# 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 |
| 2024 | 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 | 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 |
| 2024 | 615,707 | 3,372 | 421,929 | 58,356 | 1,099,364 | 1,918,312 | 3,017,676 |

**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 |
| 2024 | 3 | 1,242,019 | 2,122,043 | 414,006 | 707,348 |

**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 |

| | | | |
|---|---|---|---|
| 2013 | 7 | 297,955 | 42,565 |
| 2014 | 8 | 273,963 | 34,245 |
| 2015 | 8 | 538,112 | 67,264 |
| 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 |
| 2024 | 11 | 454,615 | 41,329 |

**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 |
| 2024 | 11,321,000 | 62,000 | 7,758,000 | 1,073,000 | 20,214,000 | 35,272,000 | 55,486,000 |

**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 | 7,485,000 | 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 |
| 2024 | 3 | 22,837,000 | 39,018,000 | 7,612,333 | 13,006,000 |