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
2024	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	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
2024	523,257	94,186	598,655	0	1,216,098	319,885	1,535,983

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
2024	3	1,253,824	2,329,143	417,941	776,381

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

2013	8	365,795	46,224
2014	9	365,574	40,619
2015	10	355,332	35,533
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	9	321,319	35,702
2024	8	359,837	44,980

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
2024	9,621,123	1,731,789	11,007,475	0	22,360,387	5,881,727	28,242,114

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	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
2024	3	23,054,055	42,825,949	7,684,685	14,275,316