Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2007	Carroll	Cynthia B	Female	Yes	No
2007	Trahar	Anthony (Tony)	Male	No	No
2008	Carroll	Cynthia B	Female	Yes	Yes
2009	Carroll	Cynthia B	Female	Yes	Yes
2010	Carroll	Cynthia B	Female	Yes	Yes
2011	Carroll	Cynthia B	Female	Yes	Yes
2012	Carroll	Cynthia B	Female	Yes	Yes
2013	Carroll	Cynthia B	Female	No	No
2013	Cutifani	Mark	Male	No	No
2014	Cutifani	Mark	Male	Yes	Yes
2015	Cutifani	Mark	Male	Yes	Yes
2016	Cutifani	Mark	Male	Yes	Yes
2017	Cutifani	Mark	Male	Yes	Yes
2018	Cutifani	Mark	Male	Yes	Yes
2019	Cutifani	Mark	Male	Yes	Yes
2020	Cutifani	Mark	Male	Yes	Yes
2021	Cutifani	Mark	Male	Yes	Yes
2022	Cutifani	Mark	Male	Yes	Yes
2022	Wanblad	Duncan		No	No
2023	Wanblad	Duncan		Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2007	2,914,244	3,275,265	3,004,499	0	9,194,009	7,305,570,394	7,314,764,403
2008	1,927,328	941,637	585,541	0	3,454,505	0	3,454,505
2009	1,688,816	727,278	569,574	0	2,985,668	441,219	3,426,887
2010	1,738,794	579,598	635,240	0	2,953,632	3,024,635	5,978,267
2011	1,878,010	630,819	1,544,141	0	4,052,970	172,134	4,225,104
2012	1,928,685	103,011	1,180,666	578,447	3,790,808	1,270,998	5,061,807
2013	810,625	243,125	1,056,250	553,125	2,663,125	0	2,663,125
2014	1,021,250	1,450,250	2,429,812	0	5,899,312	0	5,899,312

2014	1,931,250	1,456,250	2,432,813	0	5,820,313	0	5,820,313
2015	1,416,854	460,674	1,085,393	0	2,962,921	874,157	3,837,079
2016	1,556,790	511,111	2,860,494	6,173	4,934,568	0	4,934,568
2017	1,737,838	567,568	2,806,757	172,973	5,285,135	3,760,811	9,045,946
2018	1,318,000	431,000	1,754,000	274,000	3,777,000	10,892,000	14,669,000
2019	1,761,468	579,292	2,144,168	360,419	4,845,347	9,905,636	14,750,983
2020	1,828,000	54,667	2,098,667	542,667	4,524,000	5,901,333	10,425,333
2021	1,860,372	75,798	2,934,840	583,777	5,454,787	7,682,181	13,136,968
2022	1,590,743	580,999	1,428,745	10,962	3,611,449	8,003,654	11,615,104
2023	1,643,489	649,810	1,322,377	6,321	3,621,997	932,996	4,554,994

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2007	5	5,204,723	15,602,136	1,040,945	3,120,427
2008	2	3,138,791	5,512,157	1,569,395	2,756,079
2009	2	2,749,876	4,769,413	1,374,938	2,384,706
2010	2	2,831,530	4,809,892	1,415,765	2,404,946
2011	2	3,059,390	6,605,136	1,529,695	3,302,568
2012	2	3,141,046	6,190,174	1,570,523	3,095,087
2013	3	1,288,750	3,930,000	429,583	1,310,000
2014	2	3,162,500	10,312,500	1,581,250	5,156,250
2015	3	2,715,730	5,714,607	905,243	1,904,869
2016	3	3,522,222	11,148,148	1,174,074	3,716,049
2017	3	3,171,622	9,889,189	1,057,207	3,296,396
2018	3	2,936,000	8,361,000	978,667	2,787,000
2019	3	3,923,984	10,754,915	1,307,995	3,584,972
2020	3	4,072,000	10,113,333	1,357,333	3,371,111
2021	3	4,143,617	12,041,223	1,381,206	4,013,741
2022	4	3,744,214	8,392,205	936,054	2,098,051
2023	3	2,776,233	9,075,853	925,411	3,025,284

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
0	1	50,000	50,000
2007	10	2,372,712	237,271
2008	11	2,160,443	196,404

2008	11	2,160,443	196,404
2009	13	1,923,076	147,929
2010	12	1,416,449	118,037
2011	10	2,194,222	219,422
2012	9	3,082,467	342,496
2013	11	867,500	78,864
2014	12	2,523,438	210,286
2015	10	1,749,438	174,944
2016	9	1,761,728	195,748
2017	9	1,850,000	205,556
2018	9	1,615,000	179,444
2019	10	2,078,637	207,864
2020	9	2,218,667	246,519
2021	9	2,215,426	246,158
2022	10	2,113,122	211,312
2023	8	2,346,397	293,300

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2007	20,545,420	23,090,620	21,181,720	0	64,817,760	51,504,271,280	51,569,089,040
2008	15,939,000	7,787,340	4,842,420	0	28,568,760	0	28,568,760
2009	14,493,420	6,241,500	4,888,080	0	25,623,000	3,786,541	29,409,541
2010	12,784,091	4,261,364	4,670,455	0	21,715,909	22,237,943	43,953,852
2011	13,604,651	4,569,767	11,186,047	0	29,360,465	1,246,974	30,607,439
2012	16,013,158	855,263	9,802,632	4,802,632	31,473,684	10,552,632	42,026,316
2013	23,160,714	6,946,429	30,178,571	15,803,571	76,089,286	0	76,089,286
2014	20,600,000	15,533,333	25,950,000	0	62,083,333	0	62,083,333
2015	18,014,286	5,857,143	13,800,000	0	37,671,429	11,114,286	48,785,714
2016	21,016,667	6,900,000	38,616,667	83,333	66,616,667	0	66,616,667
2017	21,433,333	7,000,000	34,616,667	2,133,333	65,183,333	46,383,333	111,566,667
2018	24,407,407	7,981,481	32,481,481	5,074,074	69,944,444	201,703,704	271,648,148
2019	25,846,154	8,500,000	31,461,538	5,288,462	71,096,154	145,346,154	216,442,308
2020	27,420,000	820,000	31,480,000	8,140,000	67,860,000	88,520,000	156,380,000
2021	29,765,957	1,212,766	46,957,447	9,340,426	87,276,596	122,914,894	210,191,489
2022	27,208,333	9,937,500	24,437,500	187,500	61,770,833	136,895,833	198,666,667
2023	30,952,381	12,238,095	24,904,762	119,048	68,214,286	17,571,429	85,785,714

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2007	5	36,693,300	109,995,060	7,338,660	21,999,012
2008	2	25,957,800	45,585,540	12,978,900	22,792,770
2009	2	23,599,440	40,931,100	11,799,720	20,465,550
2010	2	20,818,182	35,363,636	10,409,091	17,681,818
2011	2	22,162,791	47,848,837	11,081,395	23,924,419
2012	2	26,078,947	51,394,737	13,039,474	25,697,368
2013	3	36,821,429	112,285,714	12,273,810	37,428,571
2014	2	33,733,333	110,000,000	16,866,667	55,000,000
2015	3	34,528,571	72,657,143	11,509,524	24,219,048
2016	3	47,550,000	150,500,000	15,850,000	50,166,667
2017	3	39,116,667	121,966,667	13,038,889	40,655,556
2018	3	54,370,370	154,833,333	18,123,457	51,611,111
2019	3	57,576,923	157,807,692	19,192,308	52,602,564
2020	3	61,080,000	151,700,000	20,360,000	50,566,667
2021	3	66,297,872	192,659,574	22,099,291	64,219,858
2022	4	64,041,667	143,541,667	16,010,417	35,885,417
2023	3	52,285,714	170,928,571	17,428,571	56,976,190