Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2007	Havenstein	Ralph	Male	No	No
2008	Nicolau	Neville F	Male	No	No
2009	Nicolau	Neville F	Male	Yes	Yes
2010	Nicolau	Neville F	Male	Yes	Yes
2011	Nicolau	Neville F	Male	Yes	Yes
2012	Nicolau	Neville F	Male	No	No
2012	Griffith	Chris I	Male	No	No
2013	Griffith	Chris I	Male	Yes	Yes
2014	Griffith	Chris I	Male	Yes	Yes
2015	Griffith	Chris I	Male	Yes	Yes
2016	Griffith	Chris I	Male	Yes	Yes
2017	Griffith	Chris I	Male	Yes	Yes
2018	Griffith	Chris I	Male	Yes	Yes
2019	Griffith	Chris I	Male	Yes	Yes
2020	Griffith	Chris I	Male	No	No
2020	Viljoen	Natascha	Female	No	No
2021	Griffith	Chris I	Male	No	No
2021	Viljoen	Natascha	Female	Yes	Yes
2022	Viljoen	Natascha	Female	No	No
2023	Miller	Craig	Male	Yes	Yes
2023	Viljoen	Natascha	Female	No	No
2024	Miller	Craig	Male	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2007	548,886	69,969	240,969	0	859,824	0	859,824
2008	387,949	57,674	0	0	445,623	0	445,623
2009	641,712	103,058	284,076	0	1,028,847	0	1,028,847
2010	865,811	232,106	358,189	0	1,456,106	0	1,456,106
2011	950,364	161,810	627,768	0	1,739,942	0	1,739,942
2012	732,654	134,732	70,107	1,575,734	2,513,228	87,026	2,600,254

2012	783,654	134,723	78,197	1,575,724	2,572,298	27,026	2,599,324
2013	702,855	122,084	421,713	102,812	1,349,463	0	1,349,463
2014	683,046	120,560	325,130	91,135	1,219,871	0	1,219,871
2015	620,368	110,195	260,670	77,351	1,068,584	446,887	1,515,470
2016	576,836	102,906	808,634	72,897	1,561,273	172,405	1,733,678
2017	593,899	104,219	1,254,612	78,996	2,031,727	381,151	2,412,878
2018	587,718	103,174	493,683	814,802	1,999,378	1,092,189	3,091,566
2019	626,729	110,125	1,273,827	74,612	2,085,293	2,490,687	4,575,980
2020	1,165,570	192,517	863,384	403,845	2,625,316	1,780,934	4,406,250
2021	725,379	114,316	1,091,871	85,815	2,017,381	1,149,714	3,167,096
2022	644,402	93,204	787,459	271,650	1,796,715	510,937	2,307,652
2023	1,040,723	156,081	591,693	279,591	2,068,089	131,922	2,200,011
2024	695,578	106,464	427,085	53,976	1,283,103	485,205	1,768,308

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2007	8	2,650,999	6,191,749	331,375	773,969
2008	3	985,145	1,840,585	328,382	613,528
2009	2	1,029,052	1,654,595	514,526	827,298
2010	2	1,386,479	2,345,353	693,239	1,172,677
2011	2	1,488,384	2,601,499	744,192	1,300,750
2012	3	1,288,168	3,261,395	429,389	1,087,132
2013	2	1,151,030	2,131,475	575,515	1,065,737
2014	2	1,104,157	1,942,350	552,079	971,175
2015	3	996,694	1,728,161	332,231	576,054
2016	2	1,012,882	2,633,848	506,441	1,316,924
2017	2	1,062,718	3,222,968	531,359	1,611,484
2018	2	1,052,773	3,192,634	526,387	1,596,317
2019	4	1,070,469	3,688,916	267,617	922,229
2020	3	1,657,184	3,641,851	552,395	1,213,950
2021	3	1,203,009	3,174,707	401,003	1,058,236
2022	2	1,106,130	2,842,922	553,065	1,421,461
2023	5	1,179,057	2,279,837	235,811	455,967
2024	2	988,501	1,772,178	494,251	886,089

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2007	15	458,040	30,536
2008	12	426,645	35,554
2009	12	409,518	34,126
2010	10	506,155	50,615
2011	12	807,737	67,311
2012	13	645,890	49,684
2013	15	589,739	39,316
2014	10	519,584	51,958
2015	11	469,859	42,714
2016	10	439,556	43,956
2017	10	529,704	52,970
2018	11	609,918	55,447
2019	11	675,217	61,383
2020	13	749,005	57,616
2021	12	813,979	67,832
2022	12	813,905	67,825
2023	15	746,172	49,745
2024	13	880,033	67,695

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2007	3,732,428	475,786	1,638,591	0	5,846,805	0	5,846,805
2008	3,208,336	476,966	0	0	3,685,302	0	3,685,302
2009	5,507,175	884,448	2,437,944	0	8,829,567	0	8,829,567
2010	6,011,326	1,611,514	2,486,907	0	10,109,747	0	10,109,747
2011	6,861,628	1,168,267	4,532,484	0	12,562,379	0	12,562,379
2012	6,425,963	1,104,730	641,219	12,920,933	21,092,845	221,611	21,314,456
2013	6,747,404	1,172,007	4,048,442	986,993	12,954,846	0	12,954,846
2014	7,397,390	1,305,662	3,521,157	986,993	13,211,202	0	13,211,202
2015	7,915,900	1,406,084	3,326,150	986,993	13,635,127	5,702,274	19,337,401
2016	7,937,263	1,415,986	11,126,800	1,003,068	21,483,117	2,372,287	23,855,404
2017	8,094,849	1,420,503	17,100,363	1,076,719	27,692,434	5,195,092	32,887,526
2018	8,519,565	1,495,610	7,156,435	11,811,371	28,982,981	15,832,366	44,815,347
2019	9,044,327	1,589,218	18,382,593	1,076,719	30,092,857	35,943,105	66,035,962
2020	17,384,477	2,871,388	12,877,370	6,023,353	39,156,588	26,562,626	65,719,214
2021	11,525,542	1,816,364	17,348,744	1,363,520	32,054,170	18,267,811	50,321,981
2022	11,121,088	1,608,519	13,589,970	4,688,137	31,007,714	8,817,750	39,825,464
2023	19,433,429	2,914,501	11,048,693	5,220,809	38,617,431	2,463,374	41,080,805

2023	19,433,429	2,914,301	11,048,692	5,220,809	38,617,431	2,463,374	41,080,805
2024	12,685,256	1,941,585	7,788,750	984,360	23,399,951	8,848,676	32,248,627

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2007	8	18,026,791	42,103,896	2,253,349	5,262,987
2008	3	8,147,149	15,221,641	2,715,716	5,073,880
2009	2	8,831,324	14,199,735	4,415,662	7,099,868
2010	2	9,626,323	16,283,789	4,813,162	8,141,895
2011	2	10,746,136	18,782,825	5,373,068	9,391,413
2012	3	10,562,975	26,743,436	3,520,992	8,914,479
2013	2	11,049,884	20,462,158	5,524,942	10,231,079
2014	2	11,958,025	21,035,650	5,979,013	10,517,825
2015	3	12,717,812	22,051,329	4,239,271	7,350,443
2016	2	13,937,263	36,241,743	6,968,632	18,120,872
2017	2	14,484,849	43,929,049	7,242,425	21,964,525
2018	2	15,261,001	46,280,426	7,630,501	23,140,213
2019	4	15,447,937	53,234,740	3,861,984	13,308,685
2020	3	24,716,897	54,318,210	8,238,966	18,106,070
2021	3	19,114,606	50,442,912	6,371,535	16,814,304
2022	2	19,089,596	49,063,144	9,544,798	24,531,572
2023	5	22,016,536	42,571,392	4,403,307	8,514,278
2024	2	18,027,296	32,319,210	9,013,648	16,159,605