

Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Oswald	Peter	Male	Yes	Yes
2009	Oswald	Peter	Male	Yes	Yes
2010	Oswald	Peter	Male	Yes	Yes
2011	Oswald	Peter	Male	Yes	Yes
2012	Oswald	Peter	Male	Yes	Yes
2013	Oswald	Peter	Male	Yes	Yes
2014	Oswald	Peter	Male	Yes	Yes
2015	Oswald	Peter	Male	Yes	Yes
2015	Oswald	Peter	Male	Yes	Yes
2016	Oswald	Peter	Male	Yes	Yes
2017	Oswald	Peter	Male	No	No
2017	Oswald	Peter	Male	No	No
2018	Oswald	Peter	Male	No	No
2019	Oswald	Peter	Male	Yes	Yes
2020	King	Andrew	Male	Yes	Yes
2020	Oswald	Peter	Male	No	No
2021	King	Andrew	Male	Yes	Yes
2022	King	Andrew	Male	Yes	Yes
2023	King	Andrew	Male	Yes	Yes
2024	King	Andrew	Male	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus:	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	1,419,949	484,877	358,914	0	2,263,739	0	2,263,739
2009	1,171,243	60,543	731,415	0	1,963,202	0	1,963,202
2010	1,261,167	443,518	842,437	0	2,547,123	844,592	3,391,715
2011	1,283,368	445,439	751,022	0	2,479,830	7,670,167	10,149,996
2012	1,298,883	415,463	785,115	122,713	2,622,174	6,608,272	9,230,446
2013	1,320,076	458,169	1,447,094	0	3,225,339	0	3,225,339
2014	1,432,076	493,278	1,963,795	349,676	4,238,825	4,307,991	8,546,815
2015	1,460,000	470,000	1,044,000	0	2,974,000	4,000,000	7,074,000

2015	1,469,963	472,335	1,844,636	91,636	3,878,570	4,099,771	7,978,342
2016	1,173,054	401,206	1,206,516	266,522	3,047,298	2,664,887	5,712,185
2017	1,698,487	520,347	1,628,296	481,177	4,328,307	1,378,810	5,707,117
2018	1,238,205	363,610	1,797,873	51,048	3,450,736	271,496	3,722,232
2019	1,227,778	68,009	1,204,693	93,487	2,593,967	1,629,123	4,223,090
2020	1,817,674	340,510	1,626,493	303,679	4,088,356	2,167,299	6,255,654
2021	1,298,719	279,794	0	43,017	1,621,530	3,065,575	4,687,105
2022	1,070,507	219,730	1,901,222	87,543	3,279,003	1,206,913	4,485,916
2023	1,169,390	372,024	627,379	1,961	2,170,754	1,343,709	3,514,463
2024	1,051,948	172,641	1,092,778	1,721	2,319,088	1,141,305	3,460,393

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	3	2,749,464	3,937,016	916,488	1,312,339
2009	3	2,851,391	4,571,809	950,464	1,523,936
2010	3	3,063,178	5,578,701	1,021,059	1,859,567
2011	3	3,154,497	5,809,081	1,051,499	1,936,360
2012	3	3,116,391	5,962,755	1,038,797	1,987,585
2013	3	3,258,296	10,214,943	1,086,099	3,404,981
2014	3	3,466,899	9,511,602	1,155,633	3,170,534
2015	4	3,312,254	8,362,961	828,064	2,090,740
2016	3	2,856,808	6,939,880	952,269	2,313,293
2017	5	3,248,860	11,029,620	812,215	2,757,405
2018	2	1,991,331	5,462,847	995,666	2,731,423
2019	2	1,983,662	4,169,010	991,831	2,084,505
2020	3	1,986,270	4,416,811	662,090	1,472,270
2021	2	2,126,850	2,548,121	1,063,425	1,274,060
2022	2	1,753,118	5,185,109	876,559	2,592,554
2023	2	1,915,033	3,437,784	957,516	1,718,892
2024	2	1,722,707	3,754,570	861,353	1,877,285

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	6	1,957,846	326,308
2009	7	1,457,763	208,252
2010	6	1,372,204	228,701

2010	0	1,275,204	212,201
2011	6	1,227,831	204,639
2012	6	1,302,642	217,107
2013	7	1,333,341	190,477
2014	6	1,468,101	244,683
2015	6	1,289,400	214,900
2016	6	1,163,462	193,910
2017	7	1,578,063	225,438
2018	7	1,273,198	181,885
2019	7	1,222,999	174,714
2020	7	1,422,443	203,206
2021	9	1,330,023	147,780
2022	8	1,124,448	140,556
2023	8	1,323,990	165,499
2024	9	1,200,506	133,390

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	11,742,977	4,009,929	2,968,216	0	18,721,122	0	18,721,122
2009	10,051,611	519,580	6,277,007	0	16,848,198	0	16,848,198
2010	8,756,284	3,079,347	5,849,043	0	17,684,674	5,864,005	23,548,679
2011	9,294,697	3,226,061	5,439,222	0	17,959,980	55,550,600	73,510,580
2012	10,131,290	3,240,610	6,123,900	957,160	20,452,960	51,544,520	71,997,480
2013	12,743,808	4,423,090	13,970,026	0	31,136,923	0	31,136,923
2014	15,405,043	5,306,257	21,124,829	3,761,514	45,597,643	46,341,671	91,939,314
2015	18,815,529	6,045,886	23,611,343	1,172,943	49,645,700	52,477,071	102,122,771
2016	15,920,014	5,444,943	16,374,143	3,617,086	41,356,186	36,166,329	77,522,514
2017	20,139,200	6,169,829	19,306,943	5,705,386	51,321,357	16,348,743	67,670,100
2018	17,933,333	5,266,283	26,039,200	739,350	49,978,167	3,932,167	53,910,333
2019	17,822,581	987,226	17,487,484	1,357,065	37,654,355	23,648,565	61,302,919
2020	25,447,440	4,767,140	22,770,900	4,251,500	57,236,980	30,342,180	87,579,160
2021	20,524,393	4,421,750	0	679,821	25,625,964	48,447,036	74,073,000
2022	18,412,727	3,779,364	32,701,018	1,505,745	56,398,855	20,758,909	77,157,764
2023	21,908,163	6,969,755	11,753,755	36,735	40,668,408	25,173,980	65,842,388
2024	21,160,346	3,472,731	21,981,654	34,615	46,649,346	22,957,788	69,607,135

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	3	22,738,067	32,559,123	7,579,356	10,853,041
2009	3	24,470,641	39,235,267	8,156,880	13,078,422
2010	3	21,267,642	38,732,922	7,089,214	12,910,974
2011	3	22,846,202	42,071,828	7,615,401	14,023,943
2012	3	24,307,850	46,509,490	8,102,617	15,503,163
2013	3	31,455,090	98,613,487	10,485,030	32,871,162
2014	3	37,293,929	102,317,657	12,431,310	34,105,886
2015	4	42,396,857	107,045,900	10,599,214	26,761,475
2016	3	38,770,971	94,184,086	12,923,657	31,394,695
2017	5	38,522,200	130,779,786	9,630,550	32,694,946
2018	2	28,841,117	79,120,233	14,420,558	39,560,117
2019	2	28,795,097	60,517,887	14,397,548	30,258,944
2020	3	27,807,780	61,835,360	9,269,260	20,611,787
2021	2	33,611,821	40,269,411	16,805,911	20,134,705
2022	2	30,153,636	89,183,873	15,076,818	44,591,936
2023	2	35,877,551	64,405,837	17,938,776	32,202,918
2024	2	34,652,904	75,524,615	17,326,452	37,762,308