

NAMPAK LIMITED

Application of the King IV Report on Corporate Governance for South Africa 2016 (“King IV™”)

Nampak Limited (“Nampak” or “the Company”) is a listed company on the Johannesburg Stock Exchange operated by the JSE Limited (“JSE”). Paragraph 3.84 of the JSE Listings Requirements stipulates that issuers must comply with certain specific requirements concerning corporate governance. Nampak certifies that it complies with all the requirements detailed in paragraph 3.84.

Nampak believes in ensuring:

- an ethical culture
- good performance
- effective control
- legitimacy

In its drive to ensure the achievement of these outcomes, Nampak has applied all the principles outlined in King IV™ adequately during 2020 and sets out hereunder a brief description of the principles and their application within the Nampak environment.

IH van Lochem
COMPANY SECRETARY

15 December 2020

PRINCIPLE 1

The governing body should lead ethically and effectively

satisfactorily applied

Integrity – It is required that Nampak Limited’s directors always act ethically, in good faith and in the best interest of the Company. The Board’s deliberations, decisions and actions are based on ethical values of responsibility, accountability, fairness and transparency.

Nampak’s Code of Conduct and Business Ethics is applied throughout the Group. All directors and employees, irrespective of the country in which they are employed, are obligated under the Code to act with honesty and integrity and to maintain the highest ethical standards.

Declarations of interest are managed in line with the Companies Act 71 of 2008 (“the Companies Act”) and the Board will take the necessary steps in the event of untenable conflicts. Directors’ independence is evaluated on an annual basis and directors are required to disclose other directorships annually. Nampak’s directors, executives and certain employees identified from time to time are prohibited from dealing in Nampak securities during certain prescribed periods.

Competence - Nampak’s directors have the necessary competence to discharge their responsibilities and to provide strategic direction and control of the Company. Directors are expected to act with due care, skill and diligence.

The development of industry knowledge is a continuous process and the Board is continually appraised of new developments and changes in Nampak’s environment. Training is provided to individual directors on request. The Company has a formal induction programme, which includes the opportunity for new directors to visit key operations.

Responsibility - The Board sets the direction of the Company and is committed to driving Nampak’s strategy and operations to support a sustainable business, taking into account Nampak’s short, medium and long-term impact on the economy, society, environment and its stakeholders. The Board, with the support of its committees, oversees and monitors the implementation and execution of strategy by management, ensuring accountability for the Company’s performance.

Directors are devoted to ensuring the sustainable success of the Company and therefore attend meetings as required and dedicate sufficient time and effort in preparation for such meetings.

Risk management is part of Nampak’s culture and is inherent in all decisions and activities. The Board, with the support of its committees, regularly considers the risks and opportunities prevalent in the environment the Group operates in, ensuring a balanced outcome between risk and reward, taking into consideration the best interests of the Company.

Accountability -The Board of directors remain accountable for the actions of the Company and are responsible for the execution of their duties, even where delegated.

Fairness - Nampak recognises that the sustainability of its business is totally dependent on successful and inclusive interaction with its stakeholders. A stakeholder engagement policy sets out the strategies and objectives behind the Group’s engagement with material stakeholders, with the primary objective that the Company be recognised as a responsible corporate citizen.

Transparency - The Board is transparent in the manner in which it exercises its role and responsibilities and ensures that appropriate disclosures are made as required.

PRINCIPLE 2

The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture

satisfactorily applied

Organisational ethics – Taking into consideration human rights and the requirements of good corporate citizenship, the Board determines the organisation’s values and sets the tone for ethical business practices. Nampak is committed to conducting its business in compliance with all applicable laws and regulations and has the necessary processes in place to ensure that all directors, employees, divisions and entities in the Group adhere to essential Group requirements and appropriate corporate governance standards.

The Code of Conduct and Business Ethics, approved by the Board, sets the minimum standards expected of all directors, employees and suppliers. It is expected that all directors, employees and suppliers within the Group, act ethically with each other, with external stakeholders and society in general. Key ethical risks are considered and monitored by the Board with the support of Board committees. Alleged violations may be reported through “Tip-Offs Anonymous”, which is independently administered and is accessible 24 hours a day, seven days a week. No human rights violations were reported during the year, nor were there any material violations or deviations from the Code of Conduct and Business Ethics detected or reported.

Management has been delegated the responsibility for the implementation and execution of the Code of Conduct and Business Ethics. The Board, with the assistance of the Social, Ethics and Transformation Committee, exercises ongoing oversight of the management and monitoring of ethics, ensuring its integration in the operations of the Company.

The ethics programme, which includes a whistle-blowing policy, the provision of an independent reporting line to detect breaches of ethical standards, dedicated efforts to create awareness, the detection and investigation of ethical violations and the provision of training, provides a solid ethical foundation. Nampak continues to focus on ensuring equal opportunities and fair employment practices across its businesses and that human rights are protected and corrupt activities limited.

The Code is published on the website and is incorporated by reference in supplier and employee contracts. A high-level overview of the governance and management of ethics is also disclosed in the integrated report.

PRINCIPLE 3

The governing body should ensure that the organisation is and is seen to be a responsible corporate citizen

satisfactorily applied

Being a responsible corporate citizen - It is a Nampak imperative to be a values-driven organisation fulfilling both its legal and moral obligations.

The Board approves the strategy and priorities of the business, including Nampak’s material issues as set out in its annual integrated report. Through stakeholder engagement and collaboration, Nampak is committed to understanding and being responsive to the interests and expectations of stakeholders and to collaborating with them in finding lasting solutions to sustainability challenges.

The Board, with the support of the Social, Ethics and Transformation Committee and its executive team, oversees and monitors how the operations and activities of the Company affect its status as a responsible corporate citizen and reports annually on the Group’s sustainability activities.

PRINCIPLE 4

The governing body should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process

satisfactorily applied

Strategy and performance - The Board contributes to, and approves Nampak's long-term strategy and short to medium term strategic plans and projects, which are aligned with the purpose of the Company, the value drivers of its business and the legitimate expectations of its stakeholders, whilst taking into account the key risks facing the Group as well as opportunities identified. The Board oversees and monitors, with the support of its committees, the implementation and execution by management of the policies and priorities and ensures that the Company accounts for its performance by reporting accordingly. Further details regarding the Company's performance against its strategic objectives is included in the integrated report.

PRINCIPLE 5

The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance, and its short, medium and long-term prospects

satisfactorily applied

Reporting - The Board, through the Audit and Risk Committee, ensures that the necessary controls are in place to verify and safeguard the integrity of the annual reports and any other disclosures. The Company ensures that all disclosures are made in accordance with stipulated requirements.

The Audit and Risk Committee considers the basis for determining materiality for the purpose of deciding which information should be included in external reports, oversees the integrated reporting process and reviews the audited financial statements.

Nampak ensures that the annual integrated report, the annual financial statements, and any other relevant information to stakeholders, is published on the Company's website, as well as through other media as is appropriate.

PRINCIPLE 6

The governing body should serve as the focal point and custodian of corporate governance in the organisation

satisfactorily applied

Our primary role - The Board has an approved charter, which it reviews annually. The charter sets out its governance responsibilities, including its role, responsibilities, membership requirements and procedural conduct.

The Board as well as any director or committee may obtain independent, external professional advice at the Company's expense concerning matters within the scope of their duties and the directors may request documentation from and set up meetings with management as and when required.

Nampak has the necessary processes in place to ensure that all divisions and entities in the Group adhere to essential Group requirements and minimum corporate governance standards. As a direct or indirect shareholder, the Company exercises its rights and is involved in the decision-making of its subsidiaries on material matters.

Nampak's governance framework and corporate governance practices are disclosed in the integrated report.

PRINCIPLE 7

The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively

satisfactorily applied

Including notes on Nampak's compliance with the following JSE Listings Requirements: JSE3.84(e): Categorisation of directors. JSE3.84(a): Balance of power and authority on the Board. JSE3.84(b): Appointment of CEO and Chairman. JSE3.84(i) and (j): Policy on the promotion of broader diversity at board level. JSE3.84(d): CV of each director standing for election or re-election.

Composition - The capacity of each director is categorised in accordance with the JSE listings requirements, also taking into consideration King IV™ and other factors included in the Board charter. The Board comprises a majority of independent non-executive directors. A review on the independence and performance of independent non-executive directors serving more than 9 years is undertaken by the Board with the support of the Nominations and Remuneration Committee. [JSE3.84(e)]

There are two executive directors on the Board namely the Chief Executive Officer ("CEO") and the Chief Financial Officer ("CFO"). In terms of the Company's memorandum of incorporation ("MOI"), one-third of non-executive directors must retire at every annual general meeting ("AGM") and are eligible for re-election. When considering the appointment or re-election of directors, the Board, with the support of the Nominations and Remuneration Committee, gives consideration to the knowledge, skills and experience required of directors for conducting the business as well as size, diversity and demographics of the Board to ensure its effectiveness.

There is a clear distinction drawn between the roles of the CEO and the Chairman and these positions are occupied by separate individuals. [JSE3.84(b)] All non-executive directors have been determined by the Board to be independent. Although no lead independent director ("LID") has been appointed as recommended by King IV™, the chairman of the Nominations and Remuneration Committee, or any other independent non-executive director as appropriate, will lead in the absence of the chairman and act as chairman in certain circumstances as appropriate. [JSE3.84(b)].

A policy on the promotion of broader diversity at Board level has been incorporated into the Board charter. The Board sets targets for specifically race and gender representation in its membership and reports on how it has considered and applied these policies in the integrated report. [JSE3.84 (i) and (j)]

The process for the appointment and election of directors is set out in the Company's MOI. In line with the approved succession process plan, the Nominations and Remuneration Committee assists with the process of identifying suitable candidates to be proposed for appointment to the Board and election by the shareholders, taking into consideration the review of the Board's effectiveness, which includes, amongst others, its composition. All facets of diversity in terms of the Board's policy are considered in determining the optimal composition of the Board, which should be balanced appropriately to enable the Board to discharge its duties and responsibilities effectively. [JSE3.84(a)]

A brief *curriculum vitae* for each director standing for election or re-election accompanies the notice of the AGM.

Newly appointed directors are inducted into the business of the Company, Board matters and their duties and responsibilities as directors under the guidance of the Company Secretary, in accordance with each director's specific needs. Directors are given the opportunity to visit key operations as appropriate and receive briefings on new legal developments and changes in the risk and general business environment on an on-going basis.

PRINCIPLE 8

The governing body should ensure that its arrangements for delegation within its own structures promote independent judgement, and assist with balance of power and the effective discharge of its duties

satisfactorily applied

Including notes on Nampak's compliance with the following JSE Listings Requirements: JSE3.84(c): Audit Committee, Remuneration Committee and Social and Ethics Committee. JSE3.84(g): Expertise and experience of the financial director.

Board committees - Committees have been established to assist the Board in discharging its responsibilities. The committees of the Board comprise the Audit and Risk Committee, the Nominations and Remuneration Committee and the Social, Ethics and Transformation Committee.

The committees are appropriately constituted and members are appointed by the Board. The Nominations and Remuneration Committee reviews the composition of Board committees and makes recommendations to the Board with regard to their composition, including the appointment of the chairmen of each committee, taking into account factors such as diversity and skills and the need to create an even spread of power and authority.

External advisors, executive directors and members of management attend committee meetings by invitation. The committees play an important role in enhancing high standards of governance and achieving increased effectiveness within the Group. Formal charters outlining the role and responsibilities of each committee have been aligned to the requirements of King IVTM and approved by the Board. These charters are reviewed annually. The charters of the committees are available on Nampak's website. A delegation by the Board of its responsibilities to a committee will not in or of itself constitute a discharge of the Board's responsibilities or accountability. The Board applies its collective mind to the information, opinions, recommendations, reports and statements presented by the chairman of a committee.

Audit Committee - The Board has an independent Audit and Risk Committee and its independence and effectiveness is reviewed on an annual basis. The Audit and Risk Committee is constituted as a statutory committee of Nampak Limited in respect of its statutory duties in terms of section 94(7) of the Companies Act and a committee of the Board in respect of all other duties assigned to it by the Board. [JSE3.84(c)] The Committee performs the functions as set out in the Companies Act. Adequate processes and structures have been implemented to assist the Committee in providing oversight and ensuring the integrity of financial reporting, internal controls and other governance matters relating to subsidiaries. The Committee provides independent oversight of, amongst others, the adequacy and effectiveness of the Company's internal, financial controls and its approach to combined assurance. The Committee gives annual consideration to, and satisfies itself of the appropriateness of the expertise and experience of the CFO and the finance function.[JSE3.84(g)]

The Audit and Risk Committee consists of 4 independent, non-executive members. The Chairman of the Board is not a member of the Committee. Members of the Committee are elected by shareholders at the AGM. All Committee members are financially literate and have the requisite experience to serve on the Audit and Risk Committee.

Refer to the Audit and Risk Committee report included in the annual financial statements for further details regarding the Committee.

Nominations and Remuneration Committees – The Nominations and Remuneration Committee is responsible for overseeing remuneration. The Board has also delegated oversight of, amongst others, the following to the Committee (i) the process for nominating, electing and appointing members of the Board, (ii) succession planning of directors and (iii) evaluation of the performance of the Board and its committees.

The Nominations and Remuneration Committee comprises 3 independent non-executive directors. The Chairman of the Board is a member of this Committee.

Social and Ethics Committee - The Social, Ethics and Transformation Committee is responsible for overseeing and reporting on ethics, responsible corporate citizenship, sustainable development and stakeholder relationships and comprises 2 independent non-executive directors and the CEO. It is also responsible for executing on its statutory duties.

PRINCIPLE 9

The governing body should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness

satisfactorily applied

Our performance evaluation - The effectiveness of the performance of the Board, its committees, individual directors and the Chairman is assessed every second year.

The performance and effectiveness of the Board, its committees, individual directors and the chairman was formally assessed during the financial year. It was determined that the Board and its committees generally function effectively and professionally. The performance of the chairman was also assessed, and it was agreed that he leads the board in an effective and appropriate manner.

Annually the Nominations and Remuneration Committee considers the commitments of all directors to determine whether directors are free from conflicts and have sufficient time to fulfill their responsibilities as directors effectively. Should the Committee be of the view that a director is over committed or has an unmanageable conflict, the Chairman will meet with that director to discuss the resolution of the matter to the satisfaction of the Committee.

The role of the Chairman is formalised. An assessment of the Chairman's ability to add value, and his performance against what is required of his role and function, is conducted by the Board every second year. The Board and the Nominations and Remuneration Committee are responsible for the succession planning for the position of the Chairman.

The performance of the Board, its committees and the directors is disclosed in the integrated report. The role and responsibilities of the Board, its committees, the Chairman and the directors are outlined in the Board Charter, available on the Nampak website.

PRINCIPLE 10

The governing body should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities

satisfactorily applied

Including notes on Nampak's compliance with the following JSE Listings Requirements: JSE-3.84(h): The Company Secretary.

CEO and Group Executive Committee ("GEC") – Mr EE Smuts was appointed as CEO with effect from 6 January 2020. The role and function of the CEO is specified in the Board charter and the performance of the CEO is evaluated by the Board against the criteria specified. The Nominations and Remuneration Committee assists the Board in ensuring that succession plans are in place for the position of CEO. The CEO and the Board will agree on whether the CEO accepts additional professional responsibilities or positions, including membership of governing bodies outside Nampak. Time constraints and potential conflicts of interest will be considered and balanced against the opportunity for professional development. The CEO's performance is evaluated annually against agreed performance measures and targets.

The CEO is not a member of the Nominations and Remuneration Committee, nor the Audit and Risk Committee, but attends meetings, or parts thereof, by invitation, where he is required to contribute pertinent insights and information.

The CEO appoints members of the GEC and ensures that succession plans are in place for the position of members of the GEC.

The Board exercises control through the governance framework of the Company, which includes detailed reporting to the Board, and its committees, Board reserved decision-making authority and a system of assurances on internal controls. The GEC is constituted to assist the CEO in managing the business of the Group, subject to authority limits as delegated to the CEO by the Board. The GEC assists the CEO in guiding and controlling the overall direction of the business of the Group and acts as a medium of communication and coordination between divisions, Group companies and the Board.

The Company Secretary – Nampak has appointed a Company Secretary in accordance with the Companies Act. The Company Secretary is not a director.[JSE3.84(b)]

Having considered the competence, qualifications and experience of the Company Secretary, the Board is satisfied that she is competent and has the appropriate qualifications and experience to serve as the Company Secretary.

The Company Secretary has a direct channel of communication to the Chairman, while maintaining an arm's-length relationship with the Board and the directors as far as reasonably possible. The role and responsibilities of the Company Secretary are described in the Board charter.

PRINCIPLE 11

The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives

satisfactorily applied

Risk governance - Nampak's risk framework, risk guidelines and other Group policies and procedures inform its risk management culture. Understanding the risk environment informs the Group strategy and assists with decision making throughout the organisation. The Audit and Risk Committee considers the material outcomes of these processes and measures the level of risk exposure against the Group's predetermined risk appetite and tolerance levels. The risk appetite and tolerance levels are approved by the Board and risk appetite monitoring is governed by the Audit and Risk Committee. Not only do risk appetite statements address financial aspects, but also social, economic and environmental facets.

The risk assessment process is formally integrated into Nampak's annual business planning, capital expenditure and budgeting cycle. Risk registers are maintained by operations and reviewed and updated regularly. Management is formally required to address any intolerable residual risks, and the effectiveness of risk mitigations on a continual basis is evaluated in the context of Group and regional risk control standards, policies and procedures. Strategic risk responses are addressed by the GEC, and operational risk responses involve the divisional management teams. Management's risk responses are monitored by the Audit and Risk Committee.

Risk management is integrated into the business and risk related information is provided to the CFO for review before being presented to the Board's Audit and Risk Committee.

Risk trends are monitored and key risk indicators aligned to the current business plan. Identified risks are monitored at divisional and Group meetings, which are attended by the CEO and/or CFO. Internal risk reporting is regimented and interaction on various risk issues occurs throughout the year. Historic risk data is retained so that risk mitigation performance can be tracked and trend-lines established.

A comprehensive programme of risk-based assurance is an established component of the Company's risk management plan. The assurance activities cover a wide spread of risk control disciplines, including operational and insurable risks, food and packaging safety, regulatory compliance, ethics management, climate change and sustainability, safety and health, internal financial controls and ISO standards. The risk management process itself is subject to internal audit reviews in an effort to continually enhance its effectiveness.

A number of initiatives are in place to ensure continuous improvement of the risk management programme.

For more information regarding the key risks in Nampak, refer to the integrated report.

PRINCIPLE 12

The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives

satisfactorily applied

Technology and Information management - Information management (IM) is an important part of Nampak's business and is essential to support the Group and for its sustainability. The Board is ultimately accountable for the governance of information and technology management; Nampak's Board has delegated the ongoing oversight of the management of technology to the IM Steering Committee, comprising the GEC and the Chief Information Officer ("CIO"). The IM Steering Committee is responsible for overseeing the direction of, and investments for Information Management, and ensuring alignment with business strategy and priorities.

Nampak has adopted COBIT5 (Control Objectives for Information and related Technology), as a framework for IM governance for establishing and maintaining effective internal controls, continuity and risk management.

In line with COBIT5, a framework of IM policies has been developed and adopted, taking into consideration stakeholder needs, the business imperatives, current legislation and IM trends and providing assurance regarding IM effectiveness.

The Audit and Risk Committee monitors the effectiveness of IM governance.

The Group's IM focus remains to deliver value to Nampak through benefits realisation, resource optimisation and risk mitigation that is aligned with Nampak's strategy and goals.

PRINCIPLE 13

The governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organization being ethical and a good corporate citizen

satisfactorily applied

Compliance - Nampak is committed to conducting its business in compliance with all applicable laws and regulations. In pursuit of that goal, Nampak maintains an effective compliance programme. The purpose of Nampak's compliance programme is to ensure that Nampak conducts its business within the confines of the law.

Compliance is decentralised and relevant laws and regulations are made available to the businesses in the Group. Group Legal provides professional legal advice and guidance on all legal matters, including compliance, where required. Policies and procedures are in place to monitor compliance and to mitigate risks, to implement effective training programmes and to report to management and the Board on the effectiveness of the programme. The programme provides for the detection of contraventions of laws, regulations and company policy, enabling the Company to address transgressions immediately. Litigation in the businesses is referred to the Group Legal Adviser, who reports on material litigation to the Audit and Risk Committee.

Safety, health, environmental and competition laws, together with fraud and corruption management, are key compliance areas and receive the necessary attention on an ongoing basis. Extensive training in these areas is provided on a regular basis.

During the year under review, there were no material violations of any laws or regulations, nor were any material penalties or fines imposed on the Company or its directors for contraventions of any laws or regulations.

PRINCIPLE 14

The governing body should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term

satisfactorily applied

Also considering: JSE LR 3.84(k): The remuneration policy and the implementation report.

Remuneration - The Nominations and Remuneration Committee is delegated by the Board to independently approve and oversee the overall remuneration structure for the Group. The Committee considers all the elements of remuneration in order to create a working climate that is fair, but also motivates and supports high levels of performance. Nampak has an embedded rewards strategy, which translates into competitive yet appropriate reward outcomes.

The remuneration policy and the implementation report are reported on in detail in the remuneration report contained in the integrated report.

The remuneration policy aims to enable the attraction and retention of skilled resources and results in rewards, which are aligned with shareholder interests. The policy is designed to:

- attract, motivate, reward and retain human capital.
- promote the achievement of strategic objectives in a manner, which is aligned with the Company's approach to risk management.
- promote positive outcomes aligned with short, medium and long-term objectives, an ethical culture and responsible corporate citizenship.

The Nominations and Remuneration Committee will thoroughly consider shareholders' comments and contributions to the remuneration policy and incorporate them into the policy where these enhancements align with the Group's strategy.

Refer to the remuneration report for the voting results on the remuneration policy and the implementation report at the 2020 AGM. Remuneration of the non-executive and executive directors as well as prescribed officers is disclosed in the Company's integrated report.

In line with the recommended King IV™ practices in, both the remuneration policy and the implementation report will be tabled for separate non-binding advisory votes by the shareholders at the Company's AGM in February 2021.

The remuneration policy provides for the measures that Nampak commit to take in the event that either the remuneration policy or the implementation report, or both, are voted against by 25% or more of the votes exercised.

PRINCIPLE 15

The governing body should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the company's external reports

satisfactorily applied

Assurance - The Audit and Risk Committee is responsible for the quality and integrity of Nampak's integrated reporting. Nampak's current combined assurance model is representative of Nampak's approach to significant risks and material matters which are managed between six lines of defense. Nampak continuously works to refine the coordination, integration and alignment of assurance activities. A robust combined assurance framework was adopted to provide the Board with a holistic view of risks and controls and indicate whether the mitigations are effective. The Board, supported by the Audit and Risk Committee, ensures an effective control environment which supports the integrity of Nampak's information. Nampak's systems of internal control are designed to provide reasonable assurance against material misstatement.

The internal audit function was outsourced to Ernst & Young Advisory Services Proprietary Limited (EY) with effect from 1 November 2010. EY performed the internal audit of Nampak for the year ended 30 September 2020 in accordance with the agreement entered into and the approved internal audit plan.

Internal audit plans are designed to cover the system of internal controls over a number of years and therefore cannot be relied upon in any particular year to provide assurance that all the elements of the system of internal control were operating effectively throughout that year. Thus, the internal audit written assessment relates solely to the work performed in accordance with the approved internal audit plan for the year under review, and serves as one of several inputs that the Board will consider before concluding on the effectiveness and adequacy of the systems of internal control.

The Audit and Risk Committee, on behalf of the Board, assessed the adequacy and the effectiveness of controls as adequate through the confirmation of management and reports from the internal and external auditors. Based on the assessment of Nampak's systems of internal control and risk management, including the design, implementation and effectiveness of internal financial controls, and considering information and explanations provided by management and discussions with the external auditor on the results of the external audit, it is the Board's opinion that Nampak's systems of internal control and risk management are effective, although areas for improvement were identified. The assurance activities of management, internal and external audit are coordinated with each other, with the relationship between the external assurers and management being monitored by the Audit and Risk Committee.

An internal audit charter is in place and outlines the responsibilities of the internal audit function. The Audit and Risk Committee has been delegated the responsibility for overseeing that internal audit services are executed in line with the charter.

The internal audit plan, approved by the Audit and Risk Committee and updated as appropriate to ensure it is responsive to change, is based on an assessment of the risk areas identified by internal audit and management, as well as focus areas highlighted by the Audit and Risk Committee, GEC and management. It includes activities that support the achievement of an effective internal control environment which supports the integrity of information.

The internal audit service provider was appointed, and may be removed, by the Audit and Risk Committee. The Lead Internal Auditor reports to the Chairman of the Audit and Risk Committee on the performance of duties and functions that relate to internal audit and the internal audit charter gives him direct access to the CEO, the CFO and the chairs of the other Board committees. The Lead Internal Auditor administratively reports to the CFO.

The Lead Internal Auditor functions independently from management and has the necessary authority, which includes unfettered access to meetings, minutes, documentation and risk registers of Nampak's businesses and functions. The performance of the Lead Internal Auditor is evaluated annually by the Audit and Risk Committee who ensures that she has the necessary competence and independence. The Committee also assesses regularly whether the necessary arrangements are in place to ensure that adequate skills and resources are in place and that internal audit function is supplemented as required by specialist, and as applicable, external services. The internal audit function is required to undergo an independent quality review at least every five years.

PRINCIPLE 16

In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the company over time

satisfactorily applied

The Board is the ultimate custodian of stakeholder relationships in the Group and its decisions and interactions with stakeholders are based on ethical values of responsibility, accountability, fairness and transparency.

The Board, through the Social, Ethics and Transformation Committee, as part of its social and ethics mandate under the Companies Act, considers issues around stakeholder perceptions. The Committee has oversight of stakeholder engagement and management. Through regular reporting to the Social, Ethics and Transformation Committee, the Board is equipped with the necessary information to enable it to take the legitimate interests and expectations of stakeholders into account in its decision-making.

The Group recognises that the sustainability of the business is totally dependent on successful interaction with its stakeholders. A stakeholder engagement policy sets out the strategies and objectives behind the Group's engagement with material stakeholders, with an important objective that the Company be recognised as a responsible corporate citizen. It is a business imperative that Nampak understands and is responsive to the needs and interests of our key stakeholder Groups, which includes employees and their representatives; government and regulators; shareholders; the communities around our operations; suppliers and customers; and business partners. The individual stakeholders within these Groups are highly diverse, with sometimes competing interests. Nampak is therefore constantly seeking to improve the way in which we engage with our stakeholders to effectively respond to this complexity and diversity.

The Board has delegated the responsibility to proactively deal with stakeholder groupings to management, and to provide feedback where necessary. The Board considers the balance of engagement with each stakeholder grouping and endeavours to achieve a climate of respect with constructive debate. Interaction with our stakeholders occurs during the normal course of business at multiple levels across the Group and we strive to resolve disputes with its stakeholders effectively and expeditiously.