

Company Directors Report

CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|-----------------------|------------------|----------------------|-------------------------|
| 2009 | Bekker | Jacobus Petrus (koos) | Male | Yes | Yes |
| 2010 | Bekker | Jacobus Petrus (koos) | Male | Yes | Yes |
| 2011 | Bekker | Jacobus Petrus (koos) | Male | Yes | Yes |
| 2012 | Bekker | Jacobus Petrus (koos) | Male | Yes | Yes |
| 2013 | Bekker | Jacobus Petrus (koos) | Male | Yes | Yes |
| 2014 | Bekker | Jacobus Petrus (koos) | Male | Yes | Yes |
| 2015 | Dijk | B van | Male | No | No |
| 2016 | Dijk | B van | Male | Yes | Yes |
| 2017 | Dijk | B van | Male | Yes | Yes |
| 2018 | Dijk | B van | Male | Yes | Yes |
| 2018 | Dijk | B van | Male | Yes | Yes |
| 2019 | Dijk | B van | Male | Yes | Yes |
| 2020 | Dijk | B van | Male | Yes | Yes |
| 2021 | Dijk | B van | Male | Yes | Yes |
| 2021 | Bekker | Jacobus Petrus (koos) | Male | Yes | Yes |
| 2022 | Dijk | B van | Male | Yes | Yes |
| 2023 | Dijk | B van | Male | Yes | Yes |

CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|-----------|-----------|------------|--------|---------------|--------------|----------------------|
| 2009 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2010 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2011 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2012 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2013 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2015 | 876,763 | 387,975 | 632,369 | 0 | 1,897,107 | 0 | 1,897,107 |
| 2016 | 1,028,000 | 77,000 | 568,000 | 0 | 1,673,000 | 0 | 1,673,000 |
| 2017 | 1,104,000 | 125,000 | 973,000 | 0 | 2,202,000 | 10,403,000 | 12,605,000 |
| 2018 | 1,881,000 | 65,000 | 1,064,000 | 81,000 | 3,091,000 | 9,636,000 | 12,727,000 |
| 2019 | 1,850,000 | 151,000 | 1,100,000 | 0 | 3,501,000 | 0 | 3,501,000 |

| | | | | | | | |
|------|-----------|---------|-----------|-----------|-----------|------------|------------|
| 2019 | 1,259,000 | 151,000 | 1,108,000 | 0 | 2,518,000 | 0 | 2,518,000 |
| 2020 | 1,362,000 | 89,000 | 1,180,000 | 62,000 | 2,693,000 | 13,284,000 | 15,977,000 |
| 2021 | 2,010,000 | 95,000 | 1,424,000 | 47,000 | 3,576,000 | 13,647,000 | 17,223,000 |
| 2022 | 1,435,000 | 0 | 0 | 1,036,000 | 2,471,000 | 13,412,000 | 15,883,000 |
| 2023 | 1,405,000 | 92,000 | 4,384,000 | 49,000 | 5,930,000 | 0 | 5,930,000 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|-----------------|-------------|---------------|------------|-----------|---------------|
| 2008 | 1 | 283,192 | 601,814 | 283,192 | 601,814 |
| 2009 | 2 | 309,951 | 620,485 | 154,976 | 310,242 |
| 2010 | 2 | 381,236 | 842,909 | 190,618 | 421,455 |
| 2011 | 2 | 425,348 | 857,103 | 212,674 | 428,552 |
| 2012 | 2 | 460,108 | 970,350 | 230,054 | 485,175 |
| 2013 | 2 | 447,176 | 869,647 | 223,588 | 434,824 |
| 2014 | 2 | 415,743 | 744,356 | 207,871 | 372,178 |
| 2015 | 2 | 1,397,288 | 3,986,166 | 698,644 | 1,993,083 |
| 2016 | 3 | 2,409,000 | 4,982,000 | 803,000 | 1,660,667 |
| 2017 | 3 | 2,614,000 | 6,211,000 | 871,333 | 2,070,333 |
| 2018 | 4 | 3,462,000 | 7,522,000 | 865,500 | 1,880,500 |
| 2019 | 2 | 2,156,000 | 4,533,000 | 1,078,000 | 2,266,500 |
| 2020 | 2 | 2,312,000 | 4,970,000 | 1,156,000 | 2,485,000 |
| 2021 | 2 | 2,010,000 | 3,576,000 | 1,005,000 | 1,788,000 |
| 2022 | 1 | 1,435,000 | 2,471,000 | 1,435,000 | 2,471,000 |
| 2023 | 1 | 1,405,000 | 5,930,000 | 1,405,000 | 5,930,000 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008 | 10 | 979,444 | 97,944 |
| 2009 | 11 | 1,188,418 | 108,038 |
| 2010 | 12 | 1,575,774 | 131,314 |
| 2011 | 12 | 1,795,265 | 149,605 |
| 2012 | 12 | 2,117,925 | 176,494 |
| 2013 | 12 | 1,880,221 | 156,685 |
| 2014 | 17 | 2,093,762 | 123,162 |
| 2015 | 17 | 2,700,000 | 217,647 |

| | | | |
|------|----|-----------|---------|
| 2015 | 17 | 3,700,000 | 217,047 |
| 2016 | 15 | 3,903,000 | 260,200 |
| 2017 | 12 | 4,429,000 | 369,083 |
| 2018 | 12 | 4,453,000 | 371,083 |
| 2019 | 14 | 5,065,000 | 361,786 |
| 2020 | 14 | 5,252,000 | 375,143 |
| 2021 | 14 | 5,417,000 | 386,929 |
| 2022 | 15 | 5,982,000 | 398,800 |
| 2023 | 14 | 5,934,000 | 423,857 |

CEO Remuneration - ZAR:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|-----------------|------------|-----------|------------|------------|--------------|-------------|---------------------|
| 2009 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2010 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2011 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2012 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2013 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2015 | 9,697,000 | 4,291,000 | 6,994,000 | 0 | 20,982,000 | 0 | 20,982,000 |
| 2016 | 14,685,714 | 1,100,000 | 8,114,286 | 0 | 23,900,000 | 0 | 23,900,000 |
| 2017 | 14,918,919 | 1,689,189 | 13,148,649 | 0 | 29,756,757 | 140,581,081 | 170,337,838 |
| 2018 | 23,512,500 | 812,500 | 13,300,000 | 1,012,500 | 38,637,500 | 120,450,000 | 159,087,500 |
| 2019 | 18,246,377 | 2,188,406 | 16,057,971 | 0 | 36,492,754 | 0 | 36,492,754 |
| 2020 | 22,700,000 | 1,483,333 | 19,666,667 | 1,033,333 | 44,883,333 | 221,400,000 | 266,283,333 |
| 2021 | 10,558,974 | 142,429 | 2,134,933 | 70,465 | 12,906,800 | 20,460,270 | 33,367,070 |
| 2022 | 21,417,910 | 0 | 0 | 15,462,687 | 36,880,597 | 200,179,104 | 237,059,701 |
| 2023 | 25,545,455 | 1,672,727 | 79,709,091 | 890,909 | 107,818,182 | 0 | 107,818,182 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2008 | 1 | 2,342,000 | 4,977,000 | 2,342,000 | 4,977,000 |
| 2009 | 2 | 2,660,000 | 5,325,000 | 1,330,000 | 2,662,500 |
| 2010 | 2 | 2,820,000 | 6,235,000 | 1,410,000 | 3,117,500 |
| 2011 | 2 | 3,054,000 | 6,154,000 | 1,527,000 | 3,077,000 |
| 2012 | 2 | 3,414,000 | 7,200,000 | 1,707,000 | 3,600,000 |
| 2013 | 2 | 3,661,000 | 7,300,000 | 1,830,500 | 3,650,000 |

| | | | | | |
|------|---|------------|-------------|------------|-------------|
| 2013 | 2 | 3,801,000 | 7,392,000 | 1,900,500 | 3,696,000 |
| 2014 | 2 | 4,199,000 | 7,518,000 | 2,099,500 | 3,759,000 |
| 2015 | 2 | 15,454,000 | 44,087,000 | 7,727,000 | 22,043,500 |
| 2016 | 3 | 34,414,286 | 71,171,429 | 11,471,429 | 23,723,810 |
| 2017 | 3 | 35,324,324 | 83,932,432 | 11,774,775 | 27,977,477 |
| 2018 | 4 | 43,275,000 | 94,025,000 | 10,818,750 | 23,506,250 |
| 2019 | 2 | 31,246,377 | 65,695,652 | 15,623,188 | 32,847,826 |
| 2020 | 2 | 38,533,333 | 82,833,333 | 19,266,667 | 41,416,667 |
| 2021 | 2 | 10,558,974 | 12,906,800 | 5,279,487 | 6,453,400 |
| 2022 | 1 | 21,417,910 | 36,880,597 | 21,417,910 | 36,880,597 |
| 2023 | 1 | 25,545,455 | 107,818,182 | 25,545,455 | 107,818,182 |