

Yeo Sooh Keong
House 3 Tanjong RHU ROAD #13-01,
The Waterside Singapore 436881 SG

Date: 20-08-2020

To
The Board of Directors
Carlsberg India Private Limited
4th Floor, Rectangle No.1
Commercial Complex, D4, Saket
New Delhi- 110 017

Sub: Resignation

I hereby tender my resignation pursuant to the provisions of Section 168(1) of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rule, 2014 from the office of Director of Carlsberg India Private Limited (Company) with immediate effect.

I would like to thank the Board of Directors of the Company for providing their assistance and co-operation to discharge my duties during the tenure of holding office of Director of the Company.

Further, all the roles, responsibilities and authorisations assigned to me by the Board, during my tenure as Director shall also stand ceased with immediate effect.

Thanking you

Yours sincerely


(Yeo Sooh Keong)

DIN: 08173605

Lee Peng Chow
FLAT A 6/F BLK 12 Double Cove Summit,
8 WU KAI SHA RD, MA ON SHAN NT HONG-KONG

Date: 20-08-2020

To
The Board of Directors
Carlsberg India Private Limited
4th Floor, Rectangle No.1
Commercial Complex, D4, Saket
New Delhi- 110 017

Sub: Resignation

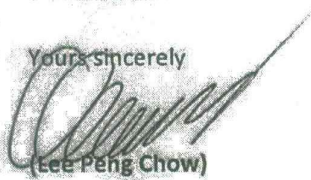
I hereby tender my resignation pursuant to the provisions of Section 168(1) of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rule, 2014 from the office of Director of Carlsberg India Private Limited (Company) with immediate effect.

I would like to thank the Board of Directors of the Company for providing their assistance and co-operation to discharge my duties during the tenure of holding office of Director of the Company.

Further, all the roles, responsibilities and authorisations assigned to me by the Board, during my tenure as Director shall also stand ceased with immediate effect.

Thanking you

Yours sincerely



(Lee Peng Chow)

DIN: 08205090

Roland Arthur Lawrence
2320 Hyatt Regency Shanti 18
Chak Cheung ST Shatin HONG KONG

Date: 20-08-2020

To
The Board of Directors
Carlsberg India Private Limited
4th Floor, Rectangle No.1
Commercial Complex, D4, Saket
New Delhi- 110 017

Sub: Resignation

I hereby tender my resignation pursuant to the provisions of Section 168(1) of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rule, 2014 from the office of Director of Carlsberg India Private Limited (Company) with immediate effect.

I would like to thank the Board of Directors of the Company for providing their assistance and co-operation to discharge my duties during the tenure of holding office of Director of the Company.

Further, all the roles, responsibilities and authorisations assigned to me by the Board, during my tenure as Director shall also stand ceased with immediate effect.

Thanking you

Yours sincerely



(Roland Arthur Lawrence)
DIN: 06367644

Date: 21 March 2021

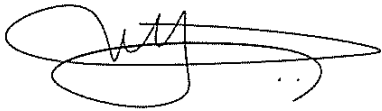
Carlsberg India Pvt Ltd.

Dear Sirs and Madams

Resignation

I wish to hereby tender my resignation as a director of the company effective from the date hereof. Further, I also hereby resign from the CIPL audit committee. Please take immediate steps to effect my resignation with the registrar of company.

Best regards

A handwritten signature in black ink, consisting of a large, stylized 'M' followed by a horizontal line and a small flourish.

Mark Jongejan

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 8th June-2021.
and accepted by CIPL
Board on 11th June-2021.

Ashwin
11-6-2021

Date: 21 March 2021

Carlsberg India Pvt Ltd.

Dear Sirs and Madams

Resignation

I wish to hereby tender my resignation as a director of the company effective from the date hereof.
Please take immediate steps to effect my resignation with the registrar of company.

Best regards

A handwritten signature in black ink, appearing to read 'G. Fewkes', written in a cursive style.

Graham Fewkes

To
The Board of Directors
Carlsberg India Private Limited
4th Floor, Rectangle No.1
Commercial Complex, D4, Saket
New Delhi- 110 017

Sub: Resignation

Dear Board Members,

I hereby tender my resignation pursuant to the provisions of Section 168(1) of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rule, 2014 from the office of Director of **Carlsberg India Private Limited** (Company) with **effect from 8th September 2022**.

I would like to thank the Board of Directors of the Company for providing their assistance and co-operation to discharge my duties during the tenure of holding the office of Director of the Company.

Further, all the roles, responsibilities, and authorizations assigned to me by the Board, during my tenure as Director shall also stand ceased with **effect from 8th September 2022**.

Please do the necessary formalities for removing my name from the Registrar of the Company as Director.

Thanking you

Yours sincerely,

Muthuraman
Muthuraman Ramanathan 06/09/2022

Received on
behalf of
the Board

[Signature]
9.9.2022



To
The Board of Directors
Carlsberg India Private Limited
4th Floor, Rectangle No.1
Commercial Complex, D4, Saket
New Delhi- 110 017

Sub: Resignation

Dear Board Members,

I hereby tender my resignation pursuant to the provisions of Section 168(1) of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rule, 2014 from the office of Director of **Carlsberg India Private Limited** (Company) with **effect from 14th February 2023**.

I would like to thank the Board of Directors of the Company for providing their assistance and co-operation to discharge my duties during the tenure of holding the office of Director of the Company.

Further, all the roles, responsibilities, and authorizations assigned to me by the Board, during my tenure as Director shall also stand ceased with **effect from 14th February 2023**.

Please do the necessary formalities for removing my name from the Registrar of the Company as Director.

Thanking you

Yours sincerely,


Manish Damodardas Garg

Received on behalf of Board.

On 14th Feb - 2023


Company Secretary
A26499


To,
The Board of Directors,
Carlsberg India Private Limited
4th Floor, Rectangle No.1 Commercial Complex, D4, Saket,
New Delhi, Delhi, India, 110017

Subject: Resignation

I, hereby tender my resignation from the position of Chief Financial Officer (KMP) of the Company w.e.f 31st December 2024 due to my other pre-occupations.

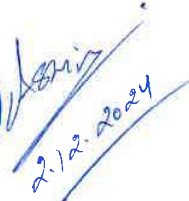
I would like to thank the Board of Director of the Company for providing their assistance and co-operation in discharging my duties during my tenure of holding office of the Key Managerial Person in the capacity of Chief Financial Officer of the Company.

Further, all the roles and responsibilities and authorisations assigned to me by the Board and the Company during my tenure as Chief Financial Officer shall also cease w.e.f 31st December 2024.

Thanking you,
Yours sincerely,


Pradyumna Maheshwari
PAN: AAYPM5481D
Signature





Ashwin Aggarwal

From: Soren Flensburg
Sent: 2 December, 2024 11:00 AM
To: Ashwin Aggarwal
Cc: Pradyumna Maheshwari; Amit Gandhi; Prabhat Singh; Sanjeev Gupta; Nilesh Patel; Peter Steenberg; Troels Libak Stollberg; Amit Sethi; Gavin Brockett; Jan Thieme Rasmussen
Subject: Resignation from the CIPL Board

Dear Ashwin,

I hereby tender my resignation pursuant to the provisions of Section 168(I) of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rule, 2014 from the office of Director of Carlsberg India Private Limited (Company) with immediate effect.

I would like to thank the Board of Directors of the Company for providing their assistance and co-operation to discharge my duties during the tenure of holding office of Director of the Company.

Further, all the roles, responsibilities and authorisations assigned to me by the Board, during my tenure as Director shall also stand ceased with immediate effect.

Regards,
Soren Flensburg
DIN: 09106072

Accepted By Board on 2nd dec 2024.



Prabhat Singh
Town Home No. 05,
Jaypee Wish Town,
Sector 128,
Noida, Uttar Pradesh – 201304

Dated: November 08, 2024

To: The Board of Directors of
Carlsberg India Private Limited (the Company)
4th floor, Rectangle No 1,
Commercial Complex,
D- 4, Saket,
New Delhi 110017. India



Dear Sirs,

RESIGNATION AS DIRECTOR

I hereby resign as Director of the Company effective from the date of this letter.

I confirm I have no claims, whether known or unknown, against the Company, CBAS and CSAPL, including any and all subsidiaries or holding companies of the Company, CBAS and CSAPL and their respective representatives (including officers and employees) in respect of remuneration, fees, entitlements or otherwise, or compensation for loss of office.

I confirm that I waive and release any and all rights to receive from the Company, CBAS and CSAPL, including any and all subsidiaries or holding companies of the Company, CBAS and CSAPL, any severance, bonus or other payments or compensation for loss of office, employment or otherwise, including redundancy and unfair dismissal.

To the extent that any claim or right of action exists or may exist, I hereby irrevocably waive such claim or right of action and release and forever discharge the Company, CBAS or CSAPL including any and all subsidiaries or holding companies of the Company, CBAS and CSAPL and their respective representatives (including its officers and employees) from all and any liability in respect thereof.

This letter and any disputes or claims arising out of or in connection with it or its subject matter or formation shall be governed by and construed in accordance with the laws of India.

Please lodge my resignation within stipulated time with the Registrar of Companies.

Yours faithfully

Prabhat Singh

Prabhat Singh

*Accepted By Board in B.M
on 2nd Dec 2024*



Duly notarised and legalised
Name of notary:



ATTESTED
DEBAJYOTI BEHURIA
NOTARY
GOVT. OF INDIA
CENTRAL DELHI
Regn No 19716

08 NOV 2024

Ashwin Aggarwal

From: Jan Thieme Rasmussen
Sent: 2 December, 2024 9:45 AM
To: Ashwin Aggarwal
Cc: Pradyumna Maheshwari; Amit Gandhi; Jan Thieme Rasmussen; Soren Flensburg; Prabhat Singh; Sanjeev Gupta; Nilesh Patel; Peter Steenberg; Troels Libak Stollberg; Amit Sethi
Subject: Resignation from CIPL Board Jan Thieme Rasmussen

Dear Ashwin,

I hereby tender my resignation pursuant to the provisions of Section 168(1) of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rule, 2014 from the office of Director of Carlsberg India Private Limited (Company) with immediate effect.

I would like to thank the Board of Directors of the Company for providing their assistance and co-operation to discharge my duties during the tenure of holding office of Director of the Company.

Further, all the roles, responsibilities and authorisations assigned to me by the Board, during my tenure as Director shall also stand ceased with immediate effect.

Regards,
Jan Thieme Rasmussen
DIN: 08792661

Accepted By Board on 2nd Dec 2024

Jan Thieme Rasmussen



Ashwin Aggarwal

From: Gavin Brockett
Sent: 2 December, 2024 9:22 AM
To: Ashwin Aggarwal
Cc: Pradyumna Maheshwari; Amit Gandhi; Jan Thieme Rasmussen; Soren Flensburg; Prabhat Singh; Sanjeev Gupta; Nilesh Patel; Peter Steenberg; Troels Libak Stollberg; Amit Sethi
Subject: Resignation - Gavin Brockett

Dear Ashwin,

I hereby tender my resignation pursuant to the provisions of Section 168(1) of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rule, 2014 from the office of Director of Carlsberg India Private Limited (Company) with immediate effect.

I would like to thank the Board of Directors of the Company for providing their assistance and co-operation to discharge my duties during the tenure of holding office of Director of the Company.

Further, all the roles, responsibilities and authorisations assigned to me by the Board, during my tenure as Director shall also stand ceased with immediate effect.

Regards,
Gavin Brockett
2 December 2024
DIN: 03582379

Accepted By Board on 2nd dec 2024

A handwritten signature in black ink is written over a blue circular stamp. The stamp contains the text "CARLSBERG INDIA PRIVATE LIMITED" around the perimeter and "2024" at the bottom.

To,
The Board of Directors
Carlsberg India Private Limited
4th Floor, Rectangle No.1
Commercial Complex, D4, Saket
New Delhi- 110 017

Sub: Resignation

Dear Board Members,

I hereby tender my resignation pursuant to the provisions of Section 168(1) of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rule, 2014 from the office of Director of **Carlsberg India Private Limited** (Company) with **effect from 23rd April 2025**.

I would like to thank the Board of Directors of the Company for providing their assistance and co-operation to discharge my duties during the tenure of holding the office of Director of the Company.

Further, all the roles, responsibilities, and authorizations assigned to me by the Board, during my tenure as Director shall also stand ceased with **effect from 23rd April 2025**.

Please do the necessary formalities for removing my name from the Registrar of the Company as Director.

Thanking you

Yours sincerely,

Sanjeev

Sanjeev Kumar Gupta

DIN:03643328

Accepted
23.4.2025
Asmita

Company Secretary

M. No. A26499



Kamna Tiwari

From: Alokesh Biswas
Sent: 26 April, 2026 10:31
To: Nikos Kalaitzidakis; Nilesh Patel; Troels Libak Stollberg; Marcin Mleczko; Ashwin Aggarwal
Cc: Kamna Tiwari
Subject: Resignation from the position of Whole-time Director of Carlsberg India Private Limited.

To,
The Board of Directors
Carlsberg India Private Limited
4th Floor, Rectangle No.1 Commercial Complex, D4, Saket,
New Delhi, Delhi, India, 110017

Subject: Resignation from the position of Whole-time Director of Carlsberg India Private Limited.

Dear Sir/Ma'am,

I hereby tender my resignation from the position of Whole-time Director of the Company due to pre-occupation, to be effective immediately from 29 April 2026, upon the Board taking note of the same at its meeting scheduled on 29 April 2026.

I request the Board to take the same on record and complete the necessary filings with the Registrar of Companies in accordance with the provisions of the Companies Act, 2013. I would like to express my sincere gratitude to the Board and management for the support extended to me during my tenure.

Kindly acknowledge the receipt of this letter.

Yours faithfully,

Alokesh Biswas
DIN - 08756326

Kamna Tiwari

From: Peter Steenberg
Sent: 27 April, 2026 16:28
To: Nikos Kalaitzidakis; Marcin Mleczko; Troels Libak Stollberg; Nilesh Patel; Alokesh Biswas
Cc: Kamna Tiwari; Ashwin Aggarwal; Amit Sethi
Subject: Resignation from the position of Director of Carlsberg India Private Limited

To,
The Board of Directors
Carlsberg India Private Limited
4th Floor, Rectangle No.1 Commercial Complex, D4, Saket,
New Delhi, Delhi, India, 110017

Dear Sir/Ma'am,

I hereby tender my resignation from the position of Director of the Company due to pre-occupation, to be effective immediately from 29 April 2026, upon the Board taking note of the same at its meeting scheduled on 29 April 2026.

I request the Board to take the same on record and complete the necessary filings with the Registrar of Companies in accordance with the provisions of the Companies Act, 2013. I would like to express my sincere gratitude to the Board and management for the support extended to me during my tenure.

Kindly acknowledge receipt of this letter.

Yours faithfully,
Peter Steenberg
DIN - 08756326

Kamna Tiwari

From: Ashwin Aggarwal
Sent: 27 April, 2026 19:32
To: Nikos Kalaitzidakis; Marcin Mleczko; Troels Libak Stollberg; Nilesh Patel; Alokesh Biswas; Peter Steenberg
Cc: Kamna Tiwari; Amit Sethi
Subject: Resignation from the position of Company Secretary of Carlsberg India Private Limited
Importance: High

To

The Board of Directors
Carlsberg India Private Limited
4th Floor, Rectangle No.1
Commercial Complex, D4, Saket
New Delhi- 110 017

Subject: Resignation from the position of Company Secretary

Dear Sir/Ma'am,

I hereby tender my resignation from the position of **Company Secretary** of the Company due to **internal alignment**, to be effective immediately from **29 April 2026**, upon the Board taking note of the same at its meeting scheduled on **29 April 2026**.

I request the Board to take the same on record and complete the necessary filings with the Registrar of Companies in accordance with the provisions of the **Companies Act, 2013**, and the **SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**, as applicable.

I would like to express my sincere gratitude to the Board and management for the support and guidance extended to me during my tenure.

Yours sincerely,
Ashwin Kumar Aggarwal
Company Secretary
Membership No.: A26499

IN PURSUIT OF PROFESSIONAL EXCELLENCE
Statutory body under an Act of Parliament
(Under the jurisdiction of Ministry of Corporate Affairs)

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Welcome **ASHWIN KUMAR AGGA**

Cessation

Cessation of eCSIN Number RA026499A000119735 is Successful on 28/05/2026 09:17:14