Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Joffe	Brian	Male	Yes	Yes
2009	Joffe	Brian	Male	Yes	Yes
2010	Joffe	Brian	Male	Yes	Yes
2011	Joffe	Brian	Male	Yes	Yes
2012	Joffe	Brian	Male	Yes	Yes
2013	Joffe	Brian	Male	Yes	Yes
2014	Joffe	Brian	Male	Yes	Yes
2015	Joffe	Brian	Male	Yes	Yes
2016	Joffe	Brian	Male	Yes	No
2016	Ralphs	Lindsay P	Male	Yes	No
2017	Ralphs	Lindsay P	Male	Yes	Yes
2018	Ralphs	Lindsay P	Male	Yes	Yes
2019	Ralphs	Lindsay P	Male	Yes	Yes
2020	Ralphs	Lindsay P	Male	Yes	Yes
2020	Dawe	Anthony W	Male	Yes	Yes
2021	Madisa	Nompumelelo	Female	Yes	Yes
2022	Madisa	Nompumelelo	Female	Yes	Yes
2023	Madisa	Nompumelelo	Female	Yes	Yes
2024	Madisa	Nompumelelo	Female	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	809,190	126,481	1,033,253	0	1,968,924	1,390,931	3,359,855
2009	838,965	88,557	868,446	0	1,795,968	307,970	2,103,938
2010	1,119,939	179,491	1,275,637	0	2,575,066	0	2,575,066
2011	1,375,645	200,716	1,681,519	0	3,257,880	0	3,257,880
2012	1,387,613	239,355	1,597,806	387,097	3,611,871	3,500,129	7,112,000
2013	1,356,364	195,795	1,558,977	0	3,111,136	0	3,111,136
2014	1,327,097	178,496	1,189,971	0	2,695,564	899,132	3,594,696
2015	1,298,776	188,462	1,375,000	0	2,862,238	2,295,017	5,157,255

2016	1,703,186	111,525	1,824,949	182,847	3,822,508	6,692,475	10,514,983
2017	701,148	63,122	552,946	69,778	1,386,993	6,855,853	8,242,846
2018	720,506	61,798	1,228,371	70,997	2,081,671	0	2,081,671
2019	1,085,644	113,370	1,290,956	0	2,489,971	1,567,741	4,057,712
2020	786,397	61,546	680,033	66,733	1,594,708	2,322,707	3,917,415
2021	582,369	42,353	1,002,013	13,159	1,639,894	156,827	1,796,721
2022	664,831	47,927	1,135,549	22,222	1,870,529	262,995	2,133,523
2023	640,241	40,251	1,054,946	27,526	1,762,965	640,933	2,403,897
2024	695,872	41,170	1,060,151	39,484	1,836,678	1,804,264	3,640,942

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	11	3,610,762	8,070,859	328,251	733,714
2009	11	4,147,751	7,983,920	377,068	725,811
2010	11	4,912,203	11,222,068	446,564	1,020,188
2011	10	5,274,499	11,592,120	527,450	1,159,212
2012	9	5,942,968	12,280,645	660,330	1,364,516
2013	8	4,183,068	8,864,773	522,884	1,108,097
2014	6	3,736,741	7,789,103	622,790	1,298,184
2015	7	3,703,584	8,069,406	529,083	1,152,772
2016	8	3,332,814	7,474,508	416,602	934,314
2017	5	1,651,645	3,203,520	330,329	640,704
2018	6	1,778,722	4,523,104	296,454	753,851
2019	5	2,107,003	5,228,247	421,401	1,045,649
2020	5	1,426,740	2,928,138	285,348	585,628
2021	4	1,557,201	3,613,792	389,300	903,448
2022	3	1,303,450	3,586,325	434,483	1,195,442
2023	3	1,307,369	3,509,743	435,790	1,169,914
2024	3	1,420,841	3,657,312	473,614	1,219,104

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	12	272,551	22,713
2009	12	286,064	23,839
2010	12	475,442	39,620
2011	15	648,424	43,228

2011	15	648,424	43,228
2012	19	1,149,161	60,482
2013	17	773,750	45,515
2014	12	715,815	59,651
2015	11	695,455	63,223
2016	11	679,525	61,775
2017	8	882,555	110,319
2018	11	601,545	54,686
2019	10	556,377	55,638
2020	10	613,242	61,324
2021	11	678,579	61,689
2022	9	581,640	64,627
2023	9	515,334	57,259
2024	8	637,896	79,737

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	6,692,000	1,046,000	8,545,000	0	16,283,000	11,503,000	27,786,000
2009	7,200,000	760,000	7,453,000	0	15,413,000	2,643,000	18,056,000
2010	8,049,000	1,290,000	9,168,000	0	18,507,000	0	18,507,000
2011	9,602,000	1,401,000	11,737,000	0	22,740,000	0	22,740,000
2012	10,754,000	1,855,000	12,383,000	3,000,000	27,992,000	27,126,000	55,118,000
2013	11,936,000	1,723,000	13,719,000	0	27,378,000	0	27,378,000
2014	13,762,000	1,851,000	12,340,000	0	27,953,000	9,324,000	37,277,000
2015	14,858,000	2,156,000	15,730,000	0	32,744,000	26,255,000	58,999,000
2016	25,122,000	1,645,000	26,918,000	2,697,000	56,382,000	98,714,000	155,096,000
2017	9,164,000	825,000	7,227,000	912,000	18,128,000	89,606,000	107,734,000
2018	10,260,000	880,000	17,492,000	1,011,000	29,643,000	0	29,643,000
2019	15,858,000	1,656,000	18,857,000	0	36,371,000	22,900,000	59,271,000
2020	13,493,000	1,056,000	11,668,000	1,145,000	27,362,000	39,853,000	67,215,000
2021	8,099,000	589,000	13,935,000	183,000	22,806,000	2,181,000	24,987,000
2022	10,501,000	757,000	17,936,000	351,000	29,545,000	4,154,000	33,699,000
2023	12,025,000	756,000	19,814,000	517,000	33,112,000	12,038,000	45,150,000
2024	12,795,000	757,000	19,493,000	726,000	33,771,000	33,175,000	66,946,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	11	29,861,000	66,746,000	2,714,636	6,067,818
2009	11	35,596,000	68,518,000	3,236,000	6,228,909
2010	11	35,304,000	80,653,000	3,209,455	7,332,091
2011	10	36,816,000	80,913,000	3,681,600	8,091,300
2012	9	46,058,000	95,175,000	5,117,556	10,575,000
2013	8	36,811,000	78,010,000	4,601,375	9,751,250
2014	6	38,750,000	80,773,000	6,458,333	13,462,167
2015	7	42,369,000	92,314,000	6,052,714	13,187,714
2016	8	49,159,000	110,249,000	6,144,875	13,781,125
2017	5	21,587,000	41,870,000	4,317,400	8,374,000
2018	6	25,329,000	64,409,000	4,221,500	10,734,833
2019	5	30,777,000	76,369,000	6,155,400	15,273,800
2020	5	24,480,000	50,241,000	4,896,000	10,048,200
2021	4	21,656,000	50,257,000	5,414,000	12,564,250
2022	3	20,588,000	56,646,000	6,862,667	18,882,000
2023	3	24,555,000	65,920,000	8,185,000	21,973,333
2024	3	26,125,000	67,247,000	8,708,333	22,415,667