Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2007	Booysen	Stefanes F (Steve)	Male	Yes	Yes
2008	Booysen	Stefanes F (Steve)	Male	Yes	Yes
2009	Booysen	Stefanes F (Steve)	Male	No	No
2009	Ramos	Maria	Female	No	No
2010	Ramos	Maria	Female	Yes	Yes
2011	Ramos	Maria	Female	Yes	Yes
2012	Ramos	Maria	Female	Yes	Yes
2024	Russon	Charles	male	No	No
2024	Rautenbach	Arrie	male	No	No
2025	Russon	Charles	male	No	No
2025	Fihla	Kenny	Male	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2007	752,570	66,393	1,382,979	0	2,201,941	0	2,201,941
2008	688,848	55,130	1,451,028	0	2,195,005	543,857	2,738,862
2009	678,531	52,656	339,845	0	1,071,032	1,853,384	2,924,416
2010	862,265	82,252	655,336	0	1,599,853	0	1,599,853
2011	840,754	81,309	0	0	922,063	583,846	1,505,909
2012	739,707	12,133	0	60,072	811,912	1,219,512	2,031,425
2024	795,371	49,964	740,253	0	1,585,588	1,643,484	3,229,072
2025	750,449	0	2,397,240	0	3,147,688	2,014,559	5,162,247

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2007	4	1,713,087	5,437,957	428,272	1,359,489
2008	4	1,761,618	5,444,257	440,405	1,361,064
2009	5	1,663,579	3,237,996	332,716	647,599

2009	5	1,663,579	3,237,996	332,716 647,599
2010	4	1,836,452	5,130,583	459,113 1,282,646
2011	3	1,808,569	3,200,309	602,856 1,066,770
2012	3	1,588,128	2,501,903	529,376 833,968
2024	4	1,092,149	2,523,507	273,037 630,877
2025	3	1,180,970	4,254,850	393,657 1,418,283

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2007	22	1,609,532	73,161
2008	21	1,537,737	73,226
2009	17	1,516,694	89,217
2010	17	1,963,012	115,471
2011	18	2,044,091	113,561
2012	15	1,840,780	122,719
2021	4	505,458	126,364
2022	2	294,095	147,048
2023	2	164,868	82,434
2024	14	2,065,616	147,544
2025	14	2,216,222	158,302

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2007	5,305,617	468,068	9,750,000	0	15,523,685	0	15,523,685
2008	5,696,770	455,921	12,000,000	0	18,152,691	4,497,700	22,650,391
2009	5,823,150	451,898	2,916,550	0	9,191,598	15,905,738	25,097,336
2010	5,986,703	571,076	4,550,000	0	11,107,779	0	11,107,779
2011	6,070,244	587,049	0	0	6,657,293	4,215,368	10,872,661
2012	6,065,600	99,488	0	492,593	6,657,681	10,000,000	16,657,681
2024	14,505,189	911,186	13,500,000	0	28,916,375	29,972,216	58,888,591
2025	12,615,790	0	40,300,000	0	52,915,790	33,866,749	86,782,539

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2007	4	12,077,263	38,337,599	3,019,316	9,584,400
2008	4	14,568,582	45,024,003	3,642,146	11,256,001
2009	5	14,276,838	27,788,480	2,855,368	5,557,696
2010	4	12,750,484	35,621,638	3,187,621	8,905,410
2011	3	13,057,869	23,106,230	4,352,623	7,702,077
2012	3	13,022,649	20,515,607	4,340,883	6,838,536
2024	4	19,917,527	46,021,198	4,979,382	11,505,300
2025	3	19,853,290	71,528,290	6,617,763	23,842,763