Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Grim	Carl	Male	No	No
2009	Jardine	W Roger	Male	Yes	Yes
2010	Jardine	W Roger	Male	Yes	Yes
2011	Jardine	W Roger	Male	Yes	Yes
2012	Jardine	W Roger	Male	Yes	Yes
2013	Jardine	W Roger	Male	Yes	Yes
2014	Jardine	W Roger	Male	No	No
2014	Verster	HJ (Kobus)	Male	Yes	No
2015	Verster	HJ (Kobus)	Male	Yes	Yes
2016	Verster	HJ (Kobus)	Male	Yes	Yes
2017	Verster	HJ (Kobus)	Male	Yes	Yes
2019	Flanagan	Sean	Male	No	No
2020	Diack	Eric K	Male	No	No
2020	Flanagan	Sean	Male	Yes	Yes
2021	Flanagan	Sean	Male	Yes	Yes
2022	Flanagan	Sean	Male	Yes	Yes
2023	Flanagan	Sean	Male	Yes	Yes
2024	Flanagan	Sean	Male	No	No
2024	Cummins	Scott	Male	Yes	Yes
2025	Cummins	Scott	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	305,320	53,688	362,757	0	721,765	3,072,551	3,794,317
2009	343,743	39,385	95,782	0	478,909	0	478,909
2010	429,804	74,023	174,064	0	677,891	208,849	886,740
2011	546,418	34,957	87,249	0	668,625	78,940	747,564
2012	542,839	33,935	101,806	0	678,581	108,645	787,226
2013	492,841	30,682	46,136	117,273	686,932	0	686,932
2014	410,415	38,669	134,137	227,869	811,090	0	811,090
2015	280,220	44,580	87,710	0	452,609	0	452,609

2015	380,332	44,580	27,710	0	452,622	0	452,622
2016	341,695	27,390	73,085	281,356	723,525	0	723,525
2017	459,648	19,755	0	9,724	489,127	0	489,127
2019	222,496	0	248,306	345,109	815,910	0	815,910
2020	800,676	0	0	24,770	825,446	0	825,446
2021	600,633	0	538,362	0	1,138,995	258,862	1,397,857
2022	551,377	0	433,555	0	984,932	839,126	1,824,058
2023	488,127	0	47,386	705,835	1,241,348	0	1,241,348
2024	1,174,857	122,912	538,410	1,087,997	2,924,177	632,155	3,556,332
2025	819,183	121,841	0	0	941,024	40,181	981,205

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	5	1,372,310	3,285,973	274,462	657,195
2009	4	1,580,401	2,717,898	395,100	679,474
2010	5	2,063,726	4,166,412	412,745	833,282
2011	5	2,376,791	3,244,842	475,358	648,968
2012	5	2,459,742	3,280,129	491,948	656,026
2013	6	2,596,154	3,884,728	432,692	647,455
2014	4	1,806,761	2,758,846	451,690	689,712
2015	5	2,944,685	3,483,198	588,937	696,640
2016	4	1,227,315	2,671,301	306,829	667,825
2017	3	1,036,753	1,221,440	345,584	407,147
2018	4	51,436,654	102,475,166	12,859,163	25,618,791
2019	4	1,092,285	2,767,372	273,071	691,843
2020	3	1,080,312	1,116,272	360,104	372,091
2021	2	985,547	1,905,731	492,773	952,865
2022	5	2,273,880	3,876,972	454,776	775,394
2023	2	800,926	2,307,635	400,463	1,153,817
2024	3	1,625,832	3,696,461	541,944	1,232,154
2025	2	1,346,727	1,591,056	673,364	795,528

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	8	211,245	26,406
2009	5	308,669	61,734

2009	5	308,669	61,734
2010	7	576,736	82,391
2011	9	713,324	79,258
2012	8	741,548	92,694
2013	9	745,227	82,803
2014	11	649,662	59,060
2015	10	717,395	71,740
2016	10	584,339	58,434
2017	9	604,594	67,177
2018	8	523,799	65,475
2019	4	391,867	97,967
2020	4	169,366	42,342
2021	4	331,775	82,944
2022	6	510,077	85,013
2023	7	517,049	73,864
2024	6	614,912	102,485
2025	6	862,790	143,798

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	2,525,000	444,000	3,000,000	0	5,969,000	25,410,000	31,379,000
2009	2,950,000	338,000	822,000	0	4,110,000	0	4,110,000
2010	3,089,000	532,000	1,251,000	0	4,872,000	1,501,000	6,373,000
2011	3,814,000	244,000	609,000	0	4,667,000	551,000	5,218,000
2012	4,207,000	263,000	789,000	0	5,259,000	842,000	6,101,000
2013	4,337,000	270,000	406,000	1,032,000	6,045,000	0	6,045,000
2014	4,256,000	401,000	1,391,000	2,363,000	8,411,000	0	8,411,000
2015	4,351,000	510,000	317,000	0	5,178,000	0	5,178,000
2016	5,040,000	404,000	1,078,000	4,150,000	10,672,000	0	10,672,000
2017	6,003,000	258,000	0	127,000	6,388,000	0	6,388,000
2019	3,250,000	0	3,627,000	5,041,000	11,918,000	0	11,918,000
2020	13,738,000	0	0	425,000	14,163,000	0	14,163,000
2021	8,353,000	0	7,487,000	0	15,840,000	3,600,000	19,440,000
2022	8,709,000	0	6,848,000	0	15,557,000	13,254,000	28,811,000
2023	9,168,000	0	890,000	13,257,000	23,315,000	0	23,315,000
2024	21,493,756	2,243,902	9,829,268	20,005,000	53,571,927	11,571,927	65,143,854
2025	14,870,588	2,211,765	0	0	17,082,353	729,412	17,811,765

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	5	11,349,000	27,175,000	2,269,800	5,435,000
2009	4	13,563,000	23,325,000	3,390,750	5,831,250
2010	5	14,832,000	29,944,000	2,966,400	5,988,800
2011	5	16,590,000	22,649,000	3,318,000	4,529,800
2012	5	19,063,000	25,421,000	3,812,600	5,084,200
2013	6	24,026,182	36,085,091	4,004,364	6,014,182
2014	4	19,008,000	28,988,000	4,752,000	7,247,000
2015	5	34,741,000	41,115,000	6,948,200	8,223,000
2016	4	18,190,556	39,642,000	4,547,639	9,910,500
2017	3	13,540,000	15,952,000	4,513,333	5,317,333
2018	4	16,208,000	39,229,000	4,052,000	9,807,250
2019	4	15,955,000	40,423,000	3,988,750	10,105,750
2020	3	18,536,000	19,153,000	6,178,667	6,384,333
2021	2	13,706,000	26,503,000	6,853,000	13,251,500
2022	5	35,947,222	61,291,000	7,189,444	12,258,200
2023	2	15,043,000	43,342,000	7,521,500	21,671,000
2024	3	29,726,793	67,670,817	9,908,931	22,556,939
2025	2	24,447,059	28,882,353	12,223,529	14,441,176