

## 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            | 1            | 1,767,424       | 5,617,733                  | 1,767,424         | 5,617,733             |
| 2009            | 1            | 1,926,474       | 4,286,606                  | 1,926,474         | 4,286,606             |
| 2010            | 1            | 1,936,454       | 5,367,693                  | 1,936,454         | 5,367,693             |
| 2011            | 1            | 1,949,655       | 5,618,674                  | 1,949,655         | 5,618,674             |
| 2012            | 1            | 1,988,818       | 5,457,096                  | 1,988,818         | 5,457,096             |
| 2013            | 1            | 2,055,556       | 5,089,430                  | 2,055,556         | 5,089,430             |
| 2014            | 1            | 1,808,333       | 4,633,333                  | 1,808,333         | 4,633,333             |
| 2015            | 1            | 1,691,045       | 3,925,373                  | 1,691,045         | 3,925,373             |
| 2016            | 1            | 1,676,724       | 4,984,195                  | 1,676,724         | 4,984,195             |

### 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            | 2           | 2,833,077       | 8,297,479                  | 1,416,539         | 4,148,739             |
| 2009            | 2           | 3,082,358       | 6,640,852                  | 1,541,179         | 3,320,426             |
| 2010            | 2           | 3,107,349       | 8,181,673                  | 1,553,675         | 4,090,836             |
| 2011            | 2           | 3,119,121       | 8,566,713                  | 1,559,561         | 4,283,357             |
| 2012            | 3           | 2,485,291       | 6,642,933                  | 828,430           | 2,214,311             |
| 2013            | 3           | 4,118,325       | 9,681,648                  | 1,372,775         | 3,227,216             |
| 2014            | 2           | 3,041,667       | 7,243,333                  | 1,520,833         | 3,621,667             |
| 2015            | 2           | 2,828,358       | 6,235,821                  | 1,414,179         | 3,117,910             |
| 2016            | 2           | 2,353,448       | 6,553,161                  | 1,176,724         | 3,276,580             |

### Non-Executive Director Remuneration - ZAR:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2007            | 10           | 1,507,320       | 150,732       |
| 2008            | 10           | 1,472,401       | 147,240       |
| 2009            | 13           | 1,724,996       | 132,692       |
| 2010            | 13           | 2,015,123       | 155,009       |
| 2011            | 14           | 2,161,181       | 154,370       |
| 2012            | 13           | 3,827,801       | 294,446       |
| 2013            | 14           | 2,171,694       | 155,120       |

|      |    |           |         |
|------|----|-----------|---------|
| 2013 | 14 | 2,171,004 | 133,120 |
| 2014 | 14 | 3,251,667 | 232,262 |
| 2015 | 14 | 2,634,328 | 188,166 |
| 2016 | 14 | 2,626,437 | 187,603 |