Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2007	Nhleko	Phuthuma	Male	Yes	Yes
2008	Nhleko	Phuthuma	Male	Yes	Yes
2009	Nhleko	Phuthuma	Male	Yes	Yes
2010	Nhleko	Phuthuma	Male	Yes	Yes
2011	Dabengwa	RS (Prior)	Male	Yes	No
2012	Dabengwa	RS (Prior)	Male	Yes	Yes
2013	Dabengwa	RS (Prior)	Male	Yes	Yes
2014	Dabengwa	RS (Prior)	Male	Yes	Yes
2015	Dabengwa	RS (Prior)	Male	No	No
2015	Nhleko	Phuthuma	Male	No	No
2016	Nhleko	Phuthuma	Male	Yes	Yes
2017	Shuter	Rob	Male	No	No
2018	Shuter	Rob	Male	Yes	Yes
2019	Shuter	Rob	Male	Yes	Yes
2020	Shuter	Rob	Male	Yes	Yes
2021	Mupita	Ralph	Male	Yes	Yes
2021	Mupita	Ralph	Male	Yes	Yes
2021	Mupita	Ralph	Male	Yes	Yes
2022	Mupita	Ralph	Male	Yes	Yes
2023	Mupita	Ralph	Male	Yes	Yes
2024	Mupita	Ralph	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2007	846,950	131,631	1,327,376	0	2,305,957	0	2,305,957
2008	785,732	55,623	1,571,947	0	2,413,301	0	2,413,301
2009	783,850	112,678	932,184	0	1,828,711	0	1,828,711
2010	1,289,788	174,132	2,910,269	0	4,374,190	3,088,146	7,462,336
2011	987,950	192,244	1,940,028	0	3,120,222	0	3,120,222
2012	1,025,000	204,634	1,640,976	0	2,870,610	0	2,870,610

2013	928,438	392,083	1,683,646	0	3,004,167	2,003,854	5,008,021
2014	861,865	189,751	1,224,100	0	2,275,716	321,514	2,597,230
2015	1,052,194	310,502	0	1,854,545	3,217,241	354,937	3,572,179
2016	2,180,233	0	2,775,509	0	4,955,741	0	4,955,741
2017	845,781	776,302	1,256,200	89,875	2,968,158	0	2,968,158
2018	1,061,042	112,569	1,755,347	51,806	2,980,764	0	2,980,764
2019	1,199,155	126,256	1,911,441	77,472	3,314,323	721,017	4,035,341
2020	1,217,164	133,892	2,018,371	1,193,899	4,563,326	383,037	4,946,363
2021	2,908,805	132,356	5,469,067	181,446	8,691,673	996,161	9,687,834
2022	505,041	35,694	0	1,762,661	2,303,396	2,088,944	4,392,340
2023	490,869	0	362,448	62,604	915,921	2,497,778	3,413,699
2024	527,883	101,661	667,215	0	1,296,759	1,019,850	2,316,609

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2007	3	1,756,879	4,322,695	585,626	1,440,898
2008	3	1,615,357	4,897,944	538,452	1,632,648
2009	4	1,720,578	3,565,602	430,144	891,401
2010	3	2,440,156	6,545,585	813,385	2,181,862
2011	3	1,976,870	11,785,596	658,957	3,928,532
2012	2	1,638,415	4,559,390	819,207	2,279,695
2013	3	1,492,708	4,322,708	497,569	1,440,903
2014	2	1,375,900	3,507,849	687,950	1,753,924
2015	3	1,645,219	3,909,169	548,406	1,303,056
2016	3	2,614,462	7,115,116	871,487	2,371,705
2017	3	2,745,561	7,377,550	915,187	2,459,183
2018	2	1,633,472	4,545,972	816,736	2,272,986
2019	2	1,833,345	7,908,738	916,672	3,954,369
2020	2	2,019,712	6,630,171	1,009,856	3,315,085
2021	5	3,396,249	10,278,243	679,250	2,055,649
2022	2	977,228	3,451,559	488,614	1,725,779
2023	2	985,594	1,907,192	492,797	953,596
2024	2	1,071,613	2,660,141	535,806	1,330,071

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
0	1	328,264	328,264
2007	11	1,484,255	134,932
2008	11	1,219,589	110,872
2009	8	1,115,358	139,420
2010	11	2,008,786	182,617
2011	11	1,678,393	152,581
2012	11	1,611,829	146,530
2013	12	1,593,854	132,821
2014	12	1,354,201	112,850
2015	13	1,681,583	129,353
2016	15	1,760,683	117,379
2017	13	1,370,263	105,405
2018	14	1,773,958	126,711
2019	17	2,320,629	136,508
2020	14	1,957,962	139,854
2021	12	1,920,637	160,053
2022	13	1,621,393	124,723
2023	14	2,066,031	147,574
2024	13	2,820,310	216,947

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2007	5,971,000	928,000	9,358,000	0	16,257,000	0	16,257,000
2008	6,498,000	460,000	13,000,000	0	19,958,000	0	19,958,000
2009	6,727,000	967,000	8,000,000	0	15,694,000	0	15,694,000
2010	8,955,000	1,209,000	20,206,000	0	30,370,000	21,441,000	51,811,000
2011	7,133,000	1,388,000	14,007,000	0	22,528,000	0	22,528,000
2012	8,405,000	1,678,000	13,456,000	0	23,539,000	0	23,539,000
2013	8,913,000	3,764,000	16,163,000	0	28,840,000	19,237,000	48,077,000
2014	9,334,000	2,055,000	13,257,000	0	24,646,000	3,482,000	28,128,000
2015	13,426,000	3,962,000	0	23,664,000	41,052,000	4,529,000	45,581,000
2016	30,000,000	0	38,191,000	0	68,191,000	0	68,191,000
2017	11,528,000	10,581,000	17,122,000	1,225,000	40,456,000	0	40,456,000
2018	15,279,000	1,621,000	25,277,000	746,000	42,923,000	0	42,923,000
2019	17,305,000	1,822,000	27,584,000	1,118,000	47,829,000	10,405,000	58,234,000
2020	18,154,000	1,997,000	30,104,000	17,807,000	68,062,000	5,713,000	73,775,000
2021	46,218,000	2,103,000	86,898,000	2,883,000	138,102,000	15,828,000	153,930,000

2022	8,716,000	616,000	0	30,420,000	39,752,000	36,051,000	75,803,000
2023	9,166,000	0	6,768,000	1,169,000	17,103,000	46,641,000	63,744,000
2024	9,627,000	1,854,000	12,168,000	0	23,649,000	18,599,000	42,248,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2007	3	12,386,000	30,475,000	4,128,667	10,158,333
2008	3	13,359,000	40,506,000	4,453,000	13,502,000
2009	4	14,766,000	30,600,000	3,691,500	7,650,000
2010	3	16,942,000	45,446,000	5,647,333	15,148,667
2011	3	14,273,000	85,092,000	4,757,667	28,364,000
2012	2	13,435,000	37,387,000	6,717,500	18,693,500
2013	3	14,330,000	41,498,000	4,776,667	13,832,667
2014	2	14,901,000	37,990,000	7,450,500	18,995,000
2015	3	20,993,000	49,881,000	6,997,667	16,627,000
2016	3	35,975,000	97,904,000	11,991,667	32,634,667
2017	3	37,422,000	100,556,000	12,474,000	33,518,667
2018	2	23,522,000	65,462,000	11,761,000	32,731,000
2019	2	26,457,000	114,131,000	13,228,500	57,065,500
2020	2	30,124,000	98,889,000	15,062,000	49,444,500
2021	5	53,963,000	163,311,000	10,792,600	32,662,200
2022	2	16,865,000	59,567,000	8,432,500	29,783,500
2023	2	18,404,000	35,613,000	9,202,000	17,806,500
2024	2	19,543,000	48,513,000	9,771,500	24,256,500