

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 | 1,801,631 | 5,319,614 | 1,801,631 | 5,319,614 |
| 2008 | 2 | 3,187,373 | 7,881,472 | 1,593,687 | 3,940,736 |
| 2009 | 2 | 3,097,717 | 6,249,808 | 1,548,859 | 3,124,904 |
| 2010 | 2 | 3,197,621 | 7,914,816 | 1,598,811 | 3,957,408 |
| 2011 | 2 | 3,233,023 | 8,098,504 | 1,616,512 | 4,049,252 |
| 2012 | 2 | 3,287,701 | 8,079,270 | 1,643,851 | 4,039,635 |
| 2013 | 3 | 4,820,944 | 9,821,019 | 1,606,981 | 3,273,673 |
| 2014 | 3 | 4,687,409 | 10,385,158 | 1,562,470 | 3,461,719 |
| 2015 | 4 | 4,608,008 | 9,313,943 | 1,152,002 | 2,328,486 |
| 2016 | 3 | 4,296,778 | 9,540,493 | 1,432,259 | 3,180,164 |
| 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: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 2 | 2,892,092 | 8,097,401 | 1,446,046 | 4,048,701 |
| 2008 | 5 | 5,582,541 | 12,234,495 | 1,116,508 | 2,446,899 |
| 2009 | 5 | 5,933,750 | 11,212,661 | 1,186,750 | 2,242,532 |
| 2010 | 5 | 6,170,527 | 13,760,374 | 1,234,105 | 2,752,075 |
| 2011 | 5 | 6,273,618 | 14,375,794 | 1,254,724 | 2,875,159 |
| 2012 | 6 | 5,601,682 | 12,605,688 | 933,614 | 2,100,948 |
| 2013 | 9 | 10,100,059 | 22,713,778 | 1,122,229 | 2,523,753 |
| 2014 | 6 | 7,955,566 | 18,267,935 | 1,325,928 | 3,044,656 |
| 2015 | 7 | 7,587,613 | 16,108,782 | 1,083,945 | 2,301,255 |
| 2016 | 6 | 6,657,257 | 15,002,041 | 1,109,543 | 2,500,340 |
| 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: |
|-----------------|--------------|-----------------|---------------|
| 2007 | 10 | 1,507,320 | 150,732 |

| | | | |
|------|----|-----------|---------|
| 2008 | 15 | 2,696,098 | 179,740 |
| 2009 | 19 | 2,812,088 | 148,005 |
| 2010 | 19 | 3,288,327 | 173,070 |
| 2011 | 20 | 3,389,013 | 169,451 |
| 2012 | 19 | 5,130,444 | 270,023 |
| 2013 | 34 | 5,655,025 | 166,324 |
| 2014 | 27 | 6,898,768 | 255,510 |
| 2015 | 27 | 6,194,728 | 229,434 |
| 2016 | 27 | 6,060,899 | 224,478 |
| 2017 | 15 | 4,062,063 | 270,804 |
| 2018 | 15 | 3,782,198 | 252,147 |
| 2019 | 13 | 3,667,999 | 282,154 |