PPC 2026 SUSTAINABILITY REPORT

WWW.PPC.AFRICA

Contents

Welcome to the PPC FY26 Sustainability Report (SR). This report outlines our approach to managing key sustainability and climate-related impacts. It provides additional information on the sustainability-related material matters identified in the PPC FY26 Integrated Report and should be read alongside the PPC FY26 Integrated Report and the PPC FY26 Annual Financial Statements, available on our website.

1. Introduction 2

- PPC at a glance 3
- Message from the Social, Ethics and Transformation Committee (SETCO) chairperson 6
- Our sustainability highlights 8

2. Sustainability at PPC 9

- Embedding ESG into strategy and execution 10
- Our priority Sustainable Development Goals (SDGs) 11
- Stakeholder engagement 12

3. Environmental Stewardship 14

- Our approach to environmental stewardship 15
- Our environmental performance during the year 17
- Environmental compliance 20

4. Creating shared value for our people, communities and customers 21

- Our approach to social performance 22
- Our social performance during the year 23
- Workforce analysis 23
- Employment equity 26
- Occupational health and safety 31
- Positive community impacts 33
- Corporate social investment 33
- Social and labour plans 40

5. Governance 42

- Our approach to ESG governance 43
- Our Board of Directors 44
- Our sustainability-related risks 47

[1] Copyrights and trademarks are owned by the Institute of Directors in South Africa NPC and all of its rights are reserved.
[2] PPC's governance disclosures have been prepared with reference to the King IV Report on Corporate Governance™ for South Africa, 2016 (King IV™), which informed governance practices for most of the reporting period. The Group has commenced aligning its governance practices and disclosures with King V Code™, which is effective for financial years commencing on or after 1 January 2026.

REPORT NAVIGATION:

The following navigation icons appear throughout this Sustainability Report for ease of reference:

Refers to information in this SR	Refers to additional information available on PPC's website at www.ppc.africa

OUR REPORTING SUITE

Integrated Report

Our FY26 Integrated Report provides a balanced and concise overview of our purpose and strategic priorities and future prospects, including governance, business model, value creation and financial and non-financial performance. It should be read in conjunction with the Annual Financial Statements, which set out PPC's FY26 audited financial results.

1 2 3 4 5 6

Annual Financial Statements

The FY26 Annual Financial Statements (AFS) present the consolidated financial performance and financial position of PPC and its subsidiaries.

2 3

This Sustainability Report

This FY26 Sustainability Report is intended for stakeholders seeking to understand PPC's sustainability-related impacts, risks and opportunities, including our approach to natural resource management, social impact and long-term value creation.

3 5

Notice of the FY26 Annual General Meeting

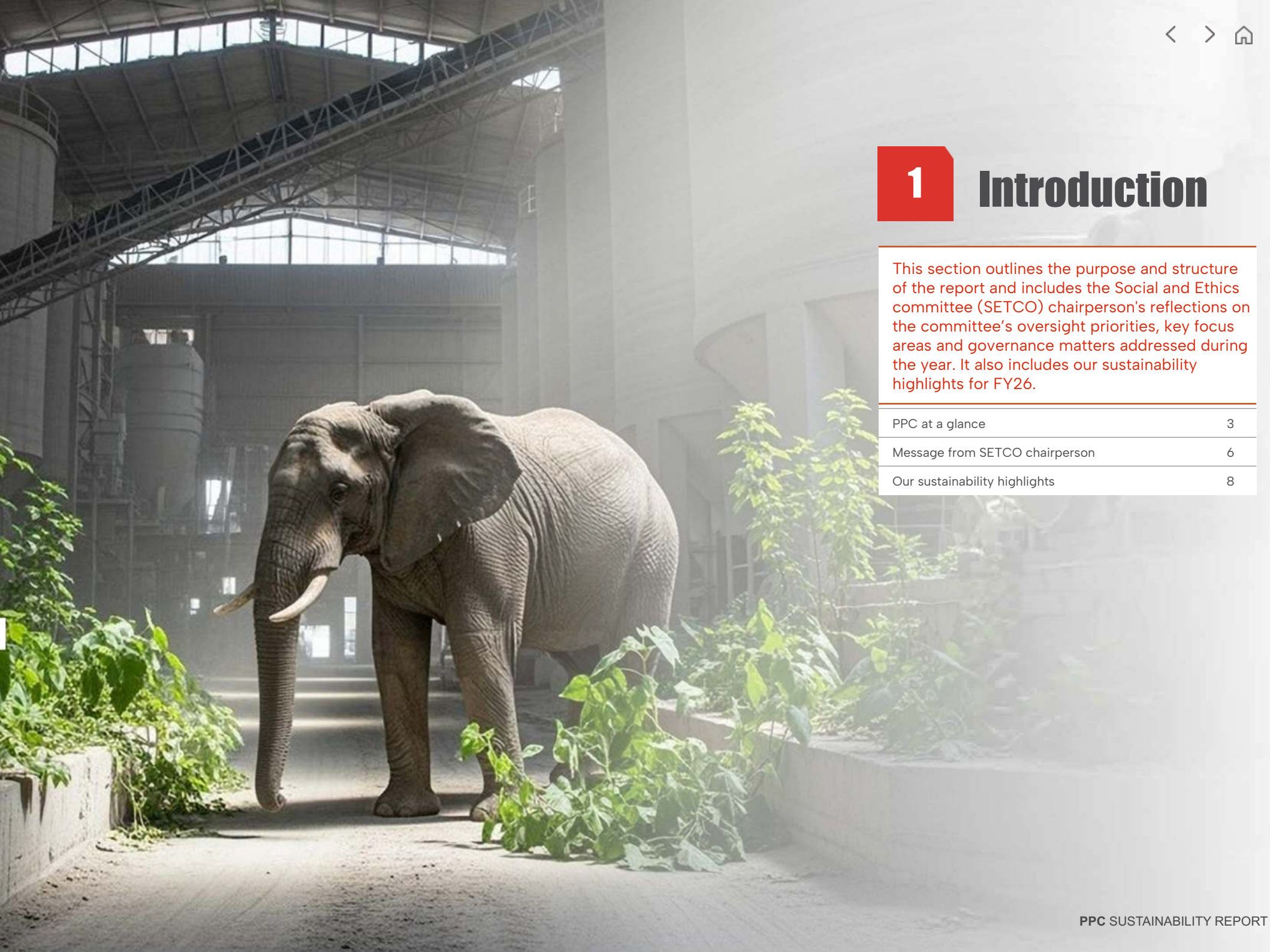
The Notice of the FY26 Annual General Meeting (AGM) informs shareholders of the date, time and venue of the AGM. It includes the agenda, resolutions to be considered and proxy voting instructions where shareholders may exercise their voting rights.

Reporting frameworks

The reporting framework, codes and legislation we report against:

1	Integrated Reporting <IR> Framework
2	International Financial Reporting Standards (IFRS)
3	South African Companies Act No. 71 of 2008 (Companies Act)
4	King IV Report on Corporate Governance™ for South Africa, 2016 (King IV™)[1,2]
5	JSE Listings Requirements
6	Global Reporting Initiative (GRI) Standards

To strengthen connectivity across the report and demonstrate alignment between sustainability priorities and strategic execution, the associated SDG icons have been incorporated under each environmental, social and governance focus area.



1 Introduction

This section outlines the purpose and structure of the report and includes the Social and Ethics committee (SETCO) chairperson's reflections on the committee's oversight priorities, key focus areas and governance matters addressed during the year. It also includes our sustainability highlights for FY26.

PPC at a glance	3
Message from SETCO chairperson	6
Our sustainability highlights	8

PPC at a glance

Reporting period

This report presents a concise yet comprehensive overview of PPC Group's sustainability and non-financial performance for FY26. It includes material developments occurring after 31 March 2026 up to the Board approval date of 22 July 2026.

Target audience

This report is intended for stakeholders who have an interest in PPC's sustainability performance. The audience comprises providers of capital and insurance, government and regulators, suppliers and local communities, employees and trade unions, customers, industry associations, media, communities, non-governmental organisations (NGOs) and others.

Reporting scope and boundary

Material disclosures are provided for the following segments of the Group:

South Africa and Botswana Cement	Integrated cement manufacturing, milling, blending and distribution operations serving infrastructure, commercial and retail markets across Southern Africa.
South Africa Materials	Aggregates, readymix and ash operations supporting vertically integrated construction solutions.
PPC Zimbabwe	Cement manufacturing and distribution operations with integrated clinker and milling facilities serving retail, commercial and infrastructure sectors.

This report focuses solely on PPC's operational activities, excluding the sustainability performance of suppliers and associates over which PPC does not have operational control. Unless otherwise specified, all disclosures relate exclusively to PPC's direct operations.

Forward-looking statements

This report contains forward-looking statements relating to PPC's future performance, strategic priorities, operational plans and sustainability objectives. These statements are based on current assumptions, expectations and information available at the date of publication and are subject to inherent risks, uncertainties and factors that may cause actual outcomes to differ materially from those expressed or implied. These factors may include changes in economic conditions, market dynamics, regulatory developments, operational performance, energy availability, environmental considerations and other unforeseen events.

Forward-looking statements are provided in good faith and reflect management's current expectations at the time of publication. PPC undertakes no obligation to revise or update these statements to reflect subsequent events, developments or new information, except where required by applicable law or regulation.

Feedback

We welcome feedback on our Sustainability Report. Please contact the company secretary with any comments in this regard.

Kevin Ross
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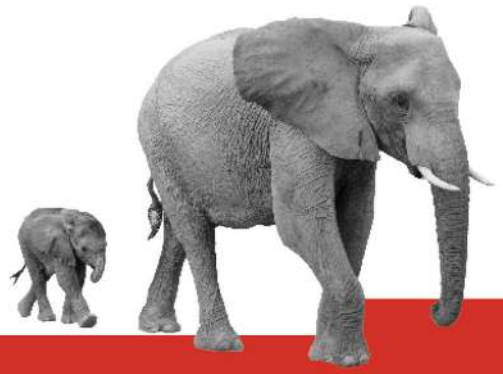
Board approval

The Board, supported by the Social, Ethics and Transformation Committee (SETCO), is responsible for overseeing the integrity, completeness and reliability of this Sustainability Report. In line with its mandate, SETCO reviewed the report and recommended it to the Board for approval. The Board confirms that the report addresses material sustainability matters relevant to PPC's operations and stakeholders and has been prepared in accordance with applicable reporting frameworks and standards. The Board further confirms that the report presents a balanced and transparent account of PPC's sustainability performance for the reporting period. The PPC 2026 Sustainability Report was approved by the Board on 22 July 2026.

Director	Signature
Nonkululeko Gobodo *Independent non-executive director, SETCO chairperson*	
Matias Cardarelli *Chief executive officer*	



PPC at a glance

PPC is a trusted provider of cement, aggregates, readymix and fly ash across South Africa, Botswana and Zimbabwe. We also offer dedicated technical expertise to help customers optimise product performance. The principal activities of the business remain unchanged from the previous reporting period.

Our business segments

PPC operates a diversified portfolio of business segments spanning cement, aggregates, readymix concrete and fly ash. The table below summarises the Group's three operating segments and the products and services they provide across the construction value chain.

South Africa and Botswana Cement	Integrated cement manufacturing, milling, blending and distribution operations serving infrastructure, commercial and retail markets across Southern Africa
South Africa Materials	Aggregates, readymix and ash operations supporting vertically integrated construction solutions
PPC Zimbabwe	Cement manufacturing and distribution operations with integrated clinker and milling facilities serving retail, commercial and infrastructure sectors

Our products

PPC provides a diversified portfolio of construction materials, including cement, aggregates, readymix concrete and fly ash. These products support residential, commercial, industrial and infrastructure development across the markets in which the Group operates.

Product category	Description
Cement	PPC produces a range of cement products serving residential, commercial, industrial and infrastructure markets across Southern Africa.
Aggregates	PPC supplies crushed stone, sand and other aggregate products used in construction, mining and industrial applications.
Readymix concrete	PPC offers customised readymix concrete solutions designed to meet a wide range of project specifications and performance requirements.
Fly ash	PPC supplies classified and unclassified fly ash products that support cementitious applications and contribute to resource efficiency.

Our footprint

PPC was founded in 1892 as South Africa's first cement manufacturer. Headquartered in Johannesburg, South Africa, the Group operates across South Africa, Botswana and Zimbabwe. Our presence in these three markets reflects more than a century of resilience and adaptability in diverse operating environments.

23
readymix plants

5
integrated cement plants

5
grinding stations

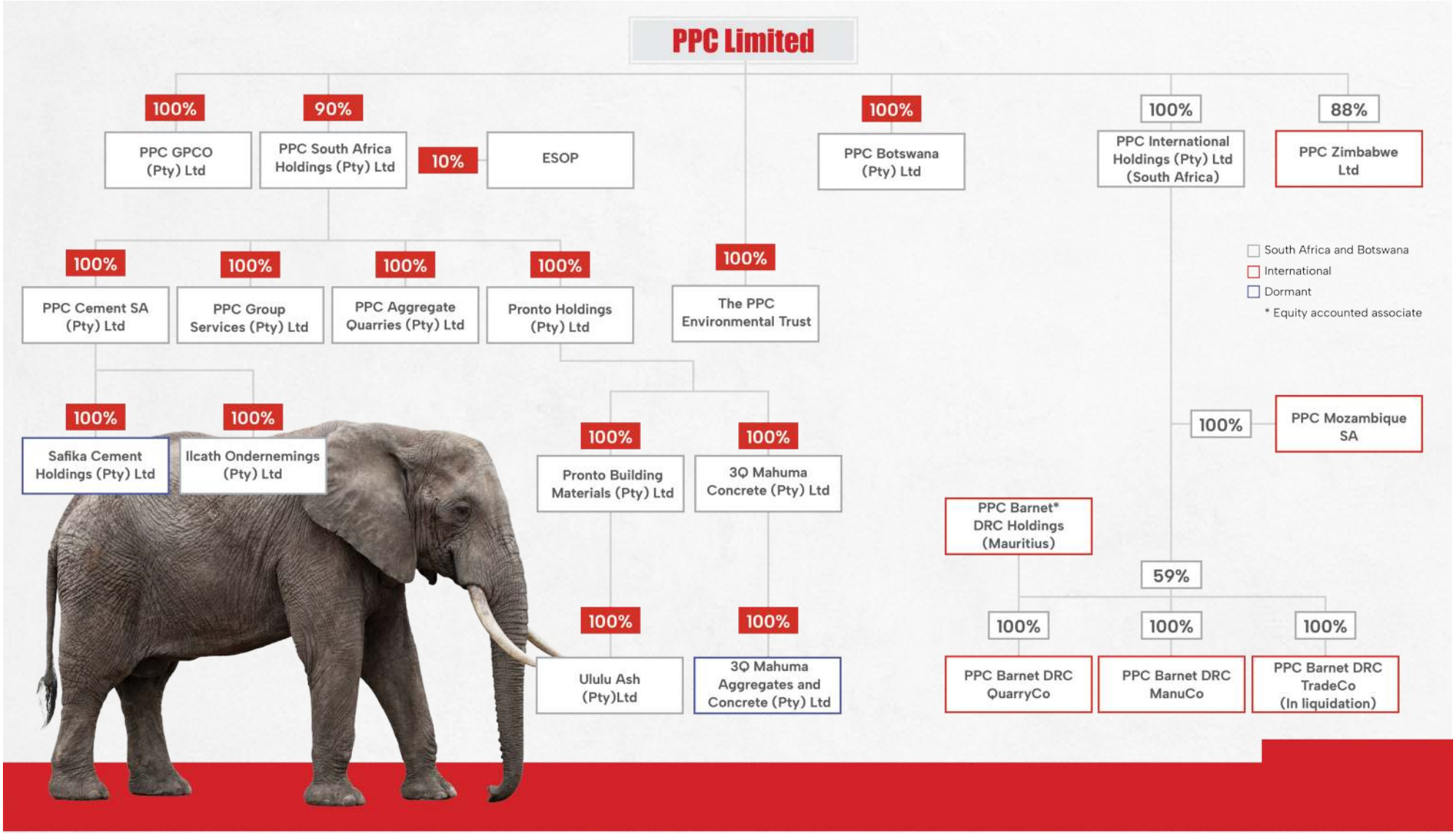
4
blending plants

2
aggregate quarries

8,2 MPTA
capacity (cement)

PPC at a glance

PPC operates through a portfolio of subsidiaries and investments across Southern Africa, supporting the production, distribution and supply of construction materials. The Group's structure reflects its integrated business model and geographic footprint, enabling effective governance, operational oversight and long-term value creation. The percentages reflected in the organisational structure represent PPC's effective ownership interest in each entity as at 31 March 2026.



Message from the Social, Ethics and Transformation Committee chairperson

I am pleased to present the PPC Sustainability Report for FY26, a year in which PPC continued to progress the implementation of its turnaround strategy and strengthen its approach to environmental, social and governance (ESG) integration.

Nonkululeko Gobodo
Chairperson
28 May 2026

The Group maintained its Level 1 B-BBEE rating and advanced key elements of its transformation agenda. Progress was also made in strengthening employee engagement, advancing energy initiatives and formalising PPC's ESG integration through the approval of an ESG framework. During the year, embedded solar projects at PPC Dwaalboom and PPC Slurry were implemented, while wheeling projects progressed towards implementation. These initiatives are expected to support lower electricity costs, reduce exposure to tariff increases and strengthen energy resilience. The developments reflect a more structured and integrated approach to sustainability, operational efficiency and long-term competitiveness, aligned with the Group's Awaken the Giant turnaround strategy.

The year was, however, marked by the tragic loss of a contractor. This incident is deeply concerning and served as a sobering reminder of the risks inherent in PPC's operations. As the Board, we continue to prioritise leadership accountability, operational efficiency and strict adherence to safety standards across all operations and contractor activities. During FY26, PPC continued to strengthen behavioural safety initiatives, near-miss reporting, planned job observations and proactive risk identification processes following an initial assessment that identified low utilisation of leading safety indicators across the Group. Near-miss reporting increased by 61%, while planned job observations increased by 198% year-on-year. This demonstrates stronger workforce participation in proactive safety practices and improved visibility of operational risks. Management also placed emphasis on consequence management, improving operational oversight and embedding stronger safety behaviours across the business.

Environmental performance

The Social, Ethics and Transformation Committee (SETCO) maintained oversight of PPC's environmental performance during FY26, with a continued focus on compliance, energy management and decarbonisation initiatives.

Progress has been made in advancing energy-related initiatives, including renewable energy projects and operational improvements aimed at reducing emissions and enhancing resilience. Embedded solar and wheeling projects at Dwaalboom and Slurry formed part of PPC's broader operational and decarbonisation strategy during the year, supporting improved energy efficiency, lower electricity costs and reduced emissions intensity. These initiatives reflect PPC's focus on embedding ESG within its core operations, particularly through efforts to reduce emissions, optimise clinker factors and improve energy efficiency.

Environmental management remains an area requiring further progress. Activities during the year were largely focused on maintaining compliance and addressing operational priorities. This reflects the practical constraints associated with implementing broader environmental initiatives, including cost considerations and competing operational demands.

SETCO continues to emphasise the importance of moving beyond compliance towards a more proactive and structured environmental response that supports PPC's longer-term sustainability objectives.

Social performance

SETCO continued to oversee PPC's social and transformation agenda, with a focus on employee wellbeing, skills development, transformation and community impact. During FY26, PPC invested R2.1 million in corporate social investment (CSI) and social and labour plan (SLP) initiatives across South Africa, Botswana and Zimbabwe.

Health and safety remained a central priority during the year. PPC expanded its focus on leading indicators, such as near-miss reporting, planned job observations and behavioural safety interventions, supporting stronger operational efficiency and more proactive identification of high-risk areas. The fatality and lost-time injury recorded during the year reinforced the need for consistent implementation of safety practices across all operations.

Message from the SETCO chairperson

Transformation and workforce sustainability also remained key focus areas during FY26, supported by youth development and skills initiatives aimed at strengthening the long-term talent pipeline. In response to updates to the Employment Equity Act and the introduction of sectoral targets, SETCO monitored progress against employment equity objectives to strengthen alignment with evolving regulatory requirements. The committee also noted a shift in approach to skills development during the year, with increased emphasis on on-the-job training and practical capability building. While this approach supports operational effectiveness and workforce flexibility, ongoing monitoring is required to ensure that formal development outcomes remain appropriately balanced.

Employee engagement continued to receive focused attention, particularly in the context of organisational change and the implementation of the turnaround strategy. The Employee Engagement Pulse Survey provided insight into employee sentiment, organisational alignment and areas requiring management attention. SETCO continues to monitor management's response to these insights, including actions aimed at strengthening engagement, workplace culture and employee support during a period of restructuring and operational recovery.

Progress relating to diversity and inclusion was slower than anticipated during the year, particularly within management and technical roles, as management prioritised operational recovery, business restructuring initiatives and the stabilisation of critical operational capabilities under the Awaken the Giant turnaround strategy. SETCO will continue increasing focus in this area through targeted recruitment, succession planning and leadership pipeline development to support a more inclusive and sustainable organisational culture.

Governance

SETCO's oversight of ESG governance advanced during FY26 through the approval of a formal ESG framework. This represents an important milestone in formalising PPC's ESG approach, strengthening accountability structures and supporting more effective oversight by the committee and the Board.

The framework aligns with PPC's priority Sustainable Development Goals and supports the integration of ESG considerations into core business activities. This reflects a shift towards embedding ESG within operational decision-making and linking it more directly to business performance.

SETCO also monitored developments in ESG reporting and disclosure. PPC continues to follow a phased approach to adopting emerging frameworks, recognising the need to build internal capability and ensure practical implementation. The Group remains aligned with its current reporting frameworks and continues to assess the implications of future requirements. The transition away from external assurance in the prior year has placed greater emphasis on internal accountability for data quality. SETCO expects continued improvement in the accuracy and reliability of sustainability data, supported by strengthened internal processes. Board and committee training on ESG was undertaken during the year, contributing to improved oversight and understanding of evolving ESG requirements.

Outlook

SETCO will continue strengthening oversight of PPC's ESG priorities as the Group advances the next phase of the turnaround strategy and deepens the integration of sustainability considerations into operational and strategic decision-making.

The committee's focus in FY27 will include improving health and safety performance, strengthening leadership accountability and embedding a more proactive and consistent safety culture across all operations and contractor activities. Particular emphasis will be placed on behavioural safety, operational efficiency, near-miss reporting and improved risk identification processes in support of the Board's commitment to achieving safer workplaces across the Group.

SETCO will also continue overseeing progress in environmental management, decarbonisation and energy resilience initiatives. This includes monitoring the implementation of renewable energy projects, operational efficiency improvements and broader initiatives aimed at reducing emissions, improving energy performance and supporting PPC's long-term competitiveness. In alignment with the Group's broader operational modernisation strategy, continued attention will be given to embedding environmental considerations more effectively within operational planning and capital allocation decisions.

Transformation, employment equity, diversity and inclusion will remain important priorities for the committee. Focus areas for the year ahead include strengthening succession planning, supporting practical skills development and improving progress across identified transformation objectives in response to evolving regulatory requirements and workforce expectations.

SETCO will further oversee the continued implementation of PPC's ESG framework, with emphasis placed on strengthening accountability, improving sustainability data quality and enhancing internal ESG capabilities across the organisation. The committee will also continue monitoring developments relating to emerging sustainability disclosure requirements and governance expectations, including King V™ and IFRS Sustainability Disclosure Standards, while maintaining PPC's measured and practical approach to implementation.

SETCO will continue supporting PPC's journey towards becoming a more resilient, competitive and sustainable business that creates long-term value for stakeholders.

Acknowledgements

I would like to thank my fellow Board and committee members, management and employees across the Group for their continued commitment, resilience and contribution during a period of significant operational and organisational change. I also extend my appreciation to PPC's stakeholders for their ongoing support as the Group continues strengthening its operational efficiency, governance and sustainability journey.

Nonkululeko Gobodo

Chairperson
Social, Ethics and Transformation Committee

Our sustainability highlights

Environmental

Commissioned the Selective Non-Catalytic Reduction (SNCR) system at De Hoek to support

NOx emissions reduction

and compliance with Minimum Emission Standards

Progressed the RK3 integrated plant project

which is expected to improve energy efficiency and reduce emissions intensity through advanced technology

Increased Overall Equipment Effectiveness (OEE) to 84.3%

from 82.5% in FY25

Social

Continued investing in CSI and SLP initiatives

across South Africa, Botswana and Zimbabwe

Achieved a 93.3% Employee Engagement Pulse Survey completion rate

supporting the embedding of the Awaken the Giant turnaround strategy across the Group

Supported skills development and youth employability

initiatives through learnerships, internships, graduate programmes and the YES initiative

Social

Maintained a Level 1 B-BBEE rating

for PPC South Africa Holdings

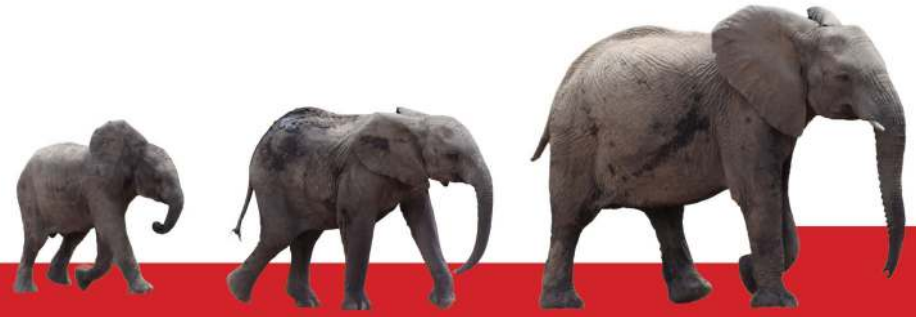
Embedded Awaken the Giant change-driving behaviours

across the business to strengthen accountability, execution discipline and behavioural alignment

Governance

Board-approved ESG and decarbonisation priorities

continued guiding operational execution through strengthened oversight of environmental performance, risk management and long-term sustainability objectives



2 SUSTAINABILITY AT PPC

This section outlines PPC's approach to sustainability, including stakeholder engagement, sustainability priorities and alignment with the United Nations Sustainable Development Goals (SDGs).

Embedding ESG into strategy and execution 10

Our priority SDGs 11

Stakeholder engagement 12

Our sustainability priorities

Embedding ESG into strategy and execution

During FY26, the Board approved PPC's ESG strategy, which formalises the Group's environmental, social and governance priorities and strengthens the integration of sustainability considerations into strategy execution, risk management and operational decision-making. The strategy outlines PPC's long-term decarbonisation pathway, social impact priorities and governance commitments, while establishing clearer objectives, accountability structures and performance indicators across the business. The strategy is aligned with PPC's broader turnaround objectives and supports disciplined execution against key priorities, including operational efficiency, energy resilience, environmental stewardship, employee wellbeing, transformation and ethical leadership. Oversight of ESG implementation remains embedded within the Board and its committees, particularly SETCO and the Audit, Risk and Compliance Committee (ARCC).

ENVIRONMENT

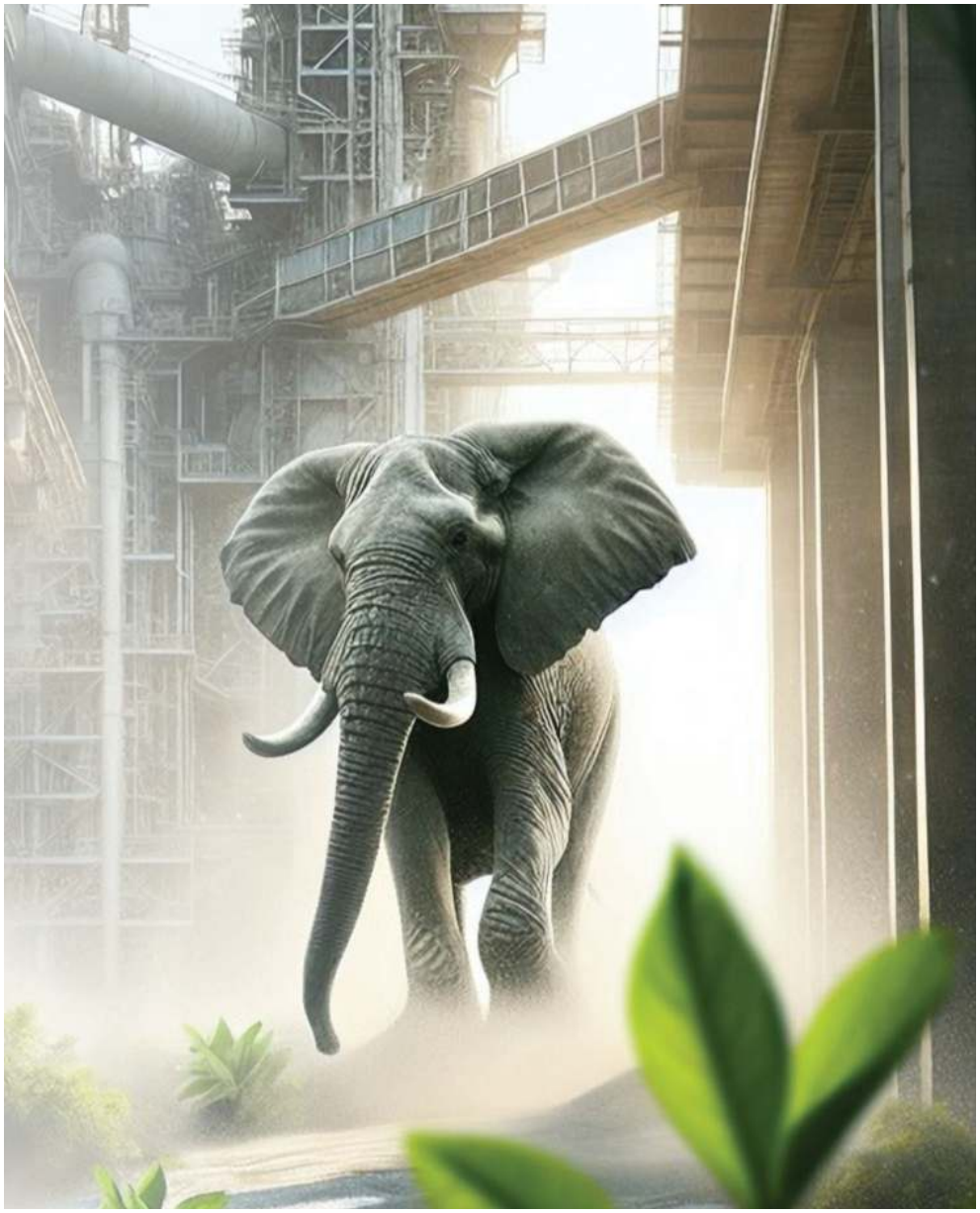
PPC's environmental priorities include reducing clinker factor through product optimisation and the use of alternative materials, improving thermal efficiency and increasing alternative fuel usage, enhancing electrical efficiency and expanding renewable energy initiatives, and strengthening operational reliability and asset efficiency across the business. These priorities support PPC's long-term decarbonisation pathway, operational resilience and energy sustainability objectives.

SOCIAL

Employee safety and wellbeing, skills development, transformation, stakeholder relationships and meaningful community impact remain central to PPC's social sustainability priorities. The Group seeks to create long-term shared value through responsible employment practices, socio-economic development and investment in host communities.

GOVERNANCE

PPC's governance approach is anchored in ethical leadership, accountability, transparency and effective oversight. Sustainability considerations are integrated into Board oversight, risk management, compliance processes and long-term strategic decision-making across the Group.



Our sustainability priorities

Our priority Sustainable Development Goals

The United Nations (UN) SDGs provide a global framework for addressing poverty, inequality and climate change. PPC aligns its sustainability priorities with the SDGs most relevant to its operations, workforce, customers and host communities. Through disciplined execution, operational efficiency and targeted social investment, PPC contributes to sustainable development outcomes while supporting long-term business resilience and value creation.

Priority SDG	PPC contribution	FY26 performance highlights
SDG 13: Climate Action		
	PPC supports climate resilience and lower-carbon operations through energy efficiency, emissions management, environmental governance and responsible resource utilisation.	During FY26, the Group reduced the clinker factor to lower the carbon intensity of cement products. The Group also advanced solar energy investments and strengthened operational efficiency through process optimisation and emissions control initiatives across operations.
SDG 15: Life on Land		
	PPC promotes responsible land use, biodiversity protection and environmental rehabilitation across its operational footprint.	PPC continued implementing rehabilitation and biodiversity management initiatives across operational sites during FY26, while maintaining environmental compliance programmes and supporting community-focused environmental stewardship initiatives across South Africa, Botswana and Zimbabwe.
SDG 9: Industry, Innovation and Infrastructure		
	PPC contributes to infrastructure development and industrial growth through the supply of construction materials and operational improvement initiatives.	During FY26, PPC strengthened operational coordination across sales, logistics and operational teams to improve delivery consistency and customer responsiveness. The Group also supported infrastructure development through multiple school refurbishment initiatives, cement donation programmes and community infrastructure projects across host communities.
SDG 3: Good Health and Wellbeing		
	PPC promotes safe, healthy and supportive working environments through occupational health, safety and employee wellness programmes.	PPC retained ISO 45001:2018 certification during FY26 and reported no cases of silicosis for the 15th consecutive year. The Group also continued strengthening the Quality in Safety programme and maintained employee access to wellness initiatives, mental health support and Employee Assistance Programme services.

Priority SDG	PPC contribution	FY26 performance highlights
SDG 8: Decent Work and Economic Growth		
	PPC supports decent work, skills development, transformation and inclusive economic participation across its workforce and value chain.	PPC achieved a 93.3% Employee Engagement Pulse Survey participation rate during FY26, maintained Level 1 B-BBEE status in South Africa and continued strengthening workforce capability through graduate programmes, internships, learnerships, YES programme participation and multiskilling initiatives across the business.
SDG 1: No Poverty		
	PPC contributes to socio-economic development through community investment, local economic development and Social and Labour Plan commitments.	During FY26, PPC invested R2.1 million in CSI and SLP initiatives across South Africa, Botswana and Zimbabwe. Projects supported schools, healthcare initiatives, enterprise development, classroom construction, borehole installations and vulnerable communities within PPC's host communities.
SDG 12: Responsible Consumption and Production		
	PPC promotes responsible production through operational efficiency, resource optimisation and strengthened environmental and governance practices.	During FY26, PPC continued to improve operational efficiency, resource utilisation and production efficiency across the value chain. The Group also advanced circular economy principles within operations and continued embedding disciplined execution through the Awaken the Giant turnaround strategy.

PPC's sustainability strategy is aligned with the UN SDGs most relevant to the Group's operations, stakeholders and long-term value creation objectives. The identified priority SDGs support PPC's strategic focus on operational efficiency, environmental stewardship, employee wellbeing, ethical governance and inclusive socio-economic development. Through the disciplined execution of the Awaken the Giant turnaround strategy, PPC seeks to strengthen business performance while contributing to broader sustainable development outcomes across the communities and markets in which we operate.

Stakeholder engagement

Beyond the broader stakeholder engagement activities described on page 31 of the FY26 Integrated Report, PPC continued engaging regulators, employees, communities, customers and suppliers on ESG and environmental matters. Key topics included environmental management, environmental compliance, emissions management, water use, operational impacts, rehabilitation activities and evolving sustainability expectations within the cement sector. The Group also participated in regulatory inspections, licence renewal processes, environmental audits and stakeholder forums across several operations, as detailed in the following section.

Stakeholder engagement and awareness

Government and regulators

Why we engage

To maintain compliance with environmental legislation, support transparent reporting and strengthen PPC's licence to operate through ongoing engagement with environmental and mining authorities.

Needs and concerns

- Compliance with environmental legislation and licence conditions
- Air quality, emissions and water management
- Responsible mining and rehabilitation practices
- Transparent environmental reporting and timely corrective actions

How we engage

- Engagements with environmental regulators and local authorities on AELs, emissions reporting and compliance matters
- Participation in inspections, audits and regulatory review processes
- Submission of environmental reports, licence renewals and corrective action plans where required
- Ongoing engagement on environmental compliance, water use and mining-related requirements

Employees

Why we engage

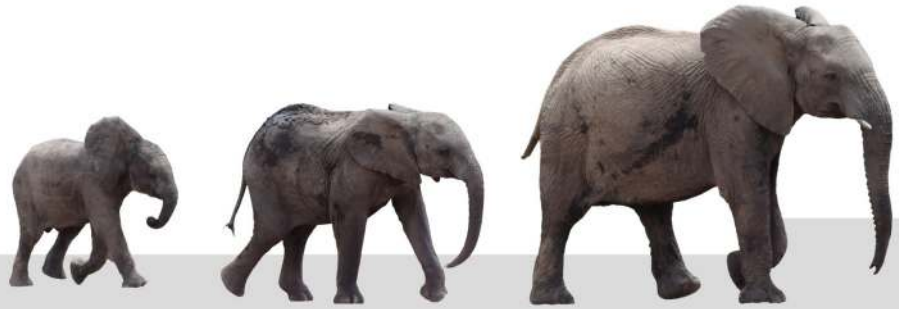
To strengthen environmental awareness, operational accountability and disciplined execution across PPC's operations while supporting safe and sustainable working environments.

Needs and concerns

- Safe and healthy working environments
- Clear environmental responsibilities and operational accountability
- Skills development and environmental awareness
- Effective SHE systems and operational discipline

How we engage

- SHE-related training and awareness initiatives across operations
- Operational engagement sessions linked to environmental and safety priorities
- Continuous communication on environmental compliance and operational responsibilities
- Integration of environmental priorities into operational performance and improvement initiatives



Stakeholder engagement

Local communities

Why we engage

To support environmental stewardship, maintain PPC's social licence to operate and strengthen relationships with host communities surrounding PPC's operations.

Needs and concerns

- Responsible environmental management
- Air quality, dust and noise management
- Land rehabilitation and biodiversity protection
- Community wellbeing and transparent engagement regarding operational impacts

How we engage

- Participation in community forums and stakeholder engagement platforms
- Environmental awareness and community engagement initiatives
- Ongoing engagement regarding environmental management and operational impacts
- Support for rehabilitation and community-focused environmental initiatives

Customers and suppliers

Why we engage

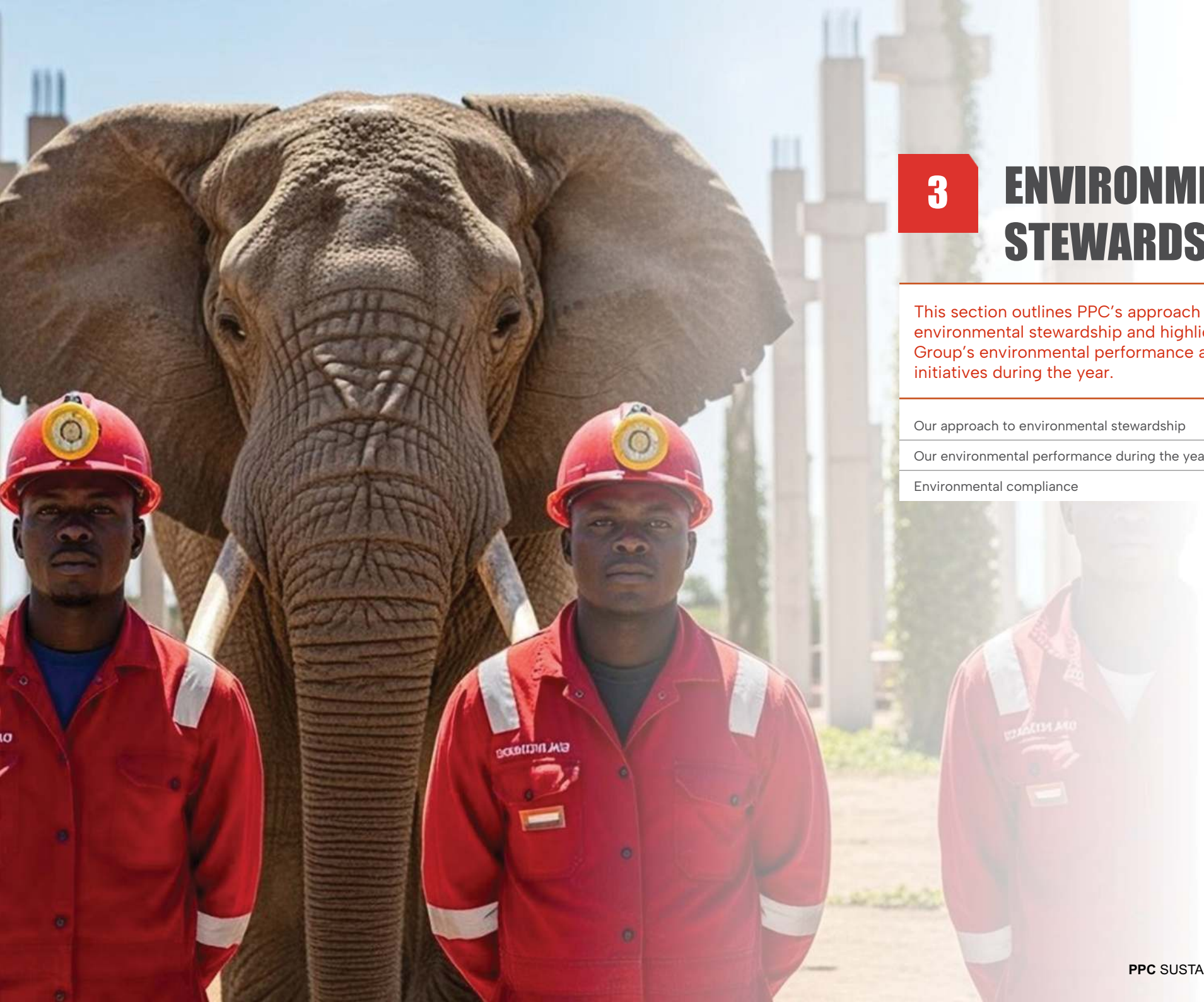
To support responsible value chain practices, improve sustainability alignment and respond to growing demand for lower-carbon products and operational transparency.

Needs and concerns

- Reliable product quality and supply
- Lower-carbon and responsibly produced products
- Operational efficiency and value chain resilience
- Greater sustainability transparency and collaboration

How we engage

- Engagements on operational efficiency and product optimisation initiatives
- Supplier engagement and sustainability alignment processes
- Collaboration on emissions-reduction and resource-efficiency opportunities
- Ongoing discussions regarding operational performance and sustainability expectations



3 ENVIRONMENTAL STEWARDSHIP

This section outlines PPC's approach to environmental stewardship and highlights the Group's environmental performance and key initiatives during the year.

Our approach to environmental stewardship	15
Our environmental performance during the year	17
Environmental compliance	20

Caring for our environment

Environmental sustainability is a core component of PPC's long-term competitiveness, operational resilience and future growth. Through our Awaken the Giant turnaround strategy, environmental priorities are increasingly integrated into plant performance, logistics optimisation, energy efficiency, operational reliability and capital allocation decisions. This reflects a strategic focus on building a more efficient, lower-carbon and technologically advanced business that is better positioned to compete in changing markets and regulatory environments.

As a cement producer operating in a resource- and energy-intensive industry, PPC continues focusing on practical operational improvements that support lower emissions, stronger environmental compliance and improved production efficiency. Key priorities include improving thermal and electrical efficiency, increasing the use of alternative fuels and extenders, strengthening air quality management, supporting biodiversity and rehabilitation initiatives, and improving operational efficiency across the business. Strategic projects such as the new integrated plant in the Western Cape (RK3), solar plants and new extended products are expected to materially improve energy efficiency and reduce emissions intensity, supporting PPC's long-term decarbonisation objectives while strengthening cost competitiveness and operational efficiency.

Our environmental stewardship efforts align with the Paris Agreement, the SDGs and national environmental frameworks in the markets in which we operate. These frameworks guide our approach to responsible operations, climate resilience and long-term value creation.

Why it matters

Environmental stewardship is essential to maintaining PPC's licence to operate, managing climate-related risks and supporting long-term operational sustainability. Responsible environmental management also strengthens regulatory compliance, financial sustainability and stakeholder trust, while supporting more efficient use of energy, water and raw materials across the business.

Associated SDGs:

Our approach to environmental stewardship

Our approach integrates environmental considerations into strategy, operations and stakeholder engagement. It is guided by four strategic pillars: awareness, action, collaboration and resilience.

Awareness	Action
We promote environmental consciousness across the business, aligning with global efforts to limit global warming, prevent pollution and minimise ecosystem degradation.	We reduce our environmental footprint by improving energy and water efficiency, lowering the clinker factor, integrating renewables, managing emissions and using raw materials responsibly.

Collaboration	Resilience
We work with regulators and stakeholders to support policy alignment, advance environmental innovation and promote sustainable construction practices.	We strengthen our ability to anticipate and respond to environmental risks, including those related to climate change, resource scarcity and ecosystem shifts. Environmental considerations are embedded into strategy, operations and risk management.

PPC's decarbonisation strategy

PPC's decarbonisation strategy targets a reduction in CO_2 emissions per tonne of cement by 2030, using a 2024 baseline. The strategy is supported by four key levers:

- Reducing clinker factor through product optimisation and alternative materials
- Improving thermal efficiency and increasing alternative fuel use
- Enhancing electrical efficiency and expanding renewable energy initiatives
- Improving operational efficiency and asset efficiency across operations

Emissions reduction targets*

PPC currently reports on Scope 1 and Scope 2 greenhouse gas emissions.

Target year	FY24	FY25	FY26	FY30
CO_2 emissions reduction	727	714	704	569

**Targets currently include Scope 1 and Scope 2 greenhouse gas emissions associated with PPC's operations*

Caring for our environment

Our decarbonisation strategy is supported by the following enablers:

Clinker optimisation and low-carbon product development

- Optimise clinker quality management and milling stability across operations
- Increase the use of supplementary cementitious materials, including fly ash, slag and calcined clay, to support lower-carbon cement production
- Advance product optimisation and new product development initiatives aligned to changing customer and infrastructure requirements
- Optimise the use of strength enhancers and grinding aids to improve operational efficiency and reduce emissions intensity

Thermal efficiency and alternative fuels

- Improve kiln performance through stable operations, process optimisation and disciplined operational execution
- Expand the use of alternative fuels and resources, particularly waste tyres, to reduce reliance on traditional fossil fuels
- Strengthen process control, automation and operational monitoring through high-level control systems
- Continue investing in technical capability, training and operational disciplines that support efficiency and sustainability objectives

Electrical efficiency and renewable energy

- Improve plant throughput and reliability through energy-efficient equipment, automation and operational optimisation
- Increase the contribution of renewable energy sources, including wind and solar initiatives, across operations
- Expand power purchase agreements and power wheeling arrangements to strengthen energy security and cost management
- Assess and develop energy storage solutions, including battery technologies, to improve operational efficiency

Operational reliability and asset efficiency

- Improve plant availability, reliability and operational stability to support efficient production outputs
- Reduce unplanned stoppages and operational disruptions that increase fuel and energy consumption
- Strengthen maintenance disciplines and operational planning to support consistent plant performance
- Maintain stable power supply and operational continuity to improve overall efficiency and sustainability outcomes

Caring for our environment

Our environmental performance during the year

During FY26, PPC continued strengthening the integration between environmental performance, operational efficiency and disciplined execution through the Awaken the Giant turnaround strategy. Key initiatives focused on improving kiln stability, optimising clinker factor, strengthening logistics efficiency, increasing the use of alternative fuels and extenders, improving electrical efficiency and enhancing overall plant reliability across the Group. The Group continued implementing Plant Performance Improvement Plans (PPIP) and broader process optimisation initiatives aimed at reducing emissions intensity, lowering energy consumption and improving operational efficiency. Environmental priorities also remained closely linked to long-term competitiveness and decarbonisation objectives, including reducing coal consumption, increasing production efficiency and advancing renewable energy initiatives.

During the year, PPC also concluded some embedded solar and wheeling solar projects aimed at strengthening energy resilience and reducing reliance on grid electricity across key operations. During the year, PPC progressed several environmental compliance and emissions management initiatives, including the commissioning of a Selective Non-Catalytic Reduction (SNCR) system at De Hoek, renewed atmospheric emissions licences, continued ISO 14001 certification maintenance and strengthened emissions monitoring and compliance management across operations.

Our FY26 highlights

Air quality and emissions

- Commissioned an SNCR system at De Hoek to support NOx emissions reduction and compliance with Minimum Emission Standards
- PPC Dwaalboom received a NOx postponement closeout letter acceptance from the DFFE
- PPC Slurry was granted a renewed Atmospheric Emission Licence (AEL) valid for five years
- Mandatory greenhouse gas (GHG) emissions report submitted and approved by the Department of Forestry, Fisheries and the Environment (DFFE)
- National Atmospheric Emission Inventory System (NAEIS) reports submitted in line with National Air Quality Act requirements
- Improved emissions compliance at PPC Zimbabwe operations following the replacement of bag filters at Collen Bawn and Bulawayo
- Fugitive dust mitigation initiatives implemented at Highveld, Meyerton and Port Elizabeth operations

Water stewardship

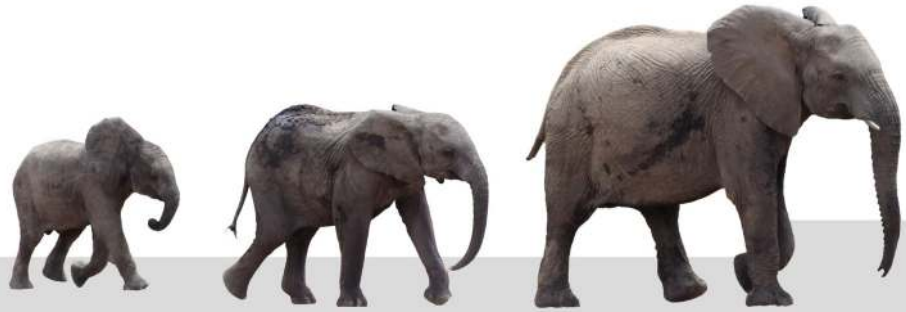
- Reverse osmosis units commissioned at PPC Dwaalboom to improve on-site drinking water quality
- Continued monitoring and water efficiency initiatives across operations to strengthen responsible water use
- No abnormal water-related environmental incidents recorded during FY26

Waste and land management

- PPC De Hoek renewed its Waste Management Licence (WML)
- Continued environmental compliance monitoring and corrective action implementation across operations
- Continued rehabilitation and environmental management activities across the Group's operations

Environmental management systems

- South African and PPC Zimbabwe cement operations maintained ISO 14001 certifications
- Increased proactive safety reporting, with Planned Job Observations and near-miss reporting improving significantly during FY26



Caring for our environment

Energy management and efficiency

PPC implemented initiatives aimed at improving plant reliability, reducing energy intensity and enhancing operational efficiency during FY26. Focus areas included process optimisation, kiln stability, electrical efficiency improvements, increasing alternative fuel usage and progressing renewable energy initiatives across key operations.

Thermal energy efficiency

Our efforts to improve thermal energy performance include:

1. **Process improvements** and clinker factor optimisation to reduce energy consumption
2. **Increased** use of alternative fuels and lower-carbon production inputs
3. **Process control,** automation and operational optimisation initiatives

Electrical energy management

Our efforts to improve electrical energy performance include:

1. **Improving** equipment efficiency and operational stability to reduce electricity consumption
2. **Prioritising** energy-efficient technologies and optimisation initiatives across operations
3. **Increasing** the contribution of renewable energy and power wheeling initiatives within the Group energy mix

Energy consumption and efficiency

Business unit	SHC FY26 (MJ/kg clinker)	SHC FY25 (MJ/kg clinker)	SEC FY26 (kWh/t cement produced)	SEC FY25 (kWh/t cement produced)
PPC Cement South Africa and Botswana	**3.67**	3.62	**96**	99
PPC Zimbabwe	**3.98**	3.90	**111**	105
PPC Group	**3.73**	3.68	**99**	99

Renewable energy initiatives

PPC advanced strategic renewable energy projects during FY26 to strengthen energy resilience, support decarbonisation objectives and reduce exposure to rising electricity costs.

- Two 10MW embedded solar plants at PPC Dwaalboom and PPC Slurry entered commercial operation during the year. Together, the projects are expected to generate more than 56 million kWh of clean electricity annually and reduce carbon emissions by over 50 000 tonnes of CO_2 equivalent per year.
- A 20MW solar wheeling project in Leeudoringstad progressed during the year, with commercial operation scheduled for August 2027. Once operational, the project will supply renewable electricity to PPC Slurry, PPC Dwaalboom, PPC De Hoek and PPC Riebeek through the Eskom grid, generating approximately 57.5 million kWh of clean electricity during its first year of operation and offsetting approximately 59 800 tonnes of carbon emissions annually.

Caring for our environment

CO_2 emissions and intensity

In FY26, the Group's total absolute CO_2 emissions increased to 3.23 million tonnes (FY25: 2.98 million tonnes), with Scope 1 emissions accounting for approximately 86% of the Group total. Group CO_2 intensity increased to 704 CO_2/t cement (FY25: 714). PPC South Africa and Botswana recorded emissions intensity of 741 CO_2/t cement (FY25: 743), while PPC Zimbabwe recorded 739 CO_2/t cement (FY25: 700). The increase at Group level reflects operational and production-related challenges experienced during the year. PPC continued advancing decarbonisation initiatives focused on process optimisation, alternative fuels, renewable energy integration and emissions reduction technologies.

Decarbonisation priorities

1	**Improving** operational efficiency and process stability to reduce emissions intensity and energy consumption
2	**Expanding** the use of alternative fuels, extenders and lower-carbon production inputs
3	**Strengthening** thermal and electrical efficiency across operations
4	**Increasing** renewable energy integration and energy resilience initiatives

Absolute CO_2 emissions

tCO_2	Total
PPC Group (Scope 1 and 2)	3 234 042,86

CO_2 intensity

CO_2/t cement	FY26	FY25	FY24
PPC Cement South Africa and Botswana	**741**	743	727
PPC Zimbabwe	**739**	700	733
PPC Group	**704**	714	727

Water management

Water stewardship remains an important component of PPC's environmental management approach, particularly in water-constrained operating environments. During FY26, the Group continued focusing on responsible water use and compliance with water-related regulatory requirements across operations. The Group also commissioned reverse osmosis units at PPC Dwaalboom, improving on-site drinking water quality.

Water intensity

m^3/t cement	FY26 Actual	FY25 Actual
PPC Group	**0.26**	0.29

Air quality and emissions management

PPC manages emissions across its operations through continuous monitoring systems, operational controls, emissions-reduction initiatives and regulatory compliance processes. Emissions from kiln stacks and other key point-sources are monitored through calibrated systems aligned to applicable regulatory requirements and licence conditions.

During FY26, the Group continued strengthening emissions monitoring, compliance management and operational controls across operations. Key initiatives included the commissioning of the SNCR system at PPC De Hoek, ongoing optimisation of emissions control systems and improved emissions monitoring processes across several operations. PPC also continued maintaining and renewing AELs, implementing bag filter improvement initiatives and strengthening emissions reporting and monitoring capabilities across the Group.

Other interventions during the year included fugitive dust mitigation initiatives at our Highveld, Meyerton and Port Elizabeth operations, continued emissions monitoring at PPC Slurry and PPC Zimbabwe operations, and improved dust capture performance following bag filter replacement projects at Bulawayo and Collen Bawn.

The table below provides an overview of FY26 performance and management approaches for key air pollutants.

Key pollutant	PPC management approach	FY26 performance
Particulate matter (dust)	• Continuous emissions monitoring systems (CEMS) maintained across key operations • Ongoing optimisation and maintenance of bag filters and emissions control systems • Fugitive dust mitigation initiatives implemented across several operations • Operational controls and monitoring strengthened through routine inspections and process optimisation	**217 tonnes** (FY25: 324 tonnes)
NOx emissions	• Commissioned SNCR system at PPC De Hoek • Continued optimisation of kiln operations and process controls • Emissions monitoring and reporting maintained in line with licence requirements • Annual stack verification and compliance assessments conducted through accredited service providers	**7 390 tonnes** (FY25: 7 650 tonnes)
SOx emissions	• Monitoring of fuel and raw material inputs to manage sulphur content • Process optimisation and emissions monitoring maintained across operations	**460 tonnes** (FY25: 441 tonnes)

Caring for our environment

Environmental compliance

PPC complies with applicable environmental legislation and licence conditions across its operations, including requirements relating to air quality, water management, waste management, mining activities and occupational health and safety. Compliance management is supported through internal audits, site inspections, regulatory engagements, emissions monitoring and corrective action tracking. During FY26, several inspections, audits and stakeholder engagements were conducted across operations, with management implementing corrective action plans where findings were identified. PPC also developed and submitted corrective action plans in response to all Section 55 instructions issued during the year. These plans were reviewed and formally approved by the Department of Mineral and Petroleum Resources (DMPR). No Section 54 notices or Occupational Health and Safety Act Section 30 directives were issued during FY26.

Operation*	Findings/notices	Corrective actions	Severity
PPC Slurry	The Department of Economic Development, Environment, Conservation and Tourism conducted an Atmospheric Emission Licence (AEL) renewal site visit on 21 August 2025. New AEL received.	Ongoing engagement with authorities and submission of supporting compliance documentation.	
PPC Hercules	City of Tshwane conducted an AEL compliance inspection on 9 April 2025. No findings recorded.	No corrective action required.	
PPC Port Elizabeth	PPC Port Elizabeth received a regulatory fine of R230k due to non-compliance linked to activities conducted by Autoforce, a manganese and iron company currently leasing property from PPC.	Fine settled by Autoforce. Provisional Atmospheric Emission Licence (PAEL) issued during FY26.	
PPC Port Elizabeth	Department of Water and Sanitation compliance inspection identified that discharge activities previously included under a General Authorisation were omitted during a 2020 renewal process.	Amendment process initiated and application submitted to rectify the omission and align licence requirements.	
PPC De Hoek	DMPR audit issued a Section 55 instruction relating to poor maintenance of mechanical components at Kiln 5.	Maintenance interventions completed and proof of corrective action submitted to the Principal Inspector of Mines.	
PPC Riebeeck	DMPR audit issued a Section 55 instruction relating to asbestos dust and fibre sampling at the concrete laboratory.	Corrective action plans implemented and approved by the DMPR.	
PPC Laezonia	DMPR audit issued a Section 54 instruction relating to operation of defective Trackless Mobile Machinery and uncontrolled flame-cutting equipment accessible to unauthorised personnel.	Corrective action plans implemented and approved by the DMPR.	
PPC Dwaalboom	DMPR audit issued a Section 55 instruction relating to non-compliance with inspection requirements for electrical distribution boards and the absence of verifiable earth-leakage unit test records.	Corrective action plans implemented and approved by the DMPR.	

Severity levels indicate the relative operational, regulatory and environmental significance of findings identified during FY26 and are included to support transparency regarding compliance matters and corrective actions across the Group. Overall, incidents identified during FY26 were low in severity and operational or administrative in nature, with corrective actions implemented and monitored across the affected operations.

Legend Low Moderate High **Note: PPC applies the same environmental compliance approach across its operations in accordance with local environmental legislation.*

Outlook

PPC will continue advancing its decarbonisation and environmental management priorities through disciplined operational execution, targeted capital allocation and ongoing process optimisation initiatives. Key focus areas for FY27 include improving clinker factor, increasing the use of alternative fuels and extenders, strengthening thermal and electrical efficiency, expanding renewable energy initiatives and improving operational reliability across operations. The Group will also progress emissions-reduction projects, strengthen environmental compliance and integrate environmental priorities into broader operational and sustainability decision-making. Strategic projects such as RK3, renewable energy initiatives and ongoing plant optimisation programmes are expected to support lower emissions intensity, improved efficiency and stronger long-term competitiveness. These priorities support PPC's contribution towards SDG 13: Climate Action, SDG 12: Responsible Consumption and Production, SDG 9: Industry, Innovation and Infrastructure and SDG 15: Life on Land through responsible operations, resource efficiency, environmental stewardship and long-term industrial resilience.

4 CREATING SHARED VALUE FOR OUR PEOPLE, COMMUNITIES AND CUSTOMERS

This section outlines PPC's approach to social performance, including employee wellbeing, health and safety, transformation, skills development, stakeholder relationships and community impact.

Our approach to social performance	22
Our social performance during the year	23
Workforce analysis	23
Employment equity	26
Occupational health and safety	31
Positive community impacts	33
Corporate social investment	33
Social and labour plans	40

Creating shared value for our people, communities and customers

PPC plays an important role in the development of the economies and communities in which we operate. Beyond supplying essential materials, we contribute to job creation and sustainable livelihoods, infrastructure development and local economic development. This responsibility extends across our workforce, customers and the communities that support and are impacted by our operations.

Why it matters

Creating shared value is central to our sustainability as a business. In a competitive and evolving environment, long-term success depends on strong relationships, resilient communities and our ability to respond to broader social and economic needs, alongside disciplined performance. Through our turnaround strategy, Awaken the Giant, we align our business priorities with these outcomes, strengthening accountability, improving performance and supporting more inclusive and sustainable growth.

Associated SDGs:

Our approach to social performance

FY26 highlights

Maintained **Level 1 B-BBEE rating** for PPC South Africa Holdings	**Introduced Awaken the Giant change-driving behaviours** to support the execution of the Group turnaround strategy	Conducted an **Employee Engagement Pulse Survey** aligned to Awaken the Giant, achieving a 93.3% completion rate
Completed a critical **leadership role analysis** to align leadership capability with business and operational priorities	The Board approved the **PPC ESG strategy,** which formalises the Group's environmental, social and governance priorities	**No cases of silicosis reported** for the 15th consecutive year
Invested in CSI initiatives and SLP programmes across South Africa, Botswana and Zimbabwe	**Improved coordination** between sales, operations and logistics teams to support faster response times and more consistent delivery	Insourced parts of the logistics function to **strengthen service delivery** and customer experience

Creating shared value for our people, communities and customers

Our social performance during the year

Responsible employer

Being a responsible employer is fundamental to sustaining our operations and maintaining the trust of our people, customers and communities. This approach is embedded in Awaken the Giant, which places accountability, discipline and performance at the centre of how we operate. Aligning our workforce to these principles strengthens execution, supports cultural transformation and drives consistent performance across the Group.

At the end of FY26, we employed 1 829 permanent and fixed-term employees (FY25: 1 989). The new-hire rate was 3.2% (FY25: 4.6%), with 151 new employees joining the Group across South Africa, Botswana and Zimbabwe. The absenteeism rate marginally increased to 1.71% (FY25: 1.55%), indicating stable levels of employee availability and continued focus on productivity and engagement. The Group's overall employee turnover rate slightly increased to 7.27% from 7.04% in FY25.

Workforce analysis

Our workforce strategy focuses on building capability, strengthening leadership and maintaining a structure aligned to business needs. During FY26, permanent employee numbers declined by 9,2%, from 1 847 to 1 677. These are the result of a broader process of continuously reviewing and refining organisational structures to support performance, cost discipline and operational efficiency. At the same time, we strengthened leadership capacity by appointing key managers across the business, enhancing second-line leadership and succession readiness. These initiatives form part of ongoing efforts to mitigate key workforce risks, including critical skills retention and leadership succession.

Employment type	FY26	FY25
Permanent employees	1 677	1 847
Fixed term	152	142
Total headcount	**1 829**	**1 989**

Organisational culture: Embedding behaviours that support Awaken the Giant

With the new leadership structure in place following the organisational restructuring undertaken in FY24, PPC continued to strengthen cultural alignment, accountability and performance across the business during FY26. As we advance *Awaken the Giant*, we are shaping a culture that is cost-conscious, accountable and performance-driven, aligned to the discipline and expectations of the turnaround.

To enable consistent application, we introduced *Awaken the Giant* change-driving behaviours. These behaviours provide a practical reference point for how employees engage, make decisions and deliver results, strengthening alignment between strategy, culture and day-to-day execution. The behaviours promote disciplined execution, accountability, urgency, collaboration, ownership and customer focus. They also encourage employees to challenge inefficiency, act with integrity and contribute to a high-performance culture aligned to PPC's turnaround objectives.

Awaken the Giant change-driving behaviours

Real talk: Transparent, factual & data-driven conversations

Walk the talk: Culture does not belong on a wall

Urgency: There's no time better than now

Hands-on leadership: Walk the talk

Courage & initiative: Awaken the giant within

Ownership: Leave it with me

Decisiveness: Timely & accurate business decisions

Execution: Get things done

Performance: Consistent delivery of results

Self-management: Discipline & accountability

Recognition: Reward good performance and the right attitudes

If the company wins. Employees win. If the company loses. Employees lose

Creating shared value for our people, communities and customers

Employee engagement

PPC partnered with Deloitte in FY26 to conduct an anonymous Employee Engagement Pulse Survey aligned to the strategy's objectives. The survey assessed employee understanding, captured feedback and provided leadership with insight into how the turnaround is being experienced across the business.

The survey achieved a 93.3% completion rate, indicating strong participation and engagement across the business. Feedback on Awaken the Giant was positive, with employees demonstrating a clear understanding of, and support for, the turnaround journey. In addition, feedback consistently highlighted four priority areas requiring continued focus to sustain engagement, strengthen execution discipline and strengthen the leadership behaviours required to support the turnaround.

The insights from the survey informed a focused action plan aimed at improving communication, leadership visibility, recognition and enhancing employee understanding of compensation and benefits.

Current focus areas and actions

1 Awaken the Giant

Embedding the Awaken the Giant turnaround strategy across the business to strengthen execution, discipline, alignment and long-term performance.

- Change-driving behaviours and cultural priorities are being reinforced across operations and leadership structures.
- Initiatives underway to embed a unified organisational direction and strengthen execution alignment across the business.

2 Communication and leadership visibility

Visible, consistent leadership engagement remained a key priority in strengthening trust, alignment and momentum during the turnaround journey.

- Exco continues conducting structured site visits and direct employee engagements across operations.
- Leadership visibility initiatives are strengthening communication, accountability and organisational alignment.

3 Compensation and benefits

Strengthening employee understanding of compensation structures, benefits and total reward principles to support transparency and engagement.

- Ongoing initiatives focused on pay structures, employee benefits and reward frameworks.
- Continued communication initiatives aimed at improving understanding of total reward principles across the business.

4 Recognition

Aligning recognition frameworks with turnaround objectives to reinforce behaviours and performance that support business priorities.

- Recognition initiatives continue linking employee contributions directly to turnaround execution and performance outcomes.
- Performance and behavioural recognition initiatives support accountability and alignment with organisational goals.

Performance management

PPC has implemented a structured performance management approach that combines regular leadership engagement, structured performance reviews and targeted development interventions to support performance improvement, accountability and employee growth. The approach reinforces a culture of shared success, where strong business performance creates value for employees, shareholders, customers and broader stakeholders alike. Employees are encouraged to understand how individual and team contributions support operational performance, strategic execution and long-term sustainability across the Group.

A structured recognition and reward framework links performance to salary adjustments, short-term incentives (STIs) and career development opportunities. STIs reward the achievement of key performance and business objectives and support alignment between individual contribution and broader Group priorities. The STI structure aligns employees around common business targets, reinforcing a performance culture focused on operational excellence, collaboration and sustainable value creation.

Talent management

Strong leadership and technical capability are critical to the successful execution of Awaken the Giant. Our focus in FY26 was to place the right skills in the right roles to strengthen workforce capability and support business performance. A critical role analysis was undertaken across key leadership positions, assessing capabilities against defined performance criteria. This process identified skills gaps, informed targeted interventions and strengthened alignment between leadership capability and business needs.

With this phase largely complete at leadership level, focus will shift to succession planning, including mapping Exco and Exco-1 roles on the Talent Matrix. This will support the development of a stronger leadership pipeline, enhance continuity and position the business for long-term sustainability.

Learning and development

Building workforce capability is central to *Awaken the Giant* and supports PPC's employee value proposition by creating opportunities for growth, skills development and long-term career progression. During FY26, PPC continued developing multi-skilled employees, including training employees into millwright roles to improve operational flexibility and responsiveness across operations. This approach supports improved productivity, more efficient resource utilisation and optimised workforce deployment, while reducing reliance on single-role functions and strengthening operational resilience.

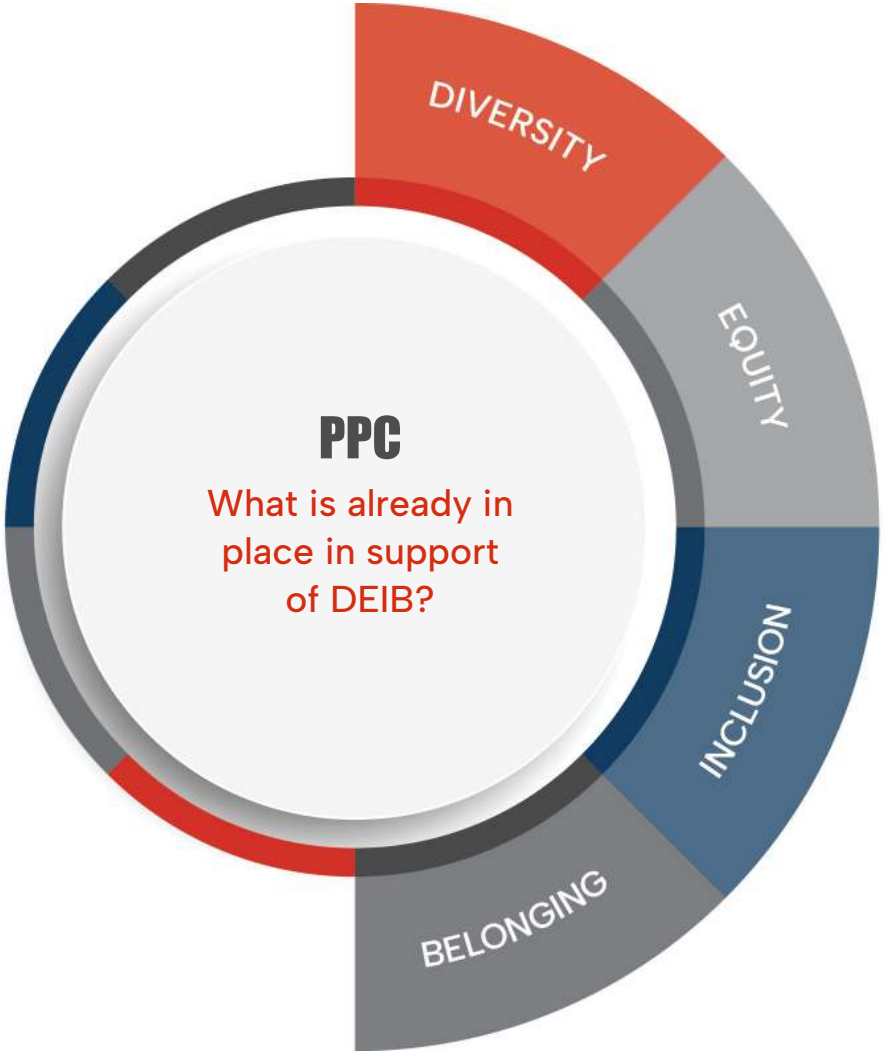
In addition, graduate development programmes continued providing structured pathways for young professionals to transition from academic learning into the workplace. Exposure to multidisciplinary environments enabled graduates to build technical capability, develop professional skills and gain a broader understanding of industry operations, supporting both individual development and broader organisational capability. Furthermore, work experience initiatives, including internships and experiential learning placements, provided learners with the practical exposure required to complete their qualifications and prepare for entry into the workforce.

Creating shared value for our people, communities and customers

Diversity, equity, inclusion and belonging

PPC continues to embed diversity, equity, inclusion and belonging (DEIB) across the Group. In FY26, DEIB priorities included talent management and succession planning for key and critical roles, as well as targeted recruitment initiatives aimed at attracting the right skills into the organisation, with a strong emphasis on increasing the representation of women in technical roles. These efforts supported greater awareness, accountability and inclusive behaviours across the business, contributing to a more diverse and inclusive workplace culture.

DEIB framework



DIVERSITY

- PPC Employment Equity plan aligned to the new sectorial targets
- Targeted recruitment in support of employment equity objectives

EQUITY

- Regular remuneration reviews conducted to promote fair and equitable pay practices across comparable roles and performance levels
- Ongoing monitoring aimed at supporting equitable employment practices across the business

INCLUSION

- Supplier development and procurement initiatives prioritising women-owned businesses and underrepresented groups
- Employee engagement surveys conducted to strengthen employee participation and organisational responsiveness

BELONGING

- Employee network platforms established to encourage dialogue, support and engagement on workplace matters
- Anti-harassment and anti-bullying training implemented across the business

Creating shared value for our people, communities and customers

Employment equity

PPC is building a workforce that represents the diversity of the society and communities in which it operates. In FY26, we implemented a five-year employment equity (EE) plan aligned to the gazetted sectoral targets. The Group continued strengthening governance and accountability around EE through ongoing workforce monitoring, engagement with EE forums and alignment of workforce planning initiatives with long-term transformation objectives.

PPC continues to make progress towards national transformation objectives, with African employees comprising 67,21% of the workforce (FY25: 66%), while African female representation increased to 17.55% (FY25: 16.67%). Total female representation improved to 25.20% (FY25: 24.49%), with total African, Coloured and Indian (ACI) representation at 89.3% and female ACI representation at 22.54%. Foreign national representation was 1.23% (FY25: 1.30%).

Female representation, particularly among African women, remains below targeted levels within certain management and technical roles. PPC continues to prioritise targeted recruitment, internal talent development, succession planning and leadership pipeline development to strengthen representation over time. PPC also continues implementing targeted disability inclusion initiatives to improve representation towards the 3% sectoral target.

SA workforce composition against sectoral targets and national Economically Active Population (EAP) targets

PPC's South African workforce profile reflects the Group's ongoing EE and workforce transformation priorities. Variances between actual representation and sectoral targets are influenced by factors such as workforce size, operational requirements, skills availability and the specialised nature of certain technical and leadership roles. Direct year-on-year comparisons have not been included, as FY26 is the first reporting period aligned with the newly gazetted five-year sectoral targets under the amended Employment Equity Act.

Population group (%)	Top management				Senior management				Professional				Skilled			
	Male		Female		Male		Female		Male		Female		Male		Female	
	Sectoral Target	Actual	Sectoral Target	Actual	Sectoral Target	Actual	Sectoral Target	Actual	Sectoral Target	Actual	Sectoral Target	Actual	Sectoral Target	Actual	Sectoral Target	Actual
Total (HDSA)	**30.0%**	**42.9%**	**24.8%**	**14.3%**	**38.3%**	**33.3%**	**27.8%**	**27.8%**	**46.7%**	**42.1%**	**34.4%**	**31.1%**	**49.8%**	**58.8%**	**46.1%**	**27.8%**

Semi-skilled and unskilled workforce composition

Representation within semi-skilled and unskilled occupational levels remains broadly aligned with the operational profile of PPC's manufacturing and industrial activities. PPC continues to focus on improving workforce diversity and strengthening female representation across operational and technical roles.

Population group (%)	Semi-skilled				Unskilled			
	Male		Female		Male		Female	
	EAP	Actual	EAP	Actual	EAP	Actual	EAP	Actual
African	43.5%	62.2%	37.5%	15.7%	43.5%	52.2%	37.5%	33.9%
Coloured	4.6%	16.8%	4.2%	2.9%	4.6%	10.4%	4.2%	2.6%
Indian	1.7%	0.0%	1.0%	0.4%	1.7%	0.0%	1.0%	0.0%
White	4.1%	0.3%	3.4%	1.4%	4.1%	0.9%	3.4%	0.0%
Total	**53.9%**	**79.3%**	**46.1%**	**20.4%**	**53.9%**	**63.5%**	**46.1%**	**36.5%**

Creating shared value for our people, communities and customers

Skills development

PPC's skills development initiatives support long-term workforce capability, employability and socio-economic development. Through structured training programmes, practical workplace exposure and industry-relevant learning opportunities, PPC equips employees, learners and community beneficiaries with technical competencies and workplace skills that support career growth and operational readiness.

The PPC Technical Skills Centre remains central to this approach, supporting both employee development and broader community-focused training initiatives. During FY26, the Training Centre strengthened collaboration with sector education authorities and provincial leadership structures to support the effective reinvestment of grants, particularly funding received from the Mining Qualifications Authority (MQA), into learnerships, apprenticeships, internships, work placements and short skills programmes. Employees obtained the necessary licences and certifications required to perform their roles safely and competently.

FY26 skills development highlights

14 learners fully sponsored
by PPC qualified across critical trades

38 learners
enrolled in the Youth Employment Service (YES) programme
received accredited engineering portable skills training

Six interns
received workplace exposure to support completion of their qualifications

Five graduates
were provided with workplace experience opportunities across various disciplines

Four external bursaries and 15 internal bursaries
were awarded

One black female graduate
from the Graduate Development Programme secured a
permanent role
in mining engineering

RK3 skills development

The RK3 integrated cement plant at PPC's Riebeeck operation in the Western Cape has become an important catalyst for skills development, local employment and youth empowerment in surrounding communities. Through a deliberate focus on local recruitment and skills transfer, the project is helping address youth unemployment while building technical capabilities that will benefit the region long after construction has been completed.

Young people from Riebeek West, Riebeek Kasteel, Hermon and neighbouring communities have been prioritised for employment and skills development opportunities. Over the life of the project, more than 500 young people are expected to benefit from structured on-the-job learning and practical work experience. By the end of FY26, 154 young people had already received employment and development opportunities, supported by an investment of approximately R2.3 million in skills development.

Participants have developed practical skills in steel fixing, scaffolding, concrete works, formwork and other specialist construction activities. These transferable skills will support future employment opportunities across the construction sector while strengthening the long-term skills base of local communities.

Creating shared value for our people, communities and customers

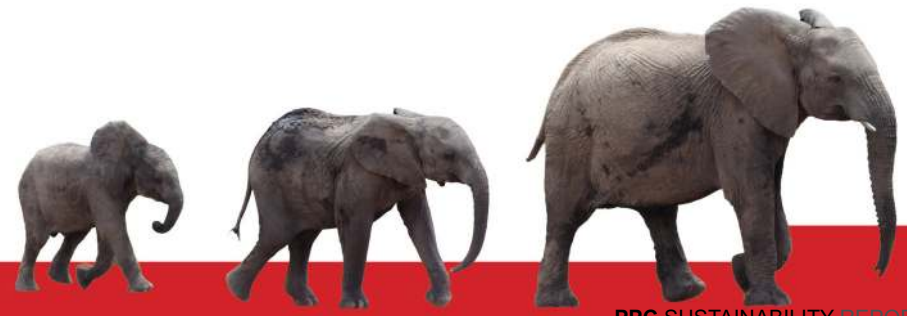
Group training hours

	FY26				FY25			
	Group total	South Africa	Botswana	Zimbabwe	Group total	South Africa	Botswana	Zimbabwe
Total training in hours	**270 846**	194 309	1 089	75 448	**301 923**	216 088	1 491	83 344
Total workforce	**1 829**	1 464	29	336	**1 989**	1 572	29	388
Average training hours per employee	**148**	**133**	**38**	**225**	**152**	137	51	217

Breakdown of training hours (South Africa)

FY26			FY25		
Training hours	Total SA workforce	Average hours per employee	Training hours	Total SA workforce	Average hours per employee
194 309	1 464	133	216 088	1 572	137

	FY26			FY25		
Occupational level	Count of EE level	Training hours	Average hours per employee	Count of EE level	Training hours	Average hours per employee
Top management	6	0	0	6	0	0
Senior management	18	41	2	17	130	8
Professional	164	553	3	173	2 144	12
Skilled workers	437	4 087	9	466	28 097	60
Semi-skilled	708	11 494	16	785	35 749	46
Unskilled	43	559	13	49	320	7
Learners	88	177 575	2 018	76	149 650	1 969
Grand total	**1 464**	**194 309**	**133**	**1 572**	**216 088**	**137**



Creating shared value for our people, communities and customers

Employee wellness

Supporting employee wellbeing is essential to maintaining a healthy, productive and engaged workforce. As part of our broader sustainability and human capital management approach, PPC continues to prioritise the financial, physical and emotional wellbeing of employees. PPC provides a minimum living wage for all employees in South Africa and offers a range of benefits aimed at supporting decent work, financial resilience and quality of life. These include healthcare and medical aid support, transport support, subsidised housing at selected operations, retirement and risk benefits, employee wellness support and Group life cover. These initiatives contribute to employee wellbeing, support retention and help maintain a safe and productive working environment.

Comprehensive employee benefits

Medical aid and gap cover, retirement fund contributions (pension and provident arrangements), group life assurance, death and disability cover, and Group personal accident insurance.

Physical wellbeing

We promote physical wellbeing through initiatives that encourage active lifestyles and reinforce a strong safety culture across our operations. This includes access to on-site fitness facilities, employee wellness and recreational activities, and integrated SHE programmes that support a safe and healthy working environment.

Emotional wellbeing

We support the emotional and mental wellbeing of our employees through structured and accessible support mechanisms. This includes our Employee Assistance Programme (EAP), which provides confidential counselling and professional support services, as well as ongoing wellbeing awareness initiatives and engagements focused on stress management, resilience, and overall mental wellbeing.

In FY26, PPC focused on physical and emotional wellbeing through initiatives that support workplace safety, mental resilience and work-life balance. Employees participated in on-site gym programmes, sports initiatives and structured SHE activities. At head office, employees also organised running groups, contributing to a culture of wellness.

To support emotional wellbeing, employees had access to confidential counselling services through the EAP and awareness sessions covering stress management, resilience and mental wellbeing. These initiatives support PPC's focus on creating a safe, supportive and high-performing work environment where employees can thrive personally and professionally.

Youth Employment Services initiative

The Youth Employment Services (YES) initiative aims to create opportunities for young people through structured 12-month workplace placements that provide practical exposure and skills development. In FY26, PPC supported 42 YES participants across the business, investing R2,7 million in the programme, with 14% of participants from the previous intake absorbed into permanent roles across various disciplines. The initiative strengthens relationships with local communities while supporting the development of an entry-level talent pipeline across the business.

Employee relations

PPC upholds ethical labour practices and values constructive engagement with employee representatives. The Group respects the right to freedom of association and recognises trade unions as important partners in dialogue and workplace engagement. Union membership represented 27.3% of the workforce in FY26 (FY25: 26%), with the National Union of Mineworkers (NUM) remaining the majority union. PPC continues to engage with employee representatives through structured forums and ongoing dialogue across operations.

Employer of choice

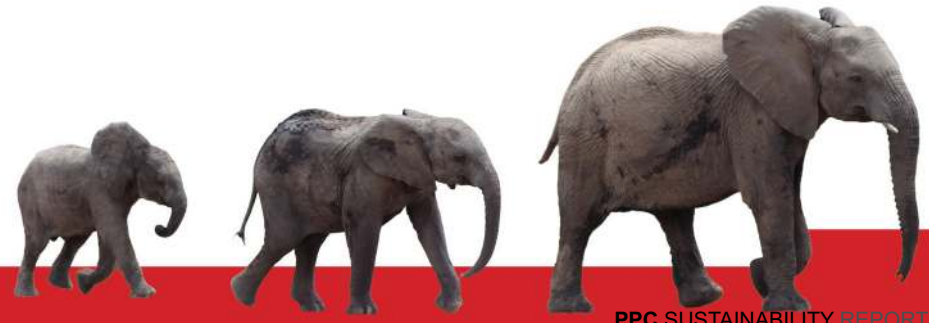
PPC continues to strengthen its position as an employer of choice through a balanced approach to remuneration, employee support and workforce stability. Our human capital approach prioritises market competitiveness, performance recognition and a strengthened employee value proposition to attract, retain and motivate critical talent. In FY26, salary increases were implemented at levels aligned with or above inflation. This contributed to workforce stability and employee morale.

PPC Zimbabwe housing initiative

PPC Zimbabwe continued advancing its employee housing initiative during FY26, recognising home ownership as an important contributor to long-term financial wellbeing, employee stability and sustainable community development. Nearly 700 employees in Zimbabwe have benefited from the initiative to date.

Following completion of the disposal of high-density company houses to employees during FY25, focus shifted towards transferring the management of utilities, including electricity and water, to the relevant authorities. During FY26, PPC funded the installation of a separate electricity meter for the disposed village, as well as prepaid electricity meters for employee households and houses transferred to the local council as part of the endowment process. Installation of prepaid meters was a requirement for the electricity distribution company to assume responsibility for electricity management from PPC.

PPC invested USD112,638.14 in the prepaid electricity metering system during the year. In addition to supporting long-term home ownership and financial independence for employees, the initiative reduced the administrative burden associated with managing multiple individual electricity accounts.



Creating shared value for our people, communities and customers

Employee accommodation and wellbeing

PPC provides accommodation facilities across selected operations to support employee wellbeing, operational continuity and the attraction and retention of critical skills in remote and operationally intensive areas. Accommodation options include family housing, communal homes, single-occupancy accommodation, park homes and guesthouse facilities, providing employees and visitors with access to safe, functional living environments supported by essential services and utilities.

The accommodation portfolio supports a range of employee and operational requirements, including permanent employees, critical role holders, management and visitors requiring temporary accommodation.

These facilities contribute to workforce stability, operational resilience and employee wellbeing across PPC's operations.

PPC employee accommodation footprint

- **Four accommodation sites**
- **132+ accommodation units and rooms**
- **Family housing**
- **Communal homes**
- **Single-occupancy accommodation**
- **Guesthouse accommodation**
- **Utilities included across facilities**

Accommodation type	Primary users
Family accommodation	Employees relocating with families
Communal homes	Employees in operational and critical roles
Park homes	Operational employees and site management
Guesthouse facilities	Visitors, contractors and training participants

PPC is committed to supporting its employees' housing needs. In addition to providing company housing, we offer home ownership assistance that includes purchasing cement and building materials at factory cost. Our benefits also feature a retirement fund back lending home scheme, along with an employee Home Loan Scheme that offers favourable interest rates and discounts. These options empower our employees to acquire a home, renovate, upgrade or extend their current homes.

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Creating shared value for our people, communities and customers

Occupational health and safety

Occupational health and safety (OHS) is fundamental to sustaining operations and protecting the wellbeing of employees and contractors. PPC manages OHS through rigorous risk assessments, incident investigations, site inspections and audits, maintaining alignment with legal requirements and international best practices. Leadership continues to drive a proactive safety culture by equipping employees with the knowledge, training and resources required to prevent incidents. Regular engagement through committee meetings, sessions with executive management and town halls strengthens awareness, accountability and alignment across operations.

The Quality in Safety programme remains central to this approach, strengthening leadership, behaviours, competencies, risk management, contractor safety and consequence management. Through these initiatives, PPC continues to embed a culture of continuous improvement and strengthen safety performance across the business.

PPC Quality in Safety programme

Mindful leadership	Culture and behaviour change	Safety competency and development
We lead by example with clarity, integrity and care, setting the standard for safety at every level.	We embed a culture of respect, accountability and good governance, driving behaviour that strengthens safety performance.	We develop sound safety competencies and facilitate skills transfer to create a secure working environment.
Risk assessment and hazard identification	**Contractor management**	**Consequence management**
We apply risk-based thinking, proactively identifying hazards and implementing measures to mitigate them.	We ensure contractor safety through a structured system of policies, procedures and clear specifications.	We manage risk behaviours effectively, ensuring accountability and continuous improvement in safety practices.

Work-related injuries and health

PPC continued strengthening its focus on proactive safety management, incident prevention and workplace wellbeing during FY26. The year was, however, marked by a contractor fatality, which remains deeply concerning and a significant setback to PPC's safety objectives. While employee fatalities remained at zero, the increase in lost-time injury severity rates and lost days across the workforce reflects the continued need to strengthen operational discipline, contractor management and consistent implementation of safety controls across operations. In response, PPC intensified behavioural safety initiatives, workplace observations, near-miss reporting and risk-based safety interventions aimed at reinforcing accountability and strengthening a preventative safety culture across the Group.

Work-related injuries and health

Total workforce	FY26	FY25
Number of fatalities	1	0
Rate of fatalities	0.02	0
Number of lost-time injury (LTIs) (including fatalities)	5	5
Lost-time injury frequency rate (LTFIR) (including fatalities)	0.12	0.12
Lost-time injury severity rate (LTISR)	153.68	3.49
Number of recordable work-related injuries	76	63
Rate of recordable work-related injuries	1.89	1.56
Lost days	6 168	141
Number of hours worked	**8 026 882**	8 089 941

Work-related injuries and health

Employees	FY26	FY25
Number of fatalities	0	0
Rate of fatalities	0	0
Number of LTIs (including fatalities)	3	3
LTIFR (including fatalities)	0.15	0.14
LTISR	7.07	2.11
Number of recordable work-related injuries	46	36
Rate of recordable work-related injuries	2.31	1.68
Lost days	141	45
Number of cases of recordable work-related ill health	0	3
Number of hours worked	**3 987 993**	4 265 548

Work-related injuries and health

Workers who are not employees but whose work and/or workplace is controlled by PPC	FY26	FY25
Number of fatalities	1	0
Rate of fatalities	0.02	0
Number of LTIs (including fatalities)	2	2
LTIFR (including fatalities)	0.10	0.10
LTISR	298.45	5.02
Number of recordable work-related injuries	30	27
Rate of recordable work-related injuries	1.49	1.41
Lost days	6 027	96
Number of cases of recordable work-related ill health	0	0
Number of hours worked	**4 038 889**	3 824 393

*In line with industry practice, fatalities are recorded as 6 000 days for calculation purposes.

Creating shared value for our people, communities and customers

Occupational health and safety compliance

PPC complies with applicable OHS legislation and regulatory requirements across its operations. Compliance management is supported through internal audits, inspections, operational monitoring, regulatory engagements and corrective action processes aimed at strengthening workplace safety and risk management across the Group. During FY26, several inspections, audits and stakeholder engagements were conducted across operations, with management implementing corrective action plans where findings were identified.

Operation	Findings/notices	Corrective actions	Severity
PPC Slurry	DMPR audit issued a Section 55 instruction relating to incorrect checklist procedures on the RD129 ADT and improper storage of the Proximity Detection System.	PPC conducted audits on other trucks, corrected deviations and submitted a portfolio of evidence to the Principal Inspector of Mines.	
PPC Dwaalboom	DMPR Occupational Medical Surveillance audit issued a Section 55 instruction relating to fatigue management requirements and non-compliant exit certificates.	PPC reviewed and aligned the Mandatory Code of Practice for fatigue management and updated certificates in line with MHSA requirements.	
PPC Slurry	DMPR Group audit issued a Section 55 instruction relating to poor housekeeping at the packer section.	Deviations corrected and an enforcement and housekeeping management plan submitted to the Principal Inspector of Mines.	
PPC De Hoek	DMPR audit issued a Section 55 instruction relating to poor maintenance of mechanical components at Kiln 5.	Maintenance interventions completed and proof of corrective action submitted to the Principal Inspector of Mines.	
PPC Dwaalboom	DMPR audit issued a Section 55 instruction relating to unused communication cables identified during a modification application for the elevator and motor room.	Corrective action plans implemented and approved by the DMPR.	

Severity levels indicate the relative operational and OHS significance of findings identified during FY26 and are included to support transparency regarding safety-related compliance matters and corrective actions across the Group. Overall, incidents identified during FY26 were low in severity and operational or administrative in nature, with corrective actions implemented and monitored across the affected operations.

Legend Low Moderate High

Creating shared value for our people, communities and customers

Positive community impacts

PPC plays an active role in supporting the socio-economic development of the communities in which it operates. Through targeted community investment and development initiatives, the Group seeks to create shared value, strengthen local partnerships and contribute to more inclusive and sustainable growth.

Community initiatives are implemented through two channels:

Corporate social investment	Social and labour plans
PPC's CSI strategy focuses on creating shared value through partnerships and initiatives that support long-term socio-economic development. Programmes are aligned with national development priorities and designed to deliver meaningful and sustainable impact in the communities where PPC operates.	In line with South African legislation, PPC implements social and labour plans (SLPs) across its mining operations to support employment, economic development and community upliftment. Key focus areas include human resource development, mine community development, housing and living conditions, EE, procurement progression and responsible workforce transitions.

PPC continued to invest in CSI initiatives and SLP programmes that support the socio-economic wellbeing of host communities and contribute to broader development outcomes.

Corporate social investment

PPC's CSI strategy is structured around five pillars that align community investment with long-term development priorities and local community needs.

Education and skills development	Enterprise development	Infrastructure development	Environmental protection	Primary healthcare
PPC invests in programmes that expand access to education and skills development, supporting employability and long-term economic participation.	PPC supports local businesses and enterprise development initiatives that contribute to economic activity and local job creation.	PPC contributes to infrastructure projects that improve living conditions, accessibility and community wellbeing.	PPC invests in environmental stewardship initiatives that protect and preserve natural resources, promote biodiversity and support climate resilience within the communities in which we operate.	PPC contributes to initiatives that improve access to essential healthcare services and support the overall wellbeing of employees, families and surrounding communities.

FY26 performance

FY26 CSI spend was directed primarily towards infrastructure development, primary healthcare, education and skills development initiatives across PPC's host communities. Programmes were implemented across South Africa, Botswana and Zimbabwe, with a focus on addressing local development needs and strengthening long-term community resilience. To strengthen governance, accountability and alignment across the Group, PPC established a centralised CSI committee representing all South African operations to oversee and evaluate CSI initiatives, with priority given to projects addressing critical community needs. Across the Group, employees also participated in various volunteering initiatives that contributed time, skills and support to local communities. These efforts reflect PPC's commitment to delivering meaningful and lasting impact in the communities in which we operate.

Country	Spend
South Africa	1 881 144
Zimbabwe	61 030
Botswana	140 763
Total	**2 082 937**

Creating shared value for our people, communities and customers

Support for schools and education initiatives

Education support initiatives focused on improving learning environments, strengthening access to resources and supporting learner wellbeing.

Operation/region	Initiative	Impact
PPC Dwaalboom	Renovation of Dwaalboom Primary School, including refurbishment of classrooms, roofing, ceilings, sports grounds and play areas	Improved safety and learning conditions for learners from surrounding farms and informal settlements
PPC Dwaalboom	Drilling of three boreholes and construction of pumphouses	Improved access to water for approximately 1 200 people in MMMD villages
PPC Ready Mix Kriel	Installation of bulk water storage tank at Lucy Masiane Pre-School	Improved water security and operational resilience
PPC Ulula Ash	Provision of daily lunch packs to learners at Enkundleni Primary School	Supported nutrition for 320 underprivileged learners
PPC Slurry	Teacher subsidies to Ephaphatwa and Little Darlings crèches	Supported access to early childhood development services in remote areas
PPC De Hoek	Donation of stationery, academic prizes and support for community initiatives	Supported learner motivation and community wellbeing
PPC Riebeeck	Donation of learning kits and sponsorship of academic awards	Supported underprivileged learners and academic achievement
PPC Botswana	Construction of three classrooms at Pilane Primary School	Expanded educational infrastructure
PPC Zimbabwe	School shoe drive for underprivileged learners	Supported learner wellbeing and school attendance

Community wellbeing and healthcare support

PPC supported a range of healthcare, wellbeing and vulnerable group initiatives during FY26.

Operation/region	Initiative	Impact
PPC De Hoek	Mental health awareness workshops	Promoted mental wellbeing and awareness
Port Elizabeth	Support for Buddy Bear project	Assisted traumatised and abused children through emotional support initiatives
Port Elizabeth	Donations to frail care facilities and soup kitchens	Supported vulnerable community members and clinic patients
PPC Botswana	Partnership with Gamalete community wellness campaign	Supported local health and wellness awareness
Western Cape and host communities	Gender-based violence dignity packs initiative	Provided essential support items to women and children in shelters and safehouses

Creating shared value for our people, communities and customers

Improving access to water and sanitation infrastructure

Access to clean water remains a critical challenge in many communities surrounding PPC's operations. During FY26, PPC supported the drilling of three boreholes and the construction of pump houses in the Dwaalboom host communities of Modikela, Ananda and Kuduntswane to improve access to water for underprivileged community members. The project also included the installation of pumps and water infrastructure aimed at supporting more reliable access to clean water. The initiative is expected to benefit approximately 1 200 community members, many of whom were purchasing water from neighbouring households with boreholes. The project has been successfully completed and will be handed over to the Moses Kotane Municipality for ongoing maintenance, management and safeguarding.

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Creating shared value for our people, communities and customers

Dwaalboom Primary School renovation

In the year under review, PPC Dwaalboom supported the renovation of Dwaalboom Primary School, including upgrades to classrooms, roofing, ceilings, sports grounds and play areas. The improvements have contributed to a safer learning environment for learners from surrounding farms and informal settlements.

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Community development and enterprise support

PPC continued to support local economic participation and community enterprise development initiatives.

Operation/region	Initiative	Impact
PPC Slurry	Donation of brick-making machine and training workshop to Well of Oath NPO	Supported local enterprise development and job creation
Commercial Southern	Brick-making workshop for unemployed community members in Retreat	Supported skills development and income-generation opportunities
Various operations	Cement donations to universities, schools and NPOs	Supported educational activities, infrastructure upgrades and community projects

Creating shared value for our people, communities and customers

Employee volunteering

Employee volunteering continued to play an important role in strengthening PPC's relationships with host communities and supporting grassroots social development initiatives during FY26. Employees across operations participated in a range of volunteering activities aligned to community priorities, including education support, youth development, environmental upliftment, wellbeing initiatives and local skills development.

Activities during the year included school refurbishment and cleaning projects, support for early childhood development facilities, mental health awareness initiatives, community wellbeing campaigns and practical skills workshops. At Commercial Southern, employees participated in a brick-making workshop in Retreat, Cape Town, aimed at supporting skills transfer and job creation. At PPC De Hoek, employees supported a mental wellness initiative for matric learners, while employees at PPC Port Elizabeth participated in refurbishment and cleaning activities at the Sparrow Daycare Centre.

These initiatives contributed to positive community outcomes while strengthening teamwork, employee engagement and shared purpose across the business. Through volunteering, employees are able to contribute directly to the wellbeing and development of the communities in which PPC operates, reinforcing PPC's commitment to responsible and inclusive growth.

Employee volunteering: Painting of Weltevrede Primary School, Riebeek West

Employees from PPC Riebeek West volunteered their time and skills to repaint Weltevrede Primary School as part of the Group's employee volunteering initiatives. The project contributed to improving the learning environment for learners while strengthening PPC's relationship with the local community through practical support and employee participation.

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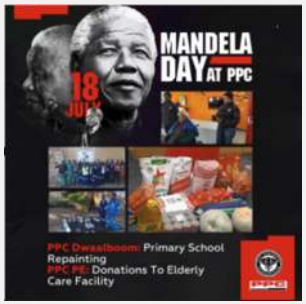
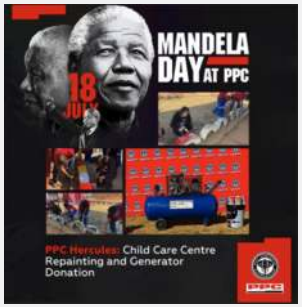
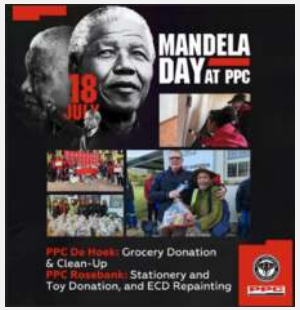
Creating shared value for our people, communities and customers

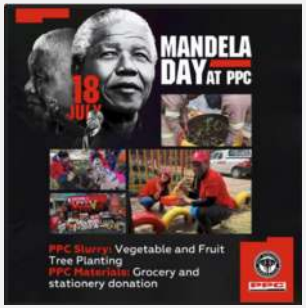
Mandela Day 2025

Employees across PPC's South African operations volunteered their time and skills in support of Mandela Day initiatives aimed at uplifting host communities and supporting vulnerable groups. Activities included school repainting projects, early childhood development support, grocery and stationery donations, soup drives, care centre support and community food garden initiatives. During FY26, 340 employees participated in volunteering initiatives, contributing a total of 1 661 volunteering hours.





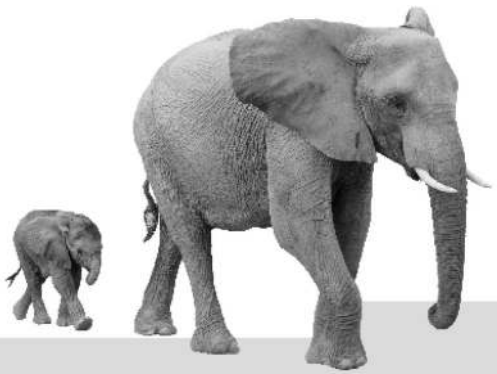




Cement donations

PPC's cement donation initiatives support education, community infrastructure development and local skills development across the regions in which the Group operates. These contributions provide practical support to schools, universities, non-profit organisations and community projects, helping to improve infrastructure, strengthen learning opportunities and support broader socio-economic development outcomes.

Recipient	Number of bags	Purpose
University of Cape Town	20	Practical concrete mix designs and assessments
Stellenbosch University	150	Practical concrete mix designs and assessments
University of Johannesburg	47	Practical concrete mix designs and assessments
Buhrmannsdrif Primary School	70	Renovation of playground area
Goedverwacht Community Water Project	140	Renovation of community water weir
Lovemore Charitable & Education Foundation	120	Construction of classrooms
Pilane Primary School	80	Construction of classrooms
Bethsaida Recovery Centre	15	Renovation of facilities
FDSA Velddrift Westcoast	30	Renovation of feeding scheme facility
Riebeek Valley Special School	15	Skills training on brick and block making
Lodwaba Daycare for disabled children, Cape Town	65	Casting of specially equipped playground foundation
Freeway Rehabilitation Centre	100	Brick-making workshop and facility upgrades



Creating shared value for our people, communities and customers

Community wellbeing and healthcare support

Gender-based violence remains a significant social challenge across many of PPC's host communities, often leaving women and children in vulnerable circumstances with limited access to essential personal care items and support. In FY26, PPC partnered with the Department of Social Development in the Western Cape to distribute gender-based violence (GBV) dignity packs containing essential items for women and children in shelters and safe houses. The initiative was later expanded to host communities across the Dwaalboom, Slurry and Gauteng regions as part of a broader effort to support dignity, wellbeing and care for affected individuals.

Operation/region	Initiative
PPC De Hoek	Mental health awareness workshops promoted mental wellbeing and awareness within the community.
Port Elizabeth	Support for the Buddy Bear project assisted traumatised and abused children through emotional support initiatives.
Port Elizabeth	Donations to frail care facilities and soup kitchens supported vulnerable community members and clinic patients.
PPC Botswana	Partnership with the Gamalete community wellness campaign supported local health and wellness awareness initiatives.
Western Cape, Dwaalboom, Slurry and Gauteng host communities	The GBV dignity packs initiative provided essential personal care items and practical support to women and children in shelters and affected communities, helping to restore dignity, care and wellbeing during periods of emotional hardship.

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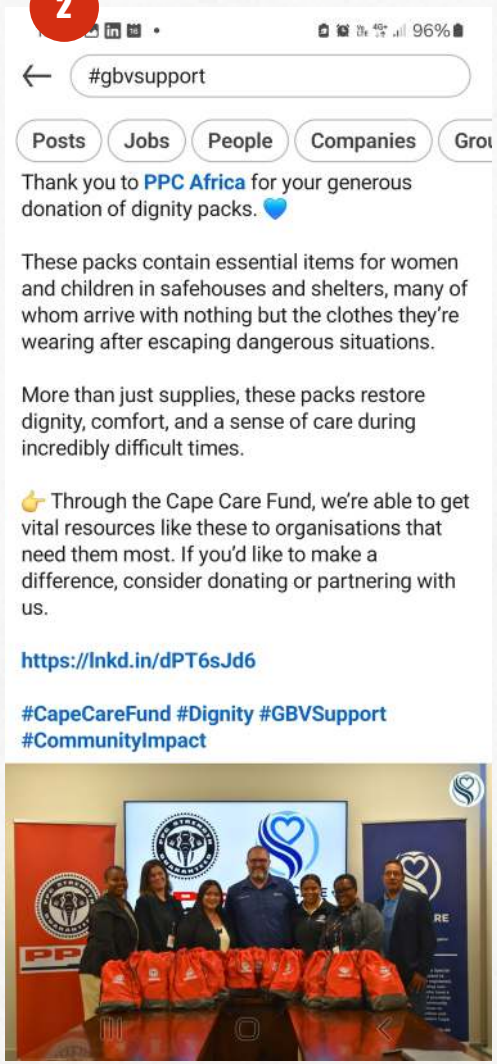

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Creating shared value for our people, communities and customers

Social and labour plans

PPC's SLP initiatives contribute to the social and economic development of host communities in South Africa. These initiatives support national transformation priorities and create shared value through local economic development, employment creation, skills development and community upliftment. Our SLP initiatives are identified through extensive stakeholder engagement processes aimed at understanding community priorities and supporting initiatives that contribute meaningfully to the socio-economic wellbeing of host communities. PPC's SLP programmes focus on:

Promoting local economic growth and resource development	**Advancing socio-economic development within operational and host communities**
Supporting employment creation and socio-economic wellbeing	**Developing skills and expanding opportunities for historically disadvantaged South Africans to improve quality of life**

FY26 was a transition period with second and third generation SLPs successfully closed off and fourth-generation SLP approvals remained pending with the Department of Mineral and Petroleum Resources (DMPR). During the year, PPC successfully closed out the Mount Steward second-generation SLP for the Port Elizabeth operation through the completion of two projects within the Klipplaat host community. The first project involved the refurbishment of the feeding scheme kitchen at Brandovale Primary School, while the second focused on the refurbishment of classrooms and electrical infrastructure at Klipplaat High School. Employees from the Port Elizabeth operation also volunteered their time and skills on both projects, helping extend available resources and deepen community impact.

Approval of the third- and fourth-generation SLPs for PPC Slurry, PPC Mooiplaas and Laezonia remains pending with the DMPR. During FY25, implementation commenced on the approved fourth-generation SLPs for PPC De Hoek, with the first local economic development (LED) project was successfully completed during the year, while construction of a patient waiting shelter at the Piketberg Clinic is scheduled for Q2 FY27. At PPC Riebeeck, construction of two classrooms for special needs learners at Meiring Primary School in Riebeek Kasteel is also scheduled to commence in Q2 FY27. The fourth-generation SLP for PPC Dwaalboom was approved by the DMPR during the year, with the first projects, involving the refurbishment of boreholes at schools in host communities, planned for implementation in FY27.

Refurbishment of Klipplaat High and Brandovale Primary Schools

As part of our SLP commitments, PPC Port Elizabeth partnered with the Department of Education to refurbish infrastructure at Klipplaat High School and Brandovale Primary School in the Eastern Cape. The project formed part of PPC's LED initiatives aimed at improving community infrastructure and supporting safer, more functional learning environments in host communities.

The schools serve approximately 500 learners and 22 educators from surrounding rural communities where access to adequately maintained educational infrastructure remains limited. Upgrades at Brandovale Primary School included refurbishment of the school feeding scheme kitchen and replacement of 68 broken classroom windows to improve hygiene, ventilation and learner safety. At Klipplaat High School, PPC refurbished eight classrooms through repainting, replacement of damaged ceiling boards and installation of electrical plugs and switches to improve classroom functionality and usability.

The project was implemented between February and March 2026 and handed over in April 2026.

Supplier development and preferential procurement

Supplier development and preferential procurement remain important components of PPC's transformation and localisation strategy. These initiatives seek to strengthen the participation of emerging and historically disadvantaged businesses within the construction value chain, particularly in communities surrounding PPC's operations.

Support initiatives include access to procurement opportunities, supplier development interventions, business mentoring and assistance with meeting compliance requirements. This approach supports the growth of local suppliers, strengthens supply chain resilience and promotes broader economic participation within the sectors in which PPC operates.

Value created in FY26

In FY26, PPC continued to strengthen inclusive procurement practices through targeted supplier participation and enterprise development initiatives. Procurement spend remained focused on supporting B-BBEE compliant suppliers, emerging enterprises and historically disadvantaged businesses across the value chain, contributing to broader localisation, supplier diversification and economic participation objectives. Approximately 77% (FY25: 78%) of procurement spend was directed towards B-BBEE compliant suppliers, including 11% (FY25: 7%) spent on Exempted Micro Enterprises, 7% (FY25: 8%) on Qualifying Small Enterprises and 82% (FY25: 63%) on Generic suppliers. In addition, 60.5% (FY25: 42%) of total procurement spend was directed towards 51% black-owned businesses, 14% (FY25: 7%) towards 51% black women-owned businesses and 25,5% (FY25: 10%) towards designated group suppliers with 51% black ownership.

This focused approach supports the development of inclusive and resilient supply chains while contributing to South Africa's transformation and economic development objectives.

Creating shared value for our people, communities and customers

Enhancing customer relations and customer experience

During FY26, PPC strengthened its commercial approach to improve customer engagement, simplify interactions and enhance overall service delivery. Focus areas included improving transparency, standardising customer processes and creating greater consistency in how customers engage with the business across regions and operational teams.

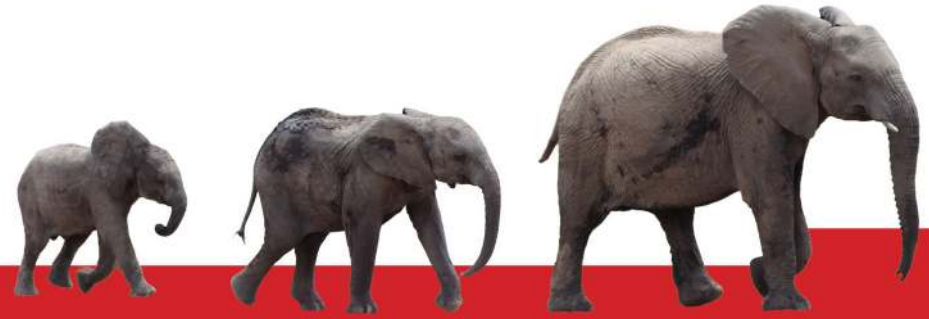
Commercial and operational teams worked more closely to strengthen coordination, improve responsiveness and reduce complexity in customer interactions. PPC also refined customer engagement structures to improve accountability, provide clearer communication channels and ensure more consistent service experiences across the business.

The Group continued to focus on delivering value through both product quality and service quality. This included improving the overall customer experience, strengthening credibility and building long-term customer relationships through more transparent and disciplined commercial practices.

Enhanced digital tools and streamlined internal processes also supported more efficient customer engagement, while direct interaction between leadership, commercial teams and customers provided valuable insight into customer priorities and operational requirements.

Outlook

In the year ahead, PPC will continue embedding *Awaken the Giant* across the business, with a focus on strengthening accountability, execution discipline and performance consistency. Priorities will include building leadership and workforce capability, reinforcing a high-performance culture, improving customer experience and strengthening relationships with employees, communities, suppliers and other stakeholders. PPC will also continue aligning social performance initiatives with long-term business sustainability through focused CSI investment, workforce development, inclusive growth and responsible business practices. In addition, PPC will continue progressing the implementation of next-generation SLP initiatives aligned to regulatory requirements, stakeholder priorities and long-term socio-economic development objectives. These priorities support PPC's broader contribution towards SDG 8: Decent Work and Economic Growth, SDG 1: No Poverty, SDG 11: Sustainable Cities and Communities and SDG 9: Industry, Innovation and Infrastructure through workforce development, inclusive growth, socio-economic development and responsible business practices.



5 Creating value through good governance

This section outlines PPC's approach to governance, including Board oversight, ESG governance structures and the management of sustainability-related risks.

Our approach to ESG governance	43
Our Board of Directors	44
Our sustainability-related risks	47

Governance

Our approach to ESG governance

PPC's governance approach integrates strategy, risk management, sustainability and operational oversight across the Group. The Board and its committees oversee governance, ethics, compliance, remuneration, transformation, environmental stewardship and stakeholder engagement in line with applicable governance frameworks and regulatory requirements.

During FY26, the Board approved PPC's ESG framework, strengthening the integration of environmental, social and governance priorities into operational execution, risk management and long-term strategic planning. The Group also continued strengthening governance oversight relating to sustainability reporting, environmental compliance, operational risk management and internal accountability.

Why it matters

Strong governance supports disciplined execution, effective oversight and long-term value creation across PPC's operations. Governance structures guide how the Group manages risk, allocates capital, oversees sustainability priorities and maintains accountability to stakeholders. Effective governance also supports regulatory compliance, operational resilience and responsible decision-making in a complex and evolving operating environment.

Associated SDGs:

ESG governance focus areas

PPC's governance priorities are structured around three focus areas: environmental stewardship, people and culture, and governance and oversight. These priorities support responsible operations, operational resilience and long-term value creation while responding to evolving stakeholder expectations and regulatory developments.

Focus area	FY26 priorities
Environmental stewardship	• Strengthening environmental compliance, emissions management and operational monitoring processes • Advancing decarbonisation, renewable energy and energy efficiency initiatives • Improving operational efficiency, clinker factor optimisation and resource management • Supporting long-term environmental resilience and lower-carbon operations
People and culture	• Strengthening leadership accountability and organisational culture through the Awaken the Giant turnaround strategy • Prioritising health and safety, workforce wellbeing and proactive risk management • Supporting skills development, succession planning and workforce capability • Maintaining stakeholder relationships and social licence to operate through community engagement and social investment initiatives
Governance and oversight	• Strengthening ESG governance, internal accountability and Board oversight processes • Monitoring compliance with governance, ethics and sustainability-related requirements • Supporting disciplined capital allocation, operational oversight and risk management • Enhancing sustainability reporting, governance processes and stakeholder transparency

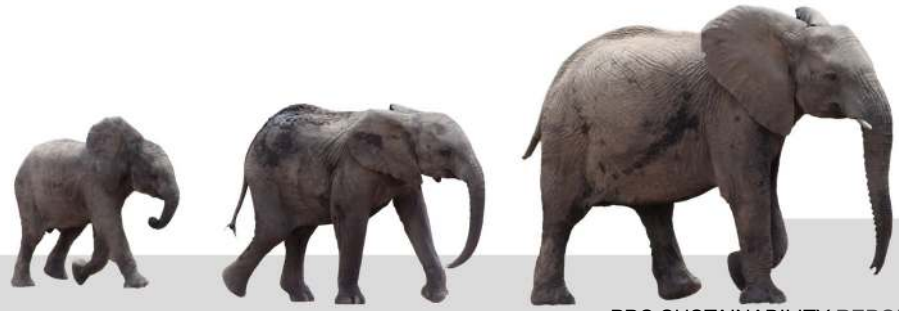
Governance oversight and accountability

PPC continued strengthening the integration of governance, sustainability and operational execution during FY26. The approval of the Group's ESG framework formalised PPC's approach to environmental, social and governance oversight and strengthened accountability across the business. Governance structures continued supporting disciplined execution of the Awaken the Giant turnaround strategy, with oversight focused on operational performance, risk management, capital allocation, sustainability priorities and long-term value creation.

Board and executive ESG ownership

ESG priorities remained integrated into Board and executive oversight during FY26. The Board and its committees provided oversight on sustainability-related risks, governance processes, environmental stewardship, stakeholder engagement, transformation priorities and operational resilience across the Group.

Risk and compliance oversight remained integrated into operational and strategic decision-making processes, with ESG considerations increasingly embedded into governance structures, operational performance management and investment decision-making.



Governance

Our Board of Directors

Jabu Moleketi (69)

Independent Chairperson

Qualifications:

MSc (financial economics), Advanced Management Program: Harvard Business School

Date of appointment: March 2018

Areas of expertise and contribution:

Stakeholder relations, finance and economics. Previously served as Deputy Minister of Finance from 2004 to 2008.

Other directorships:

Lebashe Investment Group, Remgro, iOCO

Matias Cardarelli (54)

CEO

Qualifications:

JD in Law – UCA, LLM – Universidad Austral, MBA – UCEMA, Executive Postgraduate Programs at Wharton Business School, Yale and Penn State University

Date of appointment: December 2023

Areas of expertise and contribution:

International executive with over 30 years' corporate business experience across Latin America, Middle East and North Africa (MENA) and Sub-Saharan Africa in industries including automotive, insurance, professional services and banking. Extensive cement industry leadership and turnaround experience.

Other directorships:

None

Brenda Berlin (61)*

CFO

Qualifications:

BCom, BAcc, CA(SA), Program for Management Development, Harvard Business School

Date of appointment: February 2021

Areas of expertise and contribution:

Strategy formulation, mergers and acquisitions, legal and compliance, strategic finance, mining, fundraising and financial control, including treasury and tax.

Other directorships:

None

Nonkululeko Gobodo (65)

Independent NED

Qualifications:

CA (SA), BCompt (Hons)

Date of appointment: February 2017

Areas of expertise and contribution:

Accounting, auditing, advisory, mergers and acquisitions, entrepreneurship, leadership consulting, strategy, finance, governance and compliance, risk and opportunity management.

Other directorships:

Lesaka Technologies Inc.

Bjarne Moltke Hansen (64)

Independent NED

Qualifications:

BSc (engineering), Young Managers Programme, INSEAD

Date of appointment: November 2021

Areas of expertise and contribution:

Growing businesses, cement, concrete, mining, strategy, acquisitions and divestments, high-sizing businesses, people and team development, cultures and communication.

Other directorships:

Aalborg Portland Holding A/S, Randers Tegl A/S, Pindstrup Mosebrug A/S, RMIG A/S and Richard Müller Fonden, Aasted ApS, Pankas A/S, LKAB

**Retired as CFO and director on 30 June 2026*

Governance

Kunyalala Maphisa (51)

Independent NED

Qualifications:

BA (industrial relations and public administration), LLB, LLM (international trade law), Leadership Programme, African Leadership Institute, Oxford University UK

Date of appointment: February 2021

Areas of expertise and contribution:

Legal, mergers and acquisitions, African continent experience and network, B-BBEE, cross-border transacting and investment management.

Other directorships:

Reserve Bank of Zimbabwe

Nono Mkhondo (42)

Independent NED

Qualifications:

CA(SA), BAcc, MBA, London Business School as a Mo Ibrahim Scholar

Date of appointment: March 2018

Areas of expertise and contribution:

Areas of expertise and contribution: Investment banking, corporate finance, mergers and acquisitions, investment evaluation, strategic long-term financial planning and cross-border transactions.

Other directorships:

Value Capital Partners, Metair Investments

Charles Naude (71)*

Independent NED

Qualifications:

BSc (Hons) (geology, chemistry), MBL

Date of appointment: January 2015

Areas of expertise and contribution:

Cement and materials manufacturing, logistics, sales and marketing, strategy, leadership, people management, risk management and project management.

Other directorships:

None

Mark Richard Thompson (73)

Independent NED

Qualifications:

CA (SA), BCom, LLB, BAcc

Date of appointment: May 2019

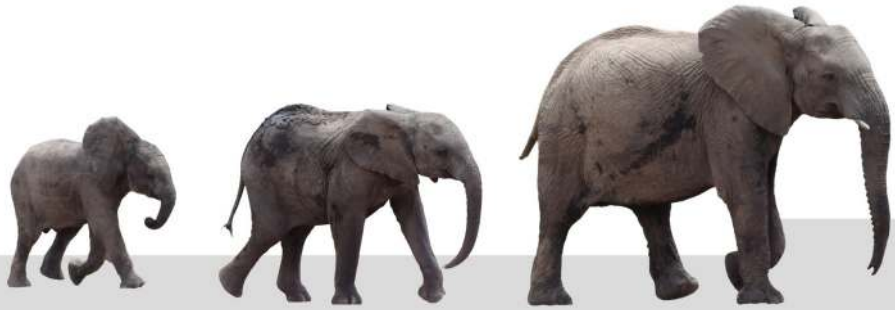
Areas of expertise and contribution:

Private equity, industry and construction, international finance, equity, business and accounting.

Other directorships:

Thelo Rolling Stock Leasing, Hudaco Industries, Sasfin Holdings

**Retired as a non-executive director at the AGM held on 3 September 2025*



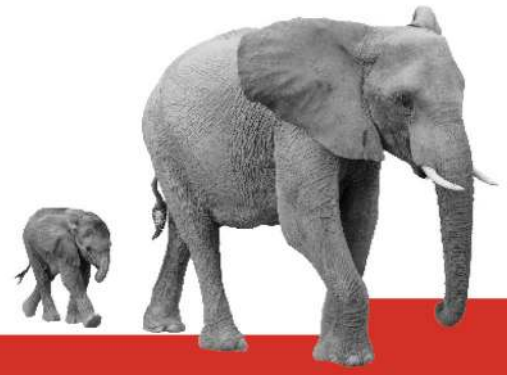
Governance

Governance committees and responsibilities

Committee	Responsibilities
Board of Directors	The Board oversees PPC's ESG strategy, governance approach and long-term sustainability priorities. This includes oversight of risk management, capital allocation, operational resilience, stakeholder considerations and long-term value creation across the Group.
Audit, Risk and Compliance Committee (ARCC)	The ARCC oversees ESG-related risks, governance, compliance and combined assurance processes. The committee also monitors sustainability-related disclosures, internal controls, regulatory compliance and broader governance and risk management processes across the business.
Social, Ethics and Transformation Committee (SETCO)	SETCO oversees PPC's ESG framework, environmental stewardship, health and safety, ethics, stakeholder engagement and social impact priorities. The committee also monitors transformation, EE and broader sustainability-related matters across the Group.
Reward and Talent Committee (RTC)	The RTC oversees remuneration, succession planning, leadership development and talent management practices. The committee supports responsible governance and performance accountability through oversight of people, culture and leadership-related priorities.
Strategy and Investment Committee (S&IC)	The S&IC oversees strategic investments, capital allocation and operational improvement initiatives. Sustainability considerations, operational efficiency and long-term business resilience are integrated into the committee's investment and portfolio oversight processes.

ESG integration into risk governance

Governance area	ESG integration approach
Enterprise risk management	ESG considerations are integrated into PPC's enterprise risk management framework and reviewed through operational, executive and board-level governance processes.
Combined assurance	ESG-related controls, compliance processes and sustainability-related risks are considered through combined assurance and internal oversight activities.
Strategic and operational risks	Sustainability-related risks are integrated into strategic planning, operational decision-making and performance monitoring processes across the Group.
Committee oversight	ESG matters are overseen by the Board and its committees, particularly SETCO, ARCC and S&IC, through structured governance and reporting processes.
Emerging risks	PPC monitors evolving ESG-related risks including climate transition, environmental compliance, energy security, workforce capability and regulatory developments.



Governance

Our sustainability-related risks

Risk	Description	Opportunity	Mitigating actions
Environmental and regulatory compliance	Non-compliance with environmental legislation, emissions requirements or licence conditions may result in penalties, operational disruptions and reputational impacts.	Improved environmental performance, stronger operational controls and enhanced stakeholder confidence.	Ongoing emissions monitoring, environmental compliance reviews, licence management, regulatory engagement and implementation of emissions-reduction initiatives across operations.
Climate transition and decarbonisation	Increasing climate-related regulation, carbon-related costs and stakeholder expectations may affect operational costs and competitiveness.	Lower-carbon production, improved operational efficiency, energy resilience and stronger long-term competitiveness.	Clinker factor optimisation, alternative fuel initiatives, renewable energy projects, operational efficiency improvements and implementation of decarbonisation initiatives including RK3.
Occupational health and safety	Safety incidents, operational hazards and inconsistent application of safety controls may result in injuries, fatalities and operational disruptions.	Stronger safety culture, improved operational discipline and enhanced workforce wellbeing.	Proactive safety management, visible leadership, near-miss reporting, planned job observations, SHE governance oversight and ongoing safety training and monitoring.
Energy security and infrastructure reliability	Unreliable electricity supply, rising energy costs and logistics disruptions may affect operational continuity and production efficiency.	Improved energy resilience, reduced operational costs and enhanced operational stability.	Renewable energy initiatives, power wheeling projects, operational optimisation, logistics planning and ongoing engagement with key service providers.
Workforce capability and critical skills	Skills shortages, succession gaps and limited technical capability may affect operational performance and execution of strategic priorities.	Stronger workforce capability, improved operational performance and leadership continuity.	Skills development, succession planning, targeted recruitment, leadership development initiatives and operational capability-building programmes.
Economic, market and competitive pressures	Weak economic conditions, increased competition and infrastructure constraints may affect demand, pricing and profitability.	Improved operational efficiency, disciplined capital allocation and stronger market positioning.	Cost optimisation initiatives, PPIP implementation, pricing discipline, operational efficiency improvements and ongoing market monitoring.
Technology and cyber security	Cyber threats, system failures and inadequate IT controls may disrupt operations and compromise information security.	Improved operational resilience, efficiency and governance oversight.	Strengthened cyber security controls, IT governance oversight, system monitoring, business continuity planning and user capability development initiatives.

Outlook

PPC will continue strengthening the integration of sustainability considerations into operational execution, governance and long-term strategic planning during FY27. Key focus areas include improving environmental performance, advancing decarbonisation and energy initiatives, strengthening health and safety outcomes, embedding the ESG framework and enhancing sustainability-related governance and reporting processes across the Group.

The Group will also continue prioritising operational efficiency, workforce capability, transformation, stakeholder engagement and disciplined capital allocation in support of long-term resilience and competitiveness. Ongoing focus will be placed on strengthening internal accountability, improving sustainability data quality and responding to evolving regulatory and stakeholder expectations. These priorities support PPC's broader contribution towards SDG 16: Peace, Justice and Strong Institutions, SDG 12: Responsible Consumption and Production, SDG 8: Decent Work and Economic Growth and SDG 13: Climate Action through strengthened governance, responsible business practices, workforce sustainability and environmental stewardship.

GRI Index

We have used the guidelines of the Global Reporting Initiative (GRI) Standards in compiling our 2026 Integrated Report, as indexed below:

GRI INDEX 2026		DISCLOSURE
GRI 102 – General disclosures		
GRI 102-1	Name of the organisation	Refer to page 4 of this report and page 10 of the PPC FY26 Integrated Report
GRI 102-2	Activities, brands, products and services	Refer to page 4 of this report and page 10 of the PPC FY26 Integrated Report
GRI 102-3	Location of headquarters	Refer to page 4 of this report and page 10 of the PPC FY26 Integrated Report
GRI 102-4	Location of operations	Refer to page 4 of this report and page 10 of the PPC FY26 Integrated Report
GRI 102-5	Ownership and legal form	Refer to page 5 of the PPC FY26 Integrated Report
GRI 102-6	Markets served	Refer to page 4 of this report and page 10 of the PPC FY26 Integrated Report
GRI 102-7	Scale of the organisation	Refer to pages 4 and 5 of this report, and pages 10 and 11 of the PPC FY26 Integrated Report
GRI 102-8	Information on employees and other workers	Refer to page 23 of this report and page 41 of the PPC FY26 Integrated Report
GRI 102-9	Supply chain	Refer to page 40 of this report and page 13 of the PPC FY26 Integrated Report
GRI 102-10	Significant changes to the organisation and its supply chain	Not applicable
GRI 102-11	Precautionary Principle or approach	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 102-12	External initiatives	Refer to pages 12 and 33 of this report and pages 31 and 48 of the PPC FY26 Integrated Report
GRI 102-13	Membership of associations	Refer to page page 31 of the FY26 Integrated Report
GRI 102-14	Statement from key decision maker	Refer to page 6 of this report, and pages 7 and 15 of the PPC FY26 Integrated Report
GRI 102-15	Key impacts, risks and opportunities	Refer to page 26 of the PPC FY26 Integrated Report
GRI 102-16	Values, principles, standards and norms of behaviour	Refer to page 23 of this report and page 42 of the PPC FY26 Integrated Report
GRI 102-17	Mechanisms for advice and concerns about ethics	Refer to page 43 of this report and page 62 of the PPC FY26 Integrated Report
GRI 102-18	Governance structure	Refer to page 46 of this report and page 51 of the PPC FY26 Integrated Report
GRI 102-19	Delegating authority	Refer to page 46 of this report and page 51 of the PPC FY26 Integrated Report
GRI 102-20	Executive-level responsibility for economic, environmental and social topics	Refer to page 46 of this report and page 51 of the PPC FY26 Integrated Report
GRI 102-21	Consulting stakeholders on economic, environmental and social topics	Refer to page 12 of this report and page 31 of the PPC FY26 Integrated Report
GRI 102-22	Composition of the highest governance body and its committees	Refer to page 44 of this report and page 53 of the PPC FY26 Integrated Report

GRI Index

GRI INDEX FY26		DISCLOSURE
GRI 102-23	Chairman of the highest governance body	Refer to page 7 of this report
GRI 102-24	Nominating and selecting the highest governance body	Refer to page 58 of the PPC FY26 Integrated Report
GRI 102-25	Conflicts of interest	Refer to page 62 of the PPC FY26 Integrated Report
GRI 102-26	Role of highest governance body in setting purpose, values and strategy	Refer to page 62 of the PPC FY26 Integrated Report
GRI 102-27	Collective knowledge of highest governance body	Refer to page 58 of the PPC FY26 Integrated Report
GRI 102-28	Evaluating the highest governance body's performance	Refer to page 59 of the PPC FY26 Integrated Report
GRI 102-29	Identifying and managing economic, environmental and social impacts	Refer to page 12 of the PPC FY26 Integrated Report
GRI 102-30	Effectiveness of risk management processes	Refer to page 26 of the PPC FY26 Integrated Report
GRI 102-31	Review of economic, environmental and social topics	Refer to page 12 of the PPC FY26 Integrated Report
GRI 102-32	Highest governance body's role in sustainability reporting	Refer to page 3 of this report and page 3 of the PPC FY26 Integrated Report
GRI 102-33	Communicating critical concerns	Refer to page 31 of the PPC FY26 Integrated Report
GRI 102-34	Nature and total number of critical concerns	Not applicable
GRI 102-35	Remuneration policies	Refer to Remuneration Report on page 65 of the PPC FY26 Integrated Report
GRI 102-36	Process for determining remuneration	Refer to Remuneration Report on page 65 of the PPC FY26 Integrated Report
GRI 102-37	Stakeholders' involvement in remuneration	Refer to Remuneration Report on page 65 of the PPC FY26 Integrated Report
GRI 102-38	Annual total compensation ratio	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 102-39	Percentage change in annual total compensation ratio	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 102-40	List of stakeholder groups	Refer to page 31 of the PPC FY26 Integrated Report
GRI 102-41	Collective bargaining agreements	Refer to page 29 of this report
GRI 102-42	Identifying and selecting stakeholders	Refer to page 31 of the PPC FY26 Integrated Report
GRI 102-43	Approach to stakeholder engagement	Refer to page 31 of the PPC FY26 Integrated Report
GRI 102-44	Key topics and concerns raised	Refer to page 31 of the PPC FY26 Integrated Report
GRI 102-45	Entities included in the consolidated financial statements	Refer to the PPC FY26 Annual Financial Statements
GRI 102-46	Defining report content and topic boundaries	Refer to page 3 and page 24 of the PPC FY26 Integrated Report
GRI 102-47	List of material topics	Refer to page 24 of the PPC FY26 Integrated Report
GRI 102-48	Restatements of information	Refer to the PPC FY26 Annual Financial Statements
GRI 102-49	Changes in reporting	Not applicable
GRI 102-50	Reporting period	Refer to page 3 of this report and page 4 of the PPC FY26 Integrated Report
GRI 102-51	Date of most recent report	24 July 2026
GRI 102-52	Reporting cycle	Annual
GRI 102-53	Contact point for questions regarding the report	Refer to page 3 of this report and page 4 of the PPC FY26 Integrated Report
GRI 102-54	Claims of reporting in accordance with GRI standards	Refer to page 1 of this report and page 1 of the PPC FY26 Integrated Report

GRI Index

GRI INDEX FY26		DISCLOSURE
GRI 102-55	GRI content index	Refer to page 48 of this report
GRI 102-56	External assurance	Refer to page 7 of this report and page 26 of the FY26 Integrated Report
GRI 103 – Management approach		
GRI 103-1	Explanation of the material topic and its boundary	Refer to page 3 and page 24 of the FY26 Integrated Report
GRI 103-2	The management approach and its components	Refer to page 3 and page 24 of the FY26 Integrated Report
GRI 103-3	Evaluation of the management approach	Refer to page 3 and page 24 of the FY26 Integrated Report
GRI 201 – Economic performance		
GRI 201-1	Direct economic value generated and distributed	Refer to page 12 of the FY26 Integrated Report
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Refer to pages 8, 9 and 17 of the FY26 Integrated Report
GRI 201-3	Defined benefit plan obligations and other retirement plans	Refer to pages 66, 69, 72 and 81 of the FY26 Integrated Report
GRI 201-4	Financial assistance received from government	Not applicable
GRI 202 – Market presence		
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 202-2	Proportion of senior management hired from the local community	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 203 – Indirect economic impacts		
GRI 203-1	Infrastructure investments and services supported	Refer to pages 8, 9 and 17 of the FY26 Integrated Report
GRI 203-2	Significant indirect economic impacts	Refer to pages 8, 9 and 17 of the FY26 Integrated Report
GRI 204 – Procurement practices		
GRI 204-1	Proportion of spend on local suppliers	Refer to page 13 of this report
GRI 205 – Anti-corruption		
GRI 205-1	Operations assessed for risks related to corruption	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 205-2	Communication and training about anti-corruption policies and procedures	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 205-3	Confirmed incidents of corruption and actions taken	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 206 – Anti-competitive behaviour		
GRI 206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	No incidents reported during the FY26 reporting period

GRI Index

GRI INDEX FY26		DISCLOSURE
GRI 207 – Tax		
RI 207-1	Approach to tax	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 207-2	Tax governance, control and risk management	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 207-3	Stakeholder engagement and management of concerns related to tax	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 207-4	Country-by-country reporting	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 301 – Materials		
GRI 301-1	Materials used by weight or volume	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 301-2	Recycled input materials used	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 301-3	Reclaimed products and their packaging materials	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 302 – Energy		
GRI 302-1	Energy consumption within the organisation	Refer to page 18 of this report
GRI 302-2	Energy consumption outside the organisation	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 302-3	Energy intensity	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 302-4	Reduction of energy consumption	Refer to page 18 of this report
GRI 302-5	Reductions in energy requirements of products and services	Refer to page 18 of this report
GRI 303 – Water		
GRI 303-1	Interactions with water as a shared resource	Refer to page 19 of this report
GRI 303-2	Management of water discharge-related impacts	Refer to page 19 of this report
GRI 303-3	Water withdrawal	Refer to page 19 of this report
GRI 303-4	Water discharge	Refer to page 19 of this report
GRI 303-5	Water consumption	Refer to page 19 of this report
GRI 304 – Biodiversity		
GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 304-2	Significant impacts of activities, products and services on biodiversity	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 304-3	Habitats protected or restored	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not currently reported. PPC will continue to work to strengthen its disclosures going forward

GRI Index

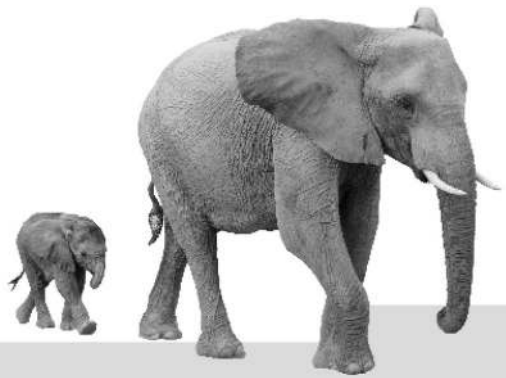
GRI INDEX FY26		DISCLOSURE
GRI 305 – Emissions		
GRI 305-1	Direct (Scope 1) GHG emissions	Refer to page 19 of this report
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Refer to page 19 of this report
GRI 305-3	Other indirect (Scope 3) GHG emissions	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 305-4	GHG emissions intensity	Refer to page 19 of this report
GRI 305-5	Reduction of GHG emissions	Refer to page 19 of this report and page 46 of the FY26 Integrated Report
GRI 305-6	Emissions of ozone-depleting substances (ODS)	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 305-7	Nitrogen oxides, sulphur oxides and other significant air emissions	Refer to page 19 of this report
GRI 306 – Effluents and waste		
GRI 306-1	Waste generation and significant waste-related impacts	Refer to page 17 of this report and page 47 of the FY26 Integrated Report
GRI 306-2	Management of significant waste-related impacts	Refer to page 17 of this report and page 47 of the FY26 Integrated Report
GRI 306-3	Waste generated	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 306-4	Waste diverted from disposal	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 306-5	Waste directed to disposal	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 307 – Environmental compliance		
GRI 307-1	Non-compliance with environmental laws and regulations	Refer to page 20 of this report
GRI 308 – Supplier environmental assessment		
GRI 308-1	New suppliers that were screened using environmental criteria	Refer to page 47 of the FY26 Integrated Report
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 401 – Employment		
GRI 401-1	New employee hires and employee turnover	Refer to page 23 of this report
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Refer to page 68 and page 72 of the FY26 Integrated Report
GRI 401-3	Parental leave	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 402 – Labour/management relations		
GRI 402-1	Minimum notice periods regarding operational changes	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 403 – Occupational health and safety		
GRI 403-1	Occupational health and safety management system	Refer to page 31 of this report and page 44 of the FY26 Integrated Report
GRI 403-2	Hazard identification, risk assessment and incident investigation	Refer to page 31 of this report and page 44 of the FY26 Integrated Report
GRI 403-3	Occupational health services	Refer to page 31 of this report and page 44 of the FY26 Integrated Report
GRI 404 – Training and education		
GRI 403-4	Worker participation, consultation and communication on occupational health and safety	Refer to page 31 of this report

GRI Index

GRI INDEX FY26		DISCLOSURE
GRI 403-5	Worker training on occupational health and safety	Refer to page 31 of this report
GRI 403-6	Promotion of worker health	Refer to page 31 of this report
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Refer to page 31 of this report
GRI 403-8	Workers covered by an occupational health and safety management system	Refer to page 31 of this report
GRI 403-9	Work-related injuries	Refer to page 31 of this report
GRI 403-10	Work-related ill health	Refer to page 31 of this report
GRI 404 – Training and education		
GRI 404-1	Average hours of training per year per employee	Refer to page 28 of this report
GRI 404-2	Programmes for upgrading employee skills and transition assistance programmes	Refer to page 26 of this report
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Refer to page 24 of this report
GRI 405 – Diversity and equal opportunity		
GRI 405-1	Diversity of governance bodies and employees	Refer to page 25 of this report
GRI 405-2	Ratio of basic salary and remuneration of women to men	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 406 – Non-discrimination		
GRI 406-1	Incidents of discrimination and corrective actions taken	Not currently reported. PPC will continue to work to strengthen its disclosures going forward
GRI 407 – Freedom of association and collective bargaining		
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	No incidents reported during the FY25 reporting period
GRI 408 – Child labour		
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	No incidents reported during the FY25 reporting period
GRI 409 – Forced or compulsory labour		
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	No incidents reported during the FY25 reporting period
GRI 410 – Security practices		
GRI 410-1	Security personnel trained in human rights policies or procedures	Not currently reported. PPC continues to work to strengthen its disclosures going forward
GRI 411 – Rights of indigenous people		
GRI 411-1	Incidents of violations involving rights of indigenous peoples	None occurred during the FY25 reporting period

GRI Index

GRI INDEX FY26		DISCLOSURE
GRI 412 – Human rights assessment		
GRI 412-1	Operations that have been subject to human rights reviews or impact assessments	Not currently reported. PPC continues to work to strengthen its disclosures going forward
GRI 412-2	Employee training on human rights policies or procedures	Not currently reported. PPC continues to work to strengthen its disclosures going forward
GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not currently reported. PPC continues to work to strengthen its disclosures going forward
GRI 413 – Local communities		
GRI 413-1	Operations with local community engagement, impact assessments and development programmes	Refer to page 32 of this report and page 48 of the FY26 Integrated Report
GRI 413-2	Operations with significant actual and potential negative impacts on local communities	Not currently reported. PPC continues to work to strengthen its disclosures going forward
GRI 414 – Supplier social assessment		
GRI 414-1	New suppliers that were screened using social criteria	Not currently reported. PPC continues to work to strengthen its disclosures going forward
GRI 414-2	Negative social impacts in the supply chain and actions taken	Not currently reported. PPC continues to work to strengthen its disclosures going forward
GRI 415 – Public policy		
GRI 415-1	Political contributions	Not applicable
GRI 416 – Customer health and safety		
GRI 416-1	Assessment of the health and safety impacts of product and service categories	Not currently reported. PPC continues to work to strengthen its disclosures going forward
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents reported during the FY26 reporting period
GRI 417 – Marketing and labelling		
GRI 417-1	Requirements for product and service information and labelling	No incidents reported during the FY26 reporting period
GRI 417-2	Incidents of non-compliance concerning product and service information and labelling	No incidents reported during the FY26 reporting period
GRI 417-3	Incidents of non-compliance concerning marketing communications	No incidents reported during the FY26 reporting period
GRI 418 – Customer privacy		
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No incidents reported during the FY26 reporting period
GRI 419 – Socio-economic compliance		
GRI 419-1	Non-compliance with laws and regulations in the social and economic area	No incidents reported during the FY26 reporting period

Abbreviations

AEL	Atmospheric emission licence
AFR	Alternative fuels and resources
AFS	Annual financial statements
AGM	Annual general meeting
ARCC	Audit, risk and compliance committee
B-BBEE Act	Broad-Based Black Economic Empowerment Act 46 of 2013
B-BBEE	Broad-Based Black Economic Empowerment
BEE	Black economic empowerment
CEMS	Continuous emissions monitoring system
CEO	Chief executive officer
CFO	Chief financial officer
CO_2	Carbon dioxide
Companies Act	Companies Act 71 of 2008, as amended
CSI	Corporate social investment
DEIB	Diversity, equity, inclusion and belonging
DFFE	Department of Forestry, Fisheries and the Environment
DMRE	Department of Mineral Resources and Energy
EAP	Economically active population
EAP	Employee assistance programme
EE	Employment equity
ERM	Enterprise risk management
ESG	Environment, social and governance
Exco	Executive committee
FY24	Financial year ended 31 March 2024
FY25	Financial year ended 31 March 2025
FY26	Financial year ended 31 March 2026
GHG	Greenhouse gas
GRI	Global Reporting Initiative
IFRS	International Financial Reporting Standards
IR	Integrated report
JSE	Johannesburg Stock Exchange
Kg	Kilogram
King IV™	King IV Report on Corporate Governance™ for South Africa, 2016
KPI	Key performance indicator
kWh/t cement	Kilowatt hour per tonne of cement
LTI	Lost-time injury
LTIFR	Lost-time injury frequency rate
LTISR	Lost-time injury severity rate
Mining Charter	Broad-based Socio-economic Empowerment Charter for the Mining and Minerals Industry
m^3	Cubic metre
mJ	Megajoule
MQA	Mining qualification authority
MW	Megawatts
NAEIS	National Atmospheric Emission Inventory System
NED	Non-executive director
NGO	Non-governmental organisation
NOx	Nitrogen oxide
NUM	National Union of Mineworkers
OHS	Occupational health and safety
PPIP	Plant Performance Improvement Plans
RTC	Reward and talent committee
S&IC	Strategy and investment committee
SA	South Africa
SDG	Sustainable Development Goal
SETCO	Social, ethics and transformation committee
SHC	Specific heat consumption
SHE	Safety, health and environment
SLP	Social and labour plan
SOx	Sulphur oxide
UN	United Nations