

Country Report - Directors ZAR

CEO Remuneration - ZAR:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 1 | 846,950 | 2,305,957 | 846,950 | 2,305,957 |
| 2008 | 2 | 3,100,732 | 5,217,328 | 1,550,366 | 2,608,664 |
| 2009 | 3 | 2,936,918 | 7,207,610 | 978,973 | 2,402,537 |
| 2010 | 4 | 4,223,017 | 15,728,593 | 1,055,754 | 3,932,148 |
| 2011 | 4 | 4,203,493 | 15,619,610 | 1,050,873 | 3,904,902 |
| 2012 | 5 | 5,609,449 | 12,659,517 | 1,121,890 | 2,531,903 |
| 2013 | 4 | 3,059,769 | 7,743,914 | 764,942 | 1,935,978 |
| 2014 | 3 | 1,676,933 | 4,059,808 | 558,978 | 1,353,269 |
| 2015 | 4 | 1,799,154 | 4,920,214 | 449,788 | 1,230,054 |
| 2016 | 3 | 2,691,788 | 6,386,438 | 897,263 | 2,128,813 |
| 2017 | 3 | 1,408,700 | 4,488,802 | 469,567 | 1,496,267 |
| 2018 | 3 | 1,627,902 | 4,473,900 | 542,634 | 1,491,300 |
| 2019 | 3 | 1,793,412 | 4,542,342 | 597,804 | 1,514,114 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 3 | 1,756,879 | 4,322,695 | 585,626 | 1,440,898 |
| 2008 | 8 | 6,682,529 | 11,609,529 | 835,316 | 1,451,191 |
| 2009 | 11 | 6,602,080 | 20,693,469 | 600,189 | 1,881,224 |
| 2010 | 12 | 8,570,046 | 29,594,801 | 714,171 | 2,466,233 |
| 2011 | 12 | 8,708,226 | 39,952,847 | 725,686 | 3,329,404 |
| 2012 | 13 | 9,792,539 | 28,008,040 | 753,272 | 2,154,465 |
| 2013 | 10 | 4,665,006 | 12,509,393 | 466,501 | 1,250,939 |
| 2014 | 8 | 3,017,907 | 7,344,078 | 377,238 | 918,010 |
| 2015 | 9 | 3,388,232 | 8,071,931 | 376,470 | 896,881 |
| 2016 | 10 | 3,761,363 | 11,966,650 | 376,136 | 1,196,665 |
| 2017 | 8 | 3,831,997 | 10,745,913 | 479,000 | 1,343,239 |
| 2018 | 7 | 2,736,027 | 7,843,439 | 390,861 | 1,120,491 |
| 2019 | 7 | 2,980,229 | 10,500,143 | 425,747 | 1,500,020 |

Non-Executive Director Remuneration - ZAR:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 0 | 1 | 328,264 | 328,264 |
| 2007 | 11 | 1,484,255 | 134,932 |
| 2008 | 24 | 2,151,600 | 131,317 |

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|------|----|-----------|---------|
| 2008 | 24 | 3,131,000 | 131,317 |
| 2009 | 21 | 2,824,741 | 134,511 |
| 2010 | 34 | 4,332,551 | 127,428 |
| 2011 | 37 | 4,854,753 | 131,210 |
| 2012 | 49 | 5,706,948 | 116,468 |
| 2013 | 40 | 3,187,176 | 79,679 |
| 2014 | 30 | 2,128,461 | 70,949 |
| 2015 | 30 | 2,418,822 | 80,627 |
| 2016 | 33 | 2,435,537 | 73,804 |
| 2017 | 31 | 2,189,420 | 70,626 |
| 2018 | 39 | 2,640,222 | 67,698 |
| 2019 | 34 | 3,331,474 | 97,985 |