

Country Report - Directors ZAR

CEO Remuneration - ZAR:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 7 | 5,277,036 | 13,474,611 | 753,862 | 1,924,944 |
| 2008 | 18 | 10,903,161 | 24,581,744 | 605,731 | 1,365,652 |
| 2009 | 19 | 12,361,869 | 23,380,129 | 650,625 | 1,230,533 |
| 2010 | 19 | 15,719,859 | 31,145,929 | 827,361 | 1,639,259 |
| 2011 | 20 | 19,691,042 | 37,548,473 | 984,552 | 1,877,424 |
| 2012 | 22 | 21,006,549 | 42,256,391 | 954,843 | 1,920,745 |
| 2013 | 21 | 19,338,182 | 34,929,864 | 920,866 | 1,663,327 |
| 2014 | 26 | 18,209,367 | 32,876,611 | 700,360 | 1,264,485 |
| 2015 | 21 | 14,660,252 | 29,441,343 | 698,107 | 1,401,969 |
| 2016 | 21 | 15,827,612 | 37,455,708 | 753,696 | 1,783,605 |
| 2017 | 19 | 10,734,907 | 22,978,479 | 564,995 | 1,209,394 |
| 2018 | 19 | 9,226,463 | 20,121,178 | 485,603 | 1,059,009 |
| 2019 | 21 | 11,539,182 | 22,189,428 | 549,485 | 1,056,639 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 24 | 9,345,923 | 23,650,536 | 389,413 | 985,439 |
| 2008 | 75 | 27,191,115 | 58,449,827 | 362,548 | 779,331 |
| 2009 | 84 | 29,974,220 | 59,716,819 | 356,836 | 710,915 |
| 2010 | 85 | 38,293,386 | 81,226,261 | 450,510 | 955,603 |
| 2011 | 90 | 45,713,951 | 92,228,651 | 507,933 | 1,024,763 |
| 2012 | 96 | 48,190,090 | 104,999,045 | 501,980 | 1,093,740 |
| 2013 | 87 | 44,723,616 | 91,208,179 | 514,065 | 1,048,370 |
| 2014 | 84 | 40,644,066 | 78,226,320 | 483,858 | 931,266 |
| 2015 | 84 | 36,466,589 | 74,541,010 | 434,126 | 887,393 |
| 2016 | 75 | 30,960,743 | 70,490,031 | 412,810 | 939,867 |
| 2017 | 65 | 22,596,038 | 48,944,183 | 347,631 | 752,987 |
| 2018 | 67 | 73,357,469 | 152,778,344 | 1,094,888 | 2,280,274 |
| 2019 | 55 | 20,656,774 | 41,034,818 | 375,578 | 746,088 |

Non-Executive Director Remuneration - ZAR:

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

| | | | |
|------|-----|-------------|-----------|
| 2007 | 57 | 4,479,490 | 78,588 |
| 2008 | 172 | 10,055,956 | 58,807 |
| 2009 | 172 | 11,160,021 | 64,884 |
| 2010 | 180 | 14,487,177 | 80,484 |
| 2011 | 196 | 17,656,610 | 90,085 |
| 2012 | 212 | 20,822,821 | 98,221 |
| 2013 | 188 | 16,074,252 | 85,501 |
| 2014 | 200 | 16,818,198 | 84,091 |
| 2015 | 196 | 17,949,048 | 91,577 |
| 2016 | 197 | 17,453,107 | 88,594 |
| 2017 | 155 | 12,257,098 | 79,078 |
| 2018 | 155 | 12,223,093 | 79,371 |
| 2019 | 140 | 151,732,323 | 1,083,802 |