

Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Mark	Michael	Male	Yes	Yes
2009	Mark	Michael	Male	Yes	Yes
2010	Mark	Michael	Male	Yes	Yes
2011	Mark	Michael	Male	Yes	Yes
2012	Mark	Michael	Male	Yes	Yes
2013	Mark	Michael	Male	Yes	Yes
2014	Mark	Michael	Male	Yes	Yes
2015	Mark	Michael	Male	Yes	Yes
2016	Mark	Michael	Male	Yes	Yes
2017	Mark	Michael	Male	Yes	Yes
2018	Mark	Michael	Male	Yes	Yes
2019	Mark	Michael	Male	Yes	Yes
2020	Mark	Michael	Male	Yes	Yes
2021	Mark	Michael	Male	Yes	Yes
2022	Mark	Michael	Male	Yes	Yes
2023	Mark	Michael	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	448,851	308,585	810,157	0	1,567,594	447,400	2,014,994
2009	471,801	299,114	908,879	0	1,679,795	559,310	2,239,105
2010	619,869	294,838	1,252,261	0	2,166,968	0	2,166,968
2011	734,429	688,735	1,489,971	0	2,913,135	0	2,913,135
2012	683,355	185,548	1,387,097	416,645	2,672,645	0	2,672,645
2013	646,136	172,159	897,727	324,091	2,040,114	0	2,040,114
2014	604,629	260,559	250,723	0	1,115,911	4,172,324	5,288,235
2015	561,451	119,143	0	254,458	935,052	398,951	1,334,003
2016	552,203	24,407	539,864	216,881	1,333,356	468,339	1,801,695
2017	698,925	5,837	0	265,745	970,507	741,782	1,712,289
2018	690,964	5,391	0	253,151	949,506	759	950,266
2019	640,000	200,000	0	0	840,000	400,000	1,240,000

2019	642,363	228,521	0	0	870,884	431,848	1,302,732
2020	579,904	175,487	0	330,342	1,085,733	101,818	1,187,551
2021	715,518	0	1,073,278	0	1,788,796	1,400,115	3,188,911
2022	606,133	0	909,199	469,575	1,984,906	0	1,984,906
2023	596,638	5,494	727,942	771,838	2,101,912	0	2,101,912

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	3	776,663	2,281,983	258,888	760,661
2009	4	773,246	2,218,714	193,312	554,678
2010	3	819,953	2,379,574	273,318	793,191
2011	2	857,638	3,162,419	428,819	1,581,209
2012	2	965,806	3,109,935	482,903	1,554,968
2013	2	852,386	2,286,591	426,193	1,143,295
2014	2	855,063	1,392,285	427,531	696,143
2015	1	561,451	935,052	561,451	935,052
2016	3	940,542	1,899,390	313,514	633,130
2017	3	1,265,668	1,546,774	421,889	515,591
2018	3	1,323,235	1,590,129	441,078	530,043
2019	4	1,276,648	1,507,291	319,162	376,823
2020	4	1,364,961	2,029,491	341,240	507,373
2021	4	1,585,215	3,080,613	396,304	770,153
2022	3	1,154,445	3,531,733	384,815	1,177,244
2023	3	1,169,871	3,520,987	389,957	1,173,662

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	6	125,393	20,899
2009	6	164,530	27,422
2010	6	219,841	36,640
2011	7	309,757	44,251
2012	8	308,387	38,548
2013	7	297,955	42,565
2014	8	273,963	34,245
2015	0	528,110	67,264

2015	6	336,112	67,204
2016	7	236,475	33,782
2017	7	288,710	41,244
2018	8	321,792	40,224
2019	9	345,862	38,429
2020	10	311,050	31,105
2021	12	464,620	38,718
2022	11	435,978	39,634
2023	10	397,649	39,765

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	3,712,000	2,552,000	6,700,000	0	12,964,000	3,700,000	16,664,000
2009	4,049,000	2,567,000	7,800,000	0	14,416,000	4,800,000	19,216,000
2010	4,455,000	2,119,000	9,000,000	0	15,574,000	0	15,574,000
2011	4,870,000	4,567,000	9,880,000	0	19,317,000	0	19,317,000
2012	5,296,000	1,438,000	10,750,000	3,229,000	20,713,000	0	20,713,000
2013	5,686,000	1,515,000	7,900,000	2,852,000	17,953,000	0	17,953,000
2014	6,270,000	2,702,000	2,600,000	0	11,572,000	43,267,000	54,839,000
2015	6,423,000	1,363,000	0	2,911,000	10,697,000	4,564,000	15,261,000
2016	8,145,000	360,000	7,963,000	3,199,000	19,667,000	6,908,000	26,575,000
2017	9,100,000	76,000	0	3,460,000	12,636,000	9,658,000	22,294,000
2018	9,100,000	71,000	0	3,334,000	12,505,000	10,000	12,515,000
2019	9,383,000	3,338,000	0	0	12,721,000	6,308,000	19,029,000
2020	9,950,000	3,011,000	0	5,668,000	18,629,000	1,747,000	20,376,000
2021	9,950,000	0	14,925,000	0	24,875,000	19,470,000	44,345,000
2022	10,200,000	0	15,300,000	7,902,000	33,402,000	0	33,402,000
2023	10,860,000	100,000	13,250,000	14,049,000	38,259,000	0	38,259,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	3	6,423,000	18,872,000	2,141,000	6,290,667
2009	4	6,636,000	19,041,000	1,659,000	4,760,250
2010	3	5,893,000	17,102,000	1,964,333	5,700,667
2011	2	5,687,000	20,970,000	2,843,500	10,485,000
2012	2	7,405,000	24,400,000	3,702,500	12,200,000

2012	2	7,485,000	24,102,000	3,742,500	12,051,000
2013	2	7,501,000	20,122,000	3,750,500	10,061,000
2014	2	8,867,000	14,438,000	4,433,500	7,219,000
2015	1	6,423,000	10,697,000	6,423,000	10,697,000
2016	3	13,873,000	28,016,000	4,624,333	9,338,667
2017	3	16,479,000	20,139,000	5,493,000	6,713,000
2018	3	17,427,000	20,942,000	5,809,000	6,980,667
2019	4	18,648,000	22,017,000	4,662,000	5,504,250
2020	4	23,420,000	34,822,000	5,855,000	8,705,500
2021	4	22,044,000	42,839,000	5,511,000	10,709,750
2022	3	19,427,000	59,432,000	6,475,667	19,810,667
2023	3	21,294,000	64,089,000	7,098,000	21,363,000