

Country Report - Directors ZAR

CEO Remuneration - ZAR:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 9 | 7,066,903 | 19,313,301 | 785,211 | 2,145,922 |
| 2008 | 37 | 19,137,791 | 40,879,973 | 517,238 | 1,104,864 |
| 2009 | 41 | 21,639,241 | 41,366,755 | 527,786 | 1,008,945 |
| 2010 | 45 | 29,472,741 | 59,623,064 | 654,950 | 1,324,957 |
| 2011 | 42 | 33,424,630 | 66,421,480 | 795,825 | 1,581,464 |
| 2012 | 46 | 36,088,437 | 70,749,057 | 784,531 | 1,538,023 |
| 2013 | 51 | 36,852,416 | 74,205,912 | 722,596 | 1,455,018 |
| 2014 | 50 | 33,335,243 | 66,712,401 | 666,705 | 1,334,248 |
| 2015 | 45 | 29,221,754 | 61,817,712 | 649,372 | 1,373,727 |
| 2016 | 46 | 29,369,690 | 66,397,506 | 638,472 | 1,443,424 |
| 2017 | 45 | 27,019,378 | 54,351,152 | 600,431 | 1,207,803 |
| 2018 | 46 | 26,949,864 | 54,090,108 | 585,867 | 1,175,872 |
| 2019 | 45 | 296,586,567 | 466,900,576 | 6,590,813 | 10,375,568 |

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 | 26 | 12,684,575 | 34,619,395 | 487,868 | 1,331,515 |
| 2008 | 142 | 48,272,126 | 99,210,564 | 339,945 | 698,666 |
| 2009 | 158 | 52,650,162 | 102,177,568 | 333,229 | 646,693 |
| 2010 | 166 | 70,265,818 | 144,422,830 | 423,288 | 870,017 |
| 2011 | 161 | 77,744,263 | 155,556,133 | 482,884 | 966,187 |
| 2012 | 164 | 82,602,306 | 167,745,924 | 503,673 | 1,022,841 |
| 2013 | 164 | 79,153,882 | 163,766,547 | 482,646 | 998,577 |
| 2014 | 152 | 69,822,821 | 145,645,423 | 459,361 | 958,194 |
| 2015 | 151 | 64,537,966 | 137,005,839 | 430,253 | 913,372 |
| 2016 | 145 | 56,113,093 | 126,976,748 | 386,987 | 875,702 |
| 2017 | 133 | 52,237,078 | 107,801,986 | 395,735 | 816,682 |
| 2018 | 133 | 105,698,483 | 215,960,442 | 794,725 | 1,623,763 |
| 2019 | 117 | 457,906,116 | 679,554,987 | 3,913,727 | 5,808,162 |

Non-Executive Director Remuneration - ZAR:

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

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|------|-----|-------------|------------|
| 0 | 2 | 38,336,424 | 19,168,212 |
| 2007 | 84 | 7,105,761 | 84,592 |
| 2008 | 347 | 20,647,756 | 59,676 |
| 2009 | 365 | 21,238,628 | 58,188 |
| 2010 | 392 | 27,438,716 | 70,176 |
| 2011 | 403 | 34,140,342 | 84,715 |
| 2012 | 435 | 36,913,068 | 84,858 |
| 2013 | 428 | 33,439,659 | 78,130 |
| 2014 | 410 | 32,667,675 | 79,677 |
| 2015 | 399 | 34,143,730 | 85,573 |
| 2016 | 417 | 33,356,995 | 79,993 |
| 2017 | 395 | 34,054,902 | 86,215 |
| 2018 | 401 | 38,868,673 | 97,172 |
| 2019 | 357 | 173,143,594 | 484,996 |