Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Gore	Adrian	Male	Yes	Yes
2009	Gore	Adrian	Male	Yes	Yes
2010	Gore	Adrian	Male	Yes	Yes
2011	Gore	Adrian	Male	Yes	Yes
2012	Gore	Adrian	Male	Yes	Yes
2013	Gore	Adrian	Male	Yes	Yes
2014	Gore	Adrian	Male	Yes	Yes
2015	Gore	Adrian	Male	Yes	Yes
2016	Gore	Adrian	Male	Yes	Yes
2017	Gore	Adrian	Male	Yes	Yes
2018	Gore	Adrian	Male	Yes	Yes
2019	Gore	Adrian	Male	Yes	Yes
2021	Gore	Adrian	Male	Yes	Yes
2022	Gore	Adrian	Male	Yes	Yes
2023	Gore	Adrian	Male	Yes	Yes
2024	Gore	Adrian	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	228,053	49,456	41,596	0	319,105	0	319,105
2009	340,014	73,176	187,602	0	600,792	0	600,792
2010	319,605	78,475	649,784	0	1,047,864	128,565	1,176,430
2011	474,069	87,393	499,427	0	1,060,888	409,885	1,470,774
2012	439,742	84,645	599,097	0	1,123,484	344,903	1,468,387
2013	440,455	81,477	586,705	0	1,108,636	351,136	1,459,773
2014	407,811	75,603	306,557	0	789,971	439,248	1,229,219
2015	374,825	74,213	334,878	0	783,916	391,608	1,175,524
2016	428,634	61,410	268,169	18,677	776,890	570,640	1,347,529
2017	476,894	71,538	273,068	21,959	843,458	469,855	1,313,313
2018	463,477	69,518	546,016	21,965	1,100,976	290,537	1,391,512

2019	473,061	70,956	412,147	26,753	982,916	344,788	1,327,704
2021	507,083	78,665	511,397	26,246	1,123,391	111,239	1,234,630
2022	481,861	70,085	517,379	24,501	1,093,827	0	1,093,827
2023	425,248	63,784	511,287	22,468	1,022,788	462,784	1,485,571
2024	458,344	68,752	577,766	27,078	1,131,940	590,554	1,722,494

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	6	1,183,232	1,719,677	197,205	286,613
2009	6	1,757,865	3,361,221	292,978	560,204
2010	6	2,129,539	5,731,599	354,923	955,266
2011	8	3,805,014	7,468,052	475,627	933,506
2012	9	4,263,355	9,146,581	473,706	1,016,287
2013	9	4,418,409	9,947,159	490,934	1,105,240
2014	9	4,437,030	8,105,207	493,003	900,579
2015	9	4,152,710	7,655,507	461,412	850,612
2016	9	4,325,291	7,546,875	480,588	838,542
2017	10	4,906,197	9,945,448	490,620	994,545
2018	10	2,878,592	6,059,682	287,859	605,968
2019	9	4,519,223	8,617,068	502,136	957,452
2020	8	3,778,587	14,463,399	472,323	1,807,925
2021	7	3,680,736	7,271,518	525,819	1,038,788
2022	7	3,489,332	7,604,875	498,476	1,086,411
2023	7	3,315,302	7,589,288	473,615	1,084,184
2024	3	1,148,932	2,842,298	382,977	947,433

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	13	415,961	31,997
2009	10	460,382	46,038
2010	10	1,147,210	114,721
2011	10	903,868	90,387
2012	11	1,055,742	95,977
2013	11	1,128,295	102,572
2014	12	1,068,081	89,007

2014	12	1,068,081	89,007
2015	11	1,413,351	128,486
2016	12	1,217,805	101,484
2017	11	1,506,350	136,941
2018	11	1,222,261	111,115
2019	12	1,605,805	133,817
2020	11	1,103,042	100,277
2021	11	1,687,927	153,448
2022	13	1,475,783	113,522
2023	11	1,672,985	152,090
2024	12	1,609,235	134,103

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	1,886,000	409,000	344,000	0	2,639,000	0	2,639,000
2009	2,918,000	628,000	1,610,000	0	5,156,000	0	5,156,000
2010	2,297,000	564,000	4,670,000	0	7,531,000	924,000	8,455,000
2011	3,309,000	610,000	3,486,000	0	7,405,000	2,861,000	10,266,000
2012	3,408,000	656,000	4,643,000	0	8,707,000	2,673,000	11,380,000
2013	3,876,000	717,000	5,163,000	0	9,756,000	3,090,000	12,846,000
2014	4,229,000	784,000	3,179,000	0	8,192,000	4,555,000	12,747,000
2015	4,288,000	849,000	3,831,000	0	8,968,000	4,480,000	13,448,000
2016	5,898,000	845,000	3,690,000	257,000	10,690,000	7,852,000	18,542,000
2017	6,233,000	935,000	3,569,000	287,000	11,024,000	6,141,000	17,165,000
2018	6,599,908	989,937	7,775,267	312,780	15,677,892	4,137,244	19,815,136
2019	6,909,999	1,036,455	6,020,233	390,774	14,357,461	5,036,315	19,393,776
2021	7,052,000	1,094,000	7,112,000	365,000	15,623,000	1,547,000	17,170,000
2022	7,611,000	1,107,000	8,172,000	387,000	17,277,000	0	17,277,000
2023	7,987,000	1,198,000	9,603,000	422,000	19,210,000	8,692,000	27,902,000
2024	8,427,575	1,264,136	10,623,381	497,890	20,812,982	10,858,508	31,671,490

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	6	23,624,083	44,501,083	3,937,347	7,416,847
2009	6	15,086,000	28,846,000	2,514,333	4,807,667
2010	6	15,205,000	41,193,000	2,550,833	6,865,500

2010	6	15,305,000	41,193,000	2,550,833	6,865,500
2011	8	26,559,000	52,127,000	3,319,875	6,515,875
2012	9	33,041,000	70,886,000	3,671,222	7,876,222
2013	9	38,882,000	87,535,000	4,320,222	9,726,111
2014	9	46,012,000	84,051,000	5,112,444	9,339,000
2015	9	47,507,000	87,579,000	5,278,556	9,731,000
2016	9	59,516,000	103,845,000	6,612,889	11,538,333
2017	10	64,124,000	129,987,000	6,412,400	12,998,700
2018	10	54,898,841	115,025,141	5,489,884	11,502,514
2019	9	66,024,545	125,891,843	7,336,061	13,987,983
2020	8	64,833,000	248,163,000	8,104,125	31,020,375
2021	7	51,188,000	101,125,000	7,312,571	14,446,429
2022	7	55,114,000	120,119,000	7,873,429	17,159,857
2023	7	62,268,000	142,542,000	8,895,429	20,363,143
2024	3	21,125,416	52,261,330	7,041,805	17,420,443