



BEGA CHEESE LIMITED (ACN 008 358 503)

NOMINATION, REMUNERATION, PEOPLE & CAPABILITY BOARD COMMITTEE CHARTER

1.0 INTRODUCTION

1.1. Purpose of Charter

The purpose of this Charter is to record the role and responsibilities, composition and structure of the Nomination, Remuneration, People & Capability Committee, including the ongoing processes for reviewing and providing recommendations to the full Board on:

- a. the review of Board performance and nomination of new non-executive Directors;
- b. the remuneration of directors and executives; and
- c. People & Capability policies that are contemporary, regulatory compliant and support Bega Cheese Limited (Bega Group) Mission and Vision.

2.0 NOMINATION, REMUNERATION, PEOPLE & CAPABILITY COMMITTEE

2.1. Structure of the Committee

The Nomination, Remuneration, People & Capability Committee (**Committee**) will be comprised of at least three directors appointed by the Board, one of whom will act as Chairperson of the Committee.

2.2. Role of the Committee

The Committee has two broad roles.

The first is to assess and make recommendations to the Bega Group Board of Directors (**Board**) on any changes to the composition of the Board so that it is able to operate effectively and efficiently and adequately discharge its responsibilities and duties.

The other role is to advise and assist the Board to enable Bega Group to:

- a. establish coherent people & capability policies and practices which enable Bega Group to attract and retain executives and directors who will create value for shareholders and that support Bega Group's wider objectives and strategies, and to ensure they are adhered to;
- b. fairly and responsibly remunerates directors and executives, having regard to the performance of Bega Group, the performance of the executives and the general remuneration environment; and
- c. establish effective policies and procedures to attract, motivate and retain appropriately skilled persons to meet Bega Group's needs.

2.3. Specific Functions of the Committee

The Committee is responsible for reviewing the following nomination matters:

- a. process for the identification and nomination of new non-executive directors;
- b. succession plans for Bega Group's non-executive directors;
- c. induction programs for Bega Group's new non-executive directors;
- d. assess the requirements for non-executive directors and set a transparent process to review whether they are meeting those requirements;
- e. establish and evaluate the necessary and desirable competencies of the Board and Board Committees; and
- f. establish processes to periodically evaluate the performance of the Board, its Committees and individual directors.

The Committee is responsible for reviewing the following people & capability matters:

- a. Chairman/Chief Executive Officer Remuneration and Performance
 - Review and recommend to the Board on at least an annual basis, the specific remuneration packages of the Chairman and Chief Executive Officer (CEO).
 - Review and recommend to the Board for approval of performance measures and performance outcomes against those performance measures for the Chairman and CEO. Consider recommendations from the Risk & Sustainability Committee in relation to health, safety, environment, climate and community measures, recommendations from the Chairman in relation to personal measures, feedback from the Audit Committee in relation to financial measures, and additional advice from other Committees as required.
- b. Senior Management Team
 - Review the CEO's proposed recommendations for the remuneration packages of the senior management team.
 - Review the company's remuneration recruitment, retention and termination policies for the senior management team.
 - Review and recommend to the Board for approval of performance measures and performance outcomes against those performance measures for the senior management team. Consider recommendations from the Risk & Sustainability Committee in relation to health, safety, environment, climate and community measures, recommendations from the CEO in relation to personal measures, feedback from the Audit Committee in relation to financial measures, and additional advice from other Committees as required.
- c. Board
 - Review and recommend, on at least an annual basis, the remuneration for their non-executive roles (such recommendation as endorsed by the Board shall then be subject to the approval of shareholders at the Annual General Meeting).
- d. Bega Employees
 - To oversee, at least annually, a review of Bega Group's People & Capability Remuneration policies and practices so those policies and practices are:
 - i. relevant to Bega Group's wider objectives and strategies; and
 - ii. legal and defensible.
- e. Succession
 - Review and make recommendations to the Board on succession plans for the Board, Executive Chairman and CEO.
 - Review the Company's succession plans to put in place adequate arrangements are to attract, develop and retain high calibre individuals.
- f. Annual Reporting
 - Review the annual remuneration report to satisfy itself that the report is complete and meets all reporting and disclosure requirements before recommending the report to the full Board.
- g. Diversity
 - Review and make recommendations to the Board on the Bega Group Diversity Policy and application thereof in respect of compliance with relevant legislation and governance principles.
 - Review and report on an annual basis the relative proportion of women and men in the workforces at all levels of Bega Group and its controlled entities.

h. External Review

- To engage and seek advice (or attendance at Committee meetings) from external human resources and remuneration specialists, which may assist in the aforementioned functions of the Committee.

2.4. Procedures for Nomination and Appointment of Directors

The Constitution of Bega Group requires the Board to include at least four Supplier Directors. Subject to this requirement, the Committee will review the selection and appointment of new Directors and the re-election of incumbent Directors. In conducting this review the Committee will consider whether the Board comprises Directors who are able to provide the mix of industry, business and finance skills required to enable the Board to effectively carry out its role in relation to the Bega Group business. Bega Group also has a programme in place for inducting new Directors and providing appropriate professional development opportunities for Directors to develop and maintain the skills and knowledge needed to perform their role as Directors effectively.

3.0 MEMBERSHIP AND STRUCTURE

- The Committee will consist of a minimum of 3 non-executive Directors
- If the company is included in the S&P/ASX 300 at the beginning of a financial year the Committee will only comprise non-executive Directors during that entire financial year
- The Chairperson of the Committee is appointed from the members of the Committee. The Chair of the Committee must be an independent director and cannot be the Chairperson of the Board.
- The Company Secretary, or his/her appointee will act as secretary of the Committee and will prepare minutes of the meetings for Committee approval
- The Committee may invite any person from time to time to attend meetings of the Committee

4.0 MEETINGS

- Any member of the Committee may call a meeting of the Committee
- The Committee will meet a minimum of 4 times a year, to review and make recommendations to the Board on matters within its charter
- A quorum shall consist of 3 members

5.0 REPORTING

The Chairperson of the Committee is to report to the Board and, as appropriate, make recommendations to the Board after each Committee meeting, concerning matters dealt with by the Committee

6.0 ACCESS AND ADVISERS

The Committee will have direct access to Bega Group's senior management.

The Chairperson will have the authority to directly seek independent, professional or other advice as required for the Committee to carry out its responsibilities.

If the Committee engages expert advisers on matters relating to the remuneration of directors and key management personnel of Bega Group, those advisers may provide advice directly to the Committee.

This document was approved by the Board of Bega Cheese on 24 September 2024.