

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 | 1 | 785,732 | 2,413,301 | 785,732 | 2,413,301 |
| 2009 | 1 | 783,850 | 1,828,711 | 783,850 | 1,828,711 |
| 2010 | 1 | 1,289,788 | 4,374,190 | 1,289,788 | 4,374,190 |
| 2011 | 1 | 987,950 | 3,120,222 | 987,950 | 3,120,222 |
| 2012 | 1 | 1,025,000 | 2,870,610 | 1,025,000 | 2,870,610 |
| 2013 | 1 | 928,438 | 3,004,167 | 928,438 | 3,004,167 |
| 2014 | 1 | 861,865 | 2,275,716 | 861,865 | 2,275,716 |
| 2015 | 2 | 1,052,194 | 3,217,241 | 526,097 | 1,608,621 |
| 2016 | 1 | 2,180,233 | 4,955,741 | 2,180,233 | 4,955,741 |
| 2017 | 1 | 845,781 | 2,968,158 | 845,781 | 2,968,158 |
| 2018 | 1 | 1,061,042 | 2,980,764 | 1,061,042 | 2,980,764 |
| 2019 | 1 | 1,199,155 | 3,314,323 | 1,199,155 | 3,314,323 |

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 | 3 | 1,615,357 | 4,897,944 | 538,452 | 1,632,648 |
| 2009 | 4 | 1,720,578 | 3,565,602 | 430,144 | 891,401 |
| 2010 | 3 | 2,440,156 | 6,545,585 | 813,385 | 2,181,862 |
| 2011 | 3 | 1,976,870 | 11,785,596 | 658,957 | 3,928,532 |
| 2012 | 2 | 1,638,415 | 4,559,390 | 819,207 | 2,279,695 |
| 2013 | 3 | 1,492,708 | 4,322,708 | 497,569 | 1,440,903 |
| 2014 | 2 | 1,375,900 | 3,507,849 | 687,950 | 1,753,924 |
| 2015 | 3 | 1,645,219 | 3,909,169 | 548,406 | 1,303,056 |
| 2016 | 3 | 2,614,462 | 7,115,116 | 871,487 | 2,371,705 |
| 2017 | 3 | 2,745,561 | 7,377,550 | 915,187 | 2,459,183 |
| 2018 | 2 | 1,633,472 | 4,545,972 | 816,736 | 2,272,986 |
| 2019 | 2 | 1,833,345 | 7,908,738 | 916,672 | 3,954,369 |

Non-Executive Director Remuneration - ZAR:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 0 | 1 | 328,264 | 328,264 |

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|------|----|-----------|---------|
| 2007 | 11 | 1,484,255 | 134,932 |
| 2008 | 11 | 1,219,589 | 110,872 |
| 2009 | 8 | 1,115,358 | 139,420 |
| 2010 | 11 | 2,008,786 | 182,617 |
| 2011 | 11 | 1,678,393 | 152,581 |
| 2012 | 11 | 1,611,829 | 146,530 |
| 2013 | 12 | 1,593,854 | 132,821 |
| 2014 | 12 | 1,354,201 | 112,850 |
| 2015 | 13 | 1,681,583 | 129,353 |
| 2016 | 15 | 1,760,683 | 117,379 |
| 2017 | 13 | 1,370,263 | 105,405 |
| 2018 | 14 | 1,773,958 | 126,711 |
| 2019 | 17 | 2,320,629 | 136,508 |