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	Holland	Nicholas J	Male	Yes	No
2008	Cockerill	Ian	Male	No	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	Griffith	Chris I	Male	No	No
2021	Holland	Nicholas J	Male	Yes	Yes
2022	Griffith	Chris I	Male	No	No
2024	Fraser	MJ	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	1,030,000	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
2024	943,100	26,800	335,400	30	1,305,330	0	1,305,330

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
2024	3	1,254,600	1,779,130	418,200	593,043

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

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
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
2024	11	1,547,020	140,638

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
2024	17,147,273	487,273	6,098,182	545	23,733,273	0	23,733,273

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	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
2024	3	22,810,909	32,347,818	7,603,636	10,782,606