

<p>Group Policy</p> <p>Copyright PPC Ltd.</p>	<p>Number: Policy GPGOV26.1</p> <p>Revision: V26.1 effective from 12 March 2026</p> <p>Owner: Group Company Secretary</p> <p>Approved by: PPC Ltd board of directors ("Board")</p>	
<p>Title: Board diversity policy</p>		

1. Purpose

This board diversity policy ("**the Policy**") sets out PPC's commitment to promoting broader diversity at board level in accordance with the JSE Listings Requirements, which require listed companies to adopt and disclose a policy addressing diversity across gender, race, culture, age, field of knowledge, skills and experience.

The Policy also outlines how diversity considerations guide the Board when appointing new directors as vacancies arise or additional appointments become necessary.

2. General principles guiding the appointment of new directors

2.1 Promotion of diversity

PPC is committed to meaningful transformation in the composition of its Board. Accordingly, in identifying and assessing candidates for appointment, the Board will actively prioritise diversity across all attributes required by the JSE, including gender, race, ethnicity, culture, age, professional knowledge, skills and relevant experience. In doing so, the Board shall give particular consideration to the appointment of black and female candidates in alignment with South Africa's transformation objectives, the Broad-Based Black Economic Empowerment Act, the Codes of Good Practice, and PPC's own transformation strategy.

2.2 Merit-based appointments

All Board appointments are based on merit. Candidates must demonstrate the skills, experience, integrity and capability required to discharge their fiduciary duties and contribute meaningfully to PPC's strategic direction and governance responsibilities.

3. Application of the policy when vacancies arise

3.1 When a Board vacancy arises, or additional capabilities are required, the Board and the Rewards & Talent Committee ("**RTC**") will ensure that the nomination and appointment process prioritises the advancement of the diversity and transformation commitments set out in this Policy, guided by the current and future skills and experience requirements of the company to support the long-term direction, value creation goals and governance needs of the company. Candidate identification, evaluation and shortlisting will explicitly incorporate the objective of improving representation, with specific emphasis on increasing the participation of black persons, women and other under-represented groups in alignment with national transformation imperatives and PPC's diversity goals.

3.2 In determining suitability of candidates, the Board will:

- a) consider professional competence, relevant industry or functional experience, ethical integrity and independence (where applicable);
- b) consider the candidate's capacity and availability to meet required commitments;
- c) consider the candidate's ability to contribute meaningfully to the collective functioning of the Board in advancing the interests of PPC, including effective participation, sound judgement and constructive engagement; and
- d) perform a fit and proper assessment of each person, before such person is nominated or appointed as a director or appointed to fill a casual vacancy. Such fit and proper assessment will include an independent investigation on the background of the person, including independent verifications of qualifications.

- 3.3 The RTC will identify, evaluate and interview candidates, undertake appropriate checks, and recommend suitable individuals to the Board.
- 3.4 The Board will consider and approve appointments, with directors presented to shareholders for election at the next General Meeting or Annual General Meeting.

4. Reporting

PPC will report annually in its Integrated Annual Report on how this Policy has been applied in the nomination and appointment of directors.

5. Frequency of review and update

This Policy will be reviewed and updated where necessary to reflect changes in regulatory requirements, governance developments or the evolving needs of PPC.

6. Approval

This policy was approved by the Board at their meeting of **12 March 2026**.