal residence to strengthen the Danes’ sense of history. His perspective was not just of a national character; it was what would now be termed global. J.C. Jacobsen had a clear concept of how the national and the international should always complement one another and go hand in hand. His ambition was to show how Danish history too had played “its part in humankind’s general cultural development”, as he himself described the purpose of the museum. That was a grand aim, but nonetheless an aim that the Museum of National History at Frederiksborg Castle continues to meet to this day in a refined, creative and conscious manner through its international profile.

Worldwide exchange

The Museum of National History at Frederiksborg Castle clearly demonstrates how cultural development occurs through exchange between nations – and between people. Many of the museum’s more recent exhibitions have been the result of collaboration with colleagues from important cultural institutions around the world. The 2013 exhibition “Denmark and the Russian Empire 1600-1900”, for example, told the history of Dano-Russian relations during the period of the tsars, among other things through the loaned Kremlin silverware and elegant gowns from the great court balls held in St Petersburg lent by the imperial Romanov palaces of Pavlovsk and Tsarskoe Selo.

At 2012’s “Prince Gong’s Palace – A Chinese Visit at Frederiksborg” the public was able to experience rooms from Prince Gong’s Imperial Palace in Beijing. At the same time, the exhibition gave an insight into the relationship between Denmark and China in the second half of the 1800s. This was a reciprocal exhibition to “China in Denmark 1600-2000”, presented by the Museum of National History at Prince Gong’s Palace Museum in Beijing in 2008.

Frederiksborg Castle is an international attraction on a par with Ny Carlsberg Glyptotek, which Carl Jacobsen donated to the Danish people through the New Carlsberg Foundation. Today, the museum attracts not only many tourists but also visiting heads of state with their delegations of businesspeople, politicians and officials. The museum offers them a splendidly presented history of how a nation has been in constant contact with the rest of the world through the ages.

In 2007 the Museum of National History at Frederiksborg Castle established the Brewer J.C. Jacobsen Portrait Prize. In 2013, 437 Russian artists and more than 500 colleagues from the Nordic countries took part in the competition, undertaken in collaboration with the Carlsberg Group’s Baltika Breweries and the Erarta Museum of Contemporary Art in St Petersburg. The entries included paintings, photographs and videos. The winner was James Hague from the United Kingdom.

At the exhibition “A Chinese Visit at Frederiksborg” a number of interiors from Prince Gong’s Palace in Beijing were recreated and displayed.
1811 Jacob Christian Jacobsen is born in Copenhagen, Denmark.

1835 J.C. Jacobsen’s father dies and J.C. Jacobsen takes over his father’s white beer brewery.

1836 J.C. Jacobsen’s first study trip to Langes Bryggeri in Aarhus and Hamburg to investigate the technique of brewing bottom-fermented beer.

1842 J.C. Jacobsen’s son Carl is born.

1845 J.C. Jacobsen begins brewing bottom-fermented beer. He travels to Munich to obtain bottom-fermenting yeast from Brewer Sedlmayr. On the journey home by stagecoach, he uses a converted hatbox to carry the yeast and keeps the yeast fresh by cooling it under a tap at each stop.

1847 The Carlsberg Brewery is founded. The first barrels of beer are ready on 10 November.

1868 J.C. Jacobsen sends consignments of beer to the Far East and China to find out whether the beer is suitable for export.

1871 J.C. Jacobsen takes over his father’s brewery and moves to Langes Bryggeri in Altona and Hamburg to investigate the technique of cultivating pure yeast. The method is not patented but is made freely available to all.

1875 J.C. Jacobsen founds the Carlsberg Laboratory as a central department.

1876 J.C. Jacobsen dies during a visit to Rome. The Carlsberg Foundation assumes ownership and management of Old Carlsberg.

1881 New Carlsberg Brewery. It opens 15 August.

1882 The annex brewery is merged with J.C. Jacobsen’s brewery. To avoid confusion between Carlsberg and New Carlsberg, J.C. Jacobsen renames his brewery Old Carlsberg.

1883 Professor Emil Christian Hansen of the Carlsberg Laboratory makes his revolutionary discovery: a method of cultivating pure yeast. The method is not patented but is made freely available to all.

1884 J.C. Jacobsen turns over the Museum of National History at Frederiksborg Castle to the Carlsberg Foundation.

1887 J.C. Jacobsen dies during a visit to Rome. The Carlsberg Foundation assumes ownership and management of Old Carlsberg.

1897 Carl Jacobsen officially opens Ny Carlsberg Glyptotek art museum in the centre of Copenhagen.

1902 Carl Jacobsen establishes the Ny Carlsberg Glyptotek art museum in the centre of Copenhagen.

1909 Professor S.P.L. Sørensen of the Carlsberg Laboratory invents the pH unit to measure the acidity or alkalinity of a substance.

1913 Carl Jacobsen donates The Little Mermaid to Copenhagen. It will later become a symbol of the city.

1914 Carl Jacobsen dies.

1915 Great Britain is Carlsberg’s largest export market. A ship loaded with Carlsberg beer sails across the North Sea every 12 days.

1916 Carlsberg builds its first overseas brewery in Blantyre, Malawi, as part of Denmark’s development assistance for the African country.

1968 Carlsberg builds its first brewery in Asia – in Malaysia. In the following years a number of new breweries open in both Europe and Asia.

1976 The Carlsberg Research Centre is established with the Carlsberg Laboratory as a central department.

1970 Carlsberg and Tuborg merge to form The United Breweries A/S, the Carlsberg Breweries and the Tuborg Breweries.

1972 Carlsberg builds its first brewery in Asia – in Malaysia. In the following years a number of new breweries open in both Europe and Asia.

1991 The Tuborg Foundation, which supports culture, business and sports, becomes a department of the Carlsberg Foundation.

2000 The Carlsberg Foundation amends its Charter, allowing the establishment of subsidiaries with a significant influence.

2001 Carlsberg merges with Orkla and acquires an extended collaboration agreement with the Scottish & Newcastle brewery on activities in Eastern Europe.

2003 Carlsberg buys out Orkla and extends its collaboration with Scottish & Newcastle.

2007 The Carlsberg Foundation amends its original Charter, changing the capital ownership requirement from 51% to 25% with the right to at least 51% of the votes. This is safeguarded by virtue of the difference between A and B shares.

2008 Carlsberg acquires 51% of Scottish & Newcastle and gains full control of, among others, a number of Russian and Baltic breweries, including Baltika Breweries. At the same time Carlsberg changes its name to the Carlsberg Group.

2011 In order to provide greater financial flexibility, the Carlsberg Foundation amends its Charter once again, abolishing the 25% capital ownership requirement. The Foundation must, however, continue to own shares carrying at least 51% of the votes.

“The whoever possesses the most thorough knowledge within biochemistry, biotechnology, nanoscience, systems biology and genomics will be the leading brewer in the 21st century. We should aspire to be the most innovative brewery in the world.”

Flemming Besenbacher, Chairman of the Board

CARLSBERG FOUNDATION