

# Company Directors Report

## CEO Biography - USD:

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

## CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|---------|-----------|------------|--------|---------------|--------------|----------------------|
| 2008            | 411,125 | 48,368    | 423,216    | 0      | 882,709       | 0            | 882,709              |
| 2009            | 442,787 | 46,609    | 501,049    | 0      | 990,445       | 0            | 990,445              |
| 2010            | 615,973 | 74,857    | 690,692    | 0      | 1,381,522     | 0            | 1,381,522            |
| 2011            | 671,490 | 83,668    | 752,722    | 0      | 1,507,880     | 375,788      | 1,883,668            |
| 2012            | 675,355 | 79,484    | 757,290    | 0      | 1,512,129     | 420,645      | 1,932,774            |
| 2013            | 637,386 | 66,591    | 703,977    | 0      | 1,407,955     | 1,644,603    | 3,052,558            |
| 2014            | 560,656 | 67,599    | 627,387    | 0      | 1,255,641     | 1,133,419    | 2,389,060            |
| 2015            | 550,962 | 65,297    | 609,703    | 0      | 1,225,962     | 195,979      | 1,421,941            |
| 2016            | 432,678 | 71,254    | 503,729    | 0      | 1,007,661     | 178,508      | 1,186,169            |
| 2017            | 522,418 | 85,463    | 433,894    | 0      | 1,041,775     | 221,117      | 1,262,892            |
| 2018            | 505,526 | 82,960    | 397,104    | 0      | 985,590       | 214,326      | 1,199,916            |
| 2019            | 510,000 | 80,100    | 400,000    | 0      | 990,000       | 145,000      | 1,135,000            |

|      |                 |         |         |           |         |           |
|------|-----------------|---------|---------|-----------|---------|-----------|
| 2019 | 519,888 86,123  | 199,973 | 0       | 805,983   | 145,204 | 951,188   |
| 2020 | 464,157 77,457  | 649,901 | 0       | 1,191,514 | 0       | 1,191,514 |
| 2021 | 604,372 100,597 | 845,905 | 0       | 1,550,874 | 204,573 | 1,755,447 |
| 2022 | 553,270 0       | 621,301 | 304,104 | 1,478,675 | 0       | 1,478,675 |
| 2023 | 488,340 81,674  | 443,776 | 0       | 1,013,790 | 271,963 | 1,285,752 |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other:  | Total Annual: |
|-----------------|-------------|---------------|------------|---------|---------------|
| 2008            | 2           | 749,698       | 1,608,222  | 374,849 | 804,111       |
| 2009            | 2           | 809,951       | 1,812,748  | 404,976 | 906,374       |
| 2010            | 2           | 1,124,391     | 2,523,863  | 562,196 | 1,261,931     |
| 2011            | 2           | 1,225,931     | 2,751,719  | 612,966 | 1,375,860     |
| 2012            | 3           | 1,782,628     | 3,929,221  | 594,209 | 1,309,740     |
| 2013            | 1           | 637,386       | 1,407,955  | 637,386 | 1,407,955     |
| 2014            | 2           | 1,023,144     | 2,293,635  | 511,572 | 1,146,818     |
| 2015            | 2           | 1,005,157     | 2,231,818  | 502,579 | 1,115,909     |
| 2016            | 2           | 789,220       | 1,820,000  | 394,610 | 910,000       |
| 2017            | 2           | 952,946       | 1,903,213  | 476,473 | 951,607       |
| 2018            | 2           | 921,517       | 1,800,154  | 460,758 | 900,077       |
| 2019            | 2           | 948,449       | 1,472,924  | 474,225 | 736,462       |
| 2020            | 2           | 845,728       | 2,298,053  | 422,864 | 1,149,027     |
| 2021            | 2           | 1,101,532     | 2,832,890  | 550,766 | 1,416,445     |
| 2022            | 2           | 762,287       | 1,941,518  | 381,143 | 970,759       |
| 2023            | 2           | 859,227       | 1,565,435  | 429,613 | 782,717       |

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

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008            | 10           | 266,022     | 26,602       |
| 2009            | 9            | 276,509     | 30,723       |
| 2010            | 9            | 372,478     | 41,386       |
| 2011            | 9            | 419,484     | 46,609       |
| 2012            | 9            | 404,387     | 44,932       |
| 2013            | 8            | 385,795     | 48,224       |
| 2014            | 9            | 365,574     | 40,619       |
| 2015            | 10           | 355,332     | 35,533       |

|      |    |         |        |
|------|----|---------|--------|
| 2015 | 10 | 335,552 | 33,555 |
| 2016 | 9  | 286,576 | 31,842 |
| 2017 | 8  | 376,358 | 47,045 |
| 2018 | 9  | 332,191 | 36,910 |
| 2019 | 10 | 315,602 | 31,560 |
| 2020 | 9  | 354,878 | 39,431 |
| 2021 | 8  | 439,275 | 54,909 |
| 2022 | 9  | 384,557 | 42,729 |
| 2023 | 8  | 321,319 | 40,165 |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary:   | Benefits: | Cash Bonus | Other     | Total Annual | LTI Payment | Total Including LTI |
|-----------------|-----------|-----------|------------|-----------|--------------|-------------|---------------------|
| 2008            | 3,400,000 | 400,000   | 3,500,000  | 0         | 7,300,000    | 0           | 7,300,000           |
| 2009            | 3,800,000 | 400,000   | 4,300,000  | 0         | 8,500,000    | 0           | 8,500,000           |
| 2010            | 4,427,000 | 538,000   | 4,964,000  | 0         | 9,929,000    | 0           | 9,929,000           |
| 2011            | 4,687,000 | 584,000   | 5,254,000  | 0         | 10,525,000   | 2,623,000   | 13,148,000          |
| 2012            | 5,234,000 | 616,000   | 5,869,000  | 0         | 11,719,000   | 3,260,000   | 14,979,000          |
| 2013            | 5,609,000 | 586,000   | 6,195,000  | 0         | 12,390,000   | 14,472,510  | 26,862,510          |
| 2014            | 5,814,000 | 701,000   | 6,506,000  | 0         | 13,021,000   | 11,753,550  | 24,774,550          |
| 2015            | 6,303,000 | 747,000   | 6,975,000  | 0         | 14,025,000   | 2,242,000   | 16,267,000          |
| 2016            | 6,382,000 | 1,051,000 | 7,430,000  | 0         | 14,863,000   | 2,633,000   | 17,496,000          |
| 2017            | 6,828,000 | 1,117,000 | 5,671,000  | 0         | 13,616,000   | 2,890,000   | 16,506,000          |
| 2018            | 7,227,000 | 1,186,000 | 5,677,000  | 0         | 14,090,000   | 3,064,000   | 17,154,000          |
| 2019            | 7,594,000 | 1,258,000 | 2,921,000  | 0         | 11,773,000   | 2,121,000   | 13,894,000          |
| 2020            | 7,964,000 | 1,329,000 | 11,151,000 | 0         | 20,444,000   | 0           | 20,444,000          |
| 2021            | 8,405,000 | 1,399,000 | 11,764,000 | 0         | 21,568,000   | 2,845,000   | 24,413,000          |
| 2022            | 8,738,907 | 0         | 9,813,446  | 4,803,321 | 23,355,674   | 0           | 23,355,674          |
| 2023            | 9,172,000 | 1,534,000 | 8,335,000  | 0         | 19,041,000   | 5,108,000   | 24,149,000          |

**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2008            | 2           | 6,200,000     | 13,300,000                | 3,100,000      | 6,650,000            |
| 2009            | 2           | 6,951,000     | 15,557,000                | 3,475,500      | 7,778,500            |
| 2010            | 2           | 8,081,000     | 18,139,000                | 4,040,500      | 9,069,500            |
| 2011            | 2           | 8,557,000     | 19,207,000                | 4,278,500      | 9,603,500            |
| 2012            | 2           | 11,000,000    | 21,071,000                | 5,500,000      | 10,535,500           |

|      |   |            |            |           |            |
|------|---|------------|------------|-----------|------------|
| 2012 | 3 | 14,390,000 | 31,674,000 | 4,796,667 | 10,558,000 |
| 2013 | 1 | 5,609,000  | 12,390,000 | 5,609,000 | 12,390,000 |
| 2014 | 2 | 10,610,000 | 23,785,000 | 5,305,000 | 11,892,500 |
| 2015 | 2 | 11,499,000 | 25,532,000 | 5,749,500 | 12,766,000 |
| 2016 | 2 | 11,641,000 | 26,845,000 | 5,820,500 | 13,422,500 |
| 2017 | 2 | 12,455,000 | 24,875,000 | 6,227,500 | 12,437,500 |
| 2018 | 2 | 13,174,000 | 25,735,000 | 6,587,000 | 12,867,500 |
| 2019 | 2 | 13,854,000 | 21,515,000 | 6,927,000 | 10,757,500 |
| 2020 | 2 | 14,511,000 | 39,430,000 | 7,255,500 | 19,715,000 |
| 2021 | 2 | 15,319,000 | 39,397,000 | 7,659,500 | 19,698,500 |
| 2022 | 2 | 12,040,322 | 30,666,273 | 6,020,161 | 15,333,137 |
| 2023 | 2 | 16,138,000 | 29,402,000 | 8,069,000 | 14,701,000 |