

Company Directors Report

CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2008 | Pretorius | Gerrit | Male | Yes | Yes |
| 2009 | Pretorius | Gerrit | Male | Yes | Yes |
| 2010 | Wentzel | Nick (NC) | Male | No | No |
| 2010 | Pretorius | Gerrit | Male | No | No |
| 2011 | Wentzel | Nick (NC) | Male | No | No |
| 2011 | Rawlinson | David J | Male | No | No |
| 2012 | Rawlinson | David J | Male | Yes | Yes |
| 2013 | Rawlinson | David J | Male | Yes | Yes |
| 2014 | Dickson | Allan | Male | No | No |
| 2014 | Rawlinson | David J | Male | Yes | Yes |
| 2015 | Dickson | Allan | Male | Yes | Yes |
| 2016 | Dickson | Allan | Male | Yes | Yes |
| 2017 | Dickson | Allan | Male | Yes | Yes |
| 2018 | Dickson | Allan | Male | Yes | Yes |
| 2019 | Dickson | Allan | Male | Yes | Yes |
| 2020 | Dickson | Allan | Male | Yes | Yes |
| 2021 | Dickson | Allan | Male | Yes | Yes |
| 2022 | Dickson | Allan | Male | Yes | Yes |
| 2023 | Dickson | Allan | Male | Yes | Yes |
| 2024 | Dickson | Allan | Male | No | No |

CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|---------|-----------|------------|-----------|---------------|--------------|----------------------|
| 2008 | 313,543 | 97,098 | 410,641 | 0 | 821,282 | 320,314 | 1,141,596 |
| 2009 | 383,477 | 53,484 | 116,523 | 0 | 553,484 | 0 | 553,484 |
| 2010 | 491,880 | 67,081 | 478,322 | 1,437,368 | 2,474,650 | 0 | 2,474,650 |
| 2011 | 847,977 | 129,191 | 386,561 | 1,734,104 | 3,097,832 | 194,220 | 3,292,052 |
| 2012 | 536,070 | 67,164 | 211,443 | 0 | 814,677 | 0 | 814,677 |
| 2013 | 502,043 | 62,473 | 70,538 | 0 | 635,054 | 0 | 635,054 |
| 2014 | 710,974 | 100,851 | 0 | 72,753 | 884,579 | 117,786 | 1,002,365 |
| 2015 | 640,107 | 61,007 | 0 | 695,000 | 701,000 | 0 | 701,000 |

| | | | | | | | |
|------|---------|--------|---------|---------|-----------|---------|-----------|
| 2015 | 348,167 | 61,667 | 0 | 385,000 | 794,833 | 0 | 794,833 |
| 2016 | 328,748 | 38,064 | 0 | 479,258 | 846,070 | 286,172 | 1,132,242 |
| 2017 | 363,360 | 32,050 | 342,709 | 114,286 | 852,406 | 270,244 | 1,122,650 |
| 2018 | 367,132 | 22,304 | 152,871 | 9,346 | 551,653 | 0 | 551,653 |
| 2019 | 369,498 | 31,162 | 215,709 | 0 | 616,368 | 0 | 616,368 |
| 2020 | 337,020 | 20,264 | 353,877 | 4,782 | 715,942 | 0 | 715,942 |
| 2021 | 409,490 | 29,666 | 271,803 | 41,203 | 752,163 | 53,427 | 805,590 |
| 2022 | 356,071 | 12,957 | 422,798 | 12,444 | 804,270 | 0 | 804,270 |
| 2023 | 342,370 | 18,830 | 455,667 | 12,079 | 828,947 | 0 | 828,947 |
| 2024 | 392,666 | 34,622 | 577,715 | 0 | 1,005,003 | 430,244 | 1,435,247 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|-----------------|-------------|---------------|------------|---------|---------------|
| 2008 | 4 | 799,879 | 2,089,601 | 199,970 | 522,400 |
| 2009 | 4 | 944,652 | 1,401,771 | 236,163 | 350,443 |
| 2010 | 5 | 1,243,751 | 3,773,196 | 248,750 | 754,639 |
| 2011 | 5 | 1,485,983 | 3,994,075 | 297,197 | 798,815 |
| 2012 | 4 | 1,166,294 | 2,863,308 | 291,573 | 715,827 |
| 2013 | 3 | 935,699 | 1,259,247 | 311,900 | 419,749 |
| 2014 | 4 | 1,242,479 | 1,885,525 | 310,620 | 471,381 |
| 2015 | 5 | 898,667 | 1,948,083 | 179,733 | 389,617 |
| 2016 | 4 | 978,311 | 2,207,569 | 244,578 | 551,892 |
| 2017 | 4 | 1,078,830 | 2,530,792 | 269,708 | 632,698 |
| 2018 | 4 | 794,236 | 1,256,957 | 264,745 | 418,986 |
| 2019 | 3 | 794,454 | 1,267,533 | 264,818 | 422,511 |
| 2020 | 3 | 758,802 | 1,534,222 | 252,934 | 511,407 |
| 2021 | 3 | 924,392 | 1,699,629 | 308,131 | 566,543 |
| 2022 | 3 | 804,155 | 1,769,907 | 268,052 | 589,969 |
| 2023 | 3 | 795,242 | 1,906,799 | 265,081 | 635,600 |
| 2024 | 3 | 908,698 | 2,227,118 | 302,899 | 742,373 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008 | 10 | 171,826 | 17,183 |
| 2009 | 9 | 196,807 | 21,867 |
| 2010 | 11 | 292,170 | 26,652 |

| | | | |
|------|----|---------|--------|
| 2010 | 11 | 295,179 | 20,000 |
| 2011 | 11 | 397,832 | 36,167 |
| 2012 | 9 | 428,980 | 47,664 |
| 2013 | 9 | 418,065 | 46,452 |
| 2014 | 10 | 410,501 | 41,050 |
| 2015 | 8 | 440,000 | 55,000 |
| 2016 | 9 | 394,978 | 43,886 |
| 2017 | 9 | 418,431 | 46,492 |
| 2018 | 11 | 415,988 | 37,817 |
| 2019 | 10 | 708,171 | 70,817 |
| 2020 | 11 | 396,497 | 36,045 |
| 2021 | 10 | 518,061 | 51,806 |
| 2022 | 12 | 439,922 | 36,660 |
| 2023 | 9 | 358,458 | 39,829 |
| 2024 | 9 | 433,826 | 48,203 |

CEO Remuneration - ZAR:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|-----------------|-----------|-----------|------------|------------|--------------|-------------|---------------------|
| 2008 | 2,593,000 | 803,000 | 3,396,000 | 0 | 6,792,000 | 2,649,000 | 9,441,000 |
| 2009 | 3,291,000 | 459,000 | 1,000,000 | 0 | 4,750,000 | 0 | 4,750,000 |
| 2010 | 3,483,000 | 475,000 | 3,387,000 | 10,178,000 | 17,523,000 | 0 | 17,523,000 |
| 2011 | 5,868,000 | 894,000 | 2,675,000 | 12,000,000 | 21,437,000 | 1,344,000 | 22,781,000 |
| 2012 | 4,310,000 | 540,000 | 1,700,000 | 0 | 6,550,000 | 0 | 6,550,000 |
| 2013 | 4,669,000 | 581,000 | 656,000 | 0 | 5,906,000 | 0 | 5,906,000 |
| 2014 | 7,515,000 | 1,066,000 | 0 | 769,000 | 9,350,000 | 1,245,000 | 10,595,000 |
| 2015 | 4,178,000 | 740,000 | 0 | 4,620,000 | 9,538,000 | 0 | 9,538,000 |
| 2016 | 4,517,000 | 523,000 | 0 | 6,585,000 | 11,625,000 | 3,932,000 | 15,557,000 |
| 2017 | 4,909,000 | 433,000 | 4,630,000 | 1,544,000 | 11,516,000 | 3,651,000 | 15,167,000 |
| 2018 | 5,185,000 | 315,000 | 2,159,000 | 132,000 | 7,791,000 | 0 | 7,791,000 |
| 2019 | 5,490,000 | 463,000 | 3,205,000 | 0 | 9,158,000 | 0 | 9,158,000 |
| 2020 | 5,638,000 | 339,000 | 5,920,000 | 80,000 | 11,977,000 | 0 | 11,977,000 |
| 2021 | 5,963,000 | 432,000 | 3,958,000 | 600,000 | 10,953,000 | 778,000 | 11,731,000 |
| 2022 | 6,238,000 | 227,000 | 7,407,000 | 218,000 | 14,090,000 | 0 | 14,090,000 |
| 2023 | 6,491,000 | 357,000 | 8,639,000 | 229,000 | 15,716,000 | 0 | 15,716,000 |
| 2024 | 6,907,000 | 609,000 | 10,162,000 | 0 | 17,678,000 | 7,568,000 | 25,246,000 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration: | Average Salary: | Average Remuneration: |
|-----------------|-------------|---------------|----------------------------|-----------------|-----------------------|
| 2008 | 4 | 6,615,000 | 17,281,000 | 1,653,750 | 4,320,250 |
| 2009 | 4 | 8,107,000 | 12,030,000 | 2,026,750 | 3,007,500 |
| 2010 | 5 | 8,807,000 | 26,718,000 | 1,761,400 | 5,343,600 |
| 2011 | 5 | 10,283,000 | 27,639,000 | 2,056,600 | 5,527,800 |
| 2012 | 4 | 9,377,000 | 23,021,000 | 2,344,250 | 5,755,250 |
| 2013 | 3 | 8,702,000 | 11,711,000 | 2,900,667 | 3,903,667 |
| 2014 | 4 | 13,133,000 | 19,930,000 | 3,283,250 | 4,982,500 |
| 2015 | 5 | 10,784,000 | 23,377,000 | 2,156,800 | 4,675,400 |
| 2016 | 4 | 13,442,000 | 30,332,000 | 3,360,500 | 7,583,000 |
| 2017 | 4 | 14,575,000 | 34,191,000 | 3,643,750 | 8,547,750 |
| 2018 | 4 | 15,356,000 | 23,450,000 | 3,839,000 | 5,862,500 |
| 2019 | 3 | 11,804,000 | 18,833,000 | 3,934,667 | 6,277,667 |
| 2020 | 3 | 12,694,000 | 25,666,000 | 4,231,333 | 8,555,333 |
| 2021 | 3 | 13,461,000 | 24,750,000 | 4,487,000 | 8,250,000 |
| 2022 | 3 | 14,088,000 | 31,007,000 | 4,696,000 | 10,335,667 |
| 2023 | 3 | 15,077,000 | 36,151,000 | 5,025,667 | 12,050,333 |
| 2024 | 3 | 15,984,000 | 39,175,000 | 5,328,000 | 13,058,333 |