# Company Directors Report

**CEO Biography - USD:**

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|---|---|---|---|---|---|
| 2008 | Crutchley | Simon | Male | Yes | Yes |
| 2009 | Crutchley | Simon | Male | Yes | Yes |
| 2010 | Crutchley | Simon | Male | Yes | Yes |
| 2011 | Crutchley | Simon | Male | Yes | Yes |
| 2012 | Crutchley | Simon | Male | Yes | Yes |
| 2013 | Crutchley | Simon | Male | Yes | Yes |
| 2014 | Crutchley | Simon | Male | Yes | Yes |
| 2015 | Crutchley | Simon | Male | Yes | Yes |
| 2016 | Crutchley | Simon | Male | Yes | Yes |
| 2017 | Crutchley | Simon | Male | Yes | Yes |
| 2018 | Crutchley | Simon | Male | Yes | Yes |
| 2019 | Crutchley | Simon | Male | Yes | Yes |
| 2020 | Crutchley | Simon | Male | Yes | Yes |
| 2021 | Crutchley | Simon | Male | Yes | Yes |
| 2022 | Crutchley | Simon | Male | Yes | Yes |
| 2023 | Crutchley | Simon | Male | Yes | Yes |
| 2024 | Crutchley | Simon | Male | Yes | Yes |

**CEO Remuneration - USD:**

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|---|---|---|---|---|---|---|---|
| 2008 | 352,237 | 72,914 | 263,482 | 0 | 688,634 | 0 | 688,634 |
| 2009 | 392,216 | 73,876 | 180,611 | 0 | 646,702 | 0 | 646,702 |
| 2010 | 523,863 | 68,318 | 403,785 | 0 | 995,965 | 610,269 | 1,606,233 |
| 2011 | 625,645 | 55,301 | 623,352 | 0 | 1,304,298 | 481,948 | 1,786,246 |
| 2012 | 604,645 | 53,419 | 634,581 | 0 | 1,292,645 | 3,349,032 | 4,641,677 |
| 2013 | 574,545 | 50,455 | 526,136 | 0 | 1,151,136 | 0 | 1,151,136 |
| 2014 | 526,712 | 46,095 | 207,811 | 2,535,969 | 3,316,586 | 0 | 3,316,586 |
| 2015 | 520,542 | 45,367 | 537,413 | 0 | 1,103,322 | 1,534,878 | 2,638,199 |
| 2016 | 440,203 | 34,237 | 285,356 | 4,068 | 763,864 | 1,358,102 | 2,121,966 |
| 2017 | 541,960 | 42,113 | 559,265 | 1,842,420 | 2,985,758 | 0 | 2,985,758 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 2018 | 534,340 41,503 | 277,177 | 4,846 | 857,865 | 2,514,958 | 3,372,823 |
| 2019 | 612,651 48,607 | 720,682 | 18,074 | 1,400,014 | 1,233,313 | 2,633,326 |
| 2020 | 563,935 44,644 | 270,544 | 30,015 | 909,139 | 666,336 | 1,575,475 |
| 2021 | 802,905 63,421 | 219,602 | 39,477 | 1,125,404 | 1,001,726 | 2,127,130 |
| 2022 | 760,051 36,910 | 691,421 | 632,289 | 2,120,671 | 0 | 2,120,671 |
| 2023 | 697,583 198,754 | 1,966,990 | 32,638 | 2,895,964 | 0 | 2,895,964 |
| 2024 | 784,957 61,837 | 1,174,852 | 132,920 | 2,154,566 | 110,023 | 2,264,589 |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|---|---|---|---|---|---|
| 2008 | 3 | 731,681 | 1,346,312 | 243,894 | 448,771 |
| 2009 | 3 | 804,708 | 1,299,347 | 268,236 | 433,116 |
| 2010 | 3 | 1,046,890 | 1,964,380 | 348,963 | 654,793 |
| 2011 | 3 | 1,287,536 | 2,656,017 | 429,179 | 885,339 |
| 2012 | 2 | 942,968 | 1,961,419 | 471,484 | 980,710 |
| 2013 | 2 | 893,295 | 1,744,659 | 446,648 | 872,330 |
| 2014 | 3 | 1,088,235 | 5,798,264 | 362,745 | 1,932,755 |
| 2015 | 3 | 1,079,371 | 2,196,678 | 359,790 | 732,226 |
| 2016 | 3 | 914,508 | 1,542,915 | 304,836 | 514,305 |
| 2017 | 3 | 1,127,335 | 5,275,574 | 375,778 | 1,758,525 |
| 2018 | 3 | 1,110,183 | 1,703,301 | 370,061 | 567,767 |
| 2019 | 3 | 1,255,494 | 2,650,852 | 418,498 | 883,617 |
| 2020 | 3 | 1,149,551 | 1,751,661 | 383,184 | 583,887 |
| 2021 | 3 | 1,610,052 | 2,167,326 | 536,684 | 722,442 |
| 2022 | 4 | 1,392,909 | 3,795,821 | 348,227 | 948,955 |
| 2023 | 3 | 1,240,017 | 4,537,376 | 413,339 | 1,512,459 |
| 2024 | 3 | 1,435,525 | 3,545,548 | 478,508 | 1,181,849 |

**Non-Executive Director Remuneration - USD:**

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|---|---|---|---|
| 0 | 1 | 0 | 0 |
| 2008 | 10 | 202,660 | 20,266 |
| 2009 | 10 | 269,401 | 26,940 |
| 2010 | 9 | 286,211 | 31,801 |
| 2011 | 11 | 373,926 | 33,993 |
| 2012 | 10 | 407,613 | 40,761 |

| | | | |
|---|---|---|---|
| 2012 | 10 | 407,613 | 40,761 |
| 2013 | 10 | 388,182 | 38,818 |
| 2014 | 8 | 357,763 | 44,720 |
| 2015 | 9 | 345,105 | 38,345 |
| 2016 | 8 | 294,847 | 36,856 |
| 2017 | 8 | 328,484 | 41,060 |
| 2018 | 7 | 360,393 | 51,485 |
| 2019 | 6 | 329,157 | 54,860 |
| 2020 | 6 | 299,802 | 49,967 |
| 2021 | 7 | 352,269 | 50,324 |
| 2022 | 6 | 363,533 | 60,589 |
| 2023 | 8 | 312,906 | 39,113 |
| 2024 | 7 | 341,111 | 48,730 |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|---|---|---|---|---|---|---|---|
| 2008 | 2,913,000 | 603,000 | 2,179,000 | 0 | 5,695,000 | 0 | 5,695,000 |
| 2009 | 3,366,000 | 634,000 | 1,550,000 | 0 | 5,550,000 | 0 | 5,550,000 |
| 2010 | 3,765,000 | 491,000 | 2,902,000 | 0 | 7,158,000 | 4,386,000 | 11,544,000 |
| 2011 | 4,367,000 | 386,000 | 4,351,000 | 0 | 9,104,000 | 3,364,000 | 12,468,000 |
| 2012 | 4,686,000 | 414,000 | 4,918,000 | 0 | 10,018,000 | 25,955,000 | 35,973,000 |
| 2013 | 5,056,000 | 444,000 | 4,630,000 | 0 | 10,130,000 | 0 | 10,130,000 |
| 2014 | 5,462,000 | 478,000 | 2,155,000 | 26,298,000 | 34,393,000 | 0 | 34,393,000 |
| 2015 | 5,955,000 | 519,000 | 6,148,000 | 0 | 12,622,000 | 17,559,000 | 30,181,000 |
| 2016 | 6,493,000 | 505,000 | 4,209,000 | 60,000 | 11,267,000 | 20,032,000 | 31,299,000 |
| 2017 | 7,078,000 | 550,000 | 7,304,000 | 24,062,000 | 38,994,000 | 0 | 38,994,000 |
| 2018 | 7,609,000 | 591,000 | 3,947,000 | 69,000 | 12,216,000 | 35,813,000 | 48,029,000 |
| 2019 | 8,949,000 | 710,000 | 10,527,000 | 264,000 | 20,450,000 | 18,015,000 | 38,465,000 |
| 2020 | 9,676,000 | 766,000 | 4,642,000 | 515,000 | 15,599,000 | 11,433,000 | 27,032,000 |
| 2021 | 11,166,000 | 882,000 | 3,054,000 | 549,000 | 15,651,000 | 13,931,000 | 29,582,000 |
| 2022 | 12,005,000 | 583,000 | 10,921,000 | 9,987,000 | 33,496,000 | 0 | 33,496,000 |
| 2023 | 13,102,000 | 3,733,000 | 36,944,000 | 613,000 | 54,392,000 | 0 | 54,392,000 |
| 2024 | 14,433,000 | 1,137,000 | 21,602,000 | 2,444,000 | 39,616,000 | 2,023,000 | 41,639,000 |

**Executive Director Remuneration - ZAR:**

| | | | | | |
|---|---|---|---|---|---|

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|---|---|---|---|---|---|
| 2008 | 3 | 6,051,000 | 11,134,000 | 2,017,000 | 3,711,333 |
| 2009 | 3 | 6,906,000 | 11,151,000 | 2,302,000 | 3,717,000 |
| 2010 | 3 | 7,524,000 | 14,118,000 | 2,508,000 | 4,706,000 |
| 2011 | 3 | 8,987,000 | 18,539,000 | 2,995,667 | 6,179,667 |
| 2012 | 2 | 7,308,000 | 15,201,000 | 3,654,000 | 7,600,500 |
| 2013 | 2 | 7,861,000 | 15,353,000 | 3,930,500 | 7,676,500 |
| 2014 | 3 | 11,285,000 | 60,128,000 | 3,761,667 | 20,042,667 |
| 2015 | 3 | 12,348,000 | 25,130,000 | 4,116,000 | 8,376,667 |
| 2016 | 3 | 13,489,000 | 22,758,000 | 4,496,333 | 7,586,000 |
| 2017 | 3 | 14,723,000 | 68,899,000 | 4,907,667 | 22,966,333 |
| 2018 | 3 | 15,809,000 | 24,255,000 | 5,269,667 | 8,085,000 |
| 2019 | 3 | 18,339,000 | 38,721,000 | 6,113,000 | 12,907,000 |
| 2020 | 3 | 19,724,000 | 30,055,000 | 6,574,667 | 10,018,333 |
| 2021 | 3 | 22,391,000 | 30,141,000 | 7,463,667 | 10,047,000 |
| 2022 | 4 | 22,001,000 | 59,955,000 | 5,500,250 | 14,988,750 |
| 2023 | 3 | 23,290,000 | 85,221,000 | 7,763,333 | 28,407,000 |
| 2024 | 3 | 26,395,000 | 65,192,000 | 8,798,333 | 21,730,667 |