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
2024	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	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
2024	644,026 33,482	181,527	0	859,035	726,108	1,585,143

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
2024	1	644,026	859,035	644,026	859,035

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

2013	8	874,516	109,315
2014	8	718,921	89,865
2015	7	583,333	83,333
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
2024	7	605,003	86,429

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
2024	11,457,218	595,641	3,229,366	0	15,282,225	12,917,466	28,199,691

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	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
2024	1	11,457,218	15,282,225	11,457,218	15,282,225