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
2024	Calderon	Alberto	Male	No	No

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	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
2024	1,689,120	539,918	1,579,327	0	3,808,365	803,810	4,612,175

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
2024	2	2,316,463	5,180,035	1,158,232	2,590,018

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

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
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
2024	12	2,120,400	176,700

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
2024	30,711,273	9,816,691	28,715,036	0	69,243,000	14,614,727	83,857,727

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	17,359,000	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
2024	2	42,117,509	94,182,455	21,058,755	47,091,227