



Remuneration report

One consistent Remuneration Policy applies to all employees across our business, with total variable remuneration allocation for the year based on a set formula and allocated to all eligible employees.



REMUNERATION COMMITTEE CHAIRMAN'S STATEMENT

On behalf of Coronation's Board of Directors and its Remuneration Committee, we are pleased to submit the Remuneration Report for 2020.

Coronation's remuneration process supports the Company's core values. It is effective in reinforcing the Company's long-term philosophy, its commitment to put clients first, its ownership culture and the high-performance environment it strives to achieve.

Coronation's Remuneration Policy applies to all Coronation Group employees, not just the executive directors, because it is such a material factor in defining and shaping Coronation's culture as an organisation.

Background

In 2020, while every sector of society and the economy experienced mass disruption due to the impact of Covid-19, Coronation was fortunate to remain fully operational.

As the custodian of the savings of millions of South Africans and a selection of global institutional clients, it was imperative that Coronation achieved business-as-usual status as quickly as possible once national lockdown was implemented. Management teams and employees displayed operational resilience by swiftly adapting to remote working conditions, while continuing to offer clients and other stakeholders the service excellence to which they are accustomed.

Over and above the requirements of their respective roles, the senior leadership team ensured that all employees working remotely were equipped with the necessary equipment and skills to carry out their job functions, and that employee wellbeing measures were in place. In addition to attending to offsite employees, health and safety measures were implemented in our offices to ensure compliance with Covid-19 social distancing requirements.

Coronation continued in its role as an active corporate citizen during the pandemic through supporting third-party service providers and existing CSI projects, as well as contributing to dedicated Covid-19 relief efforts. Management also continued to play an active role engaging with regulators and industry bodies to mitigate the effects of Covid-19 and to set South Africa firmly on the road to economic recovery.

Despite the unprecedented operating environment and an extremely uncertain future, Company earnings increased by 17% and our total global employee complement increased from 337 to 339 people. The increase in profitability was due to continued long-term performance excellence across our portfolios and rigorous cost-control measures.

Since our listing in 2003, no share options have been issued to employees, underlining our commitment to save shareholders the cost of what we believe to be a form of remuneration that is asymmetrical and often significantly more expensive than the estimates provided by typical quantitative modelling.

External advisers

During the period under review, the Remuneration Committee employed lawyers and external remuneration advisers to analyse and make recommendations on the Company's remuneration practices. The Remuneration Committee is satisfied that these consultants were both independent and objective.

Policy principles and enhancements

The Remuneration Policy is guided by the following key objectives:

- ▶ Focusing on long-term value creation and creating a culture of ownership
- ▶ Attracting, retaining and motivating highly talented and sought-after individuals
- ▶ Ensuring the structure is simple and easy to understand
- ▶ Aligning employees' interests with that of the Company, its clients, shareholders and stakeholders
- ▶ Ensuring that good corporate governance and effective risk management are achieved

Coronation's Remuneration Policy has remained largely unchanged and retains its simplicity. We continued to implement malus and clawback provisions to employee remuneration for 2020. While international remuneration best practice typically limits the application of malus and clawback to senior managers and risk takers, the Remuneration Committee has opted to

apply malus conditions to all employees. While clawback was applicable to certain categories of senior managers from 2019, during 2020 clawback was extended to all employees who benefit from deferred remuneration allocations. Prior to the 2020 implementation, members of the management team workshopped the rollout of these provisions to all affected employees, to ensure that they understand the provisions and the associated expectations of behaviour.

Clawback provisions continue to apply to all cash and deferred remuneration allocations and will be imposed for up to three years from the date of payment or from the date of the vesting of tranches of deferred remuneration.

Malus and clawback provisions will be applied if an employee has been found guilty of a broad range of transgressions. These include:

- ▶ information used to measure the employee's individual performance was inaccurate;
- ▶ failure to disclose information that could result in a breach of regulations or reputational harm;
- ▶ contravention of the FAIS Fit and Proper Requirements;
- ▶ a material breach of any law in the scope of employment;
- ▶ failure to disclose a material misstatement of the Company's financial position; and
- ▶ failure to disclose that annual financial results do not properly reflect the Company's financial position.

The Remuneration Committee found no events or circumstances that would have made it appropriate to clawback remuneration during the year ending 30 September 2020.

Future areas of focus

The Remuneration Committee continues to review its remuneration disclosures to ensure that the information relayed to stakeholders is meaningful, while being mindful of the need to protect commercially-sensitive information.

Remuneration review

The Remuneration Committee oversees the application of the Remuneration Policy, ensuring that it is fair and responsible, and supports the performance-based culture of the Company.

Coronation is an independent asset manager and depends on its people to deliver the investment performance and world-class service expected from its stakeholders. In an extremely uncertain economic environment, the increase in emigration and subsequent drain on skills, the need to attract and retain the intellectual capital required to deliver on our client promise is critical.

In this context, our Remuneration Policy succeeded in retaining and motivating highly skilled individuals who are increasingly in demand across the world. Employee turnover across the Company was 6.2%, which is well below the industry standard. In the case of employees who receive deferred remuneration, the turnover was 5%.

In addition, in line with our transformation initiatives, Coronation succeeded in making a number of appointments to improve Company diversity. In the period under review, 80% of new hires were black and 45% female.

In support of our long-term philosophy, a four-year vesting period for deferred remuneration has once again been implemented for the current year. Vesting periods currently extend as far as 2025. A significant number of key employees have restraints of trade and extended notice periods, in addition to these deferrals. These were entirely funded by the variable remuneration pool.

Year	% of variable remuneration allocated to the long term*
2020	47
2019	51
2018	57
2017	48
2016	57
2015	55

* Deferred remuneration, restraints of trade and notice period extensions

In 2020, 86 employees had restraints of trade, ranging in duration from three to 12 months, while 293 employees had abnormal notice periods, ranging from two to 12 months.

As per our Remuneration Policy, variable remuneration is allocated to eligible employees of the Company. All our employees are eligible to receive cash variable remuneration subject to performance, and in the current year 151 employees were eligible for deferred variable remuneration allocations, as depicted below:

Year	% of eligible Coronation employees who received deferred variable remuneration*
2020	45
2019	43
2018	44
2017	46
2016	41
2015	42

Percentages pertain to total employee complement of the relevant year.

** Coronation shares and unit trusts*

We provide details of executive performance and remuneration on → *pages 88 to 90*.

Shareholder engagement and voting

At the 2020 AGM, 79.8% of the votes cast were in favour of the Remuneration Policy and 80.1% were in favour of the Implementation Report. While the outcome was favourable, members of the management team and members of the Remuneration Committee attended numerous stakeholder engagement meetings during the year to ensure that our policies are consistent with stakeholder expectations.

Voting at upcoming AGM

Both Coronation's Remuneration Policy and its Implementation Report thereon will again be presented to shareholders for separate non-binding advisory votes at Coronation's upcoming AGM to be held in February 2021. In the event that 25% or more of shareholders vote against either the Remuneration Policy or the Implementation Report at the meeting, Coronation will engage with such shareholders through dialogue, requesting written submissions or otherwise, in order to address their concerns, always with due regard to meeting Coronation's stated business objectives while being fair and responsible towards both the employees and shareholders.

Conclusion

The Remuneration Committee has ensured that remuneration supports the Company's values and is determined fairly in accordance with performance appraisal outcomes and Company performance.

We believe that Company management and employees handled the business impact of Covid-19 commendably, with very little to no impact on client experience.

As in the past, we will continue to measure global remuneration trends to ensure our Remuneration Policy retains its best-practice status and continues to deliver long-term value creation for our stakeholders.

Sincerely

Hugo Nelson

Chairman

Remuneration Committee

REMUNERATION POLICY

Introduction

Our remuneration framework is designed to create long-term value for all stakeholders – shareholders, clients, our employees and our community – in a manner that is fair and responsible.

The Remuneration Policy plays a critical role in supporting the overall business strategy of encouraging a high-performance business with a structure that attracts, retains, motivates and rewards high-performance employees.

This section contains a summary of the Remuneration Policy, which is available on www.coronation.com.

Remuneration philosophy

The objectives of the policy remain the following:

The remuneration process must motivate employees to achieve the long-term corporate strategy through supporting Coronation's values, specifically by:

- ▶ always putting clients first;
- ▶ focusing on long-term value creation;
- ▶ creating a culture of ownership;
- ▶ recognising that Coronation is a team-based organisation;

- ▶ helping to attract, retain and motivate highly talented and sought-after individuals; and
- ▶ rewarding employees for outstanding and excellent performance.

This is essential if the Company's remuneration process is to successfully support its strong performance culture and is achieved by ensuring that the remuneration structures and implementation are simple and easy to understand, and result in as few unintended consequences as possible.

Our goal is to ensure that the remuneration process is holistic enough to be able to assess performance and ensure that the rewards for excellent performance align employees' interests with that of the broader Company and its clients and shareholders. It is therefore important that an effective balance is achieved between cash and deferred remuneration.

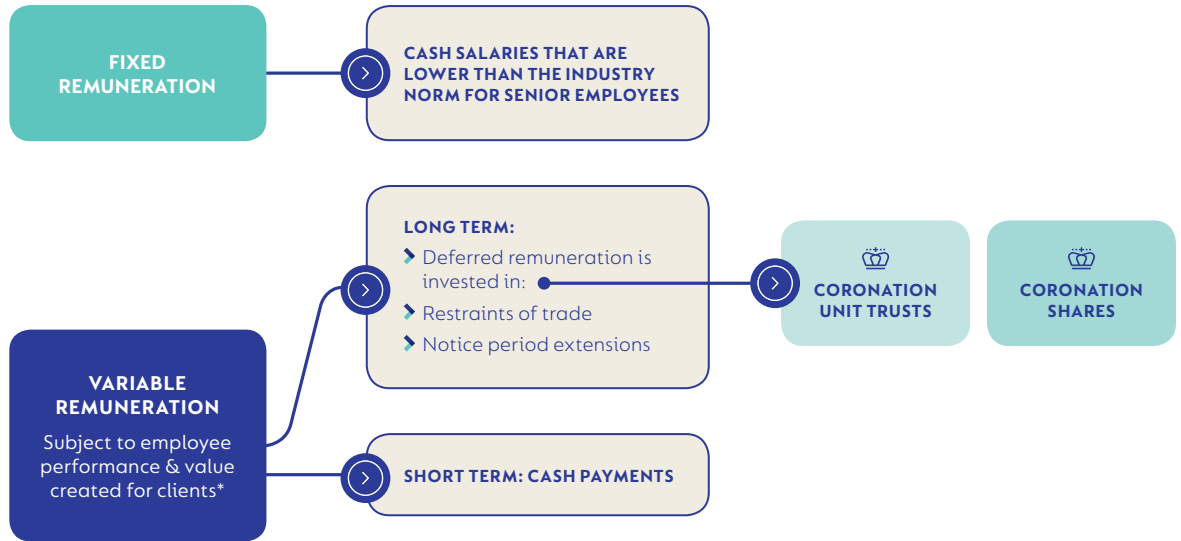
It is also critical to ensure that good corporate governance in relation to remuneration is applied and that the approach to remuneration is consistent with, and promotes, sound and effective risk management.

Remuneration principles and structure

Variable remuneration has been the cornerstone of Coronation's success since inception 27 years ago. It underpins our values, instils a culture of ownership and promotes a performance culture that directly aligns employee and stakeholder interests.

Coronation has a very simple framework to achieve these objectives. It endeavours to avoid complicated structures that can result in unintended consequences. It applies the principles and practices to all employees, including executives, although the structure and value of individual packages vary by role, seniority and contribution.

Total employee remuneration for all employees consists of fixed and variable (performance-based) remuneration, as depicted in the diagram below.



* All forms of variable remuneration are subject to malus and clawback.

PAY MIX

FIXED REMUNERATION

Elements	Outcomes
Fixed remuneration is determined on a total cost-to-company basis, consisting of a base salary and compulsory benefits*	<ul style="list-style-type: none">➤ This is based on roles and responsibilities.➤ Senior employees receive fixed remuneration that is set well below market levels.➤ In the case of our most senior employees, the differential is material. This is capped to not only contain fixed costs but to encourage a performance-driven culture.

* Compulsory benefits include retirement provision (including disability plans, death and funeral cover) and medical insurance

VARIABLE REMUNERATION

The variable remuneration is directly dependent on Company earnings and is paid from an allocation of 30% of audited pre-tax net profit. This is a contractual obligation in terms of our Memorandum of Incorporation and employment contracts. It was communicated to shareholders in our prospectus on listing in 2003. Variable remuneration is allocated to all employees according to their contribution. It is further subject to being in the employ of the Company and the provisions of malus and clawback.

Elements	Outcomes
Short-term: cash payments	<ul style="list-style-type: none">➤ All employees are eligible for short-term cash payments. Short-term payments are paid in two tranches: 60% in October and 40% in February the following year.
Long term: deferred remuneration	<ul style="list-style-type: none">➤ Allocated to eligible employees and vesting over multiple periods. Invested in either Coronation unit trusts or in listed Coronation shares, which are always purchased on the market.➤ This ensures alignment of employee interests with the interests of shareholders and clients.➤ A portion of these are forfeited if employees resign or sell Coronation shares.
Long term: restraints of trade and notice period extensions	<ul style="list-style-type: none">➤ In certain instances, the Remuneration Committee will secure notice period extensions or restraint of trade payments.

OTHER

Elements	Outcomes
Malus and clawback	<ul style="list-style-type: none">➤ Malus applies to all employees in respect of their cash and deferred remuneration.➤ Clawback applies to vested deferred remuneration and cash payments and to all employees who received deferred remuneration.
Termination payments	<ul style="list-style-type: none">➤ Coronation does not make termination payments unless obliged to do so under labour law or if a labour dispute has been settled.
Once-off allocations	<ul style="list-style-type: none">➤ In exceptional circumstances, once-off allocations will be made to relocation costs or to make good on any loss of benefit or obligation that arises from the particular employee's resignation from their previous employer.

Remuneration governance

The Coronation Board has the ultimate responsibility for the governance of the remuneration framework. It ensures that the process that governs the assessment of employees' performance is robust and fair. The Remuneration Committee is responsible for key decisions regarding remuneration, including the implications for overall risk management. It has full oversight and control of the Remuneration Policy and practices. The Remuneration Committee Charter is available on www.coronation.com.

Remuneration allocations are calculated using a combination of quantitative and qualitative criteria. The process aims to be as holistic as possible and to balance the performance of the individual with both that of the team in which the employee

operates and that of the broader organisation. Management's final recommended allocations in respect of the variable components are submitted to the Committee for consideration and approvals.

Conclusion

The Board regularly reviews the remuneration framework to ensure that it supports achieving our strategic objectives and promotes positive long-term outcomes for all stakeholders. As part of this process, Coronation actively seeks out the views of its shareholders where appropriate in relation to its remuneration practices. The Remuneration Policy and the Implementation Report are tabled at Coronation's AGM for a separate non-binding advisory vote by Coronation shareholders.

REMUNERATION POLICY IMPLEMENTATION REPORT

Introduction

The Remuneration Committee is responsible for implementing the Remuneration Policy. It is constituted to enable it to exercise competent and independent judgement on remuneration policies and practices. The Remuneration Committee ensures that the remuneration process is fair and responsible, and accounts for all employees.

As outlined below, the Remuneration Committee found that the Policy achieved its objectives in the current year, and it was implemented without any deviations.

Fixed allocation

The fixed component of total remuneration increased by 11% to R383 million. This was due to inflationary adjustments and new employee appointments. As at 30 September 2020, the total global employee complement increased from 337 to 339, and there were 32 vacancies versus 22 in 2019.

Variable allocation

Based on the contractual 30% allocation from audited pre-tax net profit of the Coronation Group, the amount available for cash allocations and deferred remuneration increased by 15% in 2020.

For the period under review, 47% of variable remuneration was allocated to the long term, with deferred remuneration being invested in Coronation unit trusts (54%) and Coronation shares (46%). These allocations vest over a period of four years commencing in January 2022, with 50% of the allocation vesting in the first three years and the final allocation in the fourth year. Generally, the Company aims to defer a minimum of 40% of the variable remuneration allocation.

Performance measurement

The Remuneration Committee determines the awards to the executive directors based on individual performance within the context of Company performance, which is measured quantitatively and qualitatively. In some instances, the Remuneration Committee considers the disclosure of certain details on the performance measures to be commercially sensitive.

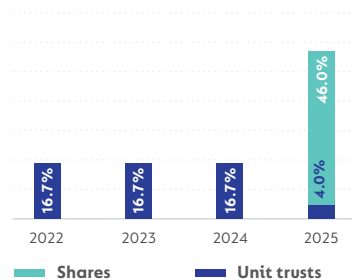
Individual key performance indicators (KPIs) of each executive director is approved at the beginning of each year, with a weighting allocated at a category level as reflected in table below:

Category weighting	Anton Pillay	Mary-Anne Musekiwa
Strategy & values	35%	20%
Operational	30%	35%
Governance	20%	25%
Clients & stakeholders	15%	20%

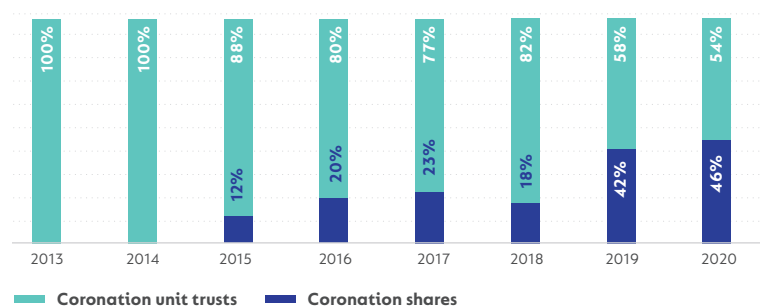
It should be noted that weightings have been assigned to provide an indication of the relative importance of each measure in the current financial year. They have not been used to perform a formulaic, overall score for the executive concerned.

In assessing the performance of executive directors, the Remuneration Committee considered the following overall KPIs, which are aligned to the Company's five strategic focus areas (→ as outlined on page 15) and overall categories referenced above. The table on the following page provides an assessment of the KPIs that the Remuneration Committee has considered in evaluating the executive directors.

VESTING PROFILE OF 2020 DEFERRED REMUNERATION ALLOCATION



INVESTMENTS HELD FOR DEFERRED REMUNERATION AS AT 30 SEPTEMBER 2020



Category	Key performance indicators
Strategy and values	
Organisational culture and values	<ul style="list-style-type: none"> ➤ Coronation maintained the culture and values of the business despite the challenges of the Covid-19 environment, while continuing to ensure that all spheres of the business operated efficiently. Employees were engaged both informally and more formally through regular business updates and information sessions. ➤ Our strong culture of ownership continues to be reinforced, demonstrated by the fact that employees own 25% of Coronation. We remain uncompromising about ethics and putting clients first and entrepreneurial flair remains a vital component of our cultural DNA.
Talent management	<ul style="list-style-type: none"> ➤ Employee turnover remained below the industry average at 6.2%. Staff were encouraged to continue improving their skills and succession plans across the business were reviewed both internally and by the Remuneration and Nominations Committee. This resulted in the appointment of three new non-executive directors to the Board. ➤ Employee safety and wellbeing was prioritised in response to Covid-19 and they were supported in their adjustment to working remotely and coping with the challenges of the pandemic. No retrenchment or furlough strategies have been implemented.
Brand and reputation	<ul style="list-style-type: none"> ➤ Coronation maintained its strong brand by monitoring key market information and the launch of a new digital advertising campaign in efforts to ensure that the Coronation brand remains a household name in the savings industry. Formal programmes monitoring brand awareness continue to yield encouraging results.
Appropriate product range	<ul style="list-style-type: none"> ➤ The rolling out of international products continued in an attempt to replicate our success in South Africa in international markets. The international AUM increased from 29% to 33% of total AUM. The company continued to evaluate its product offering and enhanced the offering during the year.
Platform efficiency and technology	<ul style="list-style-type: none"> ➤ No disruptions were experienced as a result of Covid-19 due to preparation and appropriate responses by the business. ➤ The Operational Risk and Control function, formed in 2019, continues to improve controls and identify inefficiencies. Technical support was provided to the transfer agency provider (INTIA), ensuring uninterrupted client service. The COS system and web upgrades were implemented successfully, as were other strategic IT-related systems.
Operational	
Cost control	<ul style="list-style-type: none"> ➤ Costs were well controlled given the current economic environment, without negatively impacting the sustainability of the business, with a three-year compound annual growth rate of 9% on fixed costs. ➤ Total operating costs increased by 9% during the year which, with the exception of the investment in IT and IS, are in line with inflation. Our cost-to-income and cost-to-AUM ratios continue to outperform our competitors. ➤ Cost management was continually communicated across the business, and a cost saving culture continuously emphasised and embedded.
Investment management and performance	<ul style="list-style-type: none"> ➤ Our funds continued their recovery in performance relative to benchmarks, and long-term performance continues to be excellent across the entire fund range. 95% of our institutional funds have outperformed their benchmarks since inception. 85% of our unit trust funds produced first quintile performance in their respective ASISA categories over the past 10 years. ➤ While the industry remains challenging, our equity and multi-asset funds delivered exemplary returns. ➤ Our global franchise is a compelling business in its own right, and we have enhanced our relationships with global asset allocators, and we continue to build track records in our global funds.

Category	Key performance indicators
Governance	
Governance and risk management	<ul style="list-style-type: none"> ➤ Successful reviews were conducted by various regulatory authorities in the period with no significant negative findings. An increased focus has been placed on ESG factors, evidenced by the employment of an ESG analyst within the investment team, and sustainability reporting has been enhanced in the current year. ➤ Balance sheet, capital and liquidity management is monitored on an ongoing basis to ensure sound balance sheet management and regulatory compliance. The financial control environment is monitored on an ongoing basis as a part of our comprehensive Risk Management Framework. ➤ No material governance breaches were experienced, and governance and risk reporting continue to be monitored closely. ➤ In the interests of independence, an audit firm rotation process was conducted, which resulted in the recommendation that KPMG be appointed as our auditors from 2021.
Diversity	<ul style="list-style-type: none"> ➤ Emphasis continues to be on sustaining and improving black representation in key leadership roles and the investment team. 80% of the 20 appointments made during the year were black, of whom 40% are female. In addition, three new non-executive directors, two of whom are black, were appointed. ➤ Stay interviews were conducted to gain insight into how employees experience the work environment and to assess any differences based on gender and race. In addition, the Aspiring Leaders Project was run again in 2020 to facilitate retention. ➤ The Company's B-BBEE rating was actively monitored and the Level 2 contributor status has been confirmed for 2020.
Clients/stakeholders	
Client and stakeholder relations	<ul style="list-style-type: none"> ➤ The business was purposeful and intensive in its efforts to build relationships with clients in a very challenging environment for the savings industry. Special communiques were sent to clients to maintain relationships and ensure that communication lines remained open. ➤ We conducted engagements with our shareholders regularly throughout the year and have taken their feedback into consideration. ➤ Our second annual Stewardship Report, published in June, illustrates the work we have done in this regard and affirms our commitment to corporate engagement, responsible investing and analysis of material risks. The report also includes a summary of our proxy voting activity. ➤ Continued regular and meaningful engagements were held with stakeholders such as ASISA, National Treasury, the SARB and Business Leadership South Africa to assist in finding solutions for improving economic conditions for our country and its people. ➤ Efforts to contribute to society as a whole included accelerated payment arrangements for SMEs, contributions to feedings schemes, the Solidarity Fund, as well as the initiative of matching all staff donations to Covid-19-related charitable causes.

Executive directors performance

The Remuneration Policy for executive directors is consistent with that for employees across the Company. Executive directors are considered each year for discretionary variable remuneration determined by Company and personal performance based on a range of qualitative and quantitative indicators.

Executive directors are encouraged to build up and maintain a shareholding in the Company. The CEO's shareholding in Coronation's issued share capital is 1.34%. The CEO has not sold

any of his shares, ensuring alignment with shareholders and Company values. The CFO will continue to build up a shareholding in the Company. Deferred remuneration allocations typically include shares and therefore contribute to increasing employee ownership.

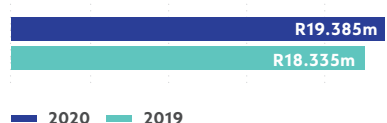
The Remuneration Committee considered qualitative and quantitative factors across the range of areas detailed above and, to assist in understanding their decision-making process, their assessment of performance is summarised on → [pages 89 to 90](#).

2020 CEO performance assessment

Mr Anton Pillay
BBusSc, CA(SA), CFA, AMP (Harvard)

Reporting to the Board, CEO Anton Pillay leads Coronation in the daily running of the Company. Assessing his performance against KPIs and qualitative measures, the Remuneration Committee decided on an allotment from the variable remuneration allocation. In the current year, his remuneration increased by 6% from the previous reporting period, demonstrating a strong alignment between his remuneration and the experience of the Company's shareholders.

SINGLE FIGURE REMUNERATION

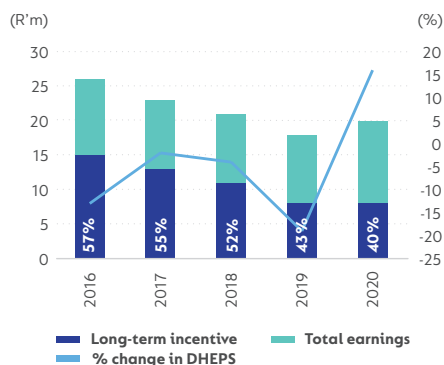


As his award opportunity is determined by his individual performance assessment and is also directly aligned with the profitability of the Company, we believe minimum, on-target and maximum performance outcomes are not applicable. His total remuneration was determined after taking into account the outcome of his performance against 2020 KPIs. The key outcomes are that he:

Strategy and values (35%)

- Sustained the culture and values of the business in the Covid-19 environment
- Ensured below-industry turnover among senior employees and stable employee turnover across the business
- Upheld Coronation's strong brand and reputation through monitoring of key marketing information and the launch of a new digital advertising campaign

CEO SINGLE FIGURE REMUNERATION HISTORY



- Extended Coronation's global franchise in a challenging environment
- Successfully implemented strategic IT-related systems and web upgrades

Operational (30%)

- Successfully preserved operational effectiveness through the challenging period
- Controlled costs despite the current economic environment and continuing the Company's track record of delivering market-leading cost metrics
- Delivered continued long-term investment performance with an improvement in short-term performance (relative to mandate benchmarks)

Governance (20%)

- Remained compliant with regulatory requirements across all jurisdictions
- Maintained strong communication and relationships with key clients and stakeholders, with an increased focus on ESG factors and sustainability reporting

Clients and stakeholders (15%)

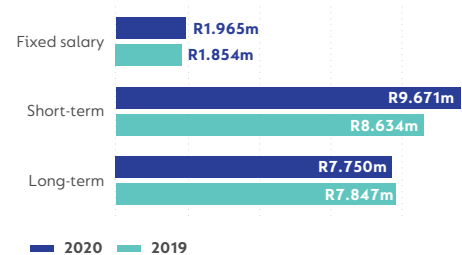
- Continued regular and meaningful engagements with clients as well as stakeholders including shareholders, ASISA, National Treasury, the SARB and BLSA throughout the year.

In addition, the CEO successfully navigated unanticipated events that were not included in his KPIs at the beginning of the year, such as the Covid-19 crisis and the resignation of the CEO of Namibia Asset Management Ltd.

After considering the above, the Remuneration Committee allocated the CEO short- and long-term variable remuneration. The long-term allocation is invested in Coronation shares and unit trusts with vesting periods of between one and four years.

The CEO has a permanent employment contract, with a notice period of 12 months and a 12-month paid restraint of trade.

REMUNERATION OUTCOME



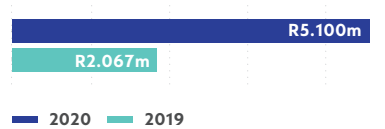
2020 CFO performance assessment

Ms Mary-Anne Musekiwa
BCom, HDip Tax, CA(SA)

Reporting to the CEO, CFO Mary-Anne Musekiwa is responsible for finance and governance across the Company. Assessing her performance against KPIs and qualitative measures, the Remuneration Committee decided on an allotment from the variable remuneration allocation.

Ms Musekiwa's remuneration for 2020 represents the full 12-month period, whereas the 2019 figures only reflect income earned between 12 June 2019, the date of her appointment as CFO, and 30 September 2019.

SINGLE FIGURE REMUNERATION



As her award opportunity is determined by her individual performance assessment and is also directly aligned with the profitability of the Company, we believe minimum, on-target and maximum performance outcomes are not applicable. Her total remuneration was determined after taking into account the outcome of her performance against 2020 KPIs. The key outcomes are that she:

Strategy and values (20%)

- Maintained an effective financial operating model and sound controls of the Group, including sound balance sheet management and kept required statutory levels of capital and liquidity across subsidiaries
- Focused on employee wellbeing during the Covid-19 pandemic, as well as the transfer of knowledge and embedding of restructured team roles to mitigate key-person risk

Operational (35%)

- Effectively managed cash resources, forex and the balance sheet
- Ensured that Coronation's cost-to-income and cost-to-AUM ratios continue to outperform leading local and international competitors
- Executed unqualified audits across the Company during the financial year upon successful completion of a remote audit due to the Covid-19 pandemic
- Effectively ran the Finance Department

Governance (25%)

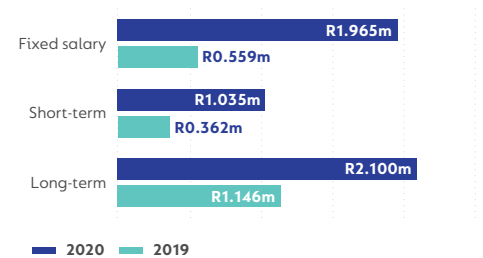
- Supported the Audit and Risk Committee in audit firm rotation process
- Ensured compliance with regulatory requirements across all jurisdictions
- Completed the Coronation carbon footprint exercise and supported corporate ESG initiatives
- Improved the B-BBEE scorecard

Clients and stakeholders (20%)

- Developed strong relationships with various key stakeholders

After considering the above, the Remuneration Committee allocated the CFO short and long-term variable remuneration. The long-term allocation is invested in Coronation shares and unit trusts with vesting periods of between one and four years.

REMUNERATION OUTCOME



The CFO has a permanent employment contract with a six-month notice period.

Non-executive directors

Non-executive directors of Coronation receive an annual fixed fee and an attendance fee for Board and subcommittee meetings, as contained in a resolution that is subject to shareholder approval. They do not participate in any of the remuneration structures addressed in this Policy document or receive share options. In preparation for the 2020 fee proposal for non-executive directors, the Remuneration Committee considered the increased demands on directors to contend with the growing complexity of a global business and a dynamic regulatory environment. In addition, director fees were reviewed against the February 2020 PricewaterhouseCoopers Non-Executive Directors Practices and Trends Report and were found to be reasonable when compared to those observed in the financial services sector (for companies comparable in size to Coronation).

2020 FEES PAID TO THE NON-EXECUTIVE DIRECTORS

Non-executive directors*	Basic fee R'000	Board meetings R'000	Audit and Risk Committee meetings R'000	Remuneration and Nominations Committee meetings R'000	SET Committee meetings R'000	Total 2020 R'000	Total 2019 R'000
Shams Pather	154	738	103	255		1 250	1 181
Alexandra Watson**	154	476	348	139	139	1 256	1 053
Judith February	154	417	103		170	844	796
Jock McKenzie	154	417	209	209		989	932
Lulama Boyce	134	363	182			679	639
Hugo Nelson	154	417	209	255		1 035	977
Madichaba Nhlumayo***	134	363	89		61	647	180
Total	1 038	3 191	1 243	858	370	6 700	5 758

* Actual non-executive directors' fees paid (excluding value added tax (VAT) where applicable)

** Alexandra Watson was appointed to the Remuneration and Nominations Committee on 3 February 2020

*** Madichaba Nhlumayo was appointed to the SET Committee on 3 February 2020

We have proposed an inflation-based increase for 2021. We continue to monitor the fees to ensure that we are able to attract and retain non-executive directors with the required experience and expertise, especially given that we will be focusing on succession in the immediate future.

The proposal (as detailed in our Notice to Shareholders, which is available on www.coronation.com) will be submitted for approval by shareholders by way of a special resolution tabled at the AGM, in compliance with the Companies Act. Approvals for non-executive directors' fees are sought excluding VAT, and, where necessary, non-executive directors will levy VAT on their fees.