Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Clarke	GS	Male	Yes	Yes
2009	Clarke	GS	Male	Yes	Yes
2010	Clarke	GS	Male	Yes	Yes
2011	Clarke	GS	Male	Yes	Yes
2012	Clarke	GS	Male	Yes	Yes
2013	Clarke	GS	Male	Yes	Yes
2014	Clarke	GS	Male	Yes	Yes
2015	Clarke	GS	Male	Yes	Yes
2016	Clarke	GS	Male	Yes	Yes
2017	Clarke	GS	Male	Yes	Yes
2018	Clarke	GS	Male	Yes	Yes
2019	Clarke	GS	Male	Yes	Yes
2020	Sinclair	Kennett A	Male	No	No
2021	Sinclair	Kennett A	Male	Yes	Yes
2022	Sinclair	Kennett A	Male	Yes	Yes
2023	Sinclair	Kennett A	Male	Yes	Yes
2024	Sinclair	Kennett A	Male	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	164,813	41,354	96,614	0	302,781	0	302,781
2009	163,598	66,069	85,295	0	314,962	4,055	319,017
2010	209,274	63,539	21,766	0	294,579	0	294,579
2011	229,944	66,574	63,788	0	360,306	0	360,306
2012	232,609	72,554	154,076	0	459,239	0	459,239
2013	221,176	45,059	111,765	15,176	393,176	0	393,176
2014	210,891	40,198	108,020	0	359,109	0	359,109
2015	205,154	38,969	0	0	244,123	123,779	367,902
2016	154,854	1,969	63,680	38,425	258,927	0	258,927
2017	204,018	39,360	83,110	13,393	339,881	0	339,881

2018	259,372	38,507	0	15,267	313,147	0	313,147
2019	228,085	35,671	25,147	12,715	301,618	8,406	310,023
2020	117,841	22,872	38,480	3,482	182,675	0	182,675
2021	210,519	32,598	49,997	6,466	299,580	0	299,580
2022	223,675	6,802	93,631	34,345	358,453	0	358,453
2023	193,794	30,046	0	6,403	230,243	0	230,243
2024	198,853	30,736	0	7,060	236,649	9,927	246,576

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	1	164,813	302,781	164,813	302,781
2009	1	163,598	314,962	163,598	314,962
2010	2	307,287	450,723	153,643	225,362
2011	4	408,635	625,627	102,159	156,407
2012	2	365,625	749,592	182,813	374,796
2013	2	349,529	633,529	174,765	316,765
2014	2	332,574	606,634	166,287	303,317
2015	2	321,790	425,226	160,895	212,613
2016	3	304,820	528,310	101,607	176,103
2017	2	328,348	544,643	164,174	272,321
2018	2	423,834	518,321	211,917	259,160
2019	2	370,700	501,731	185,350	250,865
2020	3	495,618	691,319	165,206	230,440
2021	2	399,173	536,231	199,587	268,115
2022	3	391,464	574,725	130,488	191,575
2023	2	314,415	373,468	157,208	186,734
2024	2	329,600	391,018	164,800	195,509

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	8	95,163	11,895
2009	9	103,822	11,536
2010	7	152,900	21,843
2011	7	152,089	21,727
2012	9	187,364	20,818
2013	8	169,765	21,221

2013	8	169,765	21,221
2014	8	164,455	20,557
2015	10	182,550	18,255
2016	10	138,086	13,809
2017	9	191,295	21,255
2018	10	233,588	23,359
2019	9	194,533	21,615
2020	7	111,058	15,865
2021	8	205,053	25,632
2022	10	228,076	22,808
2023	7	153,787	21,970
2024	7	108,716	15,531

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	1,363,000	342,000	799,000	0	2,504,000	0	2,504,000
2009	1,404,000	567,000	732,000	0	2,703,000	34,800	2,737,800
2010	1,548,000	470,000	161,000	0	2,179,000	0	2,179,000
2011	1,651,000	478,000	458,000	0	2,587,000	0	2,587,000
2012	1,712,000	534,000	1,134,000	0	3,380,000	0	3,380,000
2013	1,880,000	383,000	950,000	129,000	3,342,000	0	3,342,000
2014	2,130,000	406,000	1,091,000	0	3,627,000	0	3,627,000
2015	2,269,000	431,000	0	0	2,700,000	1,369,000	4,069,000
2016	2,281,000	29,000	938,000	566,000	3,814,000	0	3,814,000
2017	2,742,000	529,000	1,117,000	180,000	4,568,000	0	4,568,000
2018	3,058,000	454,000	0	180,000	3,692,000	0	3,692,000
2019	3,229,000	505,000	356,000	180,000	4,270,000	119,000	4,389,000
2020	1,963,000	381,000	641,000	58,000	3,043,000	0	3,043,000
2021	3,158,000	489,000	750,000	97,000	4,494,000	0	4,494,000
2022	3,354,000	102,000	1,404,000	515,000	5,375,000	0	5,375,000
2023	3,541,000	549,000	0	117,000	4,207,000	0	4,207,000
2024	3,746,000	579,000	0	133,000	4,458,000	187,000	4,645,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	1	1.363.000	2.504.000	1.363.000	2.504.000

2009	1	1,404,000	2,703,000	1,404,000	2,703,000
2010	2	2,273,000	3,334,000	1,136,500	1,667,000
2011	4	2,934,000	4,492,000	733,500	1,123,000
2012	2	2,691,000	5,517,000	1,345,500	2,758,500
2013	2	2,971,000	5,385,000	1,485,500	2,692,500
2014	2	3,359,000	6,127,000	1,679,500	3,063,500
2015	2	3,559,000	4,703,000	1,779,500	2,351,500
2016	3	4,490,000	7,782,000	1,496,667	2,594,000
2017	2	4,413,000	7,320,000	2,206,500	3,660,000
2018	2	4,997,000	6,111,000	2,498,500	3,055,500
2019	2	5,248,000	7,103,000	2,624,000	3,551,500
2020	3	8,256,000	11,516,000	2,752,000	3,838,667
2021	2	5,988,000	8,044,000	2,994,000	4,022,000
2022	3	5,870,000	8,618,000	1,956,667	2,872,667
2023	2	5,745,000	6,824,000	2,872,500	3,412,000
2024	2	6,209,000	7,366,000	3,104,500	3,683,000