

## Company Directors Report

### CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2008      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2009      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2010      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2011      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2012      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2013      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2014      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2015      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2016      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2017      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2018      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2019      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2020      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2021      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2022      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |
| 2023      | Friedland         | Richard H      | Male             | Yes                  | Yes                     |

### CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|---------|-----------|------------|--------|---------------|--------------|----------------------|
| 2008            | 526,602 | 46,554    | 275,212    | 0      | 848,368       | 0            | 848,368              |
| 2009            | 565,835 | 50,221    | 186,437    | 0      | 802,494       | 0            | 802,494              |
| 2010            | 770,936 | 67,646    | 529,586    | 0      | 1,368,168     | 142,353      | 1,510,521            |
| 2011            | 850,658 | 74,310    | 764,493    | 0      | 1,689,461     | 213,387      | 1,902,848            |
| 2012            | 777,488 | 68,035    | 621,891    | 0      | 1,467,413     | 0            | 1,467,413            |
| 2013            | 777,419 | 0         | 555,806    | 0      | 1,333,226     | 3,017,204    | 4,350,430            |
| 2014            | 721,192 | 0         | 520,341    | 0      | 1,241,533     | 0            | 1,241,533            |
| 2015            | 671,000 | 0         | 500,000    | 0      | 1,171,000     | 219,083      | 1,390,083            |
| 2016            | 617,758 | 0         | 422,125    | 0      | 1,039,884     | 398,908      | 1,438,792            |
| 2017            | 606,499 | 53,397    | 406,204    | 0      | 1,066,100     | 654,210      | 1,720,310            |
| 2018            | 665,013 | 0         | 194,842    | 0      | 859,855       | 133,149,214  | 134,009,069          |
| 2019            | 666,000 | 54,467    | 0          | 1,750  | 661,007       | 0            | 661,007              |

|      |         |        |         |        |         |           |           |
|------|---------|--------|---------|--------|---------|-----------|-----------|
| 2019 | 608,090 | 51,487 | 0       | 1,750  | 661,327 | 0         | 661,327   |
| 2020 | 563,154 | 47,702 | 298,882 | 1,674  | 911,411 | 0         | 911,411   |
| 2021 | 669,345 | 56,860 | 0       | 1,991  | 728,197 | 0         | 728,197   |
| 2022 | 589,507 | 0      | 0       | 37,773 | 627,279 | 1,656,621 | 2,283,900 |
| 2023 | 575,317 | 30,440 | 275,850 | 0      | 881,607 | 1,103,399 | 1,985,006 |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other:  | Total Annual: |
|-----------------|-------------|---------------|------------|---------|---------------|
| 2008            | 5           | 1,244,861     | 2,241,112  | 248,972 | 448,222       |
| 2009            | 5           | 1,229,201     | 1,712,188  | 245,840 | 342,438       |
| 2010            | 3           | 1,212,089     | 2,296,595  | 404,030 | 765,532       |
| 2011            | 3           | 1,579,297     | 3,080,093  | 526,432 | 1,026,698     |
| 2012            | 3           | 1,178,358     | 2,159,328  | 392,786 | 719,776       |
| 2013            | 2           | 1,164,731     | 1,906,882  | 582,366 | 953,441       |
| 2014            | 2           | 1,094,324     | 1,803,879  | 547,162 | 901,939       |
| 2015            | 2           | 1,017,417     | 1,725,750  | 508,708 | 862,875       |
| 2016            | 2           | 937,918       | 1,520,160  | 468,959 | 760,080       |
| 2017            | 2           | 920,859       | 1,539,379  | 460,429 | 769,690       |
| 2018            | 2           | 1,010,415     | 1,267,252  | 505,208 | 633,626       |
| 2019            | 2           | 922,264       | 1,004,779  | 461,132 | 502,389       |
| 2020            | 2           | 854,205       | 1,338,693  | 427,103 | 669,347       |
| 2021            | 2           | 1,015,383     | 1,149,018  | 507,691 | 574,509       |
| 2022            | 2           | 894,844       | 953,597    | 447,422 | 476,799       |
| 2023            | 2           | 894,552       | 1,354,108  | 447,276 | 677,054       |

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

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008            | 11           | 300,000     | 27,273       |
| 2009            | 9            | 364,134     | 40,459       |
| 2010            | 10           | 1,113,543   | 111,354      |
| 2011            | 8            | 870,609     | 108,826      |
| 2012            | 8            | 927,861     | 115,983      |
| 2013            | 8            | 874,516     | 109,315      |
| 2014            | 8            | 718,921     | 89,865       |
| 2015            | 7            | 592,222     | 84,603       |

|      |    |         |        |
|------|----|---------|--------|
| 2015 | 7  | 565,555 | 65,555 |
| 2016 | 8  | 678,821 | 84,853 |
| 2017 | 8  | 718,061 | 89,758 |
| 2018 | 8  | 697,038 | 87,130 |
| 2019 | 8  | 668,731 | 83,591 |
| 2020 | 8  | 603,084 | 75,386 |
| 2021 | 7  | 634,528 | 90,647 |
| 2022 | 9  | 622,125 | 69,125 |
| 2023 | 12 | 519,859 | 43,322 |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary:    | Benefits: | Cash Bonus | Other   | Total Annual | LTI Payment   | Total Including LTI |
|-----------------|------------|-----------|------------|---------|--------------|---------------|---------------------|
| 2008            | 4,355,000  | 385,000   | 2,276,000  | 0       | 7,016,000    | 0             | 7,016,000           |
| 2009            | 4,856,000  | 431,000   | 1,600,000  | 0       | 6,887,000    | 0             | 6,887,000           |
| 2010            | 5,459,000  | 479,000   | 3,750,000  | 0       | 9,688,000    | 1,008,000     | 10,696,000          |
| 2011            | 5,884,000  | 514,000   | 5,288,000  | 0       | 11,686,000   | 1,476,000     | 13,162,000          |
| 2012            | 6,251,000  | 547,000   | 5,000,000  | 0       | 11,798,000   | 0             | 11,798,000          |
| 2013            | 7,230,000  | 0         | 5,169,000  | 0       | 12,399,000   | 28,060,000    | 40,459,000          |
| 2014            | 7,623,000  | 0         | 5,500,000  | 0       | 13,123,000   | 0             | 13,123,000          |
| 2015            | 8,052,000  | 0         | 6,000,000  | 0       | 14,052,000   | 2,629,000     | 16,681,000          |
| 2016            | 8,488,000  | 0         | 5,800,000  | 0       | 14,288,000   | 5,481,000     | 19,769,000          |
| 2017            | 8,212,000  | 723,000   | 5,500,000  | 0       | 14,435,000   | 8,858,000     | 23,293,000          |
| 2018            | 9,386,000  | 0         | 2,750,000  | 0       | 12,136,000   | 1,879,268,000 | 1,891,404,000       |
| 2019            | 9,035,000  | 765,000   | 0          | 26,000  | 9,826,000    | 0             | 9,826,000           |
| 2020            | 9,421,000  | 798,000   | 5,000,000  | 28,000  | 15,247,000   | 0             | 15,247,000          |
| 2021            | 9,747,000  | 828,000   | 0          | 29,000  | 10,604,000   | 0             | 10,604,000          |
| 2022            | 10,327,566 | 0         | 0          | 661,739 | 10,989,305   | 29,022,346    | 40,011,651          |
| 2023            | 10,907,442 | 577,116   | 5,229,834  | 0       | 16,714,392   | 20,919,335    | 37,633,727          |

**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2008            | 5           | 10,295,000    | 18,534,000                | 2,059,000      | 3,706,800            |
| 2009            | 5           | 10,549,000    | 14,694,000                | 2,109,800      | 2,938,800            |
| 2010            | 3           | 8,591,000     | 16,292,000                | 2,863,667      | 5,430,667            |
| 2011            | 3           | 10,924,000    | 21,305,000                | 3,641,333      | 7,101,667            |
| 2012            | 2           | 9,474,000     | 17,004,000                | 4,737,000      | 8,502,000            |

|      |   |            |            |           |            |
|------|---|------------|------------|-----------|------------|
| 2012 | 3 | 9,474,000  | 17,361,000 | 3,158,000 | 5,787,000  |
| 2013 | 2 | 10,832,000 | 17,734,000 | 5,416,000 | 8,867,000  |
| 2014 | 2 | 11,567,000 | 19,067,000 | 5,783,500 | 9,533,500  |
| 2015 | 2 | 12,209,000 | 20,709,000 | 6,104,500 | 10,354,500 |
| 2016 | 2 | 12,887,000 | 20,887,000 | 6,443,500 | 10,443,500 |
| 2017 | 2 | 12,459,000 | 20,829,000 | 6,229,500 | 10,414,500 |
| 2018 | 2 | 14,261,000 | 17,886,000 | 7,130,500 | 8,943,000  |
| 2019 | 2 | 13,703,000 | 14,929,000 | 6,851,500 | 7,464,500  |
| 2020 | 2 | 14,290,000 | 22,395,000 | 7,145,000 | 11,197,500 |
| 2021 | 2 | 14,786,000 | 16,732,000 | 7,393,000 | 8,366,000  |
| 2022 | 2 | 15,676,764 | 16,706,066 | 7,838,382 | 8,353,033  |
| 2023 | 2 | 16,959,809 | 25,672,543 | 8,479,905 | 12,836,272 |