# 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 |
| 2024 | 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 | 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 |
| 2024 | 682,206 | 0 | 750,426 | 645,385 | 2,078,017 | 803,398 | 2,881,415 |

**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 |
| 2024 | 2 | 1,033,173 | 3,244,167 | 516,586 | 1,622,084 |

**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 | 13 | 363,829 | 27,987 |
| 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 |
| 2024 | 9 | 295,970 | 36,996 |

**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 |
| 2024 | 12,000,000 | 0 | 12,000,000 | 11,250,225 | 36,550,225 | 14,121,765 | 50,684,000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 2024 | 12,000,000 | 0 | 13,200,000 | 11,352,325 | 36,552,325 | 14,131,765 | 50,684,090 |

**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 |
| 2024 | 2 | 18,173,509 | 57,064,899 | 9,086,755 | 28,532,450 |