

## What are the elements of our longer-term incentives?

We are still a complex group and each element of our variable, or “at-risk” compensation scheme serves a particular purpose. The short-term incentive plan is focused on financial measurements like revenue, core headline earnings with and without Tencent and free cashflow. It also incentivizes the achievement of financial results at the individual business level as well as critical sustainability, operational and strategic goals, within the financial year.

**Naspers Performance Share Units** incentivize the increase in value of Naspers’ internet business, excluding Tencent, and the delivery of comparatively superior returns over time. We believe they create an even stronger link between management rewards and shareholder outcomes over time with a particular goal to align more controllable performance elements which may reduce the discount to NAV.

**Share Appreciation Rights** associated with the internet business incentivise management to drive growth and profitability of the value of Naspers’ listed and unlisted internet businesses over time, excluding Tencent. This is the biggest lever management has to create value.

**Naspers Stock Options** incentivize the increase in the value of the entire Naspers group, including Tencent, over time. They reward the increase in the market cap of Naspers over time, and they expose Naspers management to the market’s view of Naspers, in the same way as shareholders.

For other employees who are not executives, and subject to shareholder approval, this year we plan to extend the reach of our Restricted Stock programme, in order to remain competitive with peer tech companies.