

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

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	610,051	40,007	700,000	10,000	1,400,014	1,000,000	2,400,014

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

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

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
2013	10	388,182	38,818
2014	0	257,762	41,720

2014	0	337,103	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

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

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	8,887,000	18,500,000	2,962,333	6,166,667

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