

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

Element	Weighting	Criteria	Points	Target	Actual %	Actual Score	Total
Ownership	25	Voting rights					0.00
		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	
		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	
Management Control	19	Board participation					16.10
		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	
		Black female executive management as a percentage of all executive management	1	30%	18.18%	0.61	
		Senior management					
		Black employees in senior management as a percentage of all senior management	2	60%	*ΣScore ^{RG}	1.23	
		Black female employees in senior management as a percentage of all senior management	1	30%	*ΣScore ^{RG}	0.78	
		Middle management					
		Black employees in middle management as a percentage of all middle management	2	75%	*ΣScore ^{RG}	1.59	
		Black female employees in middle management as a percentage of all middle management	1	38%	*ΣScore ^{RG}	0.88	
		Junior Management					
Black employees in junior management as a percentage of all junior management	1	88%	*ΣScore ^{RG}	0.93			
Black female employees in junior management as a percentage of all junior management	1	44%	*ΣScore ^{RG}	0.87			
Employees with Disabilities							
Black employees with disabilities as a percentage of all employees	2	2%	2.37%	2.00			

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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 Leviaible Amount	6	3.5%	*ΣScore ^{RG}	6.00	18.92
		Skills Development Expenditure on Bursaries for Black Students at Higher Education Institutions	4	2.5%	*ΣScore ^{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 Leviaible 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%	*ΣScore ^{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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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				

* Σ Score^{RG}: Total score of the qualifying six black race group employees for the applicable measurement category indicator

