# Company Directors Report

**CEO Biography - USD:**

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|---|---|---|---|---|---|
| 2008 | Hemphill | JB (Bruce) | Male | Yes | Yes |
| 2009 | Hemphill | JB (Bruce) | Male | Yes | Yes |
| 2010 | Hemphill | JB (Bruce) | Male | Yes | Yes |
| 2011 | Hemphill | JB (Bruce) | Male | Yes | Yes |
| 2012 | Hemphill | JB (Bruce) | Male | Yes | Yes |
| 2013 | Hemphill | JB (Bruce) | Male | Yes | Yes |
| 2014 | Hemphill | JB (Bruce) | Male | No | No |
| 2014 | Dloti | Thabo | Male | Yes | Yes |
| 2015 | Dloti | Thabo | Male | Yes | Yes |
| 2016 | Dloti | Thabo | Male | Yes | Yes |
| 2017 | Dloti | Thabo | Male | No | No |
| 2017 | Munro | David | Male | No | No |
| 2018 | Munro | David | Male | Yes | Yes |
| 2019 | Munro | David | Male | Yes | Yes |
| 2020 | Munro | David | Male | Yes | Yes |
| 2021 | Munro | David | Male | Yes | Yes |
| 2022 | Maharaj | Yuresh | Male | Yes | Yes |

**CEO Remuneration - USD:**

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|---|---|---|---|---|---|---|---|
| 2008 | 385,248 | 42,684 | 680,169 | 0 | 1,108,102 | 0 | 1,108,102 |
| 2009 | 386,740 | 46,959 | 262,177 | 0 | 695,875 | 0 | 695,875 |
| 2010 | 575,400 | 67,838 | 698,545 | 0 | 1,341,783 | 0 | 1,341,783 |
| 2011 | 582,825 | 69,806 | 1,015,512 | 0 | 1,668,144 | 0 | 1,668,144 |
| 2012 | 539,512 | 63,293 | 963,415 | 0 | 1,566,220 | 0 | 1,566,220 |
| 2013 | 485,104 | 47,396 | 869,792 | 0 | 1,402,292 | 123,266 | 1,525,557 |
| 2014 | 505,910 | 55,679 | 622,992 | 0 | 1,184,580 | 5,085,695 | 6,270,275 |
| 2015 | 404,075 | 43,887 | 469,749 | 0 | 917,712 | 364,428 | 1,282,139 |
| 2016 | 392,805 | 61,410 | 179,070 | 0 | 633,285 | 0 | 633,285 |
| 2017 | 563,903 | 77,476 | 302,641 | 4,302,128 | 5,246,148 | 1,401,027 | 6,647,175 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 2018 | 481,806 | 57,847 | 563,819 | 0 | 1,103,472 | 34,583 | 1,138,056 |
| 2019 | 485,136 | 45,666 | 610,838 | 12,750 | 1,154,390 | 150,717 | 1,305,107 |
| 2020 | 498,827 | 46,933 | 145,290 | 13,074 | 704,123 | 78,646 | 782,769 |
| 2021 | 488,262 | 45,944 | 605,576 | 12,776 | 1,152,558 | 1,955,944 | 3,108,503 |
| 2022 | 374,783 | 50,180 | 753,274 | 6,722 | 1,184,958 | 579,441 | 1,764,399 |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|---|---|---|---|---|---|
| 2008 | 2 | 678,356 | 1,993,108 | 339,178 | 996,554 |
| 2009 | 3 | 849,685 | 1,596,831 | 283,228 | 532,277 |
| 2010 | 4 | 1,176,437 | 2,554,947 | 294,109 | 638,737 |
| 2011 | 2 | 947,922 | 2,631,302 | 473,961 | 1,315,651 |
| 2012 | 2 | 881,098 | 2,503,171 | 440,549 | 1,251,585 |
| 2013 | 4 | 1,486,458 | 4,585,938 | 371,615 | 1,146,484 |
| 2014 | 4 | 1,181,071 | 2,910,988 | 295,268 | 727,747 |
| 2015 | 3 | 834,483 | 1,896,238 | 278,161 | 632,079 |
| 2016 | 2 | 643,096 | 1,040,625 | 321,548 | 520,313 |
| 2017 | 3 | 851,137 | 5,690,682 | 283,712 | 1,896,894 |
| 2018 | 2 | 698,125 | 1,633,333 | 349,063 | 816,667 |
| 2019 | 2 | 725,175 | 1,756,912 | 362,587 | 878,456 |
| 2020 | 2 | 789,474 | 1,134,898 | 394,737 | 567,449 |
| 2021 | 2 | 766,820 | 1,784,505 | 383,410 | 892,253 |
| 2022 | 2 | 464,017 | 1,274,192 | 232,008 | 637,096 |
| 2023 | 2 | 433,085 | 1,165,051 | 216,543 | 582,526 |

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

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|---|---|---|---|
| 2008 | 10 | 498,307 | 55,367 |
| 2009 | 11 | 681,892 | 61,990 |
| 2010 | 11 | 906,797 | 82,436 |
| 2011 | 8 | 867,590 | 108,449 |
| 2012 | 11 | 1,107,534 | 100,685 |
| 2013 | 10 | 1,178,990 | 117,899 |
| 2014 | 11 | 1,094,275 | 99,480 |
| 2015 | 15 | 2,565,282 | 171,019 |

| | | | |
|---|---|---|---|
| 2015 | 15 | 2,565,282 | 171,019 |
| 2016 | 14 | 1,385,320 | 98,951 |
| 2017 | 12 | 1,181,878 | 98,490 |
| 2018 | 13 | 1,581,702 | 121,669 |
| 2019 | 14 | 1,364,493 | 97,464 |
| 2020 | 13 | 1,350,318 | 103,871 |
| 2021 | 12 | 3,279,124 | 273,260 |
| 2022 | 12 | 722,042 | 65,640 |
| 2023 | 6 | 670,594 | 111,766 |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|---|---|---|---|---|---|---|---|
| 2008 | 3,186,000 | 353,000 | 5,625,000 | 0 | 9,164,000 | 0 | 9,164,000 |
| 2009 | 3,319,000 | 403,000 | 2,250,000 | 0 | 5,972,000 | 0 | 5,972,000 |
| 2010 | 3,995,000 | 471,000 | 4,850,000 | 0 | 9,316,000 | 0 | 9,316,000 |
| 2011 | 4,208,000 | 504,000 | 7,332,000 | 0 | 12,044,000 | 0 | 12,044,000 |
| 2012 | 4,424,000 | 519,000 | 7,900,000 | 0 | 12,843,000 | 0 | 12,843,000 |
| 2013 | 4,657,000 | 455,000 | 8,350,000 | 0 | 13,462,000 | 1,183,350 | 14,645,350 |
| 2014 | 5,479,000 | 603,000 | 6,747,000 | 0 | 12,829,000 | 55,078,075 | 67,907,075 |
| 2015 | 5,156,000 | 560,000 | 5,994,000 | 0 | 11,710,000 | 4,650,096 | 16,360,096 |
| 2016 | 5,405,000 | 845,000 | 2,464,000 | 0 | 8,714,000 | 0 | 8,714,000 |
| 2017 | 7,686,000 | 1,056,000 | 4,125,000 | 58,638,000 | 71,505,000 | 19,096,000 | 90,601,000 |
| 2018 | 6,938,000 | 833,000 | 8,119,000 | 0 | 15,890,000 | 498,000 | 16,388,000 |
| 2019 | 7,001,000 | 659,000 | 8,815,000 | 184,000 | 16,659,000 | 2,175,000 | 18,834,000 |
| 2020 | 7,440,000 | 700,000 | 2,167,000 | 195,000 | 10,502,000 | 1,173,000 | 11,675,000 |
| 2021 | 7,758,000 | 730,000 | 9,622,000 | 203,000 | 18,313,000 | 31,078,000 | 49,391,000 |
| 2022 | 6,468,000 | 866,000 | 13,000,000 | 116,000 | 20,450,000 | 10,000,000 | 30,450,000 |

**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|---|---|---|---|---|---|
| 2008 | 2 | 5,610,000 | 16,483,000 | 2,805,000 | 8,241,500 |
| 2009 | 3 | 7,292,000 | 13,704,000 | 2,430,667 | 4,568,000 |
| 2010 | 4 | 8,168,000 | 17,739,000 | 2,042,000 | 4,434,750 |
| 2011 | 2 | 6,844,000 | 18,998,000 | 3,422,000 | 9,499,000 |
| 2012 | 2 | 7,225,000 | 20,526,000 | 3,612,500 | 10,263,000 |
| 2013 | 4 | 14,270,000 | 44,025,000 | 3,567,500 | 11,006,250 |

| | | | | | |
|---|---|---|---|---|---|
| 2013 | 4 | 14,270,000 | 44,025,000 | 3,567,500 | 11,006,250 |
| 2014 | 4 | 12,791,000 | 31,526,000 | 3,197,750 | 7,881,500 |
| 2015 | 3 | 10,648,000 | 24,196,000 | 3,549,333 | 8,065,333 |
| 2016 | 2 | 8,849,000 | 14,319,000 | 4,424,500 | 7,159,500 |
| 2017 | 3 | 11,601,000 | 77,564,000 | 3,867,000 | 25,854,667 |
| 2018 | 2 | 10,053,000 | 23,520,000 | 5,026,500 | 11,760,000 |
| 2019 | 2 | 10,465,000 | 25,354,000 | 5,232,500 | 12,677,000 |
| 2020 | 2 | 11,775,000 | 16,927,000 | 5,887,500 | 8,463,500 |
| 2021 | 2 | 12,184,000 | 28,354,000 | 6,092,000 | 14,177,000 |
| 2022 | 2 | 8,008,000 | 21,990,000 | 4,004,000 | 10,995,000 |
| 2023 | 2 | 8,087,000 | 21,755,000 | 4,043,500 | 10,877,500 |