



## CORPORATE POLICY

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### ON SUCCESSION OF POSITIONS

Version	Description of shifts	Approval	Validity
1.0	Initial version	Miguel Ángel Peirano	December 2019
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Validity: May 2025

Version 2.0

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## **CORPORATE POLICY ON SUCCESSION OF POSITIONS**

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### **1. Introduction**

Coca-Cola Andina's Succession Policy outlines the general guidelines for implementing a systematic and sustainable process to identify and develop current and future successors for executive roles. Its primary goal is to ensure the continuity of the company's strategic development and business operations. This process also focuses on attracting, retaining, and nurturing key talent by equipping individuals with essential knowledge and enhancing the company's current and future intellectual capital.

The responsibility for this endeavor lies not only with organizational leaders but also with employees, who are ultimately accountable for the growth and direction of their own careers.

### **2. Target**

The purpose of this document is to establish the guidelines for a regular and orderly Succession Planning process, which will help ensure the stability and continuity of the company through the recruitment, development, and retention of professionals who are potential successors to the Management Team, Committee Managers, and all their direct reports. The goal is to ensure business continuity by preparing successors who are adequately equipped to successfully assume management and leadership roles within the company, and to support our talent in developing the necessary skills to achieve organizational objectives.

### **3. Scope**

This policy applies to the planning and preparation of succession plans for all positions at the Executive Team level (CEO/Executive Vice President, General Managers, and Corporate Managers), as well as Committee Managers and their direct reports, across all operations and subsidiaries in Argentina, Brazil, Chile, Paraguay, and the Corporate Office.

### **4. Corporate Policy on Succession of Positions - Description**

Succession planning is integrated into our annual Talent Review process. It begins with the collection of succession plans for each function across operations, continues with review activities at the level of each operation's Management Committees and Corporate Functions, and concludes with a formal review by the Management Team.

This process follows the schedule below:

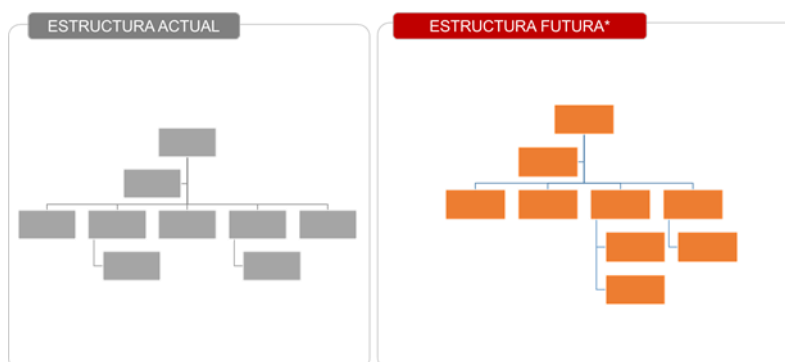
- ✓ The succession planning meeting will be formally held once a year, preferably during the fourth quarter.
- ✓ The Management Team is responsible for succession planning within their areas, including the identification and development of potential successors. A robust succession plan allows leaders to proactively manage talent in key roles.

To gather the required information and develop a comprehensive global succession plan, the following three meetings must take place:

1. **Creation of the Succession Plan for Each Functional Manager within Each Country:** Participants: The Human Resources Manager of each operation, the Business Partner and/or the Organizational Development lead, and the Functional Manager. *Deliverable:* The Succession Plan for each Functional Manager and Corporate Function, including corresponding action plans.
2. **Creation of the Succession Plan for the Operation;** Participants: The Managers Committee and the Human Resources Manager of the operation. In the case of the Corporate Office, each Corporate Manager prepares the plan for their area. *Deliverable:* The Succession Plan for the operation and the corresponding action plans.
3. **Creation of the Global Succession Plan** Participants: All members of the Management Team. *Deliverable:* The Global Succession Plan covering all defined positions, along with the action plan required for its implementation and development.

The following information is reviewed during these meetings:

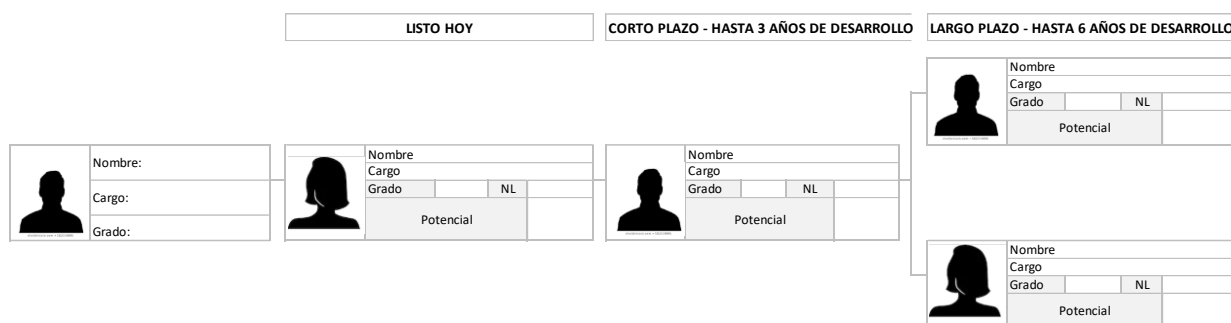
- a. **Current and Future Structure:** An overview of the current and projected structure of the function or operation, considering a time horizon of 12 to 24 months. (anticipated changes in roles, will require preparing candidates for new or different positions in the medium term)



**b. Succession Pipeline by Position (1:1:2 Framework)** For each Executive-level position, Committee Manager, and their direct reports.

This element shows the succession for a specific position where the following must be indicated:

- ✓ **One immediate successor** – ready to assume the role today
- ✓ **One short-term successor** – expected to be ready within 3 years
- ✓ **Two long-term successors** – expected to be ready within 6 years



**c. Pipeline Health**

A summary must be provided for each position at the Executive, Committee Manager, and direct report levels with the following information (example):

Cargo	Grado del cargo	Status	Nombre	Fecha Ingreso Al actual cargo	Corto Plazo		Largo Plazo
					Listo Hoy	Hasta 3 años	Hasta 6 años
Cargo / País 1	GXX		NN1	01-01-2000			
Cargo / País 2	GXX		NN2	01-01-2000			
Cargo / País 3	GXX		NN3	01-01-2000			
Cargo / País 4	GXX		NN4	01-01-2000			
Cobertura							

Status de la Sucesión:	
	Si todos los casilleros están en verde (Listo hoy, hasta 3 años, hasta 6 años)
	Hay solo un candidato de los dos necesarios a largo plazo (hasta 6 años) en el pipeline de sucesión
	No hay candidatos en el pipeline de Sucesión

#### d. Potential Map & Leadership Level Grades

This map consolidates successor information across operations and is managed by the HR teams in each operation. It includes employees at levels N-1, N-2, and N-3 (where N = CEO) and classifies their potential in three categories:

- D** Development at the same leadership level
- N+1** Potential to move up one leadership level in 3 years
- N+2** Potential to move up two leadership levels in 6 years

**Note: See leadership levels in point 5.**

Minimum Required Information:

- ✓ Country
- ✓ Name
- ✓ Title / Position
- ✓ Grade
- ✓ Succession Pipeline Position
- ✓ Leadership Level
- ✓ Potential

#### e. International Movements

- 1) Candidates Available for International Transfer  
This spreadsheet should include all persons who are willing and available to relocate internationally.
- 2) Needs identified by each country  
This spreadsheet should include the positions that need to be filled to complete key roles for which no candidates have been identified in the operation or at the corporate level.








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### Pool de Talento para Movimientos Internacionales

Pais	Persona	Área Origen	Cargo	Grado	Potencial	Tiempo
	 Nombre 1					3 / 5 años
	 Nombre 2					3 / 5 años
	 Nombre 3					3 / 5 años
	 Nombre 4					3 / 5 años
	 Nombre 5					3 / 5 años

**Considerar:** Personas con potencial que la Operación desea exponer y desarrollar.

### Necesidades de Talento para Movimientos Internacionales

Pais	Cargo	Área	Grado	Fecha de Asignación	Duración de la asignación
	Posición 1				años
	Posición 2				años
	Posición 3				años
	Posición 4				años



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### 5. Definitions

**Succession Plan:** The succession plan is a strategic process within the organization that ensures continuity and growth by preparing for the possibility that employees covered by this policy may move within or outside the company. It enables the organization to replace them with talented individuals who demonstrate the potential and skills to fill those positions. The Succession or Talent Plan serves as an appropriate and timely tool to assess how succession is progressing and to develop action plans across the Human Resources cycle—including hiring strategy, development plans, career paths, compensation strategy, and organizational climate. Additionally, it identifies and prepares growth and development opportunities for high-potential employees to support their advancement into future roles and foster growth within the organization. Management Team

**Management Team:** Refers to the executives responsible for leading and executing the company's strategy to achieve its objectives. The positions are as follows: General Operations Managers, Corporate Managers, and all their direct reports

**Committee Managers or reports of Corporate Managers:** These are all positions that report directly to a General Manager of the Company or to Corporate Managers.

**Potential:** This serves as a valuable frame of reference for identifying future leaders, evaluating and developing their skills and competencies, planning and monitoring their performance, and measuring their growth, along with their ability to take on increasing levels of responsibility.

Individual potential focuses on a person's future, referring to what they can become or achieve within a given context. It involves the capacity for personal development through their own talents, skills, and knowledge, which translates into the acquisition of competencies that will enable them to advance in their professional career within the organization.

Potential will be defined at three levels, as identified in the previous section (D, N+1, and N+2).

**Pipeline:** Schematically, the pipeline represents the complete succession chart for a position. It consists of at least the following elements:

- A successor ready today to fill the position
- A short-term successor (within 3 years)
- Two long-term successors (within 6 years)

**International Movements:** This refers to the assignment of an employee from one operation to another, which may occur under different arrangements: expatriation (a temporary transfer for an estimated period of 3 to 5 years), localization (a permanent transfer from one country to another), or a short-term project (a temporary



transfer of up to one year). Further details on this topic can be found in the Corporate Policy on International Transfers of Personnel.

**Leadership Level:** This refers to a grouping of salary grades, understood as incremental stages reflecting the increasing responsibilities and challenges a person encounters throughout their professional career. It involves progressive development and is built upon the integration of past, present, and future experiences.

The leadership levels, organized by grade, that will be used for these purposes are as follows:

Leadership Level	Grade
VI	>24
V	23 – 24
V	21 – 22
III	19 – 20
II	17 – 18
I	14 - 15 – 16

## 6. Responsibilities

- ✓ **Functional Managers** for each operation are responsible for delivering succession plans and action plans for their respective functional areas.
- ✓ **Operations HR Managers** are responsible for developing the succession plan for an operation or function, organizing and facilitating meetings to conduct the succession exercise, and following up on action plans for each country.
- ✓ **Organizational Development Managers** are responsible for coordinating the entire Talent Review process within their operation and consolidating all relevant information to build the operation's succession map.
- ✓ **Corporate Managers** are responsible for delivering succession plans and action plans for their respective corporate areas.
- ✓ **Corporate Organizational Development Manager** is responsible for coordinating the entire Talent Review process across all operations and the corporate office, and for consolidating all information to create the company's global succession map.



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- ✓ **Corporate Human Resources Manager** is responsible for leading the annual Talent Review session and monitoring the implementation of the action plans identified during the meeting.

### 7. Validity

This document constitutes Version 2.0 of Coca-Cola Andina's Policy on Succession of Positions, and is effective as of May 2025.