

## Country Report - Directors ZAR

### CEO Remuneration - ZAR:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2013            | 1            | 1,445,313       | 1,506,250                  | 1,445,313         | 1,506,250             |
| 2014            | 1            | 1,447,000       | 1,513,000                  | 1,447,000         | 1,513,000             |
| 2015            | 1            | 1,447,000       | 1,510,000                  | 1,447,000         | 1,510,000             |
| 2016            | 1            | 1,447,000       | 1,509,000                  | 1,447,000         | 1,509,000             |
| 2017            | 1            | 1,447,000       | 1,513,000                  | 1,447,000         | 1,513,000             |
| 2018            | 1            | 1,447,000       | 1,503,000                  | 1,447,000         | 1,503,000             |
| 2019            | 1            | 1,447,000       | 1,503,000                  | 1,447,000         | 1,503,000             |

### Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2013            | 3           | 2,723,438       | 2,817,188                  | 907,813           | 939,063               |
| 2014            | 1           | 1,447,000       | 1,513,000                  | 1,447,000         | 1,513,000             |
| 2015            | 1           | 1,447,000       | 1,510,000                  | 1,447,000         | 1,510,000             |
| 2016            | 1           | 1,447,000       | 1,509,000                  | 1,447,000         | 1,509,000             |
| 2017            | 1           | 1,447,000       | 1,513,000                  | 1,447,000         | 1,513,000             |
| 2018            | 1           | 1,447,000       | 1,503,000                  | 1,447,000         | 1,503,000             |
| 2019            | 1           | 1,447,000       | 1,503,000                  | 1,447,000         | 1,503,000             |

### Non-Executive Director Remuneration - ZAR:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2013            | 13           | 2,150,000       | 165,385       |
| 2014            | 7            | 2,179,000       | 311,286       |
| 2015            | 7            | 2,271,000       | 324,429       |
| 2016            | 7            | 2,271,000       | 324,429       |
| 2017            | 8            | 2,484,000       | 310,500       |
| 2018            | 8            | 2,509,000       | 313,625       |
| 2019            | 6            | 2,445,000       | 407,500       |