Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Ramos	Maria	Female	Yes	Yes
2009	Ramos	Maria	Female	No	No
2010	Wells	Chris F	Male	Yes	Yes
2011	Wells	Chris F	Male	No	No
2011	Molefe	Brian	Male	No	No
2012	Molefe	Brian	Male	Yes	Yes
2013	Molefe	Brian	Male	Yes	Yes
2014	Molefe	Brian	Male	Yes	Yes
2015	Molefe	Brian	Male	Yes	Yes
2016	Molefe	Brian	Male	No	No
2016	Gama	Siyabonga I	Male	Yes	No
2017	Gama	Siyabonga I	Male	Yes	Yes
2018	Gama	Siyabonga I	Male	Yes	Yes
2019	Gama	Siyabonga I	Male	No	No
2019	Mahomedy	Mohammed	Male	No	No
2020	Mahomedy	Mohammed	Male	No	No
2020	Derby	Portia Penelope Joy (PPJ)	Female	No	No
2021	Derby	Portia Penelope Joy (PPJ)	Female	Yes	Yes
2022	Derby	Portia Penelope Joy (PPJ)	Female	Yes	Yes
2023	Derby	Portia Penelope Joy (PPJ)	Female	No	No
2024	Derby	Portia Penelope Joy (PPJ)	Female	No	No
2024	Phillips	Michelle	female	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	598,912	67,473	700,121	0	1,366,505	0	1,366,505
2009	568,865	51,969	0	0	620,834	0	620,834
2010	501,555	53,400	455,049	0	1,010,004	379,749	1,389,753
2011	650,836	67,131	385,933	139	1,104,039	1,239,554	2,343,593
2012	740,566	67,925	872,372	135	1,680,997	0	1,680,997

2013	646,353	60,000	143,294	0	849,647	0	849,647
2014	571,188	64,554	292,277	0	928,020	0	928,020
2015	552,893	50,723	140,235	0	743,852	617,993	1,361,845
2016	491,989	24,779	27,291	74,542	618,601	486,694	1,105,295
2017	505,357	48,661	116,890	149	671,057	236,979	908,036
2018	545,238	57,887	421,205	149	1,024,479	139,955	1,164,435
2019	595,607	45,041	0	209	640,856	0	640,856
2020	485,593	19,510	0	310,962	816,064	0	816,064
2021	518,899	47,730	0	0	566,629	0	566,629
2022	519,106	0	0	47,749	566,856	0	566,856
2023	426,007	39,186	0	0	465,193	0	465,193
2024	496,550	40,344	0	655,218	1,192,112	0	1,192,112

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	2	1,004,232	2,306,046	502,116	1,153,023
2009	2	990,795	1,417,735	495,397	708,867
2010	2	727,457	1,481,547	363,729	740,773
2011	3	920,891	1,727,437	306,964	575,812
2012	2	1,019,946	2,561,051	509,973	1,280,526
2013	2	1,026,471	1,359,176	513,235	679,588
2014	2	947,129	1,552,871	473,564	776,436
2015	3	983,816	1,302,261	327,939	434,087
2016	6	1,235,234	1,505,567	205,872	250,928
2017	4	1,149,851	1,528,943	287,463	382,236
2018	11	3,047,470	5,170,759	277,043	470,069
2019	12	2,409,397	4,300,480	200,783	358,373
2020	3	713,591	1,063,813	237,864	354,604
2021	9	1,998,133	2,909,873	222,015	323,319
2022	2	905,769	953,651	452,884	476,826
2023	2	743,323	782,618	371,662	391,309
2024	3	718,123	1,430,991	239,374	476,997

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	11	702.056	63.823

2009	12	651,480	54,290
2010	12	709,411	59,118
2011	20	797,354	39,868
2012	16	1,093,935	68,371
2013	16	787,412	49,213
2014	12	671,980	55,998
2015	19	553,436	29,128
2016	12	410,659	37,333
2017	9	446,801	49,645
2018	10	416,295	41,629
2019	20	503,719	25,186
2020	11	437,147	39,741
2021	8	370,775	46,347
2022	8	422,741	52,843
2023	8	333,078	41,635
2024	15	909,757	60,650

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	4,953,000	558,000	5,790,000	0	11,301,000	0	11,301,000
2009	4,882,000	446,000	0	0	5,328,000	0	5,328,000
2010	3,710,000	395,000	3,366,000	0	7,471,000	2,809,000	10,280,000
2011	4,673,000	482,000	2,771,000	1,000	7,927,000	8,900,000	16,827,000
2012	5,495,000	504,000	6,473,000	1,000	12,473,000	0	12,473,000
2013	5,494,000	510,000	1,218,000	0	7,222,000	0	7,222,000
2014	5,769,000	652,000	2,952,000	0	9,373,000	0	9,373,000
2015	6,115,000	561,000	1,551,000	2	8,227,002	6,835,000	15,062,002
2016	7,247,000	365,000	402,000	1,098,000	9,112,000	7,169,000	16,281,000
2017	6,792,000	654,000	1,571,000	2,000	9,019,000	3,185,000	12,204,000
2018	7,328,000	778,000	5,661,000	2,000	13,769,000	1,881,000	15,650,000
2019	8,569,000	648,000	0	3,000	9,220,000	0	9,220,000
2020	8,089,000	325,000	0	5,180,000	13,594,000	0	13,594,000
2021	7,784,000	716,000	0	0	8,500,000	0	8,500,000
2022	7,784,000	0	0	716,000	8,500,000	0	8,500,000
2023	7,784,000	716,000	0	0	8,500,000	0	8,500,000
2024	9,354,000	760,000	0	12,343,000	22,457,000	0	22,457,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	2	8,305,000	19,071,000	4,152,500	9,535,500
2009	2	8,503,000	12,167,000	4,251,500	6,083,500
2010	2	5,381,000	10,959,000	2,690,500	5,479,500
2011	3	6,612,000	12,403,000	2,204,000	4,134,333
2012	2	7,568,000	19,003,000	3,784,000	9,501,500
2013	2	8,725,000	11,553,000	4,362,500	5,776,500
2014	2	9,566,000	15,684,000	4,783,000	7,842,000
2015	3	10,881,000	14,403,004	3,627,000	4,801,001
2016	6	18,195,000	22,177,000	3,032,500	3,696,167
2017	4	15,454,000	20,549,000	3,863,500	5,137,250
2018	11	40,958,000	69,495,000	3,723,455	6,317,727
2019	12	34,664,000	61,871,000	2,888,667	5,155,917
2020	3	11,887,000	17,721,000	3,962,333	5,907,000
2021	9	29,974,000	43,651,000	3,330,444	4,850,111
2022	2	13,582,000	14,300,000	6,791,000	7,150,000
2023	2	13,582,000	14,300,000	6,791,000	7,150,000
2024	3	13,528,000	26,957,000	4,509,333	8,985,667