

# Company Directors Report

## CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2008      | Badminton         | Nick           | Male             | Yes                  | Yes                     |
| 2009      | Badminton         | Nick           | Male             | Yes                  | Yes                     |
| 2010      | Badminton         | Nick           | Male             | Yes                  | Yes                     |
| 2011      | Badminton         | Nick           | Male             | Yes                  | Yes                     |
| 2012      | Badminton         | Nick           | Male             | Yes                  | Yes                     |
| 2013      | Brasher           | Richard        | Male             | No                   | No                      |
| 2014      | Brasher           | Richard        | Male             | Yes                  | Yes                     |
| 2015      | Brasher           | Richard        | Male             | Yes                  | Yes                     |
| 2016      | Brasher           | Richard        | Male             | Yes                  | Yes                     |
| 2017      | Brasher           | Richard        | Male             | Yes                  | Yes                     |
| 2018      | Brasher           | Richard        | Male             | Yes                  | Yes                     |
| 2019      | Brasher           | Richard        | Male             | Yes                  | Yes                     |
| 2020      | Brasher           | Richard        | Male             | Yes                  | Yes                     |
| 2021      | Brasher           | Richard        | Male             | No                   | No                      |
| 2021      | Boone             | Pieter         | male             | No                   | No                      |
| 2022      | Boone             | Pieter         | male             | Yes                  | Yes                     |

## CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus: | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|---------|-----------|-------------|--------|---------------|--------------|----------------------|
| 2008            | 323,096 | 102,878   | 36,276      | 0      | 462,249       | 3,990,326    | 4,452,576            |
| 2009            | 353,239 | 92,158    | 349,569     | 0      | 794,966       | 0            | 794,966              |
| 2010            | 434,848 | 112,820   | 39,262      | 0      | 586,930       | 0            | 586,930              |
| 2011            | 517,068 | 125,587   | 0           | 0      | 642,655       | 1,543,399    | 2,186,054            |
| 2012            | 511,893 | 1,441,070 | 0           | 0      | 1,952,963     | 480,901      | 2,433,864            |
| 2013            | 100,227 | 32,796    | 0           | 179    | 133,202       | 49,427       | 182,628              |
| 2014            | 702,106 | 292,668   | 526,580     | 150    | 1,521,505     | 0            | 1,521,505            |
| 2015            | 673,105 | 215,543   | 821,918     | 137    | 1,710,703     | 1,074,995    | 2,785,699            |
| 2016            | 496,183 | 100,372   | 946,372     | 0      | 1,542,927     | 1,276,568    | 2,819,495            |
| 2017            | 684,985 | 83,032    | 0           | 115    | 768,132       | 1,818,859    | 2,586,991            |
| 2018            | 805,612 | 97,415    | 68,027      | 128    | 971,182       | 2,008,376    | 2,979,558            |
| 2019            | 700,001 | 84,000    | 1,440,000   | 0      | 2,224,001     | 0,000,000    | 2,224,001            |

|      |         |         |           |         |           |           |            |
|------|---------|---------|-----------|---------|-----------|-----------|------------|
| 2019 | 709,091 | 84,622  | 1,443,357 | 0       | 2,237,070 | 2,271,140 | 4,508,210  |
| 2020 | 679,896 | 61,468  | 0         | 47,149  | 788,513   | 289,034   | 1,077,546  |
| 2021 | 854,584 | 132,279 | 1,354,280 | 338,570 | 2,679,713 | 7,845,511 | 10,525,223 |
| 2022 | 702,513 | 214,290 | 688,465   | 62,568  | 1,667,837 | 380,461   | 2,048,297  |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other:  | Total Annual: |
|-----------------|-------------|---------------|------------|---------|---------------|
| 0               | 1           | 0             | 0          | 0       | 0             |
| 2008            | 5           | 746,433       | 1,109,782  | 149,287 | 221,956       |
| 2009            | 5           | 671,440       | 1,412,375  | 134,288 | 282,475       |
| 2010            | 4           | 1,128,990     | 1,423,854  | 282,247 | 355,963       |
| 2011            | 3           | 955,685       | 1,502,537  | 318,562 | 500,846       |
| 2012            | 6           | 1,424,582     | 3,205,601  | 237,430 | 534,267       |
| 2013            | 6           | 1,768,638     | 2,042,903  | 294,773 | 340,484       |
| 2014            | 6           | 1,883,099     | 3,446,583  | 313,850 | 574,430       |
| 2015            | 5           | 1,618,950     | 3,325,352  | 323,790 | 665,070       |
| 2016            | 5           | 1,213,621     | 2,984,984  | 242,724 | 596,997       |
| 2017            | 5           | 1,658,231     | 1,954,357  | 331,646 | 390,871       |
| 2018            | 5           | 1,950,119     | 2,421,709  | 390,024 | 484,342       |
| 2019            | 5           | 1,690,545     | 4,835,175  | 338,109 | 967,035       |
| 2020            | 6           | 1,627,379     | 1,982,836  | 271,230 | 330,473       |
| 2021            | 6           | 1,784,703     | 4,827,038  | 297,451 | 804,506       |
| 2022            | 2           | 1,035,168     | 2,290,952  | 517,584 | 1,145,476     |

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

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008            | 9            | 374,849     | 41,650       |
| 2009            | 6            | 236,542     | 39,424       |
| 2010            | 7            | 394,382     | 56,340       |
| 2011            | 9            | 900,415     | 100,046      |
| 2012            | 6            | 277,709     | 46,285       |
| 2013            | 6            | 384,468     | 64,078       |
| 2014            | 9            | 655,356     | 72,817       |
| 2015            | 9            | 667,580     | 74,176       |
| 2016            | 9            | 513,754     | 57,084       |
| 2017            | 8            | 625,260     | 78,158       |

|      |    |         |        |
|------|----|---------|--------|
| 2017 | 0  | 655,200 | 73,400 |
| 2018 | 8  | 722,832 | 90,354 |
| 2019 | 8  | 616,748 | 77,094 |
| 2020 | 8  | 650,981 | 81,373 |
| 2021 | 11 | 739,335 | 67,212 |
| 2022 | 10 | 759,038 | 75,904 |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary:    | Benefits:  | Cash Bonus | Other     | Total Annual | LTI Payment | Total Including LTI |
|-----------------|------------|------------|------------|-----------|--------------|-------------|---------------------|
| 2008            | 2,672,000  | 850,800    | 300,000    | 0         | 3,822,800    | 33,000,000  | 36,822,800          |
| 2009            | 3,031,500  | 790,900    | 3,000,000  | 0         | 6,822,400    | 0           | 6,822,400           |
| 2010            | 3,310,500  | 858,900    | 298,900    | 0         | 4,468,300    | 0           | 4,468,300           |
| 2011            | 3,544,500  | 860,900    | 0          | 0         | 4,405,400    | 10,580,000  | 14,985,400          |
| 2012            | 3,921,100  | 11,038,600 | 0          | 0         | 14,959,700   | 3,683,700   | 18,643,400          |
| 2013            | 838,900    | 274,500    | 0          | 1,500     | 1,114,900    | 413,700     | 1,528,600           |
| 2014            | 7,000,000  | 2,917,900  | 5,250,000  | 1,500     | 15,169,400   | 0           | 15,169,400          |
| 2015            | 7,370,500  | 2,360,200  | 9,000,000  | 1,500     | 18,732,200   | 11,771,200  | 30,503,400          |
| 2016            | 7,864,500  | 1,590,900  | 15,000,000 | 0         | 24,455,400   | 20,233,600  | 44,689,000          |
| 2017            | 8,945,900  | 1,084,400  | 0          | 1,500     | 10,031,800   | 23,754,300  | 33,786,100          |
| 2018            | 9,474,000  | 1,145,600  | 800,000    | 1,500     | 11,421,100   | 23,618,500  | 35,039,600          |
| 2019            | 10,140,000 | 1,210,100  | 20,640,000 | 0         | 31,990,100   | 32,477,300  | 64,467,400          |
| 2020            | 10,707,000 | 968,000    | 0          | 742,500   | 12,417,500   | 4,551,700   | 16,969,200          |
| 2021            | 12,620,500 | 1,953,500  | 20,000,000 | 5,000,000 | 39,574,000   | 115,862,500 | 155,436,500         |
| 2022            | 10,707,000 | 3,266,000  | 10,492,900 | 953,600   | 25,419,500   | 5,798,600   | 31,218,100          |

**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 0               | 1           | 0             | 0                         | 0              | 0                    |
| 2008            | 5           | 6,173,000     | 9,177,900                 | 1,234,600      | 1,835,580            |
| 2009            | 5           | 5,762,300     | 12,121,000                | 1,152,460      | 2,424,200            |
| 2010            | 4           | 8,595,000     | 10,839,800                | 2,148,750      | 2,709,950            |
| 2011            | 3           | 7,524,300     | 12,051,400                | 2,508,100      | 4,017,133            |
| 2012            | 6           | 10,912,300    | 24,554,900                | 1,818,717      | 4,092,483            |
| 2013            | 6           | 14,803,500    | 17,099,100                | 2,467,250      | 2,849,850            |
| 2014            | 6           | 18,118,100    | 33,530,400                | 3,019,683      | 5,588,400            |
| 2015            | 5           | 17,707,500    | 30,410,000                | 3,541,500      | 6,082,000            |

|      |   |            |            |           |            |
|------|---|------------|------------|-----------|------------|
| 2015 | 5 | 17,727,500 | 36,412,600 | 3,545,500 | 7,282,520  |
| 2016 | 5 | 19,235,900 | 47,312,000 | 3,847,180 | 9,462,400  |
| 2017 | 5 | 21,656,500 | 25,523,900 | 4,331,300 | 5,104,780  |
| 2018 | 5 | 22,933,400 | 28,479,300 | 4,586,680 | 5,695,860  |
| 2019 | 5 | 24,174,800 | 69,143,000 | 4,834,960 | 13,828,600 |
| 2020 | 6 | 24,710,800 | 30,069,600 | 4,118,467 | 5,011,600  |
| 2021 | 6 | 26,356,500 | 71,285,700 | 4,392,750 | 11,880,950 |
| 2022 | 2 | 15,777,000 | 34,916,400 | 7,888,500 | 17,458,200 |