

Date: 8 June 2021

**Carlsberg India Pvt Ltd.**

Att. Company Secretary Mr. Ashwin Aggarwal

Dear Ashwin

**Resignation**

I wish to hereby tender my resignation as a director of the company effective from the date of this letter.

Further, I also hereby resign from the CIPL remuneration committee effective from the date of this letter.

Please take immediate steps to effect my resignation with the Registrar of Companies.

Best regards



**Philip A. Hodges**

Received by email  
dated 8<sup>th</sup> June-2021.  
and accepted by CIPL  
Board on 11<sup>th</sup> June-2021.

~~Ashwin~~  
11-6-2021