

## Country Report - Directors ZAR

### CEO Remuneration - ZAR:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2009            | 1            | 791,191         | 1,197,856                  | 791,191           | 1,197,856             |
| 2010            | 1            | 1,010,714       | 2,861,834                  | 1,010,714         | 2,861,834             |
| 2011            | 2            | 2,486,991       | 5,147,256                  | 1,243,496         | 2,573,628             |
| 2012            | 3            | 3,738,885       | 7,871,105                  | 1,246,295         | 2,623,702             |
| 2013            | 2            | 2,593,086       | 8,658,082                  | 1,296,543         | 4,329,041             |
| 2014            | 1            | 1,475,699       | 5,010,800                  | 1,475,699         | 5,010,800             |
| 2015            | 1            | 1,549,126       | 4,109,353                  | 1,549,126         | 4,109,353             |
| 2016            | 1            | 1,543,661       | 2,849,966                  | 1,543,661         | 2,849,966             |
| 2017            | 2            | 1,613,466       | 4,523,336                  | 806,733           | 2,261,668             |
| 2018            | 2            | 2,680,370       | 4,041,986                  | 1,340,185         | 2,020,993             |
| 2019            | 2            | 2,697,337       | 2,697,337                  | 1,348,668         | 1,348,668             |

### Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2008            | 4           | 1,815,840       | 4,023,579                  | 453,960           | 1,005,895             |
| 2009            | 4           | 2,056,747       | 3,175,017                  | 514,187           | 793,754               |
| 2010            | 4           | 2,315,431       | 6,644,775                  | 578,858           | 1,661,194             |
| 2011            | 6           | 5,580,707       | 10,853,968                 | 930,118           | 1,808,995             |
| 2012            | 7           | 6,678,382       | 13,278,918                 | 954,055           | 1,896,988             |
| 2013            | 4           | 3,606,608       | 11,861,264                 | 901,652           | 2,965,316             |
| 2014            | 4           | 2,253,520       | 8,465,477                  | 563,380           | 2,116,369             |
| 2015            | 4           | 2,425,524       | 6,222,290                  | 606,381           | 1,555,573             |
| 2016            | 3           | 2,368,610       | 4,680,746                  | 789,537           | 1,560,249             |
| 2017            | 4           | 2,268,171       | 5,916,832                  | 567,043           | 1,479,208             |
| 2018            | 3           | 3,186,821       | 4,869,670                  | 1,062,274         | 1,623,223             |
| 2019            | 3           | 3,214,075       | 3,214,075                  | 1,071,358         | 1,071,358             |

### Non-Executive Director Remuneration - ZAR:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2008            | 11           | 1,295,163       | 117,742       |
| 2009            | 12           | 1,291,436       | 107,620       |
| 2010            | 11           | 1,605,677       | 145,971       |
| 2011            | 10           | 2,842,567       | 284,256       |

|      |    |           |         |
|------|----|-----------|---------|
| 2011 | 10 | 2,043,307 | 137,370 |
| 2012 | 28 | 3,299,024 | 117,822 |
| 2013 | 22 | 2,699,029 | 122,683 |
| 2014 | 10 | 1,515,429 | 151,543 |
| 2015 | 11 | 1,742,832 | 158,439 |
| 2016 | 11 | 1,535,254 | 139,569 |
| 2017 | 12 | 1,765,800 | 147,150 |
| 2018 | 14 | 2,028,063 | 144,862 |
| 2019 | 14 | 2,221,880 | 158,706 |