

Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2012	Bird	Stuart	Male	Yes	Yes
2013	Bird	Stuart	Male	Yes	Yes
2014	Bird	Stuart	Male	Yes	Yes
2015	Bird	Stuart	Male	Yes	Yes
2016	Bird	Stuart	Male	Yes	Yes
2017	Bird	Stuart	Male	Yes	Yes
2018	Bird	Stuart	Male	Yes	Yes
2019	Bird	Stuart	Male	Yes	No
2019	Blair	Mark	Male	Yes	No
2020	Blair	Mark	Male	Yes	Yes
2021	Blair	Mark	Male	Yes	Yes
2022	Blair	Mark	Male	Yes	Yes
2023	Blair	Mark	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2012	478,841	136,523	837,871	0	1,453,235	386,119	1,839,353
2013	445,701	131,567	779,859	0	1,357,126	1,771,614	3,128,740
2014	464,554	131,683	929,109	0	1,525,347	1,493,168	3,018,515
2015	449,729	126,311	880,741	0	1,456,781	2,566,727	4,023,508
2016	378,208	91,446	554,650	12,356	1,036,660	3,044,603	4,081,263
2017	435,938	107,738	0	53,795	597,470	6,349,405	6,946,875
2018	531,891	128,668	912,214	62,511	1,635,284	982,952	2,618,236
2019	779,940	255,508	524,084	62,835	1,622,367	1,404,810	3,027,177
2020	342,178	136,211	199,604	0	677,993	155,961	833,954
2021	379,653	133,845	776,144	33,745	1,323,387	12,575	1,335,962
2022	397,266	5,268	33,078	901,234	1,336,846	2,432,277	3,769,123
2023	373,128	73,678	0	48,348	495,154	92,291	587,445

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2009	1	0	0	0	0
2011	1	0	0	0	0
2012	4	1,539,488	4,494,205	384,872	1,123,551
2013	3	1,059,835	2,975,029	353,278	991,676
2014	3	1,028,416	3,120,693	342,805	1,040,231
2015	3	995,570	3,024,322	331,857	1,008,107
2016	3	731,500	2,008,418	243,833	669,473
2017	3	843,155	1,216,369	281,052	405,456
2018	3	1,028,753	3,090,500	342,918	1,030,167
2019	4	964,760	1,990,199	241,190	497,550
2020	3	624,385	1,177,452	208,128	392,484
2021	3	731,884	2,371,270	243,961	790,423
2022	3	763,588	2,404,735	254,529	801,578
2023	2	625,385	844,989	312,693	422,494

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2012	10	1,196,361	119,636
2013	12	1,221,319	101,777
2014	10	869,208	86,921
2015	10	621,157	62,116
2016	8	338,323	42,290
2017	9	392,652	43,628
2018	10	489,863	48,986
2019	10	456,598	45,660
2020	9	429,022	47,669
2021	11	457,985	41,635
2022	9	479,216	53,246
2023	9	430,520	47,836

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2012	3 553 000	1 013 000	6 217 000	0	10 783 000	2 865 000	13 648 000

2013	3,784,000	1,117,000	6,621,000	0	11,522,000	15,041,000	26,563,000
2014	4,692,000	1,330,000	9,384,000	0	15,406,000	15,081,000	30,487,000
2015	4,974,000	1,397,000	9,741,000	0	16,112,000	28,388,000	44,500,000
2016	5,571,000	1,347,000	8,170,000	182,000	15,270,000	44,847,000	60,117,000
2017	5,859,000	1,448,000	0	723,000	8,030,000	85,336,000	93,366,000
2018	6,271,000	1,517,000	10,755,000	737,000	19,280,000	11,589,000	30,869,000
2019	11,221,000	3,676,000	7,540,000	904,000	23,341,000	20,211,000	43,552,000
2020	5,700,000	2,269,000	3,325,000	0	11,294,000	2,598,000	13,892,000
2021	5,344,000	1,884,000	10,925,000	475,000	18,628,000	177,000	18,805,000
2022	5,957,000	79,000	496,000	13,514,000	20,046,000	36,472,000	56,518,000
2023	6,776,000	1,338,000	0	878,000	8,992,000	1,676,000	10,668,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2009	1	0	0	0	0
2011	1	0	0	0	0
2012	4	11,423,000	33,347,000	2,855,750	8,336,750
2013	3	8,998,000	25,258,000	2,999,333	8,419,333
2014	3	10,387,000	31,519,000	3,462,333	10,506,333
2015	3	11,011,000	33,449,000	3,670,333	11,149,667
2016	3	10,775,000	29,584,000	3,591,667	9,861,333
2017	3	11,332,000	16,348,000	3,777,333	5,449,333
2018	3	12,129,000	36,437,000	4,043,000	12,145,667
2019	4	13,880,000	28,633,000	3,470,000	7,158,250
2020	3	10,401,000	19,614,000	3,467,000	6,538,000
2021	3	10,302,000	33,378,000	3,434,000	11,126,000
2022	3	11,450,000	36,059,000	3,816,667	12,019,667
2023	2	11,357,000	15,345,000	5,678,500	7,672,500