



DIVERSITY POLICY

1. Overview

Nestlé (Malaysia) Berhad (the “Company”) places great emphasis on the principle of diversity and recognises the benefits of diversity in its broadest sense and considers diversity at the level of the Board of Directors (the “Board”) and Senior Management to be an essential element of ensuring the effectiveness of the Board and the Senior Management Team.

A diverse Board and Senior Management Team is one that possesses a balance of skills, expertise, experience, age, ethnicity/cultural background, gender and a diversity of perspectives that are relevant to the business of the Company and its subsidiary companies (the “Group”), and its strategic objectives.

In accordance with the Terms of Reference for the Governance, Nomination and Compensation Committee (the “Committee”), this Diversity Policy (the “Policy”) falls under the purview of the Committee.

2. Approach

All appointments to the Board and the Senior Management Team are based on merit to complement and enhance the skills, experience and expertise of the Board and the Senior Management Team as a whole. The Company also seeks to achieve a good mix of members for the Board and the Senior Management Team from a diverse background and perspective to support the execution of business strategies for the Group.

Appointments to the Board and the Senior Management Team are considered without any bias or discrimination. The Company adopts the policy of not only considering the skills, experience, expertise and independence (for Board appointments) of a candidate, but also other factors, including gender, ethnicity/cultural background and age to ensure that the Board and the Senior Management Team will each function as a diverse team. In respect of gender diversity, the Company is committed to maintain at least 30% female directors on the Board and more than 30% female in the Senior Management Team as the Company believes that female participation brings immense value to the business.

The Company is committed to its established management development programmes that helps to develop its diverse pool of employee talents in order to prepare them for Senior Management roles.

The Committee is tasked to making suitable recommendations and implement steps/programmes that will assist in achieving diversity and develop a diverse pool of skilled and experienced Board and Senior Management Team members.



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It is also the Company's policy to consider the strategic direction of the Group as a whole, as well as the broader societal, industry needs and trends when deciding on the appointment to the Board and the Senior Management Team.

The Company believes that such merit-based appointment helps the Company to achieve effective stewardship and management of the Group.

3. Review and Monitoring

It shall be the Committee's responsibility to review and monitor the implementation of this Policy on a regular basis to ensure its effectiveness and report the results of its review to the Board. The Committee shall further discuss any amendments to this Policy that may be required and will recommend such amendments to the Board for approval.

This Diversity Policy was reviewed by the Committee on 17 January 2022 and approved by the Board on 22 February 2022.