

Company Directors Report

CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2008 | Liebenberg | Shaun | Male | Yes | Yes |
| 2009 | Liebenberg | Shaun | Male | No | No |
| 2009 | Sadik | MT | Male | Yes | No |
| 2010 | Sadik | MT | Male | Yes | Yes |
| 2011 | Sadik | MT | Male | Yes | Yes |
| 2012 | Sadik | MT | Male | No | No |
| 2012 | Saloojee | Riaz | Male | No | No |
| 2013 | Saloojee | Riaz | Male | Yes | Yes |
| 2014 | Saloojee | Riaz | Male | Yes | Yes |
| 2015 | Saloojee | Riaz | Male | Yes | Yes |
| 2016 | Saloojee | Riaz | Male | No | No |
| 2016 | Ntshepe | Zwalakhe | Male | No | No |
| 2017 | Saloojee | Riaz | Male | No | No |
| 2017 | Ntshepe | Zwalakhe | Male | Yes | Yes |
| 2018 | Ntshepe | Zwalakhe | Male | No | No |
| 2019 | Ntshepe | Zwalakhe | Male | Yes | Yes |
| 2019 | Du Toit | Daniel | Male | No | No |
| 2020 | Du Toit | Daniel | Male | Yes | Yes |

CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus: | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|---------|-----------|-------------|--------|---------------|--------------|----------------------|
| 2008 | 412,938 | 101,814 | 495,163 | 0 | 1,009,915 | 0 | 1,009,915 |
| 2009 | 388,371 | 136,914 | 192,612 | 0 | 717,898 | 0 | 717,898 |
| 2010 | 415,574 | 103,691 | 241,314 | 0 | 760,579 | 0 | 760,579 |
| 2011 | 449,718 | 111,299 | 262,288 | 0 | 823,305 | 0 | 823,305 |
| 2012 | 565,229 | 60,647 | 284,771 | 0 | 910,647 | 0 | 910,647 |
| 2013 | 395,882 | 49,294 | 222,588 | 0 | 667,765 | 0 | 667,765 |
| 2014 | 349,109 | 44,158 | 196,733 | 0 | 590,000 | 0 | 590,000 |
| 2015 | 290,282 | 37,304 | 163,480 | 0 | 491,066 | 0 | 491,066 |
| 2016 | 454,650 | 53,700 | 84,589 | 0 | 592,940 | 0 | 592,940 |
| 2017 | 417,004 | 99,004 | 100,000 | 0 | 616,008 | 0 | 616,008 |

| | | | | | | | |
|------|---------|--------|---------|---------|---------|---|---------|
| 2017 | 447,321 | 22,321 | 109,375 | 226,637 | 805,655 | 0 | 805,655 |
| 2018 | 196,282 | 23,466 | 0 | 28,555 | 248,304 | 0 | 248,304 |
| 2019 | 111,629 | 0 | 27,386 | 147,633 | 286,648 | 0 | 286,648 |
| 2020 | 246,968 | 7,744 | 8,945 | 36,499 | 300,156 | 0 | 300,156 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus: | Other: | Total Annual: |
|-----------------|-------------|---------------|-------------|---------|---------------|
| 2008 | 2 | 656,469 | 1,451,270 | 328,235 | 725,635 |
| 2009 | 3 | 518,178 | 943,719 | 172,726 | 314,573 |
| 2010 | 2 | 750,710 | 1,341,625 | 375,355 | 670,812 |
| 2011 | 2 | 808,631 | 1,445,589 | 404,316 | 722,795 |
| 2012 | 3 | 941,105 | 1,542,588 | 313,702 | 514,196 |
| 2013 | 2 | 728,235 | 1,224,588 | 364,118 | 612,294 |
| 2014 | 2 | 642,871 | 1,082,475 | 321,436 | 541,238 |
| 2015 | 2 | 535,580 | 894,279 | 267,790 | 447,139 |
| 2016 | 4 | 782,349 | 1,051,799 | 195,587 | 262,950 |
| 2017 | 4 | 739,807 | 1,947,098 | 184,952 | 486,775 |
| 2018 | 2 | 406,701 | 512,440 | 203,350 | 256,220 |
| 2019 | 3 | 232,988 | 437,895 | 77,663 | 145,965 |
| 2020 | 2 | 338,216 | 418,418 | 169,108 | 209,209 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008 | 10 | 138,936 | 13,894 |
| 2009 | 13 | 289,793 | 22,292 |
| 2010 | 12 | 370,691 | 30,891 |
| 2011 | 13 | 354,735 | 27,287 |
| 2012 | 17 | 586,388 | 34,493 |
| 2013 | 14 | 611,882 | 43,706 |
| 2014 | 13 | 335,545 | 25,811 |
| 2015 | 13 | 207,445 | 15,957 |
| 2016 | 19 | 260,353 | 13,703 |
| 2017 | 9 | 219,494 | 24,388 |
| 2018 | 7 | 32,429,601 | 4,632,800 |
| 2019 | 14 | 485,299 | 34,664 |
| 2020 | 12 | 416,707 | 34,725 |

2020 12 410,791 34,733

CEO Remuneration - ZAR:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|-----------------|-----------|-----------|------------|-----------|--------------|-------------|---------------------|
| 2008 | 3,415,000 | 842,000 | 4,095,000 | 0 | 8,352,000 | 0 | 8,352,000 |
| 2009 | 3,333,000 | 1,175,000 | 1,653,000 | 0 | 6,161,000 | 0 | 6,161,000 |
| 2010 | 3,074,000 | 767,000 | 1,785,000 | 0 | 5,626,000 | 0 | 5,626,000 |
| 2011 | 3,184,000 | 788,000 | 1,857,000 | 0 | 5,829,000 | 0 | 5,829,000 |
| 2012 | 4,194,000 | 450,000 | 2,113,000 | 0 | 6,757,000 | 0 | 6,757,000 |
| 2013 | 3,365,000 | 419,000 | 1,892,000 | 0 | 5,676,000 | 0 | 5,676,000 |
| 2014 | 3,526,000 | 446,000 | 1,987,000 | 0 | 5,959,000 | 0 | 5,959,000 |
| 2015 | 3,704,000 | 476,000 | 2,086,000 | 0 | 6,266,000 | 0 | 6,266,000 |
| 2016 | 6,697,000 | 791,000 | 1,246,000 | 0 | 8,734,000 | 0 | 8,734,000 |
| 2017 | 6,012,000 | 300,000 | 1,470,000 | 3,046,000 | 10,828,000 | 0 | 10,828,000 |
| 2018 | 2,777,000 | 332,000 | 0 | 404,000 | 3,513,000 | 0 | 3,513,000 |
| 2019 | 1,606,000 | 0 | 394,000 | 2,124,000 | 4,124,000 | 0 | 4,124,000 |
| 2020 | 4,114,000 | 129,000 | 149,000 | 608,000 | 5,000,000 | 0 | 5,000,000 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2008 | 2 | 5,429,000 | 12,002,000 | 2,714,500 | 6,001,000 |
| 2009 | 3 | 4,447,000 | 8,099,000 | 1,482,333 | 2,699,667 |
| 2010 | 2 | 5,553,000 | 9,924,000 | 2,776,500 | 4,962,000 |
| 2011 | 2 | 5,761,000 | 10,297,000 | 2,880,500 | 5,148,500 |
| 2012 | 3 | 6,983,000 | 11,446,000 | 2,327,667 | 3,815,333 |
| 2013 | 2 | 6,190,000 | 10,409,000 | 3,095,000 | 5,204,500 |
| 2014 | 2 | 6,493,000 | 10,933,000 | 3,246,500 | 5,466,500 |
| 2015 | 2 | 6,834,000 | 11,411,000 | 3,417,000 | 5,705,500 |
| 2016 | 4 | 11,524,000 | 15,493,000 | 2,881,000 | 3,873,250 |
| 2017 | 4 | 9,943,000 | 26,169,000 | 2,485,750 | 6,542,250 |
| 2018 | 2 | 5,754,000 | 7,250,000 | 2,877,000 | 3,625,000 |
| 2019 | 3 | 3,352,000 | 6,300,000 | 1,117,333 | 2,100,000 |
| 2020 | 2 | 5,634,000 | 6,970,000 | 2,817,000 | 3,485,000 |