

Country Report - Directors ZAR

CEO Remuneration - ZAR:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 2 | 434,752 | 1,431,773 | 217,376 | 715,887 |
| 2008 | 1 | 327,086 | 674,607 | 327,086 | 674,607 |
| 2009 | 2 | 410,976 | 1,822,769 | 205,488 | 911,384 |
| 2010 | 2 | 544,038 | 2,917,490 | 272,019 | 1,458,745 |
| 2011 | 3 | 1,916,361 | 4,556,855 | 638,787 | 1,518,952 |
| 2012 | 3 | 1,945,437 | 4,285,683 | 648,479 | 1,428,561 |
| 2013 | 2 | 678,523 | 1,689,318 | 339,261 | 844,659 |
| 2014 | 2 | 596,625 | 1,768,852 | 298,312 | 884,426 |
| 2015 | 3 | 727,010 | 2,106,556 | 242,337 | 702,185 |
| 2016 | 2 | 452,475 | 1,146,237 | 226,237 | 573,119 |
| 2017 | 3 | 438,438 | 1,238,438 | 146,146 | 412,813 |
| 2018 | 3 | 479,741 | 1,103,828 | 159,914 | 367,943 |
| 2019 | 1 | 144,794 | 524,132 | 144,794 | 524,132 |

Executive Director Remuneration - ZAR:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 3 | 633,475 | 2,227,943 | 211,158 | 742,648 |
| 2008 | 3 | 550,786 | 1,886,457 | 183,595 | 628,819 |
| 2009 | 6 | 931,834 | 4,923,561 | 155,306 | 820,593 |
| 2010 | 6 | 1,212,328 | 7,373,313 | 202,055 | 1,228,885 |
| 2011 | 9 | 4,374,403 | 12,291,217 | 486,045 | 1,365,691 |
| 2012 | 15 | 7,190,434 | 14,762,412 | 479,362 | 984,161 |
| 2013 | 11 | 4,492,909 | 8,543,041 | 408,446 | 776,640 |
| 2014 | 6 | 1,266,249 | 3,688,910 | 211,041 | 614,818 |
| 2015 | 6 | 1,242,483 | 3,815,210 | 207,080 | 635,868 |
| 2016 | 5 | 875,797 | 2,758,780 | 175,159 | 551,756 |
| 2017 | 7 | 1,197,146 | 3,629,457 | 171,021 | 518,494 |
| 2018 | 6 | 982,050 | 2,673,544 | 163,675 | 445,591 |
| 2019 | 3 | 361,060 | 1,372,698 | 120,353 | 457,566 |

Non-Executive Director Remuneration - ZAR:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2007 | 5 | 128,085 | 25,617 |

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|------|----|-----------|---------|
| 2008 | 12 | 318,622 | 26,552 |
| 2009 | 11 | 439,292 | 39,936 |
| 2010 | 13 | 673,995 | 51,846 |
| 2011 | 18 | 1,870,215 | 103,901 |
| 2012 | 28 | 2,392,334 | 85,440 |
| 2013 | 19 | 1,041,330 | 54,807 |
| 2014 | 17 | 644,472 | 37,910 |
| 2015 | 12 | 695,717 | 57,976 |
| 2016 | 14 | 652,000 | 46,571 |
| 2017 | 15 | 873,201 | 58,213 |
| 2018 | 15 | 756,517 | 50,434 |
| 2019 | 5 | 232,423 | 46,485 |