Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Pattison	Grant	Male	Yes	Yes
2008	Hayward	Guy	Male	Yes	Yes
2009	Pattison	Grant	Male	Yes	Yes
2010	Pattison	Grant	Male	Yes	Yes
2011	Pattison	Grant	Male	Yes	Yes
2012	Pattison	Grant	Male	Yes	Yes
2013	Pattison	Grant	Male	Yes	Yes
2014	Pattison	Grant	Male	Yes	Yes
2015	Hayward	Guy	Male	Yes	Yes
2016	Hayward	Guy	Male	Yes	Yes
2017	Hayward	Guy	Male	Yes	Yes
2018	Hayward	Guy	Male	Yes	Yes
2019	Hayward	Guy	Male	No	No
2019	Slape	Mitchell	Male	No	No
2020	Slape	Mitchell	Male	Yes	Yes
2021	Slape	Mitchell	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	554,534	114,631	807,255	889,722	2,366,143	331,560	2,697,703
2009	335,003	72,943	158,005	739,222	1,305,174	343,859	1,649,033
2010	420,064	92,389	135,801	627,939	1,276,193	410,602	1,686,796
2011	535,530	123,782	526,934	548,567	1,734,814	11,167,192	12,902,006
2012	503,097	159,613	0	213,419	876,129	2,566,581	3,442,710
2013	540,975	117,946	135,270	146,577	940,768	0	940,768
2014	481,533	97,599	0	126,039	705,171	1,457,802	2,162,973
2015	405,564	118,182	413,245	65,361	1,002,351	0	1,002,351
2016	403,416	97,020	445,058	60,247	1,005,741	177,639	1,183,381
2017	433,529	57,447	231,034	25,018	747,029	746,692	1,493,720
2018	445,576	62,781	91,713	23,315	623,385	659,689	1,283,074
2019	1,402,734	246,414	0	185,648	1,835,840	66,731	1,902,571

2019	1,403,784	246,414	0	185,642	1,835,840	66,731	1,902,571
2020	476,701	460,074	405,967	284,680	1,627,422	0	1,627,422
2021	434,452	69,734	146,076	664,296	1,314,557	520,675	1,835,232

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	2	554,534	2,366,143	277,267	1,183,071
2009	2	596,015	2,181,077	298,007	1,090,538
2010	2	756,644	2,321,135	378,322	1,160,568
2011	2	929,656	2,962,034	464,828	1,481,017
2012	3	936,774	1,593,935	312,258	531,312
2013	3	1,164,108	1,926,245	388,036	642,082
2014	3	1,132,133	2,358,172	377,378	786,057
2015	3	779,937	2,021,160	259,979	673,720
2016	2	814,753	1,967,878	407,376	983,939
2017	2	818,709	1,582,172	409,354	791,086
2018	2	836,447	1,271,138	418,223	635,569
2019	4	2,865,221	4,091,747	716,305	1,022,937
2020	2	829,970	2,441,703	414,985	1,220,851
2021	2	805,966	1,828,309	402,983	914,154

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	11	541,354	49,214
2009	12	644,255	53,688
2010	12	723,668	60,306
2011	11	742,550	67,505
2012	5	432,118	86,424
2013	3	302,905	100,968
2014	4	288,089	72,022
2015	6	385,084	64,181
2016	5	378,270	75,654
2017	5	439,618	87,924
2018	5	501,826	100,365
2019	6	510,360	85,060
2020	5	389,876	77,975

2020	5	389,876	77,975
2021	7	405,244	57,892

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	4,586,000	948,000	6,676,000	7,358,000	19,568,000	2,742,000	22,310,000
2009	2,875,000	626,000	1,356,000	6,344,000	11,201,000	2,951,000	14,152,000
2010	3,019,000	664,000	976,000	4,513,000	9,172,000	2,951,000	12,123,000
2011	3,738,000	864,000	3,678,000	3,829,000	12,109,000	77,947,000	90,056,000
2012	3,899,000	1,237,000	0	1,654,000	6,790,000	19,891,000	26,681,000
2013	5,215,000	1,137,000	1,304,000	1,413,000	9,069,000	0	9,069,000
2014	5,215,000	1,057,000	0	1,365,000	7,637,000	15,788,000	23,425,000
2015	5,175,000	1,508,000	5,273,000	834,000	12,790,000	0	12,790,000
2016	5,551,000	1,335,000	6,124,000	829,000	13,839,000	2,444,316	16,283,316
2017	5,909,000	783,000	3,149,000	341,000	10,182,000	10,177,410	20,359,410
2018	6,345,000	894,000	1,306,000	332,000	8,877,000	9,393,967	18,270,967
2019	20,258,000	3,556,000	0	2,679,000	26,493,000	963,000	27,456,000
2020	7,110,000	6,862,000	6,055,000	4,246,000	24,273,000	0	24,273,000
2021	6,903,000	1,108,000	2,321,000	10,555,000	20,887,000	8,273,000	29,160,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	2	4,586,000	19,568,000	2,293,000	9,784,000
2009	2	5,115,000	18,718,000	2,557,500	9,359,000
2010	2	5,438,000	16,682,000	2,719,000	8,341,000
2011	2	6,489,000	20,675,000	3,244,500	10,337,500
2012	3	7,260,000	12,353,000	2,420,000	4,117,667
2013	3	11,222,000	18,569,000	3,740,667	6,189,667
2014	3	12,261,000	25,539,000	4,087,000	8,513,000
2015	3	9,952,000	25,790,000	3,317,333	8,596,667
2016	2	11,211,000	27,078,000	5,605,500	13,539,000
2017	2	11,159,000	21,565,000	5,579,500	10,782,500
2018	2	11,911,000	18,101,000	5,955,500	9,050,500
2019	4	41,348,000	59,048,000	10,337,000	14,762,000
2020	2	12,379,000	36,418,000	6,189,500	18,209,000
2021	2	12,806,000	29,050,000	6,403,000	14,525,000

2021	2	12,806,000	29,050,000	6,403,000	14,525,000