



October 17, 2022
Business and Human Rights Resource Center
London, UK

Dear Business and Human Rights Resource Center:

We appreciate your interest in the Carlsberg Group. We strongly condemn the Russian invasion of Ukraine, which has led to so much loss of life, devastation, and human tragedy.

Carlsberg is committed to respecting human rights, as outlined in Carlsberg's Human Rights Policy. To learn more about our work with human rights please refer to our corporate [website](#).

In connection to your invitation to respond to the questions in regard to the partial mobilisation in Russia, please find our responses below.

Kind regards
Vanessa Rivera
Sr. Manager Responsible Sourcing and Human Rights

Business & Human Rights Resource Centre Questions

- 1. What immediate action your company has taken or intends to take to evaluate and respond to the implications of the mobilisation decree?**

Our teams are continuously evaluating the requirements applicable to our business, wherever we operate and assessing the potential impacts these may have on our employees.

Our employees are vital to our business and our teams continuously work to identify potential ways to support them, to the extent possible, when working conditions may be affected by external factors.

- 2. If your company chooses to continue operating in Russia despite the declared partial mobilisation, how are you planning to mitigate the heightened risk of contributing or being directly linked to the armed conflict and exacerbating the situation?**

Back on March 28, 2022, Carlsberg Group announced that after a careful and difficult evaluation process, it will seek full disposal of its business in Russia. This process is in progress and once concluded Carlsberg Group will have no presence in Russia.