

Company Directors Report

CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2013 | Glasenberg | Ivan | Male | Yes | Yes |
| 2014 | Glasenberg | Ivan | Male | Yes | Yes |
| 2015 | Glasenberg | Ivan | Male | Yes | Yes |
| 2016 | Glasenberg | Ivan | Male | Yes | Yes |
| 2017 | Glasenberg | Ivan | Male | Yes | Yes |
| 2018 | Glasenberg | Ivan | Male | Yes | Yes |
| 2019 | Glasenberg | Ivan | Male | Yes | Yes |
| 2020 | Glasenberg | Ivan | Male | Yes | Yes |
| 2021 | Glasenberg | Ivan | Male | Yes | Yes |
| 2021 | Nagle | Gary | Male | No | No |
| 2022 | Nagle | Gary | Male | No | No |
| 2023 | Nagle | Gary | Male | No | No |

CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|-----------|-----------|------------|---------|---------------|--------------|----------------------|
| 2013 | 1,445,313 | 60,938 | 0 | 0 | 1,506,250 | 0 | 1,506,250 |
| 2014 | 1,447,000 | 2,000 | 0 | 64,000 | 1,513,000 | 0 | 1,513,000 |
| 2015 | 1,447,000 | 2,000 | 0 | 61,000 | 1,510,000 | 0 | 1,510,000 |
| 2016 | 1,447,000 | 2,000 | 0 | 60,000 | 1,509,000 | 0 | 1,509,000 |
| 2017 | 1,447,000 | 4,000 | 0 | 62,000 | 1,513,000 | 0 | 1,513,000 |
| 2018 | 1,447,000 | 56,000 | 0 | 0 | 1,503,000 | 0 | 1,503,000 |
| 2019 | 1,447,000 | 4,000 | 52,000 | 0 | 1,503,000 | 0 | 1,503,000 |
| 2020 | 1,447,000 | 57,000 | 0 | 4,000 | 1,508,000 | 0 | 1,508,000 |
| 2021 | 1,623,000 | 71,000 | 2,105,000 | 165,000 | 3,964,000 | 0 | 3,964,000 |
| 2022 | 1,800,000 | 60,000 | 4,211,000 | 0 | 6,071,000 | 0 | 6,071,000 |
| 2023 | 1,854,000 | 121,000 | 3,843,000 | 15,000 | 5,833,000 | 0 | 5,833,000 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|-----------------|-------------|---------------|------------|-----------|---------------|
| 2013 | 3 | 2,723,438 | 2,817,188 | 907,813 | 939,063 |
| 2014 | 1 | 1,447,000 | 1,513,000 | 1,447,000 | 1,513,000 |
| 2015 | 1 | 1,447,000 | 1,510,000 | 1,447,000 | 1,510,000 |
| 2016 | 1 | 1,447,000 | 1,509,000 | 1,447,000 | 1,509,000 |
| 2017 | 1 | 1,447,000 | 1,513,000 | 1,447,000 | 1,513,000 |
| 2018 | 1 | 1,447,000 | 1,503,000 | 1,447,000 | 1,503,000 |
| 2019 | 1 | 1,447,000 | 1,503,000 | 1,447,000 | 1,503,000 |
| 2020 | 1 | 1,447,000 | 1,508,000 | 1,447,000 | 1,508,000 |
| 2021 | 2 | 1,623,000 | 3,964,000 | 811,500 | 1,982,000 |
| 2022 | 1 | 1,800,000 | 6,071,000 | 1,800,000 | 6,071,000 |
| 2023 | 1 | 1,854,000 | 5,833,000 | 1,854,000 | 5,833,000 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2013 | 13 | 2,150,000 | 165,385 |
| 2014 | 7 | 2,179,000 | 311,286 |
| 2015 | 7 | 2,271,000 | 324,429 |
| 2016 | 7 | 2,271,000 | 324,429 |
| 2017 | 8 | 2,484,000 | 310,500 |
| 2018 | 8 | 2,509,000 | 313,625 |
| 2019 | 7 | 2,745,000 | 392,143 |
| 2020 | 7 | 2,696,000 | 385,143 |
| 2021 | 9 | 2,756,000 | 306,222 |
| 2022 | 8 | 2,897,000 | 362,125 |
| 2023 | 8 | 2,905,000 | 363,125 |

CEO Remuneration - ZAR:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|-----------------|------------|-----------|------------|---------|--------------|-------------|---------------------|
| 2013 | 13,214,286 | 557,143 | 0 | 0 | 13,771,429 | 0 | 13,771,429 |
| 2014 | 16,077,778 | 22,222 | 0 | 711,111 | 16,811,111 | 0 | 16,811,111 |
| 2015 | 18,087,500 | 25,000 | 0 | 762,500 | 18,875,000 | 0 | 18,875,000 |
| 2016 | 20,671,429 | 28,571 | 0 | 857,143 | 21,557,143 | 0 | 21,557,143 |
| 2017 | 19,554,054 | 54,054 | 0 | 837,838 | 20,445,946 | 0 | 20,445,946 |
| 2018 | 21,670,410 | 600,500 | 0 | 0 | 22,270,910 | 0 | 22,270,910 |

| | | | | | | | |
|------|------------|-----------|------------|-----------|-------------|---|-------------|
| 2018 | 21,279,412 | 823,529 | 0 | 0 | 22,102,941 | 0 | 22,102,941 |
| 2019 | 20,971,014 | 57,971 | 753,623 | 0 | 21,782,609 | 0 | 21,782,609 |
| 2020 | 20,671,429 | 814,286 | 0 | 57,143 | 21,542,857 | 0 | 21,542,857 |
| 2021 | 25,761,905 | 1,126,984 | 33,412,698 | 2,619,048 | 62,920,635 | 0 | 62,920,635 |
| 2022 | 31,034,483 | 1,034,483 | 72,603,448 | 0 | 104,672,414 | 0 | 104,672,414 |
| 2023 | 34,333,333 | 2,240,741 | 71,166,667 | 277,778 | 108,018,519 | 0 | 108,018,519 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2013 | 3 | 24,900,000 | 25,757,143 | 8,300,000 | 8,585,714 |
| 2014 | 1 | 16,077,778 | 16,811,111 | 16,077,778 | 16,811,111 |
| 2015 | 1 | 18,087,500 | 18,875,000 | 18,087,500 | 18,875,000 |
| 2016 | 1 | 20,671,429 | 21,557,143 | 20,671,429 | 21,557,143 |
| 2017 | 1 | 19,554,054 | 20,445,946 | 19,554,054 | 20,445,946 |
| 2018 | 1 | 21,279,412 | 22,102,941 | 21,279,412 | 22,102,941 |
| 2019 | 1 | 20,971,014 | 21,782,609 | 20,971,014 | 21,782,609 |
| 2020 | 1 | 20,671,429 | 21,542,857 | 20,671,429 | 21,542,857 |
| 2021 | 2 | 25,761,905 | 62,920,635 | 12,880,952 | 31,460,317 |
| 2022 | 1 | 31,034,483 | 104,672,414 | 31,034,483 | 104,672,414 |
| 2023 | 1 | 34,333,333 | 108,018,519 | 34,333,333 | 108,018,519 |