

## Company Directors Report

### CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2007	Bortolan	John (GE)	Male	Yes	Yes
2008	Bortolan	John (GE)	Male	Yes	Yes
2009	Bortolan	John (GE)	Male	No	No
2009	Marshall	Andrew	Male	Yes	Yes
2010	Marshall	Andrew	Male	Yes	Yes
2011	Marshall	Andrew	Male	Yes	Yes
2012	Marshall	Andrew	Male	Yes	Yes
2013	Marshall	Andrew	Male	Yes	Yes
2014	Marshall	Andrew	Male	No	No
2014	de Ruyter	Andre	Male	Yes	Yes
2015	de Ruyter	Andre	Male	Yes	Yes
2016	de Ruyter	Andre	Male	Yes	Yes
2017	de Ruyter	Andre	Male	Yes	Yes
2018	de Ruyter	Andre	Male	Yes	Yes
2019	de Ruyter	Andre	Male	Yes	Yes
2020	Smuts	Erik E	Male	No	No
2021	Smuts	Erik E	Male	Yes	Yes
2022	Smuts	Erik E	Male	Yes	Yes
2023	Smuts	Erik E	Male	Yes	Yes
2023	Roux	Phil	Male	No	No

### CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2007	588,029	32,380	621,538	0	1,241,948	0	1,241,948
2008	508,409	32,266	120,919	0	661,593	646,191	1,307,785
2009	546,092	166,128	416,027	0	1,128,247	0	1,128,247
2010	644,188	42,907	783,835	0	1,470,930	0	1,470,930
2011	520,647	45,198	864,328	0	1,430,173	0	1,430,173
2012	623,756	40,833	786,234	0	1,450,822	110,204	1,561,026
2013	576,832	36,455	233,160	0	846,446	765,932	1,612,378
2014	500,740	105,000	507,000	0	1,100,445	470,000	1,570,445

2014	686,748	195,668	527,029	0	1,409,445	476,689	1,886,135
2015	506,502	43,748	171,458	354,294	1,076,002	0	1,076,002
2016	463,574	31,411	177,733	531,097	1,203,814	54,934	1,258,748
2017	520,226	20,069	604,368	538,653	1,683,316	21,119	1,704,435
2018	537,963	8,763	628,304	0	1,175,030	63,373	1,238,403
2019	542,307	1,421	5,412	0	549,139	179,652	728,791
2020	388,388	2,886	969	125,366	517,609	84,626	602,235
2021	500,877	3,862	1,247,966	844	1,753,548	47,247	1,800,795
2022	437,156	1,167	0	671,570	1,109,893	34,067	1,143,960
2023	530,502	1,963	0	962,982	1,495,448	0	1,495,448

**Executive Director Remuneration - USD:**

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2007	3	1,212,482	2,532,081	404,161	844,027
2008	3	999,609	1,251,265	333,203	417,088
2009	5	858,173	1,852,131	171,635	370,426
2010	3	1,300,918	2,860,477	433,639	953,492
2011	3	1,184,891	2,910,852	394,964	970,284
2012	3	1,261,756	2,827,472	420,585	942,491
2013	3	1,157,344	1,646,209	385,781	548,736
2014	4	1,241,346	2,573,647	310,336	643,412
2015	5	1,014,538	1,745,044	202,908	349,009
2016	3	934,739	2,212,337	311,580	737,446
2017	4	1,078,496	3,313,824	269,624	828,456
2018	3	1,103,665	2,305,392	367,888	768,464
2019	3	1,000,132	1,022,608	333,377	340,869
2020	2	719,085	958,400	359,543	479,200
2021	2	888,321	2,988,962	444,160	1,494,481
2022	2	783,516	1,945,604	391,758	972,802
2023	3	859,935	2,072,986	286,645	690,995

**Non-Executive Director Remuneration - USD:**

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2007	10	315,574	31,557
2008	10	320,677	32,068
2009	12	262,820	27,087

2009	10	503,029	21,901
2010	12	433,534	36,128
2011	9	553,550	61,506
2012	9	542,576	60,286
2013	9	530,607	58,956
2014	12	577,291	48,108
2015	11	430,343	39,122
2016	10	494,003	49,400
2017	11	492,905	44,810
2018	9	503,594	55,955
2019	12	397,990	33,166
2020	9	289,046	32,116
2021	6	356,558	59,426
2022	6	299,181	49,863
2023	8	336,302	42,038

**CEO Remuneration - ZAR:**

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2007	4,145,604	228,281	4,381,845	0	8,755,730	0	8,755,730
2008	4,204,541	266,837	1,000,000	0	5,471,378	5,344,000	10,815,378
2009	4,686,561	1,425,714	3,570,341	0	9,682,616	0	9,682,616
2010	4,561,494	303,827	5,550,336	0	10,415,657	0	10,415,657
2011	3,602,877	312,768	5,981,152	0	9,896,797	0	9,896,797
2012	5,014,996	328,296	6,321,319	0	11,664,611	886,041	12,550,652
2013	5,364,533	339,033	2,168,384	0	7,871,950	7,123,163	14,995,113
2014	7,258,930	2,068,206	5,570,700	0	14,897,836	5,038,606	19,936,442
2015	6,078,024	524,976	2,057,495	4,251,527	12,912,022	0	12,912,022
2016	6,369,501	431,589	2,442,045	7,297,273	16,540,408	754,789	17,295,197
2017	7,028,250	271,130	8,165,018	7,277,200	22,741,598	285,324	23,026,922
2018	7,574,522	123,380	8,846,522	0	16,544,424	892,294	17,436,718
2019	8,057,594	21,113	80,406	0	8,159,113	2,669,264	10,828,377
2020	6,497,351	48,279	16,203	2,097,254	8,659,087	1,415,700	10,074,787
2021	7,293,765	56,235	18,172,876	12,292	25,535,168	688,008	26,223,176
2022	7,658,538	20,442	0	11,765,240	19,444,220	596,820	20,041,040
2023	10,057,795	37,219	0	18,257,185	28,352,199	0	28,352,199

**Executive Director Remuneration - ZAR:**

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration:	Average Salary:	Average Remuneration:
2007	3	8,548,001	17,851,170	2,849,334	5,950,390
2008	3	8,266,766	10,347,964	2,755,589	3,449,321
2009	5	7,364,840	15,894,985	1,472,968	3,178,997
2010	3	9,211,801	20,255,040	3,070,600	6,751,680
2011	3	8,199,444	20,143,098	2,733,148	6,714,366
2012	3	10,144,515	22,732,874	3,381,505	7,577,625
2013	3	10,763,302	15,309,744	3,587,767	5,103,248
2014	4	13,121,024	27,203,444	3,280,256	6,800,861
2015	5	12,174,457	20,940,533	2,434,891	4,188,107
2016	3	12,843,314	30,397,507	4,281,105	10,132,502
2017	4	14,570,486	44,769,766	3,642,622	11,192,442
2018	3	15,539,606	32,459,920	5,179,869	10,819,973
2019	3	14,859,961	15,193,904	4,953,320	5,064,635
2020	2	12,029,577	16,033,072	6,014,789	8,016,536
2021	2	12,935,729	43,525,267	6,467,865	21,762,634
2022	2	13,726,422	34,085,036	6,863,211	17,042,518
2023	3	16,303,513	39,301,734	5,434,504	13,100,578