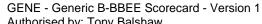
Generic Scorecard Ref No: VQSNEST01-05

Measured entity: Nestlé (South Africa) (Pty) Ltd

| Element | Weighting | Criteria | Points | Target | Actual % | Actual Score | Total |
|-----------------------|-----------|---|--------|-----------------|-----------------------|-----------------|-------|
| Ownership | 25 | Voting rights Exercisable voting rights in the hands of black people | 4 | 25% + 1 vote | 0.00% | 0.00 | |
| | | Exercisable voting rights in the hands of black women | 2 | 10% | 0.00% | 0.00 | |
| | | Economic interest | | | | | |
| | | Economic interest in the hands of black people | 4 | 25% | 0.00% | 0.00 | |
| | | Economic interest in the hands of black women | 2 | 10% | 0.00% | 0.00 | 0.0 |
| | | Economic interest in the hands of black Designated Groups, black natural people in Employee Ownership Schemes, Broad-based Ownership Schemes or Co-Operatives | 3 | 3% | 0.00% | 0.00 | |
| | | New entrants | 2 | 2% | 0.00% | 0.00 | |
| | | Net value | 8 | | | 0.00 | |
| | 19 | Board participation Exercisable voting rights of black board members as a percentage of all board members | 2 | 50% | 50.00% | 2.00 | |
| | | Exercisable voting rights of black female board members as a percentage of all board members | 1 | 25% | 25.00% | 1.00 | |
| | | Black executive directors as a percentage of all executive directors | 2 | 50% | 50.00% | 2.00 | |
| | | Black female executive directors as a percentage of all executive directors | 1 | 25% | 25.00% | 1.00 | |
| | | Other executive management | | | | | |
| | | Black executive management as a percentage of all executive management | 2 | 60% | 36.36% | 1.21 | 16.1 |
| | | Black female executive management as a percentage of all executive management | 1 | 30% | 18.18% | 0.61 | |
| | | Senior management | | | | | |
| Management Control | | Black employees in senior management as a percentage of all senior management | 2 | 60% | *∑Score ^{RG} | 1.23 | |
| | | Black female employees in senior management as a percentage of all senior management | 1 | 30% | *∑Score ^{RG} | 0.78 | |
| | | Middle management Black employees in middle management as a percentage of all middle management | 2 | 75% | *∑Score ^{RG} | 1.59 | |
| | | Black female employees in middle management as a percentage of all middle management | 1 | 38% | *∑Score ^{RG} | 0.88 | |
| | | Junior Management | | | | | |
| | | Black employees in junior management as a percentage of all junior management | 1 | 88% | *∑Score ^{RG} | 0.93 | |
| | | Black female employees in junior management as a percentage of all junior management | 1 | 44% | *∑Score ^{RG} | 0.87 | |
| | | Employees with Disabilities | | | | | |
| | | Black employees with disabilities as a percentage of all employees | 2 | 2% | 2.37% | 2.00 | |







Authorised by: Tony Balshaw Effective date: 01 March 2021

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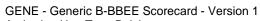
Generic Scorecard Ref No: VQSNEST01-05

Measured entity: Nestlé (South Africa) (Pty) Ltd

| Element | Weighting | Criteria | Points | Target | Actual % | Actual Score | Total |
|---|-----------|---|--------|---------------|-----------------------|-----------------|-------|
| Skills Development | 20 | Skills Development Expenditure on any programme specified in the Learning Programmes Matrix Skills Development Expenditure on Learning Programmes specified in the Learning Programme's Matrix for black employees as a percentage of Leviable Amount | 6 | 3.5% | *∑Score ^{RG} | 6.00 | 18.92 |
| | | Skills Development Expenditure on Bursaries for Black Students at Higher Education Institutions | 4 | 2.5% | *∑Score ^{RG} | 0.73 | |
| | | Skills Development Expenditure on Learning Programmes specified in the Learning Programme's Matrix for black employees with disabilities as a percentage of Leviable Amount | 4 | 0.3% | 0.59% | 4.00 | |
| | | Totals for Learnerships, Apprenticeships and Internships Number of black employees participating in Learnerships, Apprenticeships and Internships as a percentage of total employees | 6 | 5% | *∑Score ^{RG} | 6.00 | |
| | | Bonus points Number of black people absorbed by the Measured and Industry Entity at the end of the Learnership programme | 5 | 100% | 43.81% | 2.19 | |
| Enterprise and Supplier Development | 40 | B-BBEE procurement spend from all empowering suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend | 5 | 80% | 98.20% | 5.00 | 42.98 |
| | | B-BBEE procurement spend from all empowering Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend | 3 | 15% | 15.00% | 3.00 | |
| | | B-BBEE procurement spend from all empowering Exempted Micro Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend | 4 | 15% | 7.42% | 1.98 | |
| | | B-BBEE procurement spend from all empowering suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend | 11 | 50% | 64.97% | 11.00 | |
| | | B-BBEE procurement spend from all empowering suppliers that are at least 30% black women owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend | 4 | 12% | 54.37% | 4.00 | |
| | | Bonus points - B-BBEE procurement spend from designated group suppliers that are at least 51% black owned | 2 | 2% | 6.60% | 2.00 | |
| | | Supplier Development: Annual value of all Supplier Development Contributions made by the Measured Entity as a percentage of the target | 10 | 2% of NPAT | 2.52% | 10.00 | |
| | | Enterprise Development: Annual value of all Enterprise Development Contributions made by the Measured Entity as a percentage of the target | 5 | 1% of NPAT | 1.21% | 5.00 | |
| | | Bonus point – Graduation of one or more Enterprise Development Beneficiaries to the Supplier Development Level | 1 | Yes | No | 0.00 | |
| | | Bonus point – Creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured Entity | 1 | Yes | Yes | 1.00 | |
| Socio- Economic Development | 5 | Average annual value of all Socio-Economic Development Contributions made by the Measured Entity as a percentage of the target | 5 | 1% of NPAT | 2.71% | 5.00 | 5.00 |







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Generic Scorecard Ref No: VQSNEST01-05

Measured entity: Nestlé (South Africa) (Pty) Ltd

| Element | Weighting | Criteria | Points | Target | Actual % | Actual Score | Total | |
|---|-----------|--|----------------|--------|-------------|-----------------|-------|--|
| Y.E.S Initiative | 3 | Bonus points: Achieve 1.5% of Y.E.S Target and 5% Absorption - Move 1 B-BBEE Recognition Level up on the Scorecard + 3 Bonus Points to the overall Scorecard | 3 | Yes | Yes | 3.00 | 3.00 | |
| TOTAL B-BBEE POINTS SCORED | | | 86.00 | | | | | |
| B-BBEE CONTRIBUTION LEVEL (DISCOUNTED AND ENHANCED) | | | Level 4 | | | | | |
| B-BBEE RECOGNITION LEVEL | | | 100% | | | | | |
| DATE OF ASSESSMENT | | | 12 August 2022 | | | | | |

 $^{^* \}sum Score^{RG} \hbox{: } \textit{Total score of the qualifying six black race group employees for the applicable measurement category indicator}$





GENE - Generic B-BBEE Scorecard - Version 1 Authorised by: Tony Balshaw Effective date: 01 March 2021

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