Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2009	Fleming	Michael (CMD)	Male	Yes	Yes
2010	Fleming	Michael (CMD)	Male	Yes	Yes
2011	Fleming	Michael (CMD)	Male	Yes	Yes
2012	Fleming	Michael (CMD)	Male	Yes	Yes
2013	Fleming	Michael (CMD)	Male	Yes	Yes
2014	Fleming	Michael (CMD)	Male	No	No
2014	Meyer	Andre	Male	No	No
2015	Meyer	Andre	Male	Yes	Yes
2016	Meyer	Andre	Male	Yes	Yes
2017	Meyer	Andre	Male	No	No
2018	Viranna	Shrey	Male	No	No
2019	Viranna	Shrey	Male	Yes	Yes
2020	Viranna	Shrey	Male	No	No
2020	Wharton-Hood	Peter Dorian	Male	No	No
2021	Wharton-Hood	Peter Dorian	Male	Yes	Yes
2022	Wharton-Hood	Peter Dorian	Male	Yes	Yes
2023	Wharton-Hood	Peter Dorian	Male	Yes	Yes
2024	Wharton-Hood	Peter Dorian	Male	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2009	184,106	123,165	266,255	0	573,526	247,728	821,254
2010	277,786	178,223	533,823	0	989,832	402,486	1,392,317
2011	343,791	209,773	560,069	0	1,113,633	226,254	1,339,887
2012	326,493	91,045	432,711	103,856	954,104	484,826	1,438,930
2013	302,688	188,387	484,946	0	976,022	459,677	1,435,699
2014	342,668	255,440	757,711	0	1,355,818	440,587	1,796,405
2015	279,333	88,000	252,417	29,750	649,500	0	649,500
2016	267,831	24,600	307,860	67,176	667,467	0	667,467
2017	249,963	14,138	98,668	27,461	390,229	95,855	486,084
2018	243,145	11,051	2,705,644	7,814	2,968,655	0	2,968,655

2018	243,145	11,651	2,705,644	7,814	2,968,255	0	2,968,255
2019	396,218	18,778	476,915	2,221	894,131	204,469	1,098,600
2020	222,607	9,325	299	2,451	234,682	167,673	402,355
2021	535,641	50,474	626,288	0	1,212,402	0	1,212,402
2022	471,260	40,299	0	488,784	1,000,342	0	1,000,342
2023	463,210	29,063	521,757	63,716	1,077,747	0	1,077,747
2024	530,244	28,823	835,361	10,006	1,404,434	1,443,036	2,847,470

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2009	2	287,812	807,388	143,906	403,694
2010	2	420,562	1,402,062	210,281	701,031
2011	2	530,866	1,637,993	265,433	818,997
2012	2	507,463	1,466,667	253,731	733,333
2013	2	413,441	1,442,366	206,720	721,183
2014	3	468,590	1,648,912	156,197	549,637
2015	2	411,500	948,500	205,750	474,250
2016	2	410,626	986,827	205,313	493,413
2017	3	505,339	797,668	168,446	265,889
2018	2	486,360	3,656,318	243,180	1,828,159
2019	2	671,086	1,577,736	335,543	788,868
2020	3	541,395	1,034,670	180,465	344,890
2021	2	913,336	1,972,943	456,668	986,472
2022	3	813,631	1,643,187	271,210	547,729
2023	4	963,817	1,929,796	240,954	482,449
2024	2	904,719	2,359,750	452,359	1,179,875

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2009	10	154,043	15,404
2010	12	280,636	23,386
2011	12	464,941	38,745
2012	10	443,159	44,316
2013	10	400,860	40,086
2014	10	419,016	41,902
2015	9	411,167	45,685

2015	9	411,167	45,685
2016	10	359,971	35,997
2017	12	456,199	38,017
2018	10	417,359	41,736
2019	9	430,542	47,838
2020	10	391,166	39,117
2021	12	526,095	43,841
2022	12	576,517	48,043
2023	13	725,988	55,845
2024	14	878,738	62,767

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2009	1,580,000	1,057,000	2,285,000	0	4,922,000	2,126,000	7,048,000
2010	1,967,000	1,262,000	3,780,000	0	7,009,000	2,850,000	9,859,000
2011	2,378,000	1,451,000	3,874,000	0	7,703,000	1,565,000	9,268,000
2012	2,625,000	732,000	3,479,000	835,000	7,671,000	3,898,000	11,569,000
2013	2,815,000	1,752,000	4,510,000	0	9,077,000	4,275,000	13,352,000
2014	3,622,000	2,700,000	8,009,000	0	14,331,000	4,657,000	18,988,000
2015	3,352,000	1,056,000	3,029,000	357,000	7,794,000	0	7,794,000
2016	3,680,000	338,000	4,230,000	923,000	9,171,000	0	9,171,000
2017	3,377,000	191,000	1,333,000	371,000	5,272,000	1,295,000	6,567,000
2018	3,485,000	167,000	38,780,000	112,000	42,544,000	0	42,544,000
2019	5,887,000	279,000	7,086,000	33,000	13,285,000	3,038,000	16,323,000
2020	3,724,000	156,000	5,000	41,000	3,926,000	2,805,000	6,731,000
2021	7,800,000	735,000	9,120,000	0	17,655,000	0	17,655,000
2022	8,256,000	706,000	0	8,563,000	17,525,000	0	17,525,000
2023	8,782,000	551,000	9,892,000	1,208,000	20,433,000	0	20,433,000
2024	9,327,000	507,000	14,694,000	176,000	24,704,000	25,383,000	50,087,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2009	2	2,470,000	6,929,000	1,235,000	3,464,500
2010	2	2,978,000	9,928,000	1,489,000	4,964,000
2011	2	3,672,000	11,330,000	1,836,000	5,665,000
2012	2	4,080,000	11,738,000	2,040,000	5,869,000

2012	2	4,080,000	11,792,000	2,040,000	5,896,000
2013	2	3,845,000	13,414,000	1,922,500	6,707,000
2014	3	4,953,000	17,429,000	1,651,000	5,809,667
2015	2	4,938,000	11,382,000	2,469,000	5,691,000
2016	2	5,642,000	13,559,000	2,821,000	6,779,500
2017	3	6,637,000	10,499,000	2,212,333	3,499,667
2018	2	6,971,000	52,406,000	3,485,500	26,203,000
2019	2	9,971,000	23,442,000	4,985,500	11,721,000
2020	3	9,057,000	17,309,000	3,019,000	5,769,667
2021	2	13,300,000	28,730,000	6,650,000	14,365,000
2022	3	14,254,000	28,787,000	4,751,333	9,595,667
2023	4	18,273,000	36,587,000	4,568,250	9,146,750
2024	2	15,914,000	41,508,000	7,957,000	20,754,000