

UNITED BREWERIES LIMITED

FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS

Regulation 25 (7) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 requires the Company to familiarize its Independent Directors through various programs about the Company including the following:

- (a) nature of the industry in which the Company operates;
- (b) business model of the Company;
- (c) roles, rights, responsibilities of independent directors; and
- (d) any other relevant information.

During the financial year 2021-2022, the Company has not appointed any new Independent Director. The Independent Directors of the Company were re-appointed by the Members at their Annual General Meeting held on August 22, 2019, for second consecutive term of five years from September 04, 2019, to September 03, 2024. The Independent Directors are fully conversant with the beer business and operations of the Company. Their expertise in the operations of the Company are considered vital by the Management. The Board of Directors has complete access to the information within the Company.

On May 29, 2022, the Company appointed two new Independent Directors. The Familiarization programme for new Independent Directors, shall aim to familiarize them with the Company, their roles, rights, responsibility in the Company, market, business model of the Company etc.

Presentations are regularly made to the Board of Directors/Audit Committee/Nomination & Remuneration Committee and other Committees on various related matters where Directors get an opportunity to interact with Senior Management team. The appointment letters issued to the new Independent Directors also deals with their role, duties, and responsibilities.

STRUCTURE OF THE PROGRAMME

1. Familiarization upon induction of new Directors

- A new Director shall be provided with a copy of all the applicable codes and policies formulated and adopted by the Company.
- An orientation on the Company's, products, markets, customers and functions shall be provided by the CEO/ Promoters.
- Introduction and interaction with certain key members of the senior management of the company. A detailed briefing to the inductee on the roles and responsibilities as independent director.

2. Programme Content:

The Management of the Company, on periodic basis, at its Board and Committee meetings briefs its Directors inter alia about the Company's business, strategy, financial details, their roles, rights and responsibilities in the Company etc. The Board is also periodically briefed on various changes in the regulations governing the conduct of independent directors.

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DETAILS OF FAMILIARIZATION PROGRAMMES IMPARTED TO INDEPENDENT DIRECTORS

The existing independent directors are on the board of the Company for over a decade and have been familiarised with the operations of the Company during various specific discussions conducted during board meetings since their appointment. As mentioned in the program adopted by the Company, the expertise of independent directors in relation to the operations of the Company are vital inputs and they have been guiding the board and the Management of the Company as a whole for carrying of the operations of the Company efficiently.

On May 29, 2022, the Company appointed two new Independent Directors . Presentations are regularly made to the Board of Directors/Audit Committee/Nomination & Remuneration Committee and other Committees on various related matters, where Directors get an opportunity to interact with Senior Managers. The familiarization is done during the Board Meetings itself where business is discussed along with industry dynamics, strategic planning, 3-5 years plan etc. and other activities as mentioned below.

Disclosure pursuant to Regularisation 25(7) of SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015

| Sl. No | Date of Program | Type of Familiarisation programme | No of Programmes attended by Independent Directors | No of hours spent by Independent Directors in such programmes |
|--------|-----------------|---|--|---|
| 1. | 02.11.2015 | SEBI (Listing Obligations and Disclosure Requirements) Regulation 2015. | 1 | 0.5 |
| 2. | 02.02.2016 | Risk Management Framework | 1 | 1 |
| 3. | 19.02.2016 | Board Evaluation – Context, Changes and approach | 1 | 1 |
| 4. | 14.03.2016 | Indian Accounting Standards | 1 | 0.5 |
| 5. | 13.05.2016 | Presentation on business operations and strategic pillars | 1 | 0.5 |
| 6. | 22.06.2016 | SEBI (Issue of Capital and Disclosure Requirements), (Issue and Listing of Debt Securities), (Issue and Listing of Non-Convertible Redeemable Preference Shares), (Substantial Acquisition of Shares and Takeover), (Intermediaries). | 1 | 1 |
| 7. | 22.06.2016 | Risk Management Framework | 1 | 1 |
| 8. | 07.09.2016 | CSR Activity | 1 | 1 |
| 9. | 12.08.2016 | Business Reviews | 1 | 0.5 |
| 10. | 08.02.2017 | Industry Sales performance and challenges faced by the Company | 1 | 0.5 |
| 11. | 27.03.2017 | Risk Assessment | 1 | 1 |
| 12. | 17.05.2017 | Risk Assessment | 1 | 0.5 |
| 13. | 17.05.2017 | Performance Evaluation of Board | 1 | 0.5 |
| 14. | 19.06.2017 | Industry Compensation Benchmark | 1 | 1 |
| 15. | 11.07.2017 | Risk Management Framework | 1 | 1 |
| 16. | 23.09.2017 | CSR Activity | 1 | 1 |
| 17. | 02.02.2018 | Review on Manufacturing and Sales of the Company | 1 | 1 |
| 18. | 19.03.2018 | Risk Management Framework | 1 | 1 |
| 19. | 21.05.2018 | Performance Evaluation, Board Effectiveness and Variable pay structure | 1 | 1 |
| 20. | 25.05.2018 | Risk Management Framework | 1 | 1 |
| 21. | 24.10.2018 | Board Remuneration Study | 1 | 1 |

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| 22. | 13.11.2018 | CSR Activity | 1 | 1 |
| 23. | 14.11.2018 | Digital Marketing | 1 | 0.5 |
| 24. | 08.01.2019 | Strategic discussion – Environment & Ways of doing business, Capex plan, Sales, Finance, Human Resource, Strategic Roadmap for Digital Transformation and Marketing | 1 | 5.5 |
| 25. | 25.03.2019 | Risk Matrix | 1 | 1 |
| 26. | 25.03.2019 | CSR Activity | 1 | 1 |
| 27. | 20.05.2019 | Amendment in SEBI (Prohibition of Insider Trading Regulations), 2015 | 1 | 0.5 |
| 28. | 13.08.2019 | Compensation Benchmark Study | 1 | 1 |
| 29. | 13.08.2019 | Food Safety Management System | 1 | 0.5 |
| 30. | 06.11.2019 | New Income Tax rates | 1 | 0.5 |
| 31. | 07.11.2019 | Total Productivity Management | 1 | 0.5 |
| 32. | 07.11.2019 | Risk Matrix | 1 | 1 |
| 33. | 06.02.2020 | Sustainability Initiatives | 1 | 0.5 |
| 34. | 06.02.2020 | CSR Activity | 1 | 1 |
| 35. | 13.08.2020 | Compensation Benchmark Study | 1 | 1 |
| 36. | 16.09.2020 | Audit Manual | 1 | 1 |
| 37. | 06.11.2020 | Marketing Campaigns and initiatives | 1 | 0.5 |
| 38. | 16.12.2020 | Risk Matrix | 1 | 1 |
| 39. | 28.01.2021 | Supply Chain and Sustainability | 1 | 0.5 |
| 40. | 24.03.2021 | Risk Matrix | 1 | 1 |
| 41. | 29.03.2021 | CSR Activity | 1 | 2 |
| 42. | 27.04.2021 | Presentation on business operations and strategic pillars | 1 | 0.5 |
| 43. | 27.04.2021 | RACI Matrix | 1 | 0.5 |
| 44. | 12.05.2021 | Strategic discussion – Environment & Ways of doing business, Capex plan, Sales, Finance, Human Resource, Strategic Roadmap for Digital Transformation and Marketing | 1 | 3 |
| 45. | 28.07.2021 | Presentation on business operations and strategic pillars | 1 | 0.5 |
| 46. | 28.07.2021 | Export operations of the Company | 1 | 0.5 |
| 47. | 28.07.2021 | Compensation Benchmark Study | 1 | 0.5 |
| 48. | 16.10.2021 | Risk Matrix | 1 | 1 |
| 49. | 27.10.2021 | Presentation on business operations and strategic pillars | 1 | 0.5 |
| 50. | 08.11.2021 | Performance Evaluation, Board Effectiveness and Variable pay structure | 1 | 0.5 |
| 51. | 28.01.2022 | Presentation on business operations and strategic pillars | 1 | 0.5 |
| 52. | 15.03.2022 | CSR Activity | 1 | 2 |
| 53. | 24.02.2022 | Risk Matrix | 1 | 1 |
