# 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 | Walters | CE | Male | Yes | No |
| 2015 | Goldstone | A | Male | No | No |
| 2016 | Walters | CE | Male | Yes | Yes |
| 2016 | Goldstone | A | Male | Yes | No |
| 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 |
| 2023 | Joffe | Steven Brian | Male | Yes | Yes |
| 2024 | 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 | 344,200 | 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 |
| 2023 | 373,905 | 25,777 | 0 | 490,915 | 890,598 | 0 | 890,598 |
| 2024 | 380,667 | 28,135 | 0 | 0 | 408,801 | 409,067 | 817,868 |

**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 |
| 2023 | 5 | 1,332,859 | 2,737,960 | 266,572 | 547,592 |
| 2024 | 4 | 860,760 | 931,309 | 215,190 | 232,827 |

**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 |

| | | | |
|---|---|---|---|
| 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 | 184,897 | 26,414 |
| 2019 | 7 | 127,407 | 18,201 |
| 2020 | 6 | 147,497 | 24,583 |
| 2021 | 9 | 195,787 | 21,754 |
| 2022 | 7 | 259,622 | 37,089 |
| 2023 | 7 | 299,639 | 42,806 |
| 2024 | 7 | 325,767 | 46,538 |

**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 |
| 2023 | 6,832,000 | 471,000 | 0 | 8,970,000 | 16,273,000 | 0 | 16,273,000 |
| 2024 | 7,171,000 | 530,000 | 0 | 0 | 7,701,000 | 7,706,000 | 15,407,000 |

**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 | 15,143,000 | 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 |
| 2023 | 5 | 24,354,000 | 50,028,000 | 4,870,800 | 10,005,600 |
| 2024 | 4 | 16,215,000 | 17,544,000 | 4,053,750 | 4,386,000 |