

Country Report - Directors ZAR

CEO Remuneration - ZAR:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 19 | 14,638,310 | 36,729,817 | 770,437 | 1,933,148 |
| 2008 | 81 | 41,556,586 | 88,251,236 | 513,044 | 1,089,521 |
| 2009 | 91 | 45,438,648 | 90,119,287 | 499,326 | 990,322 |
| 2010 | 93 | 58,201,216 | 129,837,239 | 625,820 | 1,396,099 |
| 2011 | 94 | 69,579,949 | 172,824,987 | 740,212 | 1,838,564 |
| 2012 | 111 | 77,013,131 | 152,975,067 | 693,812 | 1,378,154 |
| 2013 | 110 | 69,397,752 | 142,001,147 | 630,889 | 1,290,920 |
| 2014 | 112 | 63,990,058 | 137,462,231 | 571,340 | 1,227,341 |
| 2015 | 102 | 57,467,045 | 120,247,251 | 563,402 | 1,178,895 |
| 2016 | 116 | 57,729,755 | 124,518,223 | 497,670 | 1,073,433 |
| 2017 | 106 | 54,713,246 | 117,986,907 | 516,163 | 1,113,084 |
| 2018 | 102 | 52,958,579 | 113,199,048 | 519,202 | 1,109,795 |
| 2019 | 100 | 321,409,189 | 515,957,590 | 3,214,092 | 5,159,576 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 0 | 1 | 0 | 0 | 0 | 0 |
| 2007 | 62 | 28,168,006 | 68,859,579 | 454,323 | 1,110,638 |
| 2008 | 280 | 94,743,588 | 200,637,749 | 338,370 | 716,563 |
| 2009 | 298 | 101,698,368 | 207,600,168 | 341,270 | 696,645 |
| 2010 | 316 | 132,009,364 | 312,053,138 | 417,751 | 987,510 |
| 2011 | 317 | 156,166,154 | 369,874,535 | 492,638 | 1,166,797 |
| 2012 | 339 | 165,707,270 | 336,479,101 | 488,812 | 992,564 |
| 2013 | 322 | 148,811,445 | 315,189,825 | 462,147 | 978,850 |
| 2014 | 313 | 134,371,730 | 292,346,895 | 429,303 | 934,016 |
| 2015 | 312 | 126,482,886 | 276,006,727 | 406,697 | 887,481 |
| 2016 | 338 | 116,318,082 | 255,364,271 | 344,136 | 755,516 |
| 2017 | 310 | 114,550,753 | 252,451,683 | 370,714 | 816,996 |
| 2018 | 289 | 160,620,955 | 343,506,326 | 557,712 | 1,192,730 |
| 2019 | 260 | 508,393,310 | 783,156,288 | 1,955,359 | 3,012,140 |

Non-Executive Director Remuneration - ZAR:

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

| | | | |
|------|------|-------------|-----------|
| 0 | 6 | 38,664,688 | 9,666,172 |
| 2007 | 184 | 14,413,664 | 78,335 |
| 2008 | 721 | 44,582,750 | 61,920 |
| 2009 | 774 | 47,725,085 | 61,660 |
| 2010 | 851 | 65,501,244 | 77,060 |
| 2011 | 912 | 74,627,169 | 81,828 |
| 2012 | 1024 | 85,690,158 | 83,682 |
| 2013 | 985 | 78,580,775 | 79,777 |
| 2014 | 939 | 72,953,838 | 77,693 |
| 2015 | 957 | 72,726,197 | 76,073 |
| 2016 | 988 | 71,240,484 | 72,252 |
| 2017 | 903 | 69,269,509 | 76,710 |
| 2018 | 862 | 233,275,300 | 272,837 |
| 2019 | 855 | 208,185,340 | 243,492 |