

Country Report - Directors ZAR

CEO Remuneration - ZAR:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2008 | 1 | 1,419,949 | 2,263,739 | 1,419,949 | 2,263,739 |
| 2009 | 1 | 1,171,243 | 1,963,202 | 1,171,243 | 1,963,202 |
| 2010 | 1 | 1,261,167 | 2,547,123 | 1,261,167 | 2,547,123 |
| 2011 | 1 | 1,283,368 | 2,479,830 | 1,283,368 | 2,479,830 |
| 2012 | 1 | 1,298,883 | 2,622,174 | 1,298,883 | 2,622,174 |
| 2013 | 2 | 2,765,388 | 4,731,589 | 1,382,694 | 2,365,794 |
| 2014 | 2 | 2,879,076 | 5,751,825 | 1,439,538 | 2,875,912 |
| 2015 | 3 | 2,916,963 | 5,388,570 | 972,321 | 1,796,190 |
| 2016 | 2 | 2,620,054 | 4,556,298 | 1,310,027 | 2,278,149 |
| 2017 | 2 | 1,921,157 | 2,876,323 | 960,578 | 1,438,161 |
| 2018 | 2 | 2,685,205 | 4,953,736 | 1,342,602 | 2,476,868 |
| 2019 | 2 | 2,674,778 | 4,096,967 | 1,337,389 | 2,048,483 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2008 | 3 | 2,749,464 | 3,937,016 | 916,488 | 1,312,339 |
| 2009 | 3 | 2,851,391 | 4,571,809 | 950,464 | 1,523,936 |
| 2010 | 3 | 3,063,178 | 5,578,701 | 1,021,059 | 1,859,567 |
| 2011 | 3 | 3,154,497 | 5,809,081 | 1,051,499 | 1,936,360 |
| 2012 | 3 | 3,116,391 | 5,962,755 | 1,038,797 | 1,987,585 |
| 2013 | 6 | 5,981,734 | 13,032,130 | 996,956 | 2,172,022 |
| 2014 | 4 | 4,913,899 | 11,024,602 | 1,228,475 | 2,756,150 |
| 2015 | 5 | 4,759,254 | 9,872,961 | 951,851 | 1,974,592 |
| 2016 | 4 | 4,303,808 | 8,448,880 | 1,075,952 | 2,112,220 |
| 2017 | 5 | 3,471,530 | 9,577,636 | 867,883 | 2,394,409 |
| 2018 | 3 | 3,438,331 | 6,965,847 | 1,146,110 | 2,321,949 |
| 2019 | 3 | 3,430,662 | 5,672,010 | 1,143,554 | 1,890,670 |

Non-Executive Director Remuneration - ZAR:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2008 | 5 | 1,223,697 | 244,739 |
| 2009 | 6 | 1,087,092 | 181,182 |
| 2010 | 6 | 1,372,204 | 228,701 |

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|------|----|-----------|---------|
| 2010 | 0 | 1,275,204 | 212,201 |
| 2011 | 6 | 1,227,831 | 204,639 |
| 2012 | 6 | 1,302,642 | 217,107 |
| 2013 | 20 | 3,483,341 | 174,167 |
| 2014 | 13 | 3,647,101 | 280,546 |
| 2015 | 13 | 3,560,400 | 273,877 |
| 2016 | 13 | 3,434,462 | 264,189 |
| 2017 | 15 | 4,062,063 | 270,804 |
| 2018 | 15 | 3,782,198 | 252,147 |
| 2019 | 13 | 3,667,999 | 282,154 |