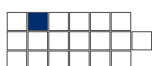


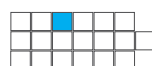
BOARD OF DIRECTORS



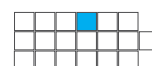
JJ Njeke (56)
Chairman
Non-executive, independent
BCom, BCompt (Hons), CA(SA), HDip Tax
 Appointed to board: 2010



Johan Burger (56)
Deputy chairman
Non-executive, independent
BCom (Hons), CA(SA)
 Appointed to board: 2010



Nicolaas Kruger (47)
Group chief executive officer
Executive
BCom, FFA, FASSA, AMP (Oxford)
 Appointed to board: 2010



Ngao Motsei (50)
Group executive: strategic human resources and transformation
Executive
BSocSc (Hons) (UCT), MRP (Cornell University), IQSD (Gestalt Institute of Cleveland), BSHR (INSEAD)
 Appointed to board: 2012
 Resigned: 30 June 2015



Leon Crouse (62)
Non-executive, non-independent
BCom (Acc), certificate in the theory of accounting, CA(SA)
 Appointed to board: 2012



Fatima Jakoet (54)
Non-executive, independent
BSc, CTA, CA(SA)
 Appointed to board: 2010



Niel Krige (66)
Non-executive, independent
MCom, FIA (London), AMP (Harvard)
 Appointed to board: 2011



Jabu Moleketi (58)
Non-executive, independent
AMP (Harvard), MSc in financial economics (University of London), post-graduate diploma in economic principles (University of London)
 Appointed to board: 2010



Sizwe Nxasana (57)*
Non-executive, independent
BCom, BCompt (Hons), CA(SA)
 Appointed to board: 2010



Frans Truter (59)
Non-executive, independent
BCom (Hons), CA(SA), AMP (Oxford)
 Appointed to board: 2010

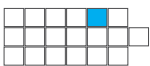


Ben van der Ross (68)
Non-executive, independent
Dip Law (UCT)
 Appointed to board: 2010



Johan van Reenen (60)
Non-executive, independent
BSc (Hons), MBA
 Appointed to board: 2010

* Resignation effective 30 September 2015



Preston Speckmann (58)
Group finance director
Executive
BCompt (Hons), CA(SA)
 Appointed to board: 2010
 Retired: 30 June 2015



Mary Vilakazi (37)
Group finance director
Executive
BCom (Hons), HDip Auditing, CA(SA)
 Appointed to board: 1 July 2015



Syd Muller (66)
Non-executive, independent
BCom (Hons), CA(SA), MBA, AMP (Harvard)
 Appointed to board: 2010



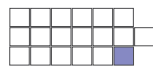
Vuyisa Nkonyeni (45)
Non-executive, non-independent
BSc (Hons), CA(SA)
 Appointed to board: 2011



Khehla Shubane (59)
Non-executive, independent
BA (Hons), MBA
 Appointed to board: 2010



Louis von Zeuner (54)
Non-executive, independent
BEcon
 Appointed to board: 2014



Maliga Chetty (45)
Company secretary
BA, BProc, LLM, CIS
 Appointed: 2013



For abbreviated curricula vitae of directors, please see the MMI website www.mmiholdings.com.

All directors appointed on the MMI Holdings board, at the time of the merger, were taken to be appointed to the board with effect from 1 December 2010, being the effective date of the merger. It should be noted that MMI Holdings Ltd (previously Metropolitan Holdings Ltd) was incorporated on 21 December 2000.

Directors' ages as at 30 June 2015.