POLICY ON BOARD DIVERSITY

("Board Diversity Policy")

UNDER THE SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

As approved by the Board of Directors vide Board Meeting dated September 09, 2026

This Board Diversity Policy is effective from -

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A. PREAMBLE

In terms of Regulation 19(4) read with Part D of Schedule II of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**SEBI LODR Regulations**"), the Nomination and Remuneration Committee ("**NRC**") of the board of directors of the Company (*as defined hereinbelow*) ("**Board**"), is required to to formulate a policy on board diversity ("**Board Diversity Policy**") to ensure that the Board is fully diversified and comprises an ideal combination of executive and non-executive directors, including independent directors, with diverse backgrounds, age, gender, experience and expertise

Hindustan Coca-Cola Holdings Limited ("**Company**") has therefore, adopted this Board Diversity Policy with the approval of its Board, in recognition of the philosophy that a diverse Board enhances decision-making, improves corporate performance, and strengthens stakeholder confidence. This is also in alignment with Regulation 4(2)(f)(ii)(5) of the SEBI LODR Regulations that requires the Board to ensure a transparent nomination process to the Board with the diversity of thought, experience, knowledge, perspective and gender in the Board.

Diversity shall be considered as a key factor while determining the composition of the Board and recommending appointments.

B. DEFINITIONS & INTERPRETATION

The following definitions have been assigned to certain terms used in this Board Diversity Policy for effective interpretation:

1. "Board" means the board of directors of Hindustan Coca-Cola Holdings Limited.
2. "Company" means Hindustan Coca-Cola Holdings Limited.
3. "SEBI LODR Regulations" means Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and any amendments thereto.
4. "NRC" means the Nomination and Remuneration Committee of the board of directors of the Company.

Any other term not defined herein shall have the same meaning as prescribed under the Securities and Exchange Board of India Act, 1992, SEBI LODR Regulations or any other applicable law.

C. APPLICABILITY

As per Regulation 19 (4) read with Part D of the Schedule II of the SEBI LODR Regulations, the NRC has devised this Board Diversity Policy, which shall apply to the Board exclusively.

D. DIMENSIONS OF DIVERSITY

The dimensions of Board diversity shall include, but not be limited to, the following aspects:

1. **Gender**
   The Company shall ensure that no discrimination is made on the grounds of gender in the appointment of directors to the Board. It actively promotes the inclusion of women at senior leadership levels to support balanced representation on the Board. In accordance with the Companies Act, 2013 and the SEBI LODR Regulations, the Company shall at all times maintain the presence of at least one woman director on the Board.

2. **Age**
   The Company shall ensure that no discrimination is made based on age, a balance of experience and fresh perspectives. Appointments based on the criteria of age shall be made having due regard to the requisite skills, qualifications, and experience necessary for effective board membership.

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3. **Ethnicity**
   The Company shall promote having a boardroom comprising of people from all ethnic backgrounds so that the directors may efficiently contribute their thorough knowledge, sources and understanding for the benefit of Company's business. Appointments based on the criteria of ethnicity shall be made having due regard to the requisite skills, qualifications, and experience necessary for effective board membership.

4. **Educational and professional background**
   The Board shall collectively possess a broad range of educational qualifications and professional backgrounds, including but not limited to finance, accounting, law, management, economics, technology, operations, industry-specific expertise, and corporate governance.

   Such diversity enables the Board to effectively understand complex business issues, regulatory requirements, financial oversight, and technological and market developments relevant to the Company's operations.

5. **Skills and expertise**
   The composition of the Board shall reflect an appropriate mix of skills and competencies aligned with the Company's business model, strategic objectives, and risk profile. These may include strategic planning, financial management, risk management, legal and regulatory compliance, information technology and cyber security, human resources, sustainability, Environmental, Social, and Governance (ESG), mergers and acquisitions, and stakeholder management.

   The objective is to ensure that the Board is capable of providing informed guidance and effective oversight across all critical areas of the Company's activities.

6. **Experience**
   The Board shall comprise directors with varied experience, including industry-specific knowledge, functional expertise, senior leadership and managerial experience, and exposure to diverse business environments. Consideration shall also be given to directors with global or cross-border experience, where relevant, to support the Company's growth, expansion strategies, and understanding of international markets and best practices.

7. **Independence of thought**
   The Board shall promote independence of judgment and diversity of perspectives by maintaining an appropriate balance of executive, non-executive, and independent, and women directors in accordance with requirements of the Companies Act, 2013, SEBI LODR Regulations or the articles of association of the Company. Such composition ensures objective decision-making, constructive challenge to management, and avoidance of groupthink. Independent Directors, in particular, shall bring unbiased views, professional scepticism, and independent oversight in the best interests of the Company and its stakeholders.

E. ROLE OF THE NOMINATIONS AND REMUNERATION COMMITTEE

The NRC of the Company shall be responsible for:

1. Enforcing principles to bring in diversity of thought and approach, and encourage creativity and innovation at the Board level.

2. Identifying and recommending appropriately qualified candidates to the directorship of the Board.

3. Providing sufficient information to the shareholders about the size of the Board, credentials of the new appointee, attendance and remuneration, training of Directors etc. as and when required or requested.

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4. Reviewing the effectiveness of the induction programs conducted for new directors and the training programs conducted for the Board, to ensure that Company's diversity goals are met.

5. Assessing the impact of the Board's diversity to the overall functioning of the Board.

F. AMENDMENT

This Board Diversity Policy shall be reviewed and accordingly amended by the Board from time to time so that it remains compliant with the applicable law. Notwithstanding anything contained to the contrary herein, this Board Diversity Policy shall automatically stand amended to incorporate any changes to the requirements prescribed under applicable law to the extent that such provision does not require the Board to exercise its discretion. If there is any change in provisions of applicable law that require the Board to exercise its discretion, the Board shall promptly review such provisions and adopt necessary changes to the Board Diversity Policy.

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RISK MANAGEMENT POLICY

HINDUSTANT COCA-COLA HOLDINGS LIMITED

("Policy")

Under Regulation 17(9) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015