

CARLSBERG INDIA LIMITED
(Formerly Carlsberg India Private Limited)
Policy for Determining Material Subsidiaries

Policy approval date: 29 May 2026

POLICY FOR DETERMINING MATERIAL SUBSIDIARIES

1. PREAMBLE AND OBJECTIVES:

The Board of Directors of Carlsberg India Limited ("**Company**"), in compliance with the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**SEBI Listing Regulations**"), adopted the policy for determining 'material' subsidiaries ("**Policy**") vide its Board meeting held on 29 May 2026. This policy shall be governed by the provisions of the SEBI Act, Rules and Regulations made thereunder and all other applicable laws for the time being in force.

The primary purpose of this Policy is to lay down the criteria for identification of Material Subsidiary(ies) (as *defined below*) and disclosure and governance thereof as required under the SEBI Listing Regulations.

2. EFFECTIVE DATE:

The Policy shall come into force with effect on 29 May 2026.

3. DEFINITIONS:

"**Act**" means the Companies Act, 2013 & rules made thereunder, including any amendments or modifications thereof.

"**Audit Committee**" means Audit Committee constituted by the Board of Directors of the Company, from time to time, under Section 177 of the Act read with Regulation 18 of the SEBI Listing Regulations.

"**Board**" means the board of directors of the Company, as constituted from time to time.

"**Company**" means Carlsberg India Limited.

"**Independent Director**" means an Independent Director as defined under the Act and the SEBI Listing Regulations from time to time.

"**Holding company**", means a holding company as defined under Section 2(46) of the Act.

"**Insolvency Code**", means Insolvency and Bankruptcy Code, 2016, as amended.

"**Material Subsidiary**" means a material subsidiary of the Company as under Regulation 16(1)(c) of the SEBI Listing Regulations (as amended), viz., a subsidiary, whose turnover or net worth exceeds 10% of the consolidated turnover or net worth respectively, of the

Company and its subsidiaries in the immediately preceding accounting year, or such other percentage as may be prescribed under the SEBI Listing Regulations from time to time.

“**Net Worth**” means net worth as defined under section 2(57) of the Act.

“**Subsidiary**” shall mean a subsidiary as defined under section 2(87) of the Act.

“**Unlisted Subsidiary**” means a Subsidiary of the Company whose shares are not listed on any stock exchange.

Any other term not defined herein shall have the same meaning as defined in the Act, the SEBI Listing Regulations or any other applicable regulations.

4. INTERPRETATION

In any circumstance where the terms of this Policy are inconsistent with any existing or newly enacted law, rule, regulation or standard governing the Company, the said law, rule, regulation or standard will take precedence over this Policy.

5. CRITERIA FOR DETERMINING THE MATERIAL SUBSIDIARIES

A Subsidiary of the Company shall be regarded as Material Subsidiary if it falls under the criteria of the definition provided above.

The Audit Committee shall review such details / information as may be required to determine the ‘Material Subsidiaries’ from time to time.

6. GUIDING PRINCIPLES

Material Subsidiary of the Company would be identified, if any, as a one-time exercise annually and such exercise may be done during each financial year and the conclusion placed before the Audit Committee and the Board of the Company. The identification may be conducted soon after preparation of annual accounts and the outcome will be placed before the Audit Committee or Board, as the case may be, in the meeting where the annual audited accounts of the Company are considered. Notwithstanding the above, the Company shall also assess whether any Subsidiary has become a Material Subsidiary upon the occurrence of any significant event, including but not limited to acquisitions, mergers, demergers, or material changes in the turnover or net worth of any Subsidiary during the financial year.

7. GOVERNANCE OF MATERIAL SUBSIDIARIES:

(a) Appointment of Independent Directors

At least one Independent Director on the Board shall be appointed as a director on the board of directors of an unlisted Material Subsidiary, whether incorporated in India or not.

Notwithstanding anything contrary contained in this Policy, for the purpose of this Clause 7(a), the term “Material Subsidiary” shall mean a subsidiary, whose turnover or net worth exceeds 20% of the consolidated turnover or net worth respectively, of the Company and its Subsidiaries in the immediately preceding accounting year.

(b) Matter to be reviewed by the Audit Committee

The Audit Committee shall, in line with Regulation 24(2) of the SEBI Listing Regulations, review:

- the financial statements, in particular, the investments made by the Unlisted Subsidiary.
- Utilization of loans and/ or advances from/investment in the subsidiary exceeding Rs. 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans/ advances/ investments.
- the statement of all significant transactions and arrangements entered into by the Unlisted Subsidiary.

(c) Matter to be reviewed by the Board

The minutes of the meetings of the board of directors of the Unlisted Subsidiary shall be placed at the meeting of the Board for their review and consideration.

The management of the Unlisted Subsidiary shall periodically bring to the notice of the Board, a statement of all significant transactions and arrangements entered into by the Unlisted Subsidiary.

Explanation: The term “significant transaction or arrangement” shall mean any individual transaction or arrangement that exceeds or is likely to exceed 10% of the total revenues or total expenses or total assets or total liabilities, as the case may be, of the unlisted subsidiary for the immediately preceding accounting year, and shall be in accordance with any meaning as may be provided for “significant transaction or arrangement” under Regulation 24(4) of the SEBI Listing Regulations, as amended from time to time.

(d) Disposal of shares or Assets of Material Subsidiary

The Company shall not dispose of shares in its Material Subsidiary which would reduce the shareholding of the Company (either on its own or together with other subsidiaries) to less than 50% or cease the exercise of control over such Material Subsidiary without passing a special resolution in its general meeting except in cases where such divestment is made under a scheme of arrangement duly approved by a Court/Tribunal, or under a resolution plan duly approved under Section 31 of the Insolvency Code and such an event is disclosed to the recognized stock exchanges within one day of the resolution plan being approved.

The Company shall not sell, dispose and lease assets amounting to more than 20% of the assets of the Material Subsidiary on an aggregate basis during a financial year without prior approval of shareholders by way of special resolution, unless the sale/disposal/lease is made under a scheme of arrangement duly approved by a Court/Tribunal or under a resolution plan duly approved under section 31 of the Insolvency Code and such an event is disclosed to the recognized stock exchanges within one day of the resolution plan being approved. It is clarified that this requirement would not apply to sale, disposal or lease of assets between two wholly-owned subsidiaries of the Company.

(e) Secretarial Audit

The Unlisted Material Subsidiaries incorporated in India shall undertake secretarial audit in accordance with Regulation 24A of the SEBI Listing Regulations; and the Company shall annex with its annual report, a secretarial audit report, given by a company secretary in practice. The Company shall further ensure compliance with the corporate governance requirements applicable to material subsidiaries under Regulation 24A of the SEBI Listing Regulations, including the annual secretarial compliance report in the prescribed format.

(f) Disclosure under Regulation 30 of SEBI Listing Regulations

The Company shall disclose all events or information with respect to its Material Subsidiaries, in accordance with Regulation 30(9) of the SEBI Listing Regulations.

8. DISCLOSURE:

The Policy shall be disclosed on the Company's website and a web link thereto shall be provided in the annual report of the Company.

9. POLICY REVIEW:

This Policy shall be reviewed by the Board at least once every financial year, or more frequently if required due to changes in applicable laws, regulations, or circulars. The Board is, subject to applicable laws, entitled to amend, suspend or rescind this Policy at any time. Any difficulties or ambiguities in the Policy will be resolved by the Board in line with the broad intent of the Policy. The Board may also establish further rules and procedures, from time to time, to give effect to the intent of this Policy.

In the event of any conflict between the provisions of this Policy and of the applicable law, such applicable law in force from time to time shall prevail over this Policy.