

Company Directors Report

CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2007 | Cockerill | Ian | Male | Yes | Yes |
| 2008 | Cockerill | Ian | Male | No | No |
| 2008 | Holland | Nicholas J | Male | Yes | No |
| 2009 | Holland | Nicholas J | Male | Yes | Yes |
| 2010 | Holland | Nicholas J | Male | Yes | Yes |
| 2011 | Holland | Nicholas J | Male | Yes | Yes |
| 2012 | Holland | Nicholas J | Male | Yes | Yes |
| 2013 | Holland | Nicholas J | Male | Yes | Yes |
| 2014 | Holland | Nicholas J | Male | Yes | Yes |
| 2015 | Holland | Nicholas J | Male | Yes | Yes |
| 2016 | Holland | Nicholas J | Male | Yes | Yes |
| 2017 | Holland | Nicholas J | Male | Yes | Yes |
| 2018 | Holland | Nicholas J | Male | Yes | Yes |
| 2019 | Holland | Nicholas J | Male | Yes | Yes |
| 2020 | Holland | Nicholas J | Male | Yes | Yes |
| 2021 | Holland | Nicholas J | Male | Yes | Yes |
| 2021 | Griffith | Chris I | Male | No | No |
| 2022 | Griffith | Chris I | Male | No | No |

CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|-----------|-----------|------------|---------|---------------|--------------|----------------------|
| 2007 | 714,840 | 105,833 | 350,314 | 0 | 1,170,987 | 0 | 1,170,987 |
| 2008 | 1,048,528 | 161,738 | 523,379 | 0 | 1,733,644 | 0 | 1,733,644 |
| 2009 | 746,084 | 184,911 | 436,441 | 0 | 1,367,436 | 0 | 1,367,436 |
| 2010 | 872,653 | 144,497 | 827,804 | 309,115 | 2,154,069 | 0 | 2,154,069 |
| 2011 | 1,039,390 | 342,849 | 3,146,654 | 0 | 4,528,893 | 2,603,878 | 7,132,771 |
| 2012 | 1,135,366 | 265,000 | 1,031,707 | 0 | 2,432,073 | 3,096,220 | 5,528,293 |
| 2013 | 1,015,104 | 225,417 | 0 | 0 | 1,240,521 | 1,358,021 | 2,598,542 |
| 2014 | 985,078 | 159,834 | 1,057,184 | 0 | 2,202,096 | 398,957 | 2,601,053 |
| 2015 | 929,843 | 144,350 | 615,000 | 0 | 1,689,193 | 1,125,439 | 2,814,632 |
| 2016 | 1,000,000 | 100,000 | 677,000 | 0 | 1,777,000 | 10,000 | 1,787,000 |

| | | | | | | | |
|------|-----------|--------|-----------|-----------|-----------|-----------|-----------|
| 2016 | 1,030,000 | 40,900 | 677,600 | 0 | 1,748,500 | 18,100 | 1,766,600 |
| 2017 | 1,186,900 | 26,300 | 214,100 | 0 | 1,427,300 | 463,500 | 1,890,800 |
| 2018 | 1,251,600 | 26,500 | 661,500 | 0 | 1,939,600 | 1,027,200 | 2,966,800 |
| 2019 | 1,226,800 | 24,200 | 913,400 | 100 | 2,164,500 | 4,411,000 | 6,575,500 |
| 2020 | 1,174,200 | 21,700 | 904,300 | 3,100 | 2,103,300 | 1,976,100 | 4,079,400 |
| 2021 | 1,038,000 | 23,800 | 1,489,300 | 757,300 | 3,308,400 | 2,458,500 | 5,766,900 |
| 2022 | 943,300 | 22,700 | 682,300 | 2,998,800 | 4,647,100 | 0 | 4,647,100 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|-----------------|-------------|---------------|------------|---------|---------------|
| 2007 | 2 | 1,137,369 | 1,900,074 | 568,685 | 950,037 |
| 2008 | 3 | 1,121,841 | 1,819,840 | 373,947 | 606,613 |
| 2009 | 2 | 881,040 | 1,748,062 | 440,520 | 874,031 |
| 2010 | 2 | 1,146,344 | 2,489,923 | 573,172 | 1,244,962 |
| 2011 | 2 | 1,597,972 | 5,746,801 | 798,986 | 2,873,400 |
| 2012 | 2 | 1,801,829 | 3,890,488 | 900,915 | 1,945,244 |
| 2013 | 2 | 1,572,500 | 2,497,188 | 786,250 | 1,248,594 |
| 2014 | 2 | 1,519,307 | 3,392,576 | 759,654 | 1,696,288 |
| 2015 | 2 | 1,438,793 | 2,868,793 | 719,397 | 1,434,397 |
| 2016 | 2 | 1,526,700 | 2,952,200 | 763,350 | 1,476,100 |
| 2017 | 2 | 1,775,500 | 2,610,800 | 887,750 | 1,305,400 |
| 2018 | 2 | 1,878,200 | 3,863,400 | 939,100 | 1,931,700 |
| 2019 | 2 | 1,835,100 | 3,320,200 | 917,550 | 1,660,100 |
| 2020 | 2 | 1,748,500 | 4,858,700 | 874,250 | 2,429,350 |
| 2021 | 3 | 1,679,900 | 4,472,000 | 559,967 | 1,490,667 |
| 2022 | 2 | 1,560,400 | 5,773,800 | 780,200 | 2,886,900 |
| 2023 | 2 | 1,186,000 | 1,622,800 | 593,000 | 811,400 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2007 | 12 | 650,440 | 54,203 |
| 2008 | 12 | 610,903 | 50,909 |
| 2009 | 12 | 732,933 | 61,078 |
| 2010 | 13 | 1,136,572 | 87,429 |
| 2011 | 13 | 1,710,794 | 131,600 |
| 2012 | 12 | 1,850,244 | 154,187 |

| | | | |
|------|----|-----------|---------|
| 2012 | 12 | 1,050,244 | 134,107 |
| 2013 | 11 | 1,313,438 | 119,403 |
| 2014 | 7 | 962,613 | 137,516 |
| 2015 | 7 | 841,411 | 120,202 |
| 2016 | 12 | 993,900 | 82,825 |
| 2017 | 10 | 1,227,900 | 122,790 |
| 2018 | 10 | 1,249,200 | 124,920 |
| 2019 | 9 | 1,250,740 | 138,971 |
| 2020 | 9 | 1,220,300 | 135,589 |
| 2021 | 11 | 1,183,470 | 107,588 |
| 2022 | 9 | 1,360,290 | 151,143 |
| 2023 | 9 | 1,213,800 | 134,867 |

CEO Remuneration - ZAR:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|-----------------|------------|-----------|------------|------------|--------------|-------------|---------------------|
| 2007 | 5,039,623 | 746,120 | 2,469,717 | 0 | 8,255,460 | 0 | 8,255,460 |
| 2008 | 8,671,326 | 1,337,570 | 4,328,342 | 0 | 14,337,238 | 0 | 14,337,238 |
| 2009 | 6,402,897 | 1,586,910 | 3,745,533 | 0 | 11,735,340 | 0 | 11,735,340 |
| 2010 | 6,271,760 | 1,038,499 | 5,949,426 | 2,221,612 | 15,481,297 | 0 | 15,481,297 |
| 2011 | 7,504,399 | 2,475,367 | 22,718,843 | 0 | 32,698,609 | 18,800,000 | 51,498,609 |
| 2012 | 9,310,000 | 2,173,000 | 8,460,000 | 0 | 19,943,000 | 25,389,000 | 45,332,000 |
| 2013 | 9,745,000 | 2,164,000 | 0 | 0 | 11,909,000 | 13,037,000 | 24,946,000 |
| 2014 | 10,668,400 | 1,731,000 | 11,449,300 | 0 | 23,848,700 | 4,320,700 | 28,169,400 |
| 2015 | 11,864,800 | 1,841,900 | 7,847,400 | 0 | 21,554,100 | 14,360,600 | 35,914,700 |
| 2016 | 14,714,286 | 584,286 | 9,680,000 | 0 | 24,978,571 | 258,571 | 25,237,143 |
| 2017 | 16,258,904 | 360,274 | 2,932,877 | 0 | 19,552,055 | 6,349,315 | 25,901,370 |
| 2018 | 18,405,882 | 389,706 | 9,727,941 | 0 | 28,523,529 | 15,105,882 | 43,629,412 |
| 2019 | 17,779,710 | 350,725 | 13,237,681 | 1,449 | 31,369,565 | 63,927,536 | 95,297,101 |
| 2020 | 16,774,286 | 310,000 | 12,918,571 | 44,286 | 30,047,143 | 28,230,000 | 58,277,143 |
| 2021 | 16,476,190 | 377,778 | 23,639,683 | 12,020,635 | 52,514,286 | 39,023,810 | 91,538,095 |
| 2022 | 16,263,793 | 391,379 | 11,763,793 | 51,703,448 | 80,122,414 | 0 | 80,122,414 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2007 | 2 | 8,018,452 | 13,395,522 | 4,009,226 | 6,697,761 |
| 2008 | 2 | 9,077,000 | 15,050,074 | 4,538,500 | 7,525,037 |

| | | | | | |
|------|---|------------|------------|------------|------------|
| 2008 | 3 | 9,277,629 | 15,050,074 | 3,092,543 | 5,016,691 |
| 2009 | 2 | 7,561,083 | 15,001,872 | 3,780,542 | 7,500,936 |
| 2010 | 2 | 8,238,772 | 17,895,079 | 4,119,386 | 8,947,539 |
| 2011 | 2 | 11,537,360 | 41,491,901 | 5,768,680 | 20,745,951 |
| 2012 | 2 | 14,775,000 | 31,902,000 | 7,387,500 | 15,951,000 |
| 2013 | 2 | 15,096,000 | 23,973,000 | 7,548,000 | 11,986,500 |
| 2014 | 2 | 16,454,100 | 36,741,600 | 8,227,050 | 18,370,800 |
| 2015 | 2 | 18,359,000 | 36,605,800 | 9,179,500 | 18,302,900 |
| 2016 | 2 | 21,810,000 | 42,174,286 | 10,905,000 | 21,087,143 |
| 2017 | 2 | 24,321,918 | 35,764,384 | 12,160,959 | 17,882,192 |
| 2018 | 2 | 27,620,588 | 56,814,706 | 13,810,294 | 28,407,353 |
| 2019 | 2 | 26,595,652 | 48,118,841 | 13,297,826 | 24,059,420 |
| 2020 | 2 | 24,978,571 | 69,410,000 | 12,489,286 | 34,705,000 |
| 2021 | 3 | 26,665,079 | 70,984,127 | 8,888,360 | 23,661,376 |
| 2022 | 2 | 26,903,448 | 99,548,276 | 13,451,724 | 49,774,138 |
| 2023 | 2 | 21,962,963 | 30,051,852 | 10,981,481 | 15,025,926 |