

# Procedure

## PROCEDURE FOR SENIOR MANAGEMENT APPOINTMENT AND SUCCESSION IN THE PODRAVKA GROUP

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## 0.0 DOCUMENT HISTORY

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*The author specifies the reasons for revision and provides a precise description of changes compared to the previous version (e.g. location of changes, page number and similar).*

## 1.0 PURPOSE

1.1 The document Procedure for Appointment of Senior Management in the Podravka Group is adopted with the purpose of establishing uniform rules and standardising the process of appointing senior management, as well as defining criteria for the selection, evaluation and appointment of senior management to ensure transparent and professional management of key positions.

## 2.0 SCOPE OF APPLICATION

2.1 The document Procedure for Appointment of Senior Management in the Podravka Group is developed by the sector of Human Resources Management of PODRAVKA d.d. and approved by the Management Board of PODRAVKA d.d.

2.2 The Procedure for Senior Management Appointment and Succession in the Podravka Group refers and applies to subsidiaries in the Podravka Group, including subsidiaries and representative offices in foreign markets whose primary activity is the sale of products and services of the Podravka Group (hereinafter “subsidiaries”).

2.3 Senior management in the Podravka Group to which this Policy applies includes chief executive officers, sector directors reporting directly to the management board members or the chief executive officer, general managers, presidents and members of the Management Boards of subsidiaries, directors of subsidiaries and representative offices.

## 3.0 DUTIES AND RESPONSIBILITIES OF SENIOR MANAGEMENT

The duties of senior management include planning, strategy and defining organisational goals in accordance with the company's strategy, organisation of work and team management, decision-making, responsibility for results, financial management and communication, as well as cooperation with internal and external stakeholders.

## 4.0 INITIATION OF THE APPOINTMENT PROCESS

The appointment process may be initiated in the following cases:

- Planned vacancy (e.g., retirement, end of term, rotation)
- Sudden vacancy (e.g., resignation, termination or dismissal)
- Organisational changes
- Other operational circumstances

## 4.1 POSITION PROFILE DEVELOPMENT

Human Resources Management, in cooperation with the President of the Management Board of PODRAVKA d.d. or the competent member of the Management Board, defines the following:

- Job description, work challenges, and specific goals and requirements for the position
- Key competencies (technical, managerial and executive)
- Qualifications and experience criteria
- Required certificates
- Strategic and individual goals

## 4.2 SELECTION PROCESS

The selection process may involve internal candidates from the Podravka Group or external candidates from the local, regional or global market. As a rule, it starts with a longlist of internal and external candidates who are screened against the requirements of the position profile. Those candidates who meet the position profile criteria broadly or fully qualify for the shortlist and proceed to a more detailed evaluation.

## 4.3 CANDIDATE EVALUATION PROCESS

The evaluation of candidates involves a range of methods and psychometric tools tailored to the target position profile and specific requirements, and may include the following:

- Resume and application review
- Structured interview
- Panel interview
- Development of a business case
- Psychological testing (leadership, management style, personality)
- Professional verification of competencies, references and a proven track record
- Reputation check
- Security checks and other

The evaluation process using specific selection methods is usually carried out in cooperation with independent external expert evaluators, and the interviews and business case development usually take place with the participation of the competent members of the Management Board.

If two or more senior management candidates have the same qualifications, expertise, experience and abilities, due consideration should be given to ensuring gender balance.

## 4.4 CANDIDATE SELECTION

The Director of Human Resources Management regularly informs and consults with the President of the Management Board and the competent member of the Management Board on the progress of the selection process, presenting them with the shortlist of candidates for a final decision.

The Management Board makes the final decision on the appointment.

Human Resources Management is responsible for drafting the Employment Contract and the induction plan, as well as for defining individual goals in collaboration with the President of the Management Board and the competent member of the Management Board.

## 4.5 SENIOR MANAGEMENT SUCCESSION PLANNING

Senior management conducts succession planning on an annual basis with the aim of identifying potential and talent for key and critical roles. The process is carried out in a standardised manner across all companies of the Podravka Group to identify the best internal candidates and potential successors for key and critical roles.

Using the calibration method, a wider forum of functional managers reporting to a particular member of the Management Board discusses potential successors in terms of their competence development, involvement in key projects, retention and further professional development, with the aim of preparing them for the requirements of more complex future roles.

This process is carried out to ensure business continuity and stability of business processes, as well as to ensure the timely provision of educational programs for the development of specific competencies of potential successors. The successor identification process is carried out by Human Resources Management in cooperation with the competent members of the Management Board, general managers/sector directors.

If no successors have been appointed for specific senior management roles, Human Resources Management may propose other recruitment sources or initiate a talent search and selection process.