Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Murray	AD	Male	Yes	No
2009	Murray	AD	Male	Yes	Yes
2010	Murray	AD	Male	Yes	Yes
2011	Murray	AD	Male	Yes	Yes
2012	Murray	AD	Male	Yes	Yes
2013	Murray	AD	Male	Yes	Yes
2014	Murray	AD	Male	Yes	Yes
2015	Murray	AD	Male	Yes	Yes
2016	Murray	AD	Male	Yes	Yes
2017	Murray	AD	Male	Yes	Yes
2018	Murray	AD	Male	Yes	Yes
2019	Murray	AD	Male	No	No
2019	Thunström	Anthony.E	Male	No	No
2020	Thunström	Anthony.E	Male	Yes	Yes
2021	Thunström	Anthony.E	Male	Yes	Yes
2022	Thunström	Anthony.E	Male	Yes	Yes
2023	Thunström	Anthony.E	Male	Yes	Yes
2024	Thunström	Anthony.E	Male	Yes	Yes
2025	Thunström	Anthony.E	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	303,204	74,305	0	0	377,509	614,904	992,414
2009	389,769	86,157	0	0	475,926	489,536	965,463
2010	478,978	113,911	202,785	0	795,674	74,341	870,015
2011	541,741	124,680	874,903	0	1,541,323	0	1,541,323
2012	634,596	134,582	851,402	0	1,620,580	0	1,620,580
2013	595,765	128,506	0	1,447,059	2,171,329	0	2,171,329
2014	515,178	112,158	456,941	0	1,084,277	99,010	1,183,287
2015	516,863	110,723	510,967	0	1,138,553	0	1,138,553

2016	435,431	62,532	472,485	29,056	999,504	413,347	1,412,851
2017	622,240	87,924	334,821	33,921	1,078,906	1,021,890	2,100,796
2018	751,985	101,518	1,011,289	45,530	1,910,322	1,481,866	3,392,188
2019	762,390	158,032	1,544,777	114,555	2,579,753	3,698,672	6,278,425
2020	472,182	98,175	0	50,060	620,417	73,502	693,919
2021	515,259	108,433	570,229	0	1,193,920	2,582,961	3,776,882
2022	547,676	119,213	0	706,636	1,373,525	907,036	2,280,560
2023	773,227	37,511	793,608	170,764	1,775,109	0	1,775,109
2024	808,085	27,991	415,246	44,543	1,295,865	622,869	1,918,733
2025	905,101	0	594,297	58,888	1,558,286	891,473	2,449,759

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	3	808,259	1,003,869	269,420	334,623
2009	2	618,154	795,560	309,077	397,780
2010	3	1,002,974	1,653,887	334,325	551,296
2011	3	1,123,203	3,022,047	374,401	1,007,349
2012	3	1,322,453	3,219,434	440,818	1,073,145
2013	3	1,241,059	4,013,812	413,686	1,337,937
2014	3	1,073,178	2,160,851	357,726	720,284
2015	3	1,047,848	3,085,172	349,283	1,028,391
2016	4	695,268	1,924,786	173,817	481,197
2017	2	872,865	1,480,268	436,432	740,134
2018	2	1,093,511	2,625,810	546,756	1,312,905
2019	3	843,171	2,678,022	281,057	892,674
2020	2	793,108	1,028,863	396,554	514,432
2021	2	867,782	1,859,029	433,891	929,515
2022	2	948,503	2,160,587	474,251	1,080,293
2023	3	1,233,653	2,632,613	411,218	877,538
2024	2	1,089,622	1,611,599	544,811	805,799
2025	2	1,337,456	2,215,466	668,728	1,107,733

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	8	260,508	32,563
2009	8	254,381	31,798

2009	8	254,381	31,798
2010	8	322,973	40,372
2011	9	423,315	47,035
2012	9	453,706	50,412
2013	9	377,965	41,996
2014	9	336,970	37,441
2015	9	378,752	42,084
2016	10	278,676	27,868
2017	9	366,741	40,749
2018	9	483,206	53,690
2019	9	438,566	48,730
2020	11	483,424	43,948
2021	11	665,732	60,521
2022	11	668,673	60,788
2023	9	536,635	59,626
2024	12	645,954	53,830
2025	12	682,915	56,910

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	2,507,500	614,500	0	0	3,122,000	5,085,260	8,207,260
2009	3,345,000	739,400	0	0	4,084,400	4,201,200	8,285,600
2010	3,543,000	842,600	1,500,000	0	5,885,600	549,900	6,435,500
2011	3,889,700	895,200	6,281,800	0	11,066,700	0	11,066,700
2012	4,708,700	998,600	6,317,400	0	12,024,700	0	12,024,700
2013	5,064,000	1,092,300	0	12,300,000	18,456,300	0	18,456,300
2014	5,203,300	1,132,800	4,615,100	0	10,951,200	1,000,000	11,951,200
2015	5,716,500	1,224,600	5,651,300	0	12,592,400	0	12,592,400
2016	6,413,900	921,100	6,959,700	428,000	14,722,700	6,088,600	20,811,300
2017	8,362,900	1,181,700	4,500,000	455,900	14,500,500	13,734,200	28,234,700
2018	8,865,900	1,196,900	11,923,100	536,800	22,522,700	17,471,200	39,993,900
2019	10,968,500	2,273,600	22,224,700	1,648,100	37,114,900	53,212,800	90,327,700
2020	7,865,600	1,635,400	0	833,900	10,334,900	1,224,400	11,559,300
2021	7,729,400	1,626,600	8,554,000	0	17,910,000	38,747,000	56,657,000
2022	8,212,400	1,787,600	0	10,596,000	20,596,000	13,601,000	34,197,000
2023	14,128,400	685,400	14,500,800	3,120,200	32,434,800	0	32,434,800
2024	15,222,700	527,300	7,822,400	839,100	24,411,500	11,733,600	36,145,100
2025	16,538,000	0	10,859,000	1,076,000	28,473,000	16,289,000	44,762,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	3	6,684,300	8,302,000	2,228,100	2,767,333
2009	2	5,305,000	6,827,500	2,652,500	3,413,750
2010	3	7,419,000	12,233,800	2,473,000	4,077,933
2011	3	8,064,600	21,698,300	2,688,200	7,232,767
2012	3	9,812,600	23,888,200	3,270,867	7,962,733
2013	3	10,549,000	34,117,400	3,516,333	11,372,467
2014	3	10,839,100	21,824,600	3,613,033	7,274,867
2015	3	11,589,200	34,122,000	3,863,067	11,374,000
2016	4	10,241,300	28,352,100	2,560,325	7,088,025
2017	2	11,731,300	19,894,800	5,865,650	9,947,400
2018	2	12,892,500	30,958,300	6,446,250	15,479,150
2019	3	12,130,700	38,528,700	4,043,567	12,842,900
2020	2	13,211,600	17,138,800	6,605,800	8,569,400
2021	2	13,017,600	27,887,300	6,508,800	13,943,650
2022	2	14,222,800	32,398,000	7,111,400	16,199,000
2023	3	22,541,300	48,103,100	7,513,767	16,034,367
2024	2	20,526,300	30,359,300	10,263,150	15,179,650
2025	2	24,438,000	40,481,000	12,219,000	20,240,500