Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2007	Coutts-Trotter	David	Male	Yes	Yes
2008	Coutts-Trotter	David	Male	Yes	Yes
2009	Coutts-Trotter	David	Male	Yes	Yes
2010	Coutts-Trotter	David	Male	Yes	Yes
2011	Coutts-Trotter	David	Male	Yes	Yes
2012	Coutts-Trotter	David	Male	No	No
2012	Collins	Garth	Male	No	No
2013	Collins	Garth	Male	No	No
2013	Stephens	Greame E	Male	No	No
2014	Stephens	Greame E	Male	Yes	Yes
2015	Stephens	Greame E	Male	Yes	Yes
2016	Stephens	Greame E	Male	Yes	Yes
2017	Leeming	Anthony (M)	Male	Yes	Yes
2018	Leeming	Anthony (M)	Male	Yes	Yes
2019	Leeming	Anthony (M)	Male	Yes	Yes
2020	Leeming	Anthony (M)	Male	Yes	Yes
2021	Leeming	Anthony (M)	Male	Yes	Yes
2022	Leeming	Anthony (M)	Male	Yes	Yes
2023	Leeming	Anthony (M)	Male	Yes	Yes
2024	Leeming	Anthony (M)	Male	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2007	334,188	134,864	339,403	0	808,454	708,088	1,516,541
2008	433,833	110,302	474,864	0	1,019,000	0	1,019,000
2009	455,874	139,610	48,764	377,364	1,021,612	0	1,021,612
2010	566,899	207,502	61,256	0	835,657	573,319	1,408,976
2011	633,121	152,555	304,528	0	1,090,205	124,702	1,214,908
2012	707,149	216,390	335,379	1,042,071	2,300,989	1,976,651	4,277,640
2013	827,885	158,668	828,873	268,313	2,083,740	0	2,083,740

2014	509,867 77,886	666,630	0	1,254,383	0	1,254,383
2015	490,387 78,760	703,063	0	1,272,210	389,888	1,662,098
2016	403,858 54,965	342,211	10,962	811,996	970,105	1,782,102
2017	455,833 62,436	207,777	15,407	741,453	212,399	953,852
2018	460,610 63,052	310,913	48,013	882,588	304,498	1,187,086
2019	486,522 66,593	405,308	40,468	998,891	378,629	1,377,521
2020	377,472 24,338	0	18,371	420,181	309,018	729,199
2021	412,487 45,692	233,369	18,189	709,736	236,138	945,875
2022	451,790 0	475,490	72,256	999,536	300,324	1,299,861
2023	441,440 59,926	304,290	10,764	816,419	425,266	1,241,686
2024	472,654 64,515	217,799	14,243	769,212	500,240	1,269,452

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2007	2	599,317	1,330,990	299,658	665,495
2008	2	688,008	1,546,600	344,004	773,300
2009	2	748,369	1,565,967	374,185	782,984
2010	2	934,446	1,327,055	467,223	663,527
2011	2	1,049,588	1,782,080	524,794	891,040
2012	4	1,335,094	3,514,757	333,774	878,689
2013	5	1,660,099	4,914,657	332,020	982,931
2014	4	1,077,873	2,444,701	269,468	611,175
2015	3	989,374	2,362,437	329,791	787,479
2016	3	824,020	1,622,591	274,673	540,864
2017	4	988,481	1,572,781	247,120	393,195
2018	3	859,961	1,584,161	286,654	528,054
2019	2	737,232	1,477,860	368,616	738,930
2020	2	578,947	640,094	289,474	320,047
2021	2	633,961	1,046,007	316,980	523,003
2022	2	690,520	1,471,144	345,260	735,572
2023	2	674,610	1,190,650	337,305	595,325
2024	2	723,710	1,163,272	361,855	581,636

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
0	1	38,286,424	38,286,424

2007	13	539,999	41,538
2008	13	495,783	38,137
2009	11	450,629	40,966
2010	11	518,476	47,134
2011	11	607,551	55,232
2012	12	597,866	49,822
2013	11	522,462	47,497
2014	10	495,825	49,582
2015	11	578,274	52,570
2016	11	446,247	40,568
2017	11	524,505	47,682
2018	14	379,898	27,136
2019	12	620,401	51,700
2020	13	475,427	36,571
2021	11	467,997	42,545
2022	11	389,848	35,441
2023	8	375,408	46,926
2024	8	456,211	57,026

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2007	2,356,022	950,789	2,392,788	0	5,699,599	4,992,018	10,691,617
2008	3,587,801	912,199	3,927,127	0	8,427,127	0	8,427,127
2009	3,912,312	1,198,136	418,491	3,238,539	8,767,478	0	8,767,478
2010	4,074,303	1,491,320	440,245	0	6,005,868	4,120,445	10,126,313
2011	4,419,188	1,064,836	2,125,608	0	7,609,632	870,423	8,480,055
2012	5,480,404	1,677,022	2,599,185	8,076,053	17,832,664	15,319,043	33,151,707
2013	7,285,390	1,396,279	7,294,083	2,361,158	18,336,910	0	18,336,910
2014	5,287,325	807,675	6,912,951	0	13,007,951	0	13,007,951
2015	5,610,027	901,014	8,043,039	0	14,554,080	4,460,321	19,014,401
2016	5,956,904	810,731	5,047,619	161,694	11,976,948	14,309,055	26,286,003
2017	6,213,000	851,000	2,832,000	210,000	10,106,000	2,895,000	13,001,000
2018	6,677,000	914,000	4,507,000	696,000	12,794,000	4,414,000	17,208,000
2019	7,021,000	961,000	5,849,000	584,000	14,415,000	5,464,000	19,879,000
2020	5,630,000	363,000	0	274,000	6,267,000	4,609,000	10,876,000
2021	6,554,000	726,000	3,708,000	289,000	11,277,000	3,752,000	15,029,000
2022	7,797,000	0	8,206,000	1,247,000	17,250,000	5,183,000	22,433,000
2023	8,243,000	1,119,000	5,682,000	201,000	15,245,000	7,941,000	23,186,000

2024	8,619,790	1,176,565	3,972,009	259,752	14,028,116	9,122,881	23,150,997

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2007	2	4,225,184	9,383,478	2,112,592	4,691,739
2008	2	5,689,823	12,790,381	2,844,912	6,395,191
2009	2	6,422,504	13,439,130	3,211,252	6,719,565
2010	2	6,715,863	9,537,542	3,357,932	4,768,771
2011	2	7,326,122	12,438,921	3,663,061	6,219,461
2012	4	10,346,982	27,239,365	2,586,746	6,809,841
2013	5	14,608,872	43,248,979	2,921,774	8,649,796
2014	4	11,177,538	25,351,548	2,794,385	6,337,887
2015	3	11,318,441	27,026,279	3,772,814	9,008,760
2016	3	12,154,298	23,933,219	4,051,433	7,977,740
2017	4	13,473,000	21,437,000	3,368,250	5,359,250
2018	3	12,466,000	22,964,000	4,155,333	7,654,667
2019	2	10,639,000	21,327,000	5,319,500	10,663,500
2020	2	8,635,000	9,547,000	4,317,500	4,773,500
2021	2	10,073,000	16,620,000	5,036,500	8,310,000
2022	2	11,917,000	25,389,000	5,958,500	12,694,500
2023	2	12,597,000	22,233,000	6,298,500	11,116,500
2024	2	13,198,291	21,214,583	6,599,146	10,607,292