# Company Directors Report

**CEO Biography - USD:**

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|---|---|---|---|---|---|
| 2007 | Mackay | Graham | Male | Yes | Yes |
| 2008 | Mackay | Graham | Male | Yes | Yes |
| 2009 | Mackay | Graham | Male | Yes | Yes |
| 2010 | Mackay | Graham | Male | Yes | Yes |
| 2011 | Mackay | Graham | Male | Yes | Yes |
| 2012 | Mackay | Graham | Male | Yes | Yes |
| 2013 | Mackay | Graham | Male | Yes | Yes |
| 2014 | Clark | Alan | Male | Yes | No |
| 2015 | Clark | Alan | Male | Yes | Yes |
| 2016 | Clark | Alan | Male | Yes | Yes |

**CEO Remuneration - USD:**

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|---|---|---|---|---|---|---|---|
| 2007 | 1,801,631 | 768,125 | 2,749,858 | 0 | 5,319,614 | 4,502,151 | 9,821,765 |
| 2008 | 1,767,424 | 1,067,481 | 2,782,827 | 0 | 5,617,733 | 0 | 5,617,733 |
| 2009 | 1,926,474 | 804,942 | 1,555,190 | 0 | 4,286,606 | 6,367,005 | 10,653,611 |
| 2010 | 1,936,454 | 759,102 | 2,672,137 | 0 | 5,367,693 | 3,429,776 | 8,797,469 |
| 2011 | 1,949,655 | 765,799 | 2,903,220 | 0 | 5,618,674 | 9,175,856 | 14,794,530 |
| 2012 | 1,988,818 | 773,390 | 2,694,888 | 0 | 5,457,096 | 0 | 5,457,096 |
| 2013 | 2,055,556 | 811,652 | 2,222,222 | 0 | 5,089,430 | 22,079,995 | 27,169,425 |
| 2014 | 1,808,333 | 831,667 | 1,993,333 | 0 | 4,633,333 | 6,138,333 | 10,771,667 |
| 2015 | 1,691,045 | 595,522 | 1,638,806 | 0 | 3,925,373 | 6,629,851 | 10,555,224 |
| 2016 | 1,676,724 | 852,011 | 2,455,460 | 0 | 4,984,195 | 3,454,023 | 8,438,218 |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|---|---|---|---|---|---|
| 2007 | 2 | 2,892,092 | 8,097,401 | 1,446,046 | 4,048,701 |
| 2008 | 2 | 2,833,077 | 8,297,479 | 1,416,539 | 4,148,739 |

| | | | | | |
|---|---|---|---|---|---|
| 2008 | 2 | 2,833,077 | 8,297,479 | 1,416,539 | 4,148,739 |
| 2009 | 2 | 3,082,358 | 6,640,852 | 1,541,179 | 3,320,426 |
| 2010 | 2 | 3,107,349 | 8,181,673 | 1,553,675 | 4,090,836 |
| 2011 | 2 | 3,119,121 | 8,566,713 | 1,559,561 | 4,283,357 |
| 2012 | 3 | 2,485,291 | 6,642,933 | 828,430 | 2,214,311 |
| 2013 | 3 | 4,118,325 | 9,681,648 | 1,372,775 | 3,227,216 |
| 2014 | 2 | 3,041,667 | 7,243,333 | 1,520,833 | 3,621,667 |
| 2015 | 2 | 2,828,358 | 6,235,821 | 1,414,179 | 3,117,910 |
| 2016 | 2 | 2,353,448 | 6,553,161 | 1,176,724 | 3,276,580 |

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

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|---|---|---|---|
| 2007 | 10 | 1,507,320 | 150,732 |
| 2008 | 10 | 1,472,401 | 147,240 |
| 2009 | 13 | 1,724,996 | 132,692 |
| 2010 | 13 | 2,015,123 | 155,009 |
| 2011 | 14 | 2,161,181 | 154,370 |
| 2012 | 13 | 3,827,801 | 294,446 |
| 2013 | 14 | 2,171,684 | 155,120 |
| 2014 | 14 | 3,251,667 | 232,262 |
| 2015 | 14 | 2,634,328 | 188,166 |
| 2016 | 14 | 2,626,437 | 187,603 |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|---|---|---|---|---|---|---|---|
| 2007 | 12,701,500 | 5,415,278 | 19,386,500 | 0 | 37,503,278 | 31,740,166 | 69,243,444 |
| 2008 | 14,616,600 | 8,828,068 | 23,013,980 | 0 | 46,458,648 | 0 | 46,458,648 |
| 2009 | 16,533,000 | 6,908,013 | 13,346,640 | 0 | 36,787,653 | 54,641,640 | 91,429,293 |
| 2010 | 14,323,950 | 5,615,076 | 19,765,800 | 0 | 39,704,826 | 25,370,054 | 65,074,880 |
| 2011 | 13,290,800 | 5,220,452 | 19,791,250 | 0 | 38,302,502 | 62,551,812 | 100,854,314 |
| 2012 | 14,821,429 | 5,763,595 | 20,083,333 | 0 | 40,668,357 | 0 | 40,668,357 |
| 2013 | 17,266,667 | 6,817,880 | 18,666,667 | 0 | 42,751,213 | 185,471,960 | 228,223,173 |
| 2014 | 18,083,333 | 8,316,667 | 19,933,333 | 0 | 46,333,333 | 61,383,333 | 107,716,667 |
| 2015 | 18,883,333 | 6,650,000 | 18,300,000 | 0 | 43,833,333 | 74,033,333 | 117,866,667 |
| 2016 | 16,671,429 | 8,471,429 | 24,414,286 | 0 | 49,557,143 | 34,342,857 | 83,900,000 |

**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|---|---|---|---|---|---|
| 2007 | 2 | 20,389,250 | 57,086,678 | 10,194,625 | 28,543,339 |
| 2008 | 2 | 23,429,550 | 68,620,150 | 11,714,775 | 34,310,075 |
| 2009 | 2 | 26,452,800 | 56,991,791 | 13,226,400 | 28,495,896 |
| 2010 | 2 | 22,918,320 | 60,359,436 | 11,459,160 | 30,179,718 |
| 2011 | 2 | 21,263,050 | 58,399,284 | 10,631,525 | 29,199,642 |
| 2012 | 3 | 18,521,333 | 49,505,667 | 6,173,778 | 16,501,889 |
| 2013 | 3 | 34,593,933 | 81,325,840 | 11,531,311 | 27,108,613 |
| 2014 | 2 | 30,416,667 | 72,433,333 | 15,208,333 | 36,216,667 |
| 2015 | 2 | 31,583,333 | 69,633,333 | 15,791,667 | 34,816,667 |
| 2016 | 2 | 23,400,000 | 65,157,143 | 11,700,000 | 32,578,571 |