Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Nyembezi-Heita	Nonkululeko	Female	No	No
2008	Reato	EM (Rick)	Male	No	No
2009	Nyembezi-Heita	Nonkululeko	Female	Yes	Yes
2010	Nyembezi-Heita	Nonkululeko	Female	Yes	Yes
2011	Nyembezi-Heita	Nonkululeko	Female	Yes	Yes
2012	Nyembezi-Heita	Nonkululeko	Female	Yes	Yes
2013	Nyembezi-Heita	Nonkululeko	Female	Yes	Yes
2014	Nyembezi-Heita	Nonkululeko	Female	No	No
2014	O'Flaherty	Paul	Male	No	No
2015	O'Flaherty	Paul	Male	Yes	Yes
2015	Subramanian	Dean	Male	No	No
2016	O'Flaherty	Paul	Male	No	No
2016	de Klerk	WA (Wim)	Male	No	No
2017	de Klerk	WA (Wim)	Male	Yes	Yes
2018	Subramanian	Dean	Male	No	No
2018	de Klerk	WA (Wim)	Male	No	No
2018	Verster	HJ (Kobus)	Male	No	No
2019	Verster	HJ (Kobus)	Male	Yes	Yes
2020	Verster	HJ (Kobus)	Male	No	No
2021	Verster	HJ (Kobus)	Male	Yes	Yes
2022	Verster	HJ (Kobus)	Male	Yes	Yes
2023	Verster	HJ (Kobus)	Male	Yes	Yes
2024	Verster	HJ (Kobus)	Male	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	353,248	59,945	241,838	0	655,031	0	655,031
2009	324,406	58,857	184,169	0	567,432	0	567,432
2010	462,653	77,857	54,627	0	595,137	0	595,137
2011	607,485	301,108	265,235	0	1,173,828	239,609	1,413,437

2012	541,607	0	39,634	768	582,009	0	582,009
2013	461,908	0	39,740	1,374	503,022	73,998	577,020
2014	208,942	18,283	0	521,360	748,585	10,774	759,359
2015	406,148	42,804	38,373	0	487,325	124,136	611,460
2016	333,160	21,981	0	205,204	560,345	16,208	576,553
2017	620,604	155,624	49,890	4,021	830,139	87,502	917,641
2018	714,050	48,548	1,413,585	11,293	2,187,475	0	2,187,475
2019	586,157	36,113	110,872	4,418	737,561	0	737,561
2020	465,341	8,795	3,659	109,767	587,562	0	587,562
2021	532,370	32,799	254,044	17,128	836,341	100,699	937,040
2022	514,299	31,680	0	3,417	549,396	0	549,396
2023	531,046	32,709	0	3,545	567,300	0	567,300
2024	559,185	34,487	102,539	21,671	717,882	0	717,882

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	4	900,283	1,520,109	225,071	380,027
2009	3	905,978	1,703,570	301,993	567,857
2010	3	743,792	1,062,802	247,931	354,267
2011	2	892,376	1,569,015	446,188	784,507
2012	2	805,140	864,775	402,570	432,387
2013	2	722,527	796,194	361,264	398,097
2014	3	506,141	1,228,014	168,714	409,338
2015	3	450,825	574,172	150,275	191,391
2016	3	492,956	915,767	164,319	305,256
2017	2	808,947	1,171,705	404,474	585,853
2018	4	769,785	2,328,300	192,446	582,075
2019	2	810,103	1,065,117	405,052	532,559
2020	2	645,582	817,420	322,791	408,710
2021	2	684,918	1,080,918	342,459	540,459
2022	1	514,299	549,396	514,299	549,396
2023	2	562,001	602,270	281,000	301,135
2024	2	798,341	993,607	399,170	496,803

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	6	266,545	44,424
2009	6	237,483	39,580
2010	7	368,142	52,592
2011	6	368,121	61,354
2012	6	324,126	54,021
2013	9	280,849	31,205
2014	6	288,311	48,052
2015	7	285,218	40,745
2016	9	313,732	34,859
2017	10	325,056	32,506
2018	10	343,320	34,332
2019	10	360,067	36,007
2020	8	361,334	45,167
2021	8	362,648	45,331
2022	10	335,338	33,534
2023	8	297,425	37,178
2024	7	280,850	40,121

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	2,921,358	495,747	2,000,000	0	5,417,105	0	5,417,105
2009	2,784,048	505,111	1,580,540	0	4,869,699	0	4,869,699
2010	3,212,202	540,561	379,275	0	4,132,038	0	4,132,038
2011	4,386,040	2,174,000	1,915,000	0	8,475,040	1,729,976	10,205,016
2012	4,441,177	0	325,000	6,300	4,772,477	0	4,772,477
2013	4,434,321	0	381,500	13,194	4,829,015	710,381	5,539,396
2014	2,262,838	198,006	0	5,646,328	8,107,172	116,683	8,223,855
2015	5,182,449	546,177	489,635	0	6,218,261	1,583,972	7,802,233
2016	4,584,281	302,454	0	2,823,610	7,710,345	223,026	7,933,371
2017	8,458,833	2,121,151	680,000	54,812	11,314,796	1,192,646	12,507,442
2018	10,350,863	703,753	20,491,330	163,697	31,709,643	0	31,709,643
2019	8,458,833	521,151	1,600,000	63,760	10,643,744	0	10,643,744
2020	6,940,555	131,183	54,576	1,637,175	8,763,489	0	8,763,489
2021	8,458,833	521,151	4,036,500	272,139	13,288,623	1,600,000	14,888,623
2022	8,875,766	546,730	0	58,972	9,481,468	0	9,481,468
2023	9,916,218	610,782	0	66,200	10,593,200	0	10,593,200
2024	10,197,854	628,938	1,870,000	395,219	13,092,011	0	13,092,011

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	4	7,445,342	12,571,301	1,861,336	3,142,825
2009	3	7,775,107	14,620,035	2,591,702	4,873,345
2010	3	5,164,150	7,379,036	1,721,383	2,459,679
2011	2	6,442,956	11,328,286	3,221,478	5,664,143
2012	2	6,602,152	7,091,151	3,301,076	3,545,576
2013	2	6,936,261	7,643,460	3,468,131	3,821,730
2014	3	5,481,510	13,299,391	1,827,170	4,433,130
2015	3	5,752,533	7,326,441	1,917,511	2,442,147
2016	3	6,783,071	12,600,951	2,261,024	4,200,317
2017	2	11,025,952	15,970,340	5,512,976	7,985,170
2018	4	11,158,804	33,751,043	2,789,701	8,437,761
2019	2	11,690,597	15,370,704	5,845,299	7,685,352
2020	2	9,628,852	12,191,817	4,814,426	6,095,909
2021	2	10,882,656	17,174,706	5,441,328	8,587,353
2022	1	8,875,766	9,481,468	8,875,766	9,481,468
2023	2	10,494,244	11,246,185	5,247,122	5,623,093
2024	2	14,559,337	18,120,407	7,279,669	9,060,204