

Country Report - Directors ZAR

CEO Remuneration - ZAR:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 2 | 2,516,471 | 6,490,601 | 1,258,236 | 3,245,301 |
| 2008 | 21 | 15,772,342 | 33,969,585 | 751,064 | 1,617,599 |
| 2009 | 22 | 16,467,451 | 36,170,579 | 748,520 | 1,644,117 |
| 2010 | 26 | 20,009,369 | 55,998,858 | 769,591 | 2,153,802 |
| 2011 | 25 | 21,854,934 | 62,098,412 | 874,197 | 2,483,936 |
| 2012 | 23 | 21,500,216 | 43,694,447 | 934,792 | 1,899,759 |
| 2013 | 26 | 21,199,499 | 44,184,248 | 815,365 | 1,699,394 |
| 2014 | 26 | 18,818,687 | 44,159,667 | 723,796 | 1,698,449 |
| 2015 | 24 | 16,438,206 | 39,847,096 | 684,925 | 1,660,296 |
| 2016 | 25 | 16,932,595 | 37,908,180 | 677,304 | 1,516,327 |
| 2017 | 22 | 14,664,907 | 32,469,746 | 666,587 | 1,475,898 |
| 2018 | 24 | 15,322,543 | 35,963,565 | 638,439 | 1,498,482 |
| 2019 | 23 | 285,440,564 | 449,219,052 | 12,410,459 | 19,531,263 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 4 | 4,029,461 | 9,997,475 | 1,007,365 | 2,499,369 |
| 2008 | 83 | 36,123,835 | 80,965,071 | 435,227 | 975,483 |
| 2009 | 82 | 38,060,058 | 88,077,280 | 464,147 | 1,074,113 |
| 2010 | 96 | 46,245,246 | 147,609,273 | 481,721 | 1,537,597 |
| 2011 | 87 | 49,897,375 | 138,999,816 | 573,533 | 1,597,699 |
| 2012 | 84 | 48,518,244 | 101,697,077 | 577,598 | 1,210,679 |
| 2013 | 79 | 44,618,639 | 103,470,536 | 564,793 | 1,309,754 |
| 2014 | 76 | 38,899,229 | 100,832,241 | 511,832 | 1,326,740 |
| 2015 | 79 | 39,210,755 | 104,194,971 | 496,339 | 1,318,924 |
| 2016 | 78 | 33,821,258 | 84,325,471 | 433,606 | 1,081,096 |
| 2017 | 69 | 31,513,333 | 78,869,687 | 463,431 | 1,159,848 |
| 2018 | 74 | 83,530,436 | 185,830,085 | 1,144,253 | 2,545,618 |
| 2019 | 62 | 437,736,743 | 647,477,487 | 7,060,270 | 10,443,185 |

Non-Executive Director Remuneration - ZAR:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 0 | 1 | 0 | 0 |

| | | | |
|------|-----|------------|---------|
| 2007 | 22 | 2,157,760 | 98,080 |
| 2008 | 189 | 16,358,802 | 86,555 |
| 2009 | 194 | 17,870,410 | 92,116 |
| 2010 | 219 | 25,657,459 | 117,157 |
| 2011 | 242 | 26,394,798 | 109,069 |
| 2012 | 246 | 30,278,347 | 123,083 |
| 2013 | 248 | 27,538,434 | 111,042 |
| 2014 | 229 | 27,432,894 | 119,794 |
| 2015 | 230 | 25,393,575 | 110,407 |
| 2016 | 238 | 25,464,910 | 107,447 |
| 2017 | 215 | 24,004,613 | 111,649 |
| 2018 | 227 | 26,487,310 | 117,200 |
| 2019 | 194 | 22,597,699 | 116,483 |