

Growth and Optimisation

Sustainability Report 2025

**Trusted brands
belong in our cans**

Contents

About this report

Welcome to our 2025 Sustainability Report	02
Reporting scope and boundary	02
Internal control and assurance	02
Our approach to materiality	02
Our material issues	02
Forward-looking statements	02
Board approval	02

2025 overview

Key sustainability highlights	03
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Nampak at a glance

About us	04
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Sustainability governance

Our governance promise	05
Our board and its committees	05
SET committee report	06
Ethics and compliance	07

Our approach to sustainability

Our sustainability priorities	09
Sustainability and climate risks	09
Engaging with our stakeholders	09

Environmental stewardship

Managing our environmental impact	10
Climate approach and energy management	10
Waste and sustainable packaging	10
Water management	10

People and communities

Our people	11
Community impact and development	14
Supporting our supply chain	15
Consumer and product responsibility	15

Appendices

Glossary	16
GRI Index	17
Corporate information	21

Our suite of reports



Integrated Report



Sustainability Report



Governance Report



Remuneration Report



Annual Financial Statements



All are available on our website
www.nampak.com

Reporting frameworks used

We use local and international standards and guidelines including:



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Report feedback

We strive to improve our reporting each year and welcome any comments that will assist us in doing so. Please contact investor.relations@nampak.com

About this report

Welcome to our 2025 Sustainability Report

Our 2025 Sustainability Report highlights the progress we have made over the past year and our continued commitment to becoming a responsible and sustainable business.

Building culture to strengthen our future

Reinforcing our organisational rhythm begins with culture. During 2025, we placed greater emphasis on cultivating a workplace environment that supports performance and nurtures connection and resilience. Alongside this, we championed initiatives focused on the softer, yet vital aspects of organisational life, including diversity, equity, inclusion, and belonging. These efforts helped strengthen our people, align our values, and ultimately support the long-term sustainability of our business.

Reporting scope and boundary

This report covers the period from 1 October 2024 to 30 September 2025. It includes significant events, if any, after year end and before the approval date of this report. It covers our operations in South Africa and Angola, as well as any subsidiaries, associates, joint arrangements, and other investments.

Internal control and assurance

The board, with support from the audit and risk committee, maintains an effective control environment which upholds the integrity of our information. Our internal control systems are designed to provide reasonable assurance against material misstatement. In 2025, we assessed these controls to be adequate and effective based on management confirmations and reports from internal and external auditors.

Our approach to materiality

We use a materiality lens to determine the content of this report and only include those items that have or may have a significant impact on our ability to deliver on our strategy, create stakeholder value, and ensure the group's long-term sustainability. The board reviews and approves the matters it considers material to Nampak's future. This assessment is informed by key stakeholder concerns, risks and opportunities, and the availability and impact of the six capitals over the short (up to 12 months), medium (one to three years), and long term (beyond three years).

Our material issues

	Revenue growth management
	Manufacturing performance
	Debt reduction
	Cost reduction
	Capacity enhancement and footprint

Forward-looking statements

This report may contain forward-looking statements that reflect current expectations about future events and developments. These statements inherently involve risks and uncertainties, as they relate to circumstances that may be outside of the group's control. Readers are therefore advised to interpret such statements with appropriate caution.

Board approval

This report was prepared under the oversight of the social, ethics, and transformation (SET) committee and was formally approved by the board for publication on 8 December 2025, based on the committee's recommendation.

2025 overview

Key sustainability highlights

Our people

1 907*

113 059

Total training hours

R1 253m

Remuneration and benefits
(permanent employees only)

* RSA and Angola operations only.
2 358 employees including Rest of Africa.

* This is based on all RSA local spend
used for our FY25 B-BBEE calculations.

Supporting our communities

R6.1bn

paid to suppliers for raw
materials, goods, and services†

12

ESD beneficiaries supported
(total value amounted to R15.3m)

14.48%

procurement from black-owned
suppliers†

R6.9m

total CSI spend

Level 1

B-BBEE rating

Environment

156 413tCO₂e

Scope 1 & 2 GHG emissions

987 618GJ

Total energy consumed

568MI

Water usage

Nampak at a glance

About us

Nampak is the leading metals packaging company in South Africa and Angola. **Trusted brands belong in our cans.** Quality distinction in our aluminium and tinplate products, our processes, our people and our enabling technologies underpin the Nampak brand.

Nampak has a long and rich history. It is a publicly owned entity whose shares have been listed on the Johannesburg Stock Exchange for 56 years.



Choose **CANS**

In South Africa, we are the largest manufacturer of **beverage cans** — promoted through the **CAN DO!** brand.

We also have substantial positions in other **metal packaging**: we are the only producer of two-piece tinplate cans and aluminium monobloc aerosol cans. Our six South African operations employ 1 776 people. In Angola, we are the largest manufacturer of **beverage cans**. Our Angolan operation employs 131 people and our Zimbabwe operation, while a held for sale asset, employs 450 people.

Nampak operates in a **growth sector supported by increased consumer demand**, underpinned by **blue-chip customers**, to whom we are a **trusted partner**. Our world-class research and development (R&D) team helps make our factories more efficient, and helps our customers ensure the safety of their products. It also assists them to develop more environmentally friendly packaging that is recyclable.



For more information about Nampak, please refer to our [Integrated Report](#).



Sustainability governance

Our governance promise

Nampak's commitment to strong governance underpins our sustainability journey. Robust governance systems, ethical leadership and accountability reinforce our ability to deliver long-term value and maintain the trust of our stakeholders. Our board provides strategic oversight and ensures that sustainability considerations are embedded in decision-making across the group. The social, ethics and transformation (SET) committee is responsible for oversight of all sustainability matters and regularly reports to the board to ensure effective governance and accountability.

Our board and its committees

To ensure comprehensive oversight and the delivery of our governance promise, our board is supported by three key committees, each with distinct responsibilities.

 Refer to Nampak's [Integrated Report](#) for more information on our board.

Board diversity

The board recognises the importance of diversity in driving effective governance, ensuring that different perspectives strengthen decision-making. Black representation at board level is 43% against our target of 67%. Further information on the board's composition and diversity is on pages 32 and 33 of our Integrated Report. In addition to promoting diversity, the board brings together a wide range of skills and expertise essential for navigating complex sustainability challenges.

Audit and risk committee

Oversees the integrity of financial reporting, the effectiveness of the audit functions, and the group's overall governance, risk management and internal control processes.

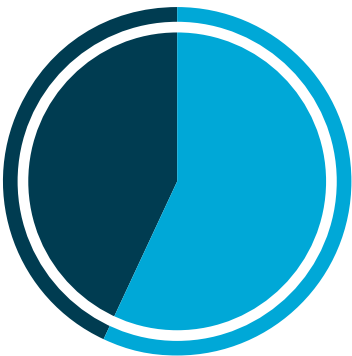
Nominations and remuneration committee

Oversees director nominations, board composition, and succession planning. Ensuring the group's remuneration strategy is fair, responsible, and aligned with Nampak's strategy.

SET committee

Oversees the group's strategies and performance related to socio-economic transformation, ethics, health and safety, environmental stewardship, and corporate social investment (CSI).

Racial diversity (%)



● Black
● White

3/7
4/7

Skills and expertise

The Nampak board is comprised of a diverse range of skills and experience, which is essential for providing robust oversight and strategic guidance in a complex operating environment. This includes specific expertise in socio-economic development and transformation. For a more detailed breakdown of our board skills and experience, see page 32 of Nampak's Integrated Report.

Sustainability governance continued

Social, ethics and transformation committee report

For the year ended
30 September 2025

I am pleased to present the social and ethics report on behalf of the social, ethics and transformation committee. I confirm that the committee discharged all its responsibilities and carried out all the functions assigned to it in terms of regulation 43 of the Companies Act and as contained in the committee's charter.

Overview

The SET committee is a statutory committee of Nampak Limited, established under Regulation 43 of the Companies Regulations, 2011, and functions as the social, ethics and transformation committee for all South African subsidiaries within the group. It ensures the group's activities within the committee's scope are compliant with key legislation and regulations, notably in the areas of stakeholder relationships, labour and employment practices, good corporate citizenship, and the impacts of its activities (if any) on the environment, public health, and safety.

The committee is responsible to both the board of directors and Nampak shareholders, ensuring compliance with statutory duties outlined in the Companies Act and the JSE Listings Requirements. Its duties are formalised in a charter, which is reviewed annually by the committee and the board and is available on the company's website: <https://nampak.com/Documents/About/social-ethics-and-transformation-committee-charter-2025.pdf>

Areas of focus

- ▶ Social and economic development
- ▶ Good corporate citizenship
- ▶ Group culture
- ▶ Stakeholder relationships
- ▶ Labour and employment, including occupational health and safety
- ▶ Corporate social investment
- ▶ Environmental impact
- ▶ Social impact

Invitees and external advisors

- ▶ Other members of the executive committee
- ▶ Members of senior management
- ▶ Assurance providers
- ▶ Professional advisors
- ▶ Board members

Attendance is by invitation only.
Invitees may not vote.

Members, meetings and attendance

Members	Designation	Meeting attendance
K Mzondeki	Independent non-executive director	● ● ●
P Roux	Executive director	● ● ●
P Mnisi	Independent non-executive director	● ● ●

Members are a mix of executive and non-executive directors elected by shareholders at each AGM.

The board appoints the independent non-executive chair of the committee.

The committee is satisfied that its members collectively possess the qualifications and experience necessary to discharge their duties effectively.

The committee will have access to the company's records, facilities and any other resources necessary, and has the right to obtain independent external professional advice to assist with the execution of its duties, at the company's expense.

Key areas of focus during FY2025

1. Transformation

- ▶ B-BBEE performance monitoring against targets.
- ▶ Employment equity and representation targets across all levels.
- ▶ Improvement in labour relations.
- ▶ DEI training

2. CSI

- ▶ Skills development and education including funding apprenticeships and bursaries for students and teachers.
- ▶ Investing in crucial infrastructure to improve access for communities, improve transport to support mobility, and develop safe housing for workers in industrial areas.

Sustainability governance continued

3. Enterprise and supplier development (ESD)

- ▶ Support black-owned small and medium-sized enterprises (SMEs).

4. Social and ethics

- ▶ Promoting equal opportunities and fair employment practices across its business through the reinforcement of our code of conduct and business ethics policy.

5. Sustainability

- ▶ Our SET committee and ESG steering committees have been tasked to develop a group sustainability policy which will focus on long-term decarbonisation strategies to meet the requirements of the extended producer responsibility (EPR) waste recycling schemes.

6. Health and safety

- ▶ Safety audits and certifications are regularly conducted across sites.
- ▶ Certain individual incentive bonus payments are linked to safety targets. See Nampak's [Remuneration Report](#) on page 40 of the Integrated Report.

7. Consumer and customer relationships

- ▶ There were no material breaches of customer and consumer legislation and regulation.

Future focus areas

- ▶ Continue enhancing ESD maturity.
- ▶ Further reduce emissions and begin installing solar power across operations.
- ▶ Improve transformation, especially in leadership.
- ▶ Maintain high safety standards.
- ▶ Support community initiatives.
- ▶ Champion diversity, equity, inclusion (DEI), and belonging in the workplace.
- ▶ Finalise Nampak's sustainability policy.

Ethics and compliance

Nampak is committed to the highest standards of ethical conduct and regulatory compliance across all its operations. The SET committee is responsible for oversight of ethics and compliance, ensuring that the company's practices align with relevant legislation, international frameworks such as the UN Global Compact, and internal codes of conduct and business ethics.

The committee plays a critical role in promoting a culture of integrity, fairness, and accountability. It monitors the implementation of ethical standards, oversees mechanisms for reporting and addressing misconduct, and ensures that the company's values are embedded in its relationships with employees, suppliers, customers, and broader society.

Our code of conduct

Nampak's leadership, employees, and suppliers are governed by the group's code of conduct and business ethics policy, which is approved by the board of directors and reviewed and updated as required. The code underwent a revision this year based on feedback received from the SET committee. This policy emphasises Nampak's commitment to ethical business practices, sustainability, and social responsibility. The code of conduct is also covered as part of the employee induction programme, ensuring that all new staff are introduced to Nampak's ethical standards from the outset.

Key priorities include:

- ▶ **Ethical business practices:** We strive to uphold the highest standards of integrity and transparency, with zero tolerance for unethical behaviour.
- ▶ **Sustainability:** We are committed to minimising our environmental impact, promoting recycling, and embedding sustainable practices across our operations.
- ▶ **Workplace equality and fair labour:** We foster a diverse, inclusive, and respectful workplace, with zero-tolerance for discrimination, harassment, or child labour.
- ▶ **Health and safety:** We prioritise the health and safety of all employees.
- ▶ **Social responsibility:** We actively support the development of surrounding communities through meaningful CSI.
- ▶ **Whistle-blowing and accountability:** We encourage the reporting of unethical conduct through secure channels, with strong protections for whistle-blowers and clear consequences for violations.

Sustainability governance continued

A training programme for our code of conduct is planned for leadership, which will have a strong focus on DEI principles.



For more information, please refer to our [Code of Conduct and Business Ethics Policy](#), available on the Nampak website.

Human rights

Nampak is committed to the safeguarding and advancement of human rights across all operations. This commitment is underpinned by our human rights policy, which outlines our approach to ethical labour practices, our zero-tolerance of forced and child labour, discrimination, and harassment, and fair wages and working hours.

The group has implemented robust procedures to uphold these principles and ensure compliance throughout our value chain. Management is responsible for implementing the policy and ensuring that its principles are embedded in day-to-day operations.

During the reporting period, no incidents or allegations of human rights violations were reported.

Child labour

Nampak's child labour prohibition and remediation policy upholds the rights and dignity of children, aligning with South African laws and international standards, specifically the Ethical Trade Initiative (ETI) base code and the International Labour Organisation (ILO) conventions. The policy strictly prohibits the employment of children under the age of 15 and outlines clear remediation steps, including prevention and support measures. No instances of child labour were identified during the reporting period.

Anti-bribery and corruption

Nampak maintains a zero-tolerance approach to bribery, corruption, fraud, and other forms of unethical conduct. These principles are clearly outlined in the group's code of conduct and business ethics policy and are also incorporated into contractual arrangements with suppliers.

The group employs Tip-Offs Anonymous, an independent and confidential whistle-blowing service, to enable employees, contractors, suppliers, and shareholders to report suspected misconduct. All credible reports are investigated, and proven cases of corruption, theft, or fraud result in disciplinary action, including dismissal. No material incidents of corruption were detected or reported during the reporting period.

Compliance

Adhering to Nampak's statutory compliance universe is a standing annual item on the SET committee's work plan. This is supported by continuous monitoring of applicable legislation by the compliance officer to ensure regulatory alignment. Periodic legislative updates are provided by to the audit and risk committee. No material instances of non-compliance were reported during the period under review.

Kholeka Mzondeki

[Chairperson of the social, ethics and transformation committee](#)

Bryanston

8 December 2025

Our approach to sustainability

Our sustainability priorities

Our sustainability approach is guided by our sustainability priorities that focus our efforts where they can have the greatest impact. These priorities provide a clear framework to all employees and are the foundation of how we operate, make decisions, and contribute to a better future.

Environmental stewardship

- ▶ Responsible packaging
- ▶ Monitoring and managing our Scope 1 and 2 emissions

Relevant SDGs



Empowering our people

- ▶ Training and development
- ▶ Health and safety
- ▶ Employment equity
- ▶ DEI and belonging

Relevant SDGs



Contributing to our communities

- ▶ Supporting enterprise supplier development (ESD)
- ▶ Local impact

Relevant SDG



Sustainability and climate risks

As part of our commitment to long-term value-creation, we regularly assess the risks that could impact our performance. These sustainability risks form part of our broader risk universe and are assessed using the same enterprise-wide risk management framework. Additionally, our climate-related risks are identified separately through engagement with key stakeholders to ensure we understand the issues most relevant to our business and the communities we impact.

Our sustainability risks

Nampak's sustainability-related risks are an integral part of its broader enterprise risk universe. These risks encompass environmental, social, and governance (ESG) factors that could materially impact the group's long-term performance and value creation. The risks include:

- ▶ Environmental issues such as pollution, waste and climate disruptions; social risks like labour unrest, poor community relations as well as health and safety non-compliance.
- ▶ Governance concerns including regulatory breaches, unethical sourcing and lack of supply chain transparency.
- ▶ In an ever-increasing cyber threat environment, evolving cyber-attacks, poor resilience, lack of awareness, inadequately trained tech support and uninformed users could result in catastrophic exposure or loss resulting in a cyber-attack or data breach.
- ▶ Inadequate diversity and skills may result in reduced innovation, lower employee engagement and diminished organisational resilience. This could also negatively impact our B-BBEE rating, limit access to strategic opportunities, and impair long-term competitiveness.

Our climate risks

1 Food security as a result of shifts in agriculture

Risk impact

Shifts in weather patterns and ocean currents may impact fish stocks, which in turn could influence the demand for specific types of packaging.

Our response

Nampak engages in comprehensive production forecasting in consultation with customers.

3 Raw material shortages

Risk impact

Steady design and testing of lighter-weight products. Increased focus on recycling opportunities and changing to more recyclable raw material options.

Our response

Nampak's operations and research and development facility continue to develop and test lighter-weight packaging solutions in alignment with customer requirements. Explore opportunities to use more recycled materials in packaging products.

2 Higher temperatures

Risk impact

Increased demand for beverages resulting in increased demand for packaging.

Our response

By increasing our production capacity for beverage cans, Nampak is prepared to meet increased demand for this type of packaging.

4 Water scarcity and availability

Risk impact

Many customers are reliant on sustainable supplies of quality water to produce food and beverages. Changes in water supply could impact their harvests and catches, and ultimately their demand for packaging. Nampak also relies on water in its manufacturing processes.

Our response

Review opportunities for incorporating water-saving solutions into our manufacturing process.



For more information on how these risks impact the group, as well as Nampak's mitigation efforts and associated opportunities, please refer to page 14 of Nampak's [Integrated Report](#).

Engaging with our stakeholders

Stakeholder engagement remains central to Nampak's approach to sustainability. Through ongoing engagement with shareholders, employees, customers, suppliers, industry and regulatory bodies, and the communities in which we operate, we identify key sustainability issues that are most material to our stakeholders.

Customers in particular have raised important themes such as:

- ▶ Recycled content in packaging
- ▶ Carbon intensity of operations and products
- ▶ Water intensity in manufacturing processes
- ▶ Net Zero plans and long-term climate ambitions

These themes have shaped our sustainability focus during the year, alongside broader ESG topics including sustainable packaging, health and safety, skills development, youth employment, waste management and emissions reduction, and community support.



For more detail on our stakeholders and our approach to engagement see page 12 of Nampak's [Integrated Report](#).

Environmental stewardship

Managing our environmental impact

Nampak is committed to responsible environmental management across all our operations. We measure, monitor, and report our environmental performance to ensure compliance with legislation and to minimise our impact on the communities in which we operate.

Our approach is underpinned by the Willis Blue in-house risk management programme, and in larger operations, by environmental management systems certified to ISO 14001:2015. In smaller operations, regular environmental assessments are integrated into operational reviews to maintain high standards.

We also ensure that our operations meet customer-specific manufacturing requirements through audits and maintain certifications for quality and food safety. Certain sites undergo SEDEX audits to demonstrate our ethical and responsible approach throughout our supply chain.

These systems guide our efforts across key environmental focus areas including waste reduction and circularity, GHG emissions, energy consumption, and water management. In this way, we ensure that sustainability is embedded in our day-to-day operations.

This table is a summary of audits during 2025 for Nampak's metals division:

	Number of audits 2025
Quality and food safety	12
Environment	18
Health and safety	36

All audits scheduled were completed on schedule and the certifications obtained reflect the coverage and commitment to the assurance of the Nampak's operational environment and ultimately Nampak's impact on the public's health and safety.

Climate approach and energy management

Nampak integrates climate considerations into its core business, setting targets and monitoring progress to reduce energy use and GHG emissions. The group measures and reports on its energy consumption and Scope 1 and 2 emissions annually, and, with the assistance of specialist consultants, is in the process of measuring its Scope 3 emissions. Additionally, Nampak plans to develop a net zero roadmap supported by science-based targets.

Emissions overview

GHG emissions (tCO ₂ e)	2025	2024 (baseline year)
Scope 1	37 673	36 458
Scope 2	118 740	106 559
Total	156 413	143 017

GHG emissions intensity Scope 1 and Scope 2 (tCO ₂ e/tonne)	2025	2024
Total	1.72	1.54

Carbon footprint calculation methodology

Nampak calculates its Scope 1 and Scope 2 GHG emissions in accordance with the GHG Protocol and uses emission factors from the 'Technical Guidelines for Monitoring, Reporting, and Verification of Greenhouse Gas Emissions by Industry' for its South African operations. This is in line with the mandatory reporting requirements that exist in South Africa.

For all other operations, the globally accepted Inter-governmental Panel on Climate Change (IPCC) 2006 Guidelines were used.

Nampak reports on GHG emissions under its operational control, meaning emissions from operations over which the company has financial or operational control. Scope 1 emissions include stationary combustion and exclude mobile combustion, which will be included in the Scope 3 inventory once finalised; no process emissions are reported. Scope 2 includes purchased electricity consumed across operations.

GHG emissions intensity was negatively effected by projects and commissioning carried out in FY2025.

Beverages Angola will be moving across to grid electricity in the near future which will a positive impact on GHG emissions.

Energy initiatives

Nampak is committed to reducing our energy consumption across all operations. Through identifying and implementing energy efficiency opportunities, we are able to reduce our reliance on purchased electricity and manage operational costs more effectively.

Our approach increasingly focuses on renewable energy, with an initial 400kVA solar photovoltaic (PV) installation already commissioned and additional larger installations scheduled for activation at critical sites in early 2026.

Additional investments include LED lighting upgrades to reduce electricity usage, energy metering on specific equipment to monitor and optimise performance, and the installation of more efficient burners in gas ovens to improve thermal efficiency and reduce fuel consumption.

	2025	2024 (baseline year)
Total energy consumed (GJ)	987 618	940 481
Percentage renewable (%)	0.25	0

Waste and sustainable packaging

As Africa's largest packaging company, Nampak has a responsibility to explore and provide packaging solutions that not only preserve product quality and extend shelf life, but also reduce environmental impact through lighter, recyclable and circular designs. By responding to evolving consumer preferences and regulatory expectations, we aim to support a more sustainable future. This, while delivering value to our customers and the world in which we live.

Key waste reduction initiatives include:

- Wet waste reduction through effluent plant optimisation, improving treatment efficiency and minimising discharge volumes.
- Diverting contaminated liquid waste from landfill to recycled oil and bioremediation has resulted in a reduction of waste to landfill to only 20% of total waste from 80% in 2024.

Water management

Water scarcity is a crucial challenge across the supply chain for packaged products. Most of our water usage occurs in the production of beverage cans.

	2025	2024
Water usage (MI)	568	562
Water intensity (kl/tonne)	6.22	6.03

People and communities

Our people

Employee profile and diversity

Our people are the cornerstone of Nampak's success. During 2025, we prioritised creating a working environment that fosters performance, connection and resilience. Recognising that a strong culture drives excellence, we deepened our commitment to DEI and belonging across all levels of the organisation. These efforts have strengthened collaboration and reinforced alignment with our core values, positioning Nampak as an agile and resilient organisation.

Investing in our employees

Skilled and dedicated people are the key to the successful delivery of our strategy and driving operational excellence. We maintain a strong focus on continuous monitoring and improvement. Through ongoing training and development, we empower employees to build the skills and capabilities needed to support long-term growth.

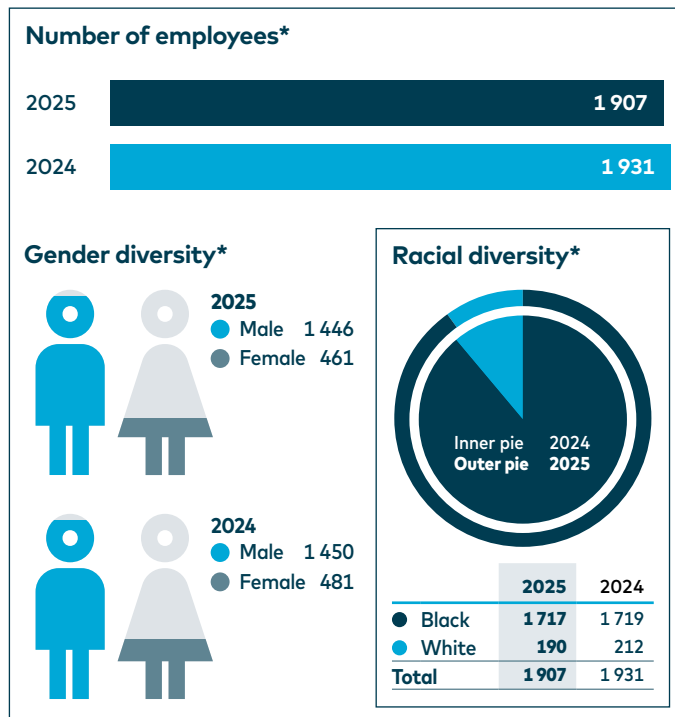
During the year, we continued to invest significantly in building our internal capabilities and leadership pipeline through a range of structured initiatives:

- **Onboarding and induction:** Every new employee undergoes a formal induction process to ensure they are well-integrated into the business and aligned with our values and expectations.
- **Technical training:** A large portion of our training investment is directed toward technical upskilling, most of which is delivered in-house by our dedicated technical trainers.
- **Leadership and management development:** In the year under review, leadership training focused primarily on first-line leaders, equipping them with the tools to manage teams effectively.
- **Compliance training:** Compliance training is considered non-negotiable. It is systematically implemented to ensure adherence to governance standards and regulatory requirements across all operations.

These initiatives are complemented by apprenticeships, learnerships, management development programmes, and study assistance, all of which contribute to building a resilient workforce.

	2025	2024
Total training spend SA only (Rm)	18	19
Training spend per employee (R)	9 334	10 615
Total training hours	113 059	61 609
Training hours per employee	32	53
Apprenticeships	86	100
Learnerships	45	45
Candidates attended management and development programmes	124	111
Study assistance candidates	12	17

Our leadership and technical development programmes remain central to employee growth. This table highlights key training programmes and participation during the year:



* RSA and Angola operations.

Graduate learnership accelerator

15	100%	33.3%
Total	Black	Female

Supervisor development programme

23	91.3%	17.3%
Total	Black	Female

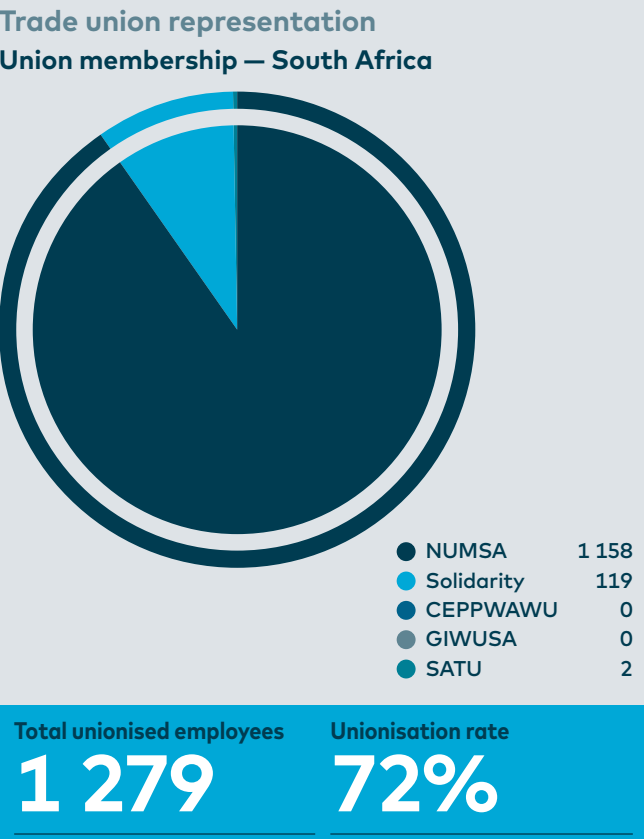
Coaching #Let's Grow (Team Grow)

17	76.4%	11.7%
Total	Black	Female

People and communities continued

Labour relations

Nampak respects employees' right to freedom of association and supports their choice to join trade unions of their preference. We recognise and collaborate with various trade unions that represent our workforce in South Africa and Angola. The following data provides a detailed breakdown of union membership and representation within these two key regions for the year under review, reflecting our approach to maintaining transparent and stable relations.



Union membership — Rest of Africa

Our employees in operations in the Rest of Africa make up 24% of our total employees and are represented by various trade unions.

Labour relations continues to be a major focus during a period of disruption because of restructuring of the organisation. Management and unions engage periodically through its National Consultative Forum to collaborate on short to medium term strategic initiatives. A three-year wage agreement stretching from 2024 to 2027 has assisted with stability during this period. Nampak's head count has reduced considerably with an impact on employment equity, transformational objectives, and succession planning.

Health and safety

Creating a safe and healthy work environment for all employees is paramount. Our strategy combines rigorous compliance with occupational health and safety legislation across all jurisdictions with a proactive focus on preventing accidents, injuries, and work-related illnesses.

Health and safety principles are embedded into our core business processes, supported by regular performance reviews to drive continuous improvement. This integrated approach is reinforced by an overarching culture of shared responsibility, where every employee is encouraged to contribute to maintaining safe and healthy workplaces across all operations.

A key driver of our safety awareness efforts is behaviour-based safety (BBS), which encourages employees to identify and reinforce safe behaviour while proactively addressing risks. This approach helps embed safety into everyday actions and fosters a culture of accountability.

Safety, health, environment and risk (SHER) objectives are set and tracked daily across various platforms to ensure continuous improvement. We foster a culture of safety through regular SHER awareness campaigns driven by our shop floor teams. Employees are actively engaged on safety topics through multiple channels, and their views are consistently incorporated into our safety management. Formal SHER committee meetings are held to address and resolve any related concerns.

Our safety performance

	2025	2024
Work-related fatalities	0	1
Number of reportable injuries	7	2
Lost-time injury frequency rate (LTIFR)	0.28	0.07

In addition to our operational safety measures, Nampak supports employees' overall wellbeing through a confidential employee assistance programme (EAP) delivered in partnership with external service provider Lyra.

People and communities continued

This programme is available to all employees and their immediate families, offering a comprehensive range of support services. These include online and face-to-face counselling, life management services (such as legal, financial, and family advice), managerial support, and conflict mediation services. Lyra’s holistic approach ensures that employees have access to professional, independent assistance for personal, emotional, and work-related challenges. The programme is free, voluntary, and designed to support employee’s mental health — strengthening our commitment to a safe and supportive work environment.

Remuneration and benefits

The remuneration committee, appointed by the board, is mandated to establish and oversee the company’s remuneration strategy. The committee ensures that remuneration policies and their implementation remain fair, transparent, responsible, and meet all legislative and regulatory requirements.

Our remuneration framework covers all employee levels, including executive management. Remuneration structures are reviewed regularly, considering market benchmarks and practices in the countries in which we operate. Employees who are members of bargaining units receive annual salary and benefit adjustments in line with agreements reached with recognised trade unions.

Permanent employees have access to a comprehensive range of benefits, with participation in defined contribution retirement funds being compulsory. In addition, we offer optional benefits such as medical aid, educational assistance, and EAPs.

Employment equity and transformation

Nampak remains committed to building a fully transformed organisation that reflects the diversity of the societies in which we operate. The social, ethics and transformation (SET) committee is responsible for overseeing transformation and monitoring performance against Broad-Based Black Economic Empowerment (B-BBEE) scorecard targets to ensure ongoing progress and accountability.

Following the empowerment transaction completed in 2024, which resulted in Nampak Products (Pty) Ltd achieving a Level 1 B-BBEE rating, the group has continued to advance transformation objectives through ongoing initiatives and performance monitoring.

Our employment equity policy underpins this commitment by promoting equal opportunity and fair treatment in the workplace, eliminating unfair discrimination, and implementing measures to redress historical imbalances.

The policy aims to create a workforce that is diverse and broadly representative of South Africa’s population, while enhancing organisational performance and contributing to inclusive economic growth.

Employment equity therefore remains a key focus area, as reflected in the table below which shows our 2025 achievements and 2030 sector targets.

Youth employment



Youth development and employment is important to Nampak. Through its ongoing support of the YES4Youth initiative, the company provides young South Africans with valuable work experience, essential skills, and exposure to meaningful career opportunities across diverse sectors. In 2025, the company provided temporary employment to 66 young individuals. Notably, 7 participants from the previous year transitioned into permanent roles, demonstrating the programme’s success in creating sustainable employment pathways for young people.

	Black				Black female			
%	2030 target	2025 target	2025 actual	2024 actual	2030 target	2025 target	2025 actual	2024 actual
Top management	66	38	33	33	33	13	33	33
Senior management	70	70	50	29	35	18	18	12
Middle management	77	68	60	59	35	26	25	28
Junior management	91	82	81	79	36	23	28	29
Semi-skilled	95	91	95	94	44	32	19	30
Unskilled	93	94	100	100	44	38	57	65

People and communities continued

Since 1 March 2025, the YES programme for 66 unemployed youth placed these participants into 12 months of mentored work aligned to real entry-level roles across hospitality (front-of-house, guest relations, reservations support), manufacturing (line operations, quality checks, basic ERP exposure), and education (school admin, library/media centres, e-learning facilitation). Through structured mentorship, performance tracking, and employability coaching, youth have been building transferable capabilities, service excellence, safety/quality discipline, stakeholder communication, and foundational digital tools, that have been opening pathways within and beyond the host sectors.

As a lever on unemployment, these placements have been bridging the first-job gap with verifiable experience and supervisor references, shifting candidates from “unemployed” to “ready-to-employ” and encouraging hosts to absorb high performers due to real productivity gains. With conservative absorption in the 50–60% range, the 66-youth cohort translating into several sustained jobs within three months post-completion, while alumni tracking and warm referrals have been compounding outcomes over time. Stipends have been enabling transport, data, and interview readiness, which has been improving completion and job-search velocity, turning fixed term placements into persistent reductions in local youth joblessness.

At present, no participants have been permanently employed (absorbed) yet, as the programme is still underway. Delivery runs from 1 March 2025 through February 2026, with absorption confirmations expected to begin from December 2025 and continue through to programme close.

Nampak also made a significant contribution to Business Process Enabling South Africa (BPESA), which promotes South Africa as a top offshoring destination and supports job creation in the global business services (GBS) sector. Thanks to Nampak’s support, 55 previously unemployed black youth candidates completed their training by February 2025, enhancing their employability and future career opportunities.

As part of our youth development efforts, Nampak offers a range of targeting training and workshops, including work readiness, financial savvy, and entrepreneurship awareness.

These initiatives align with Nampak’s broader corporate social responsibility objectives and its goal of enhancing its B-BBEE rating, reflecting a strategy that is both morally and economically significant. Over the years, Nampak has made substantial financial contributions to the programme and partnered with approved implementation partners to ensure efficient programme delivery, robust training, and comprehensive support for participants.

Community impact and development

Nampak is committed to making a meaningful contribution to the communities within which we operate, including through our corporate social investment (CSI) initiatives.

This year, we reviewed and approved our CSI policy, which identifies the following strategic focus areas:

- 1 Skills development and education
- 2 Community health and safety
- 3 Infrastructure and social upliftment

Skills development and education

Nampak’s commitment to education and skills development is reflected in its strategic support for both formal and informal learning pathways. The group’s approach includes:

- ▶ Support for technical and vocational education and training (TVET): Nampak actively partners with TVET colleges and offers apprenticeships and bursaries to help bridge the gap between education and employment.
- ▶ Promotion of science, technology, engineering and mathematics (STEM) education: Nampak recognises the importance of STEM in driving innovation and economic growth, therefore supporting STEM-focused programmes in secondary schools to inspire children.
- ▶ Targeted bursary programmes: The group provides bursaries to students pursuing qualifications in mechanical, electrical, chemical and industrial engineering, as well as supply chain management.
- ▶ Teacher training support: To improve the quality of education in partner schools, Nampak invests in teacher training programmes.

People and communities continued



From bursary to career

One of Nampak's 2024 bursary recipients was successfully absorbed into the company's graduate trainee programme in February 2025. This transition from academic support to full-time employment demonstrates the impact of Nampak's youth development programmes and its commitment to nurturing future leaders.



Wings & Wishes — medical access for critically ill children

In 2025, 145 trips were facilitated for over 48 children to receive critical or life-saving medical treatment. These children were treated for serious conditions including heart defects, rare genetic syndromes, cancer, and organ failure.

The initiative provides direct support for life-saving interventions and promotes health equity by reaching vulnerable children in rural areas. Personal stories from families highlight the emotional and transformative impact of the programme, reinforcing Nampak's commitment to community wellbeing.



In 2024, Nampak invested R3 million in Boundless academy, an accredited ICT and 4IR education provider. This funding enabled the launch of its first tech education campus in Soweto in March 2025, creating a modern hub for software development, cybersecurity, and data analytics training.

The investment supported job creation (five new roles), facility upgrades, and improved mobility for learner outreach. Through its partnership, Nampak is driving digital skills development, empowering youth, and strengthening its B-BBEE objectives — demonstrating how enterprise development can deliver shared socio-economic value.



Office furniture donated by Nampak

Community health and safety

Nampak's commitment to health and safety extends beyond its operational boundaries to positively impact surrounding communities. This includes occupational health and safety programmes to communities near industrial sites and funding mobile health clinics.

Nampak partners with Wings & Wishes, a non-profit organisation that provides critical medical transport for financially disadvantaged children across South Africa. Wings & Wishes ensures that children requiring life-saving or specialised medical treatment — often not available to them locally — can access the care they need.

The organisation offers compassionate and professional support to children and their families, helping bridge the gap between urgent medical needs and healthcare access.



Infrastructure and social upliftment

Sustainable industrial growth must be accompanied by meaningful investment in the communities surrounding Nampak. We invest in infrastructure and social upliftment initiatives to improve living standards and promote workforce wellbeing:

- ▶ Basic infrastructure: Nampak continues to invest in water, sanitation and energy access for community members.
- ▶ Transport and connectivity: We support improvements in transport to connect industrial workers with job opportunities.
- ▶ Safe housing: Nampak is developing secure and affordable housing near industrial areas.

Supporting our supply chain

Enterprise and supplier development (ESD) is essential for enabling small and medium-sized businesses to grow and contribute meaningfully to the economy. Through our group ESD programme, Nampak provides guidance and support to black-owned suppliers, aligned with its broader supplier diversity and inclusion strategy. The programme is structured to promote accountability and commercial sustainability, coaching participating businesses to achieve long-term growth and resilience.

Supplier development beneficiaries:

- ▶ Pallet Direct CC
- ▶ MTD Manufacturing Engineering (Pty) Ltd
- ▶ Bontihuli Catering and Trading CC
- ▶ Boundless Consulting (Pty) Ltd
- ▶ Hela Incorporated
- ▶ ERNT Business Partners (Pty) Ltd

Enterprise development beneficiaries:

- ▶ Boundless Academy (Pty) Ltd
- ▶ Auriella (Pty) Ltd
- ▶ Esiltuli Transport Logistics and Recycling (Pty) Ltd
- ▶ TIN-PAC Promotional Packaging (Pty) Ltd

Consumer and product responsibility

The committee reviewed performance against customer and consumer legislation and regulations and recorded that there were no material breaches.

We are pleased to note that the majority of our manufacturing sites continued to hold quality certifications, including those relating to food safety standards. Many of our operations are subject to regular audits by our customers, as well as by independent external accreditation bodies.

Glossary

ARC

Audit and risk committee

BEE

Black economic empowerment

B-BBEE

Broad-based black economic empowerment

BPESA

Business Process Enabling South Africa

CEPPWAWU

Chemical, Energy, Paper, Printing, Wood and Allied Workers Union

CSI

Corporate social investment

DEI

Diversity, equity and inclusion

EAP

Employee assistance programme

EPR

Extended producer responsibility

ESD

Enterprise and supplier development

ESG

Environmental, social and governance issues

ETI

Ethical Trading Initiative

EVA

Economic value added

GHG

Greenhouse gas

GIWUSA

General Industries Workers Union of South Africa

GJ

Gigajoules

ILO

International Labour Organisation

ISO 14001:2015

Environmental Management System Standard (2015 revision)

ISO

International Organisation for Standardisation

kl

Kilolitres

LTIFR

Lost-time injury frequency rate

MI

Megalitres

NUMSA

National Union of Metalworkers of South Africa

PV

Photovoltaic

PWD

People with disabilities

R&D

Research and development

ROIC

Return on invested capital

SATU

South African Typographical Union

SBTi

Science-Based Targets initiative

SDG

United Nations' Sustainable Development Goals

SEDEX

Supplier Ethical Data Exchange

SET

Social, ethics and transformation

SHER

Safety, health, environment and risk

STEM

Science, Technology, Engineering and Mathematics

tCO₂e

Tonnes of carbon dioxide equivalent

TVET

Technical and vocational education and training

UN

United Nations

WACC

Weighted average cost of capital

YES4Youth

Youth Employment Service

GRI index

Aspect		Core indicator	Page(s)	Aspect		Core indicator	Page(s)
Organisational profile	102-1	Name of the organisation	2 of IR	Governance continued	102-21	Consulting stakeholders on economic, environmental and social topics	12 of IR
	102-2	Activities, brands, products and services	4 of IR		102-22	Composition of the highest governance body and its committees	32 of IR
	102-3	Location of headquarters	4 of IR		102-23	Chair of the highest governance body	34 of IR
	102-4	Location of operations	4 of IR		102-24	Nominating and selecting the highest governance body	24 of IR
	102-5	Ownership and legal form	2 of IR		102-25	Conflicts of interest	34 of IR
	102-6	Markets served	4 of IR		102-26	Role of highest governance body in setting purpose and values	33 of IR
	102-9	Supply chain	6 of IR		102-27	Collective knowledge of highest governance body	32 of IR
	102-10	Significant changes to the organisation and supply chain	2 of IR		102-28	Evaluating the highest governance body's performance	35 of IR
	102-11	Precautionary principle or approach	2 of IR		102-29	Identifying and managing economic, environmental and social impacts	6 of SR
	102-12	External initiatives	8 of IR		102-30	Effectiveness of risk management processes	14 to 17 of IR
	102-13	Membership of associations	13 of IR		102-31	Review of economic, environmental and social processes	6 of SR
					102-32	Highest governance body's role in sustainability reporting	6 of SR
Strategy	102-14	Statement from senior decision maker	20 of IR		102-33	Communicating critical concerns	6 of SR
	102-15	Key impacts, risks and opportunities	14 to 17 of IR		102-34	Nature and total number of critical concerns	8 and 12 of SR
Ethics and integrity	102-16	Values, principles, standards and norms of behaviour	37 of IR		102-35	Remuneration policies	40 of IR
	102-17	Mechanisms for advice and concerns about ethics	37 of IR		102-36	Process for determining remuneration	42 of IR
Governance	102-18	Governance structure	37 of IR		102-37	Stakeholder's involvement in remuneration	40 of IR
	102-19	Delegating authority	37 of IR		102-38	Annual total compensation ratio	43 of IR
	102-20	Executive level responsibility for economic, environmental and social topics	36 of IR		102-39	Percentage increase in annual total compensation ratio	45 of IR

GRI index continued

Aspect		Core indicator	Page(s)
Stakeholder engagement	102-40	List of stakeholder groups	12 of IR
	102-41	Collective bargaining agreements	13 of IR
	102-42	Identifying and selecting stakeholders	12 of IR
	102-43	Approach to stakeholder engagement	12 of IR
	102-44	Key topics and concerns raised	12 of IR
Reporting practice	102-45	Entities included in the consolidated financial statements	2 of IR
	102-46	Defining report content and topic boundaries	2 of IR
	102-47	List of material topics	10 to 11 of IR
	102-48	Restatement of information	N/A
	102-49	Changes in reporting	2 of IR
	102-50	Reporting period	2 of IR
	102-51	Date of most recent report	3 of IR
	102-52	Reporting cycle	2 of IR
	102-53	Contact point for questions regarding the report	1 of IR
	102-54	Claims of reporting in accordance with the GRI standards	2 of IR
	102-55	GRI content index	17 to 20 of SR
Management approach	103-1	Explanation of the material topic and its boundary	10 to 11 of IR
	103-2	The management approach and its components	10 to 11 of IR
	103-3	Evaluation of the management approach	10 to 11 of IR

Aspect		Core indicator	Page(s)
Economic performance	201-1	Direct economic value generated and distributed	22 of IR
	201-2	Financial implications and other risks and opportunities due to climate change	17 of IR
	201-3	Defined benefit plan obligations and other retirement plans	90 of AFS
	201-4	Financial assistance received from government	N/A
Market presence	202-1	Ratios of standard entry wage by gender compared to local minimum wage	N/A
	202-2	Proportion of senior management hired from local community	13 of SR
Indirect economic impacts	203-1	Infrastructure investments and services supported	N/A
	203-2	Significant economic impacts	6 of IR
Procurement practices	204-1	Proportion of spending on local suppliers	3 of SR
Anti-corruption	205-1	Operations assessed for risk related to corruption	8 of SR
	205-2	Communication and training about anti-corruption policies and procedures	8 of SR
	205-3	Confirmed incidents of corruption and action taken	8 of SR
Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	7 of SR
Materials	301-1	Materials used by weight or volume	N/A
	301-2	Recycled input materials used	N/A
	301-3	Reclaimed products and their packaging materials	N/A

GRI index continued

Aspect		Core indicator	Page(s)
Energy	302-1	Energy consumption within organisation	10 of SR
	302-2	Energy consumption outside the organisation	N/A
	302-3	Energy intensity	10 of SR
	302-4	Reduction of energy consumption	10 of SR
	302-5	Reductions in energy requirements of products and services	10 of SR
Water	303-1	Water withdrawal by source	10 of SR
	303-2	Water sources significantly affected by withdrawal of water	N/A
	303-3	Water recycled and reused	N/A
Biodiversity	304-1	Operational site owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	N/A
	304-2	Significant impacts of activities, products and services on biodiversity	9 of SR
	304-3	Habitats protected or restored	N/A
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	N/A
Emissions	305-1	Direct (Scope 1) emissions	10 of SR
	305-2	Energy indirect (Scope 2) GHG emissions	10 of SR
	305-3	Other indirect (Scope 3) GHG emissions	N/A
	305-4	GHG emissions intensity	10 of SR
	305-5	Reduction of GHG emissions	10 of SR
	305-6	Emissions of ozone depleting substances (ODS)	N/A
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant emissions	N/A

Aspect		Core indicator	Page(s)
Effluents and waste	306-1	Water discharge by quality and destination	N/A
	306-2	Waste by type and disposal method	N/A
	306-3	Significant spills	N/A
	306-4	Transport of hazardous waste	N/A
	306-5	Water bodies affected by water discharges and/or runoff	N/A
Environmental compliance	307-1	Non-compliance with environmental laws and regulations	10 of SR
Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	N/A
	308-2	Negative environmental impacts in the supply chain and actions taken	N/A
Employment	401-1	New employee hires and employee turnover	N/A
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	13 of SR
	401-3	Paternal leave	N/A
Labour/management relations	402-1	Minimum notice periods regarding operational changes	N/A
Occupational health and safety	403-1	Workers representation in formal joint management-worker health and safety committees	12 of SR
	403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism and number of worker-related fatalities	12 of SR
	403-3	Health and safety topics covered in formal agreements with trade unions	12 of SR

GRI index continued

Aspect		Core indicator	Page(s)
Training and education	404-1	Average hours of training per year per employee	11 of SR
	404-2	Programmes for upgrading employee skills and transition assistance programmes	11 of SR
	404-3	Percentage of employees receiving regular performance and career development reviews	11 of SR
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	13 of SR
	405-2	Ratio of basic salary and remuneration of women to men	N/A
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	N/A
Freedom of association and collective bargaining	407-1	Operations and suppliers in whom freedom of association and collective bargaining may be at risk	N/A
Child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	N/A
Forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	N/A
Security practices	410-1	Security personnel trained in human rights policies or procedures	N/A
Rights of indigenous people	411-1	Incidents of violations involving indigenous people	N/A
Human rights assessments	412-1	Operations that have been subject to human rights reviews or impact assessments	N/A
	412-2	Employee training on human rights policies or procedures	N/A
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	N/A

Aspect		Core indicator	Page(s)
Local communities	413-1	Operations with local community engagement, impact assessments and development programmes	14 of SR
	413-2	Operations with significant actual and potential negative impacts on local communities	N/A
Supplier social assessment	414-1	New suppliers that were screened using social criteria	15 of SR
	414-2	Negative social impacts in the supply chain and actions taken	N/A
Public policy	415-1	Political contributions	N/A
Customer health and safety	416-1	Assessment of the health and safety impacts of products and service categories	N/A
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	N/A
Marketing and labelling	417-1	Requirements for product and service information and labelling	N/A
	417-2	Incidents of non-compliance concerning product service information and labelling	N/A
	417-3	Incidents of non-compliance concerning marketing communications	N/A
Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A
Socio-economic compliance	419-1	Non-compliance with laws and regulations in the social and economic areas	8 of SR

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