

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 |
| 2023 | 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 | 605,610 | 87,415 | 60,007 | 100 | 673,132 | 2,000,070 | 2,673,202 |

| | | | | | | | |
|------|---------|---------|-----------|---------|-----------|-----------|------------|
| 2018 | 805,612 | 97,415 | 68,027 | 128 | 971,182 | 2,008,376 | 2,979,558 |
| 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 |
| 2023 | 599,060 | 54,188 | 549,141 | 179,041 | 1,381,430 | 325,508 | 1,706,938 |

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 |
| 2023 | 4 | 969,960 | 2,157,181 | 242,490 | 539,295 |

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 | 6 | 655,256 | 72,917 |

| | | | |
|------|----|---------|--------|
| 2014 | 9 | 667,580 | 74,176 |
| 2015 | 9 | 513,754 | 57,084 |
| 2016 | 8 | 635,260 | 79,408 |
| 2017 | 8 | 722,832 | 90,354 |
| 2018 | 8 | 616,748 | 77,094 |
| 2019 | 8 | 650,981 | 81,373 |
| 2020 | 11 | 739,335 | 67,212 |
| 2021 | 10 | 759,038 | 75,904 |
| 2022 | 11 | 659,458 | 59,951 |

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 |
| 2023 | 10,707,000 | 968,500 | 9,814,800 | 3,200,000 | 24,690,300 | 5,817,800 | 30,508,100 |

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 | 6,565,000 | 10,000,000 | 1,641,250 | 2,500,000 |

| | | | | | |
|------|---|------------|------------|-----------|------------|
| 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 | 17,727,500 | 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 |
| 2023 | 4 | 17,336,100 | 38,555,300 | 4,334,025 | 9,638,825 |