

# Company Directors Report

## CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2009      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2010      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2011      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2012      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2013      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2014      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2015      | Goldstone         | A              | Male             | No                   | No                      |
| 2015      | Walters           | CE             | Male             | Yes                  | No                      |
| 2016      | Goldstone         | A              | Male             | Yes                  | No                      |
| 2016      | Walters           | CE             | Male             | Yes                  | Yes                     |
| 2017      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2018      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2019      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2020      | Goldstone         | A              | Male             | Yes                  | Yes                     |
| 2020      | Joffe             | Steven Brian   | Male             | No                   | No                      |
| 2021      | Joffe             | Steven Brian   | Male             | Yes                  | Yes                     |
| 2022      | Joffe             | Steven Brian   | Male             | No                   | No                      |

## CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus: | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|---------|-----------|-------------|--------|---------------|--------------|----------------------|
| 2009            | 170,473 | 25,169    | 650,198     | 0      | 845,840       | 0            | 845,840              |
| 2010            | 189,266 | 27,173    | 675,950     | 0      | 892,389       | 0            | 892,389              |
| 2011            | 284,680 | 35,515    | 278,552     | 0      | 598,747       | 2,368,384    | 2,967,131            |
| 2012            | 269,542 | 36,927    | 26,954      | 0      | 333,423       | 2,082,210    | 2,415,633            |
| 2013            | 255,294 | 33,647    | 258,824     | 0      | 547,765       | 0            | 547,765              |
| 2014            | 214,653 | 28,416    | 287,129     | 0      | 530,198       | 862,871      | 1,393,069            |
| 2015            | 527,396 | 52,893    | 163,291     | 0      | 743,580       | 1,270,960    | 2,014,540            |
| 2016            | 376,850 | 36,864    | 0           | 0      | 413,714       | 0            | 413,714              |
| 2017            | 161,682 | 21,131    | 372,024     | 0      | 554,836       | 0            | 554,836              |
| 2018            | 399,020 | 36,827    | 304,080     | 0      | 739,927       | 0            | 739,927              |
| 2019            | 344,000 | 30,000    | 0           | 0      | 374,000       | 0            | 374,000              |

|      |         |        |         |   |         |   |         |
|------|---------|--------|---------|---|---------|---|---------|
| 2019 | 344,200 | 32,390 | 0       | 0 | 376,590 | 0 | 376,590 |
| 2020 | 375,255 | 0      | 28,815  | 0 | 404,070 | 0 | 404,070 |
| 2021 | 380,508 | 21,265 | 66,462  | 0 | 468,235 | 0 | 468,235 |
| 2022 | 431,677 | 32,277 | 513,304 | 0 | 977,259 | 0 | 977,259 |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other:  | Total Annual: |
|-----------------|-------------|---------------|------------|---------|---------------|
| 2008            | 4           | 602,660       | 2,028,295  | 150,665 | 507,074       |
| 2009            | 4           | 663,016       | 2,396,411  | 165,754 | 599,103       |
| 2010            | 4           | 814,655       | 1,870,218  | 203,664 | 467,554       |
| 2011            | 4           | 1,152,786     | 2,164,485  | 288,196 | 541,121       |
| 2012            | 4           | 1,148,248     | 2,166,307  | 287,062 | 541,577       |
| 2013            | 4           | 1,121,412     | 2,183,294  | 280,353 | 545,824       |
| 2014            | 4           | 943,168       | 2,124,851  | 235,792 | 531,213       |
| 2015            | 5           | 1,209,403     | 1,503,165  | 241,881 | 300,633       |
| 2016            | 6           | 1,053,089     | 1,148,744  | 175,515 | 191,457       |
| 2017            | 5           | 971,057       | 1,980,729  | 194,211 | 396,146       |
| 2018            | 4           | 1,279,078     | 2,297,153  | 319,769 | 574,288       |
| 2019            | 5           | 1,264,336     | 1,376,103  | 252,867 | 275,221       |
| 2020            | 6           | 1,340,977     | 1,571,677  | 223,496 | 261,946       |
| 2021            | 5           | 1,377,175     | 1,858,409  | 275,435 | 371,682       |
| 2022            | 5           | 1,524,241     | 3,025,742  | 304,848 | 605,148       |

**Non-Executive Director Remuneration - USD:**

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008            | 3            | 120,435     | 40,145       |
| 2009            | 3            | 134,701     | 44,900       |
| 2010            | 3            | 191,294     | 63,765       |
| 2011            | 6            | 237,326     | 39,554       |
| 2012            | 6            | 258,491     | 43,082       |
| 2013            | 6            | 171,059     | 28,510       |
| 2014            | 8            | 186,040     | 23,255       |
| 2015            | 6            | 143,942     | 23,990       |
| 2016            | 5            | 79,158      | 15,832       |
| 2017            | 7            | 158,036     | 22,577       |
| 2018            | 7            | 194,907     | 26,414       |

|      |   |         |        |
|------|---|---------|--------|
| 2018 | 1 | 104,031 | 20,414 |
| 2019 | 7 | 127,407 | 18,201 |
| 2020 | 6 | 147,497 | 24,583 |
| 2021 | 9 | 195,787 | 21,754 |
| 2022 | 7 | 259,622 | 37,089 |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary:   | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|-----------------|-----------|-----------|------------|-------|--------------|-------------|---------------------|
| 2009            | 1,463,000 | 216,000   | 5,580,000  | 0     | 7,259,000    | 0           | 7,259,000           |
| 2010            | 1,400,000 | 201,000   | 5,000,000  | 0     | 6,601,000    | 0           | 6,601,000           |
| 2011            | 2,044,000 | 255,000   | 2,000,000  | 0     | 4,299,000    | 17,005,000  | 21,304,000          |
| 2012            | 2,000,000 | 274,000   | 200,000    | 0     | 2,474,000    | 15,450,000  | 17,924,000          |
| 2013            | 2,170,000 | 286,000   | 2,200,000  | 0     | 4,656,000    | 0           | 4,656,000           |
| 2014            | 2,168,000 | 287,000   | 2,900,000  | 0     | 5,355,000    | 8,715,000   | 14,070,000          |
| 2015            | 5,833,000 | 585,000   | 1,806,000  | 0     | 8,224,000    | 14,056,817  | 22,280,817          |
| 2016            | 5,551,000 | 543,000   | 0          | 0     | 6,094,000    | 0           | 6,094,000           |
| 2017            | 2,173,000 | 284,000   | 5,000,000  | 0     | 7,457,000    | 0           | 7,457,000           |
| 2018            | 4,724,000 | 436,000   | 3,600,000  | 0     | 8,760,000    | 0           | 8,760,000           |
| 2019            | 4,952,000 | 466,000   | 0          | 0     | 5,418,000    | 0           | 5,418,000           |
| 2020            | 6,251,000 | 0         | 480,000    | 0     | 6,731,000    | 0           | 6,731,000           |
| 2021            | 5,708,000 | 319,000   | 997,000    | 0     | 7,024,000    | 0           | 7,024,000           |
| 2022            | 6,473,000 | 484,000   | 7,697,000  | 0     | 14,654,000   | 0           | 14,654,000          |

**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2008            | 4           | 4,984,000     | 16,774,000                | 1,246,000      | 4,193,500            |
| 2009            | 4           | 5,690,000     | 20,566,000                | 1,422,500      | 5,141,500            |
| 2010            | 4           | 6,026,000     | 13,834,000                | 1,506,500      | 3,458,500            |
| 2011            | 4           | 8,277,000     | 15,541,000                | 2,069,250      | 3,885,250            |
| 2012            | 4           | 8,520,000     | 16,074,000                | 2,130,000      | 4,018,500            |
| 2013            | 4           | 9,532,000     | 18,558,000                | 2,383,000      | 4,639,500            |
| 2014            | 4           | 9,526,000     | 21,461,000                | 2,381,500      | 5,365,250            |
| 2015            | 5           | 13,376,000    | 16,625,000                | 2,675,200      | 3,325,000            |
| 2016            | 6           | 15,512,000    | 16,921,000                | 2,585,333      | 2,820,167            |
| 2017            | 5           | 13,051,000    | 26,621,000                | 2,610,200      | 5,324,200            |
| 2018            | 4           | 15,140,000    | 27,100,000                | 3,785,000      | 6,775,000            |

|      |   |            |            |           |           |
|------|---|------------|------------|-----------|-----------|
| 2018 | 4 | 15,143,000 | 27,196,000 | 3,785,750 | 6,799,000 |
| 2019 | 5 | 18,190,000 | 19,798,000 | 3,638,000 | 3,959,600 |
| 2020 | 6 | 22,338,000 | 26,181,000 | 3,723,000 | 4,363,500 |
| 2021 | 5 | 20,659,000 | 27,878,000 | 4,131,800 | 5,575,600 |
| 2022 | 5 | 22,856,000 | 45,371,000 | 4,571,200 | 9,074,200 |