

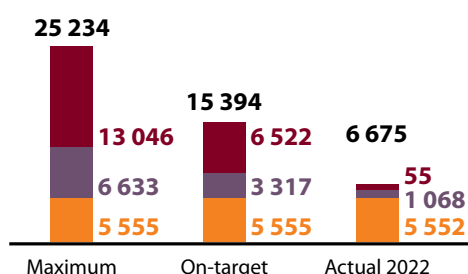
Remuneration at a glance

Minimum shareholding requirement

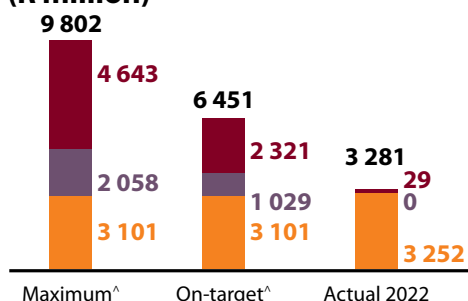
% of base salary	CEO	Group Financial Director
Target	200%	100%
Actual	133%*	0%

* $\text{Shareholding} \times 28 \text{ Feb VWAP} \div \text{base salary}$

Pay for performance: CEO (R million)



Pay for performance: GFD* (R million)



- LTI
- STI
- Fixed remuneration (TCC)

^ **Maximum LTI** is depicted at the Famous Brands annual award quanta (One third of target holding multiple). LTI on target is depicted as 50% of the maximum. Maximum and **on target** have no COVID-19 modification. **Actual 2022** values are earnings in the reporting period.

* The previous Group Financial Director resigned on 30 November 2021. The new Group Financial Director commenced service on 1 August 2021, hence his compensation is not reported here. Compensation details are in the implementation report, on page 148.

STI (CEO and Group Financial Director)

Profile of scorecard	%
Personal weighting	30
Group	70
Financial and operational plan performance	60
Market-share performance and customer measures	20
People performance	10
Transformation and ESG	10
Total	100

Refer to detailed scorecard across all roles on page 143.



Shareholder voting in favour of

87.20%

Remuneration Policy

89.08%

Implementation report

99.77%

Non-executive directors' remuneration

In 2022:

- **STI** | R12.1 million to executives, R29.5 million to administration employees and R8 million to bargaining unit employees.
- **LTI** | 81 586 of LTI retention shares vested to 34 participants, totalling R5.6 million.



Important abbreviations and definitions

TCC: Total cost to company = Base salary + medical insurance + retirement fund + benefits
Base salary = TCC - medical insurance - retirement fund - benefits
STI: Short-term incentive
LTI: Long-term incentive
13th cheque: One month's TCC
SARs: Share appreciation rights
Executive directors: The CEO and the Group Financial Director.
Executive Committee (excluding the executive directors) is referred to as Exco.
Executive management team includes the executive directors and Exco