

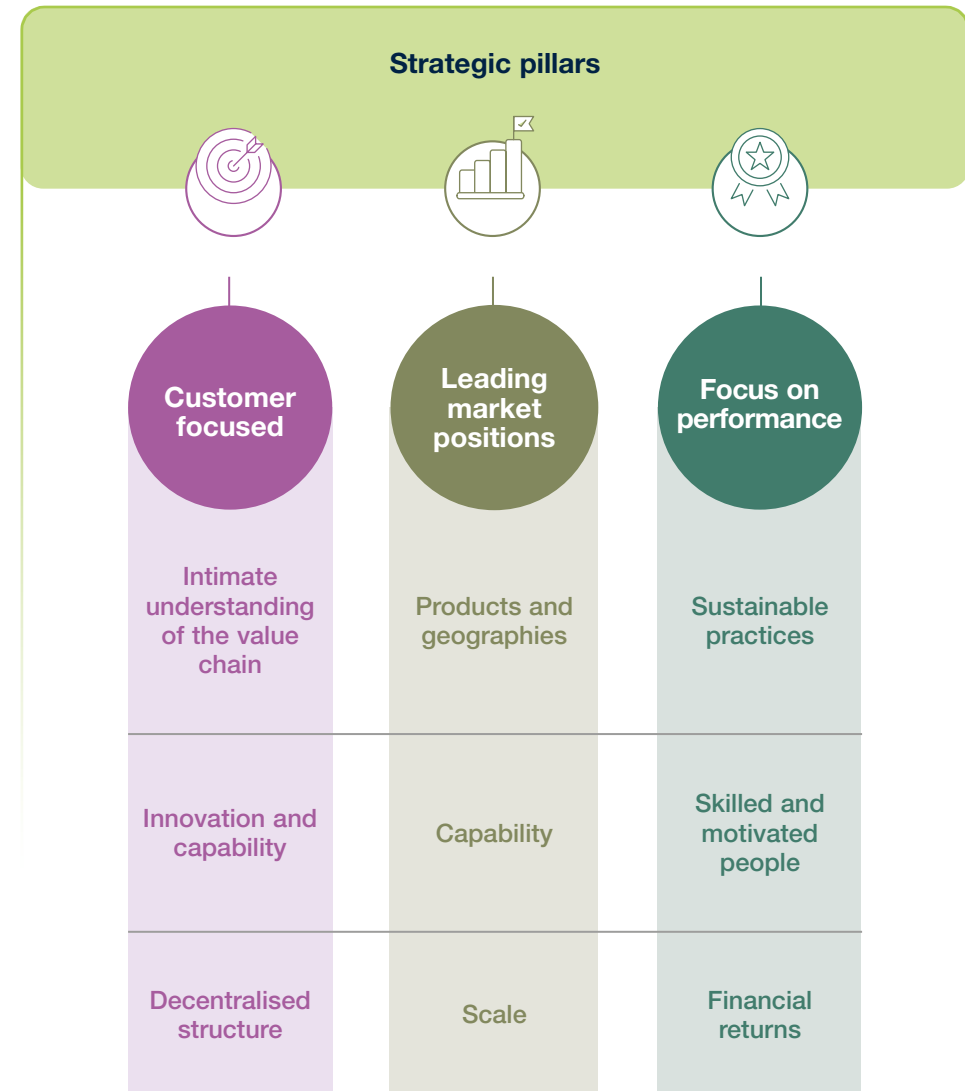
## Strategy and objectives

Mpact's executive management maintains responsibility for developing, updating and implementing the Group's strategy, which is in turn reviewed and approved by the Board. The Board also oversees its implementation. The strategy – which is underpinned by our vision and based upon three core pillars supported by nine key principles – is reviewed at least annually to update it for emerging industry trends, regulatory changes, new opportunities and risks and other developments that are relevant to the Group's ability to create long-term value.

The Group's strategy aims to optimise our portfolio and grow the business both organically and through acquisitions. It underpins our ambition to become a truly circular economy business while making a positive impact on our communities. Our product innovation, research and new production capacity aims to systematically improve the value and future focus of our portfolio. We are deliberately targeting sectors like export fruit, convenience shopping, recycling, and waste management, where we expect sustained growth, and which are also partly shielded from the need for South African consumer spending growth.

We are also enhancing our operational resilience. Where feasible, we continue to develop multi-site manufacturing in our converting operations to ensure a deeper customer focus and mitigate service delivery failure and other risks. While there is some trade-off in terms of economies of scale, our ability to provide customers with products timeously is a priority. We will continue to expand our solar and back-up power capabilities and implement water provision and management plans for key operations.

Further information regarding Mpact's strategy and implementation are included throughout this Integrated Report, and specifically in the Chairman's review and the Operational review.



The key principles underlying each strategy pillar are as follows:



Customer-focused

Decentralised structure

- Customer-centric
- Responsive
- Accountable
- Flexible
- Effectively execute differing strategies or even hybrids across business units

Innovation and capability

- Applied to products and processes internally and externally
- Use of own R&D capabilities where feasible
- Investing to meet new and emerging demands of customers with good returns

Intimate understanding of the value chain

- Engage customers and other stakeholders to improve supply chain efficiency and anticipate changing requirements
- Engaging with product specification bodies, marketing and branding teams, key distribution networks
- Make partnerships work



Leading market positions

Scale

- Maintain leading market positions in chosen geographies with scale to enable competitiveness at a decentralised level
- May consider entry below leading market position but always considering sectors where there is potential to lead in future

Capability

- Invest in sectors where Mpact has sustainable competitive advantages or at least has the prospect of developing them

Products and geographies

- Rigid plastics and paper-based packaging in sub-Saharan Africa



Focus on performance

Financial returns

- ROCE and profitable growth
- Disciplined capital allocation and spending
- Reinvestment and capital allocation based on track record
- Stringent and continuous cost management
- Long-term view of investments
- Effective risk management and governance
- Cash generation

Skilled and motivated people

- Invest in support of management with a track record
- Reward performance and results and appreciate effort
- Commit resources to proactive training and development of our people
- Resilient health and safety culture

Sustainable practices

- Responsible environmental management
- Contributing to social upliftment in the areas in which we operate
- Rigorously pursue the highest ethical standards in governance