

# Company Directors Report

## CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2008      | Cutifani          | Mark           | Male             | Yes                  | Yes                     |
| 2009      | Cutifani          | Mark           | Male             | Yes                  | Yes                     |
| 2010      | Cutifani          | Mark           | Male             | Yes                  | Yes                     |
| 2011      | Cutifani          | Mark           | Male             | Yes                  | Yes                     |
| 2012      | Cutifani          | Mark           | Male             | Yes                  | Yes                     |
| 2013      | Cutifani          | Mark           | Male             | No                   | No                      |
| 2013      | Venkatakrishnan   | S (Venkat)     | Male             | Yes                  | Yes                     |
| 2013      | O'Neill           | Anthony        | Male             | No                   | No                      |
| 2014      | Venkatakrishnan   | S (Venkat)     | Male             | Yes                  | Yes                     |
| 2015      | Venkatakrishnan   | S (Venkat)     | Male             | Yes                  | Yes                     |
| 2016      | Venkatakrishnan   | S (Venkat)     | Male             | Yes                  | Yes                     |
| 2017      | Venkatakrishnan   | S (Venkat)     | Male             | Yes                  | Yes                     |
| 2018      | Venkatakrishnan   | S (Venkat)     | Male             | No                   | No                      |
| 2018      | Dushnisky         | Kelvin         | Male             | No                   | No                      |
| 2019      | Dushnisky         | Kelvin         | Male             | Yes                  | Yes                     |
| 2020      | Ramon             | Christine      | Female           | Yes                  | Yes                     |
| 2020      | Dushnisky         | Kelvin         | Male             | Yes                  | Yes                     |
| 2021      | Calderon          | Alberto        | Male             | No                   | No                      |
| 2022      | Calderon          | Alberto        | Male             | Yes                  | Yes                     |
| 2023      | Calderon          | Alberto        | Male             | Yes                  | Yes                     |

## CEO Remuneration - USD:

| Financial Year: | Salary:   | Benefits: | Cash Bonus | Other:  | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|-----------|-----------|------------|---------|---------------|--------------|----------------------|
| 2008            | 1,150,302 | 181,499   | 710,641    | 0       | 2,042,443     | 0            | 2,042,443            |
| 2009            | 1,259,264 | 296,784   | 888,721    | 0       | 2,444,768     | 0            | 2,444,768            |
| 2010            | 1,648,711 | 350,569   | 1,230,448  | 0       | 3,229,728     | 0            | 3,229,728            |
| 2011            | 1,743,906 | 955,679   | 1,155,817  | 0       | 3,855,402     | 0            | 3,855,402            |
| 2012            | 1,701,939 | 56,485    | 356,242    | 348,970 | 2,463,636     | 2,781,333    | 5,244,970            |
| 2013            | 2,815,625 | 586,458   | 0          | 738,125 | 4,140,208     | 0            | 4,140,208            |
| 2014            | 1,108,033 | 380,332   | 0          | 0       | 1,488,366     | 0            | 1,488,366            |
| 2015            | 1,108,033 | 380,332   | 0          | 0       | 1,488,366     | 0            | 1,488,366            |

|      |             |             |           |            |             |           |             |
|------|-------------|-------------|-----------|------------|-------------|-----------|-------------|
| 2015 | 940,439     | 368,182     | 598,354   | 0          | 1,906,975   | 0         | 1,906,975   |
| 2016 | 920,058     | 502,762     | 532,195   | 0          | 1,955,015   | 0         | 1,955,015   |
| 2017 | 977,109     | 490,389     | 614,967   | 0          | 2,082,465   | 0         | 2,082,465   |
| 2018 | 1,016,487   | 254,967     | 450,400   | 1,396,247  | 3,118,102   | 3,813,328 | 6,931,429   |
| 2019 | 269,652,174 | 106,869,565 | 2,057,971 | 37,362,319 | 415,942,029 | 0         | 415,942,029 |
| 2020 | 2,153,201   | 408,984     | 3,262,554 | 1,287,026  | 7,111,767   | 0         | 7,111,767   |
| 2021 | 492,227     | 130,027     | 0         | 9,818      | 632,073     | 1,936,560 | 2,568,632   |
| 2022 | 1,517,267   | 375,536     | 0         | 9,387      | 1,902,190   | 4,819,794 | 6,721,984   |
| 2023 | 1,656,000   | 1,032,445   | 1,493,050 | 0          | 4,181,495   | 2,986,099 | 7,167,594   |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus  | Other:      | Total Annual: |
|-----------------|-------------|---------------|-------------|-------------|---------------|
| 2008            | 2           | 1,825,635     | 3,276,058   | 912,817     | 1,638,029     |
| 2009            | 2           | 2,022,722     | 4,075,623   | 1,011,361   | 2,037,812     |
| 2010            | 2           | 2,659,081     | 5,464,065   | 1,329,541   | 2,732,032     |
| 2011            | 2           | 2,823,130     | 6,123,961   | 1,411,565   | 3,061,981     |
| 2012            | 2           | 2,757,455     | 4,557,333   | 1,378,727   | 2,278,667     |
| 2013            | 4           | 3,501,979     | 5,243,229   | 875,495     | 1,310,807     |
| 2014            | 3           | 1,919,021     | 3,062,881   | 639,674     | 1,020,960     |
| 2015            | 2           | 1,524,138     | 2,932,132   | 762,069     | 1,466,066     |
| 2016            | 2           | 1,501,962     | 2,965,480   | 750,981     | 1,482,740     |
| 2017            | 2           | 1,595,084     | 3,211,152   | 797,542     | 1,605,576     |
| 2018            | 3           | 1,616,101     | 4,412,666   | 538,700     | 1,470,889     |
| 2019            | 2           | 408,289,855   | 581,623,188 | 204,144,928 | 290,811,594   |
| 2020            | 2           | 2,153,201     | 7,111,767   | 1,076,601   | 3,555,883     |
| 2021            | 2           | 1,148,530     | 2,825,917   | 574,265     | 1,412,959     |
| 2022            | 2           | 1,829,470     | 3,226,735   | 914,735     | 1,613,368     |
| 2023            | 2           | 2,201,516     | 5,440,081   | 1,100,758   | 2,720,041     |

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

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008            | 10           | 661,427     | 66,143       |
| 2009            | 8            | 709,392     | 88,674       |
| 2010            | 9            | 1,038,600   | 115,400      |
| 2011            | 9            | 1,252,493   | 139,166      |
| 2012            | 10           | 1,804,000   | 180,400      |

|      |    |           |         |
|------|----|-----------|---------|
| 2012 | 10 | 1,004,000 | 100,400 |
| 2013 | 10 | 1,747,000 | 174,700 |
| 2014 | 8  | 1,754,000 | 219,250 |
| 2015 | 9  | 2,112,250 | 234,694 |
| 2016 | 9  | 2,071,750 | 230,194 |
| 2017 | 10 | 1,959,500 | 195,950 |
| 2018 | 9  | 4,794,176 | 532,686 |
| 2019 | 10 | 1,842,000 | 184,200 |
| 2020 | 11 | 1,996,750 | 181,523 |
| 2021 | 8  | 2,150,550 | 268,819 |
| 2022 | 9  | 2,151,200 | 239,022 |
| 2023 | 10 | 2,267,925 | 226,793 |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary:    | Benefits:  | Cash Bonus | Other      | Total Annual | LTI Payment | Total Including LTI |
|-----------------|------------|------------|------------|------------|--------------|-------------|---------------------|
| 2008            | 9,513,000  | 1,501,000  | 5,877,000  | 0          | 16,891,000   | 0           | 16,891,000          |
| 2009            | 10,807,000 | 2,547,000  | 7,627,000  | 0          | 20,981,000   | 0           | 20,981,000          |
| 2010            | 11,447,000 | 2,434,000  | 8,543,000  | 0          | 22,424,000   | 0           | 22,424,000          |
| 2011            | 12,591,000 | 6,900,000  | 8,345,000  | 0          | 27,836,000   | 0           | 27,836,000          |
| 2012            | 14,041,000 | 466,000    | 2,939,000  | 2,879,000  | 20,325,000   | 22,946,000  | 43,271,000          |
| 2013            | 27,030,000 | 5,630,000  | 0          | 7,086,000  | 39,746,000   | 0           | 39,746,000          |
| 2014            | 12,000,000 | 4,119,000  | 0          | 0          | 16,119,000   | 0           | 16,119,000          |
| 2015            | 12,000,000 | 4,698,000  | 7,635,000  | 0          | 24,333,000   | 0           | 24,333,000          |
| 2016            | 12,660,000 | 6,918,000  | 7,323,000  | 0          | 26,901,000   | 0           | 26,901,000          |
| 2017            | 13,318,000 | 6,684,000  | 8,382,000  | 0          | 28,384,000   | 0           | 28,384,000          |
| 2018            | 14,735,000 | 3,696,000  | 6,529,000  | 20,240,000 | 45,200,000   | 55,278,000  | 100,478,000         |
| 2019            | 18,606,000 | 7,374,000  | 142,000    | 2,578,000  | 28,700,000   | 0           | 28,700,000          |
| 2020            | 32,115,000 | 6,100,000  | 48,661,000 | 19,196,000 | 106,072,000  | 0           | 106,072,000         |
| 2021            | 7,821,000  | 2,066,000  | 0          | 156,000    | 10,043,000   | 30,770,000  | 40,813,000          |
| 2022            | 26,185,000 | 6,481,000  | 0          | 162,000    | 32,828,000   | 83,180,000  | 116,008,000         |
| 2023            | 30,666,667 | 19,119,352 | 27,649,074 | 0          | 77,435,093   | 55,298,130  | 132,733,222         |

**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2008            | 2           | 15,098,000    | 27,093,000                | 7,549,000      | 13,546,500           |
| 2009            | 2           | 17,350,000    | 31,677,000                | 8,675,000      | 15,838,500           |

|      |   |            |             |            |            |
|------|---|------------|-------------|------------|------------|
| 2009 | 2 | 17,359,000 | 34,977,000  | 8,679,500  | 17,488,500 |
| 2010 | 2 | 18,462,000 | 37,937,000  | 9,231,000  | 18,968,500 |
| 2011 | 2 | 20,383,000 | 44,215,000  | 10,191,500 | 22,107,500 |
| 2012 | 2 | 22,749,000 | 37,598,000  | 11,374,500 | 18,799,000 |
| 2013 | 4 | 33,619,000 | 50,335,000  | 8,404,750  | 12,583,750 |
| 2014 | 3 | 20,783,000 | 33,171,000  | 6,927,667  | 11,057,000 |
| 2015 | 2 | 19,448,000 | 37,414,000  | 9,724,000  | 18,707,000 |
| 2016 | 2 | 20,667,000 | 40,805,000  | 10,333,500 | 20,402,500 |
| 2017 | 2 | 21,741,000 | 43,768,000  | 10,870,500 | 21,884,000 |
| 2018 | 3 | 23,427,000 | 63,966,000  | 7,809,000  | 21,322,000 |
| 2019 | 2 | 28,172,000 | 40,132,000  | 14,086,000 | 20,066,000 |
| 2020 | 2 | 32,115,000 | 106,072,000 | 16,057,500 | 53,036,000 |
| 2021 | 2 | 18,249,000 | 44,901,000  | 9,124,500  | 22,450,500 |
| 2022 | 2 | 31,573,000 | 55,687,000  | 15,786,500 | 27,843,500 |
| 2023 | 2 | 40,768,815 | 100,742,241 | 20,384,407 | 50,371,120 |