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	846,950	2,305,957	846,950	2,305,957
2008	2	1,243,652	3,085,248	621,826	1,542,624
2009	2	1,271,965	2,767,653	635,982	1,383,827
2010	3	2,189,462	6,375,913	729,821	2,125,304
2011	3	2,000,487	5,243,185	666,829	1,747,728
2012	3	2,025,332	5,026,454	675,111	1,675,485
2013	3	1,895,760	5,248,424	631,920	1,749,475
2014	4	1,682,564	4,562,822	420,641	1,140,706
2015	4	1,350,277	4,487,835	337,569	1,121,959
2016	3	2,401,557	5,502,114	800,519	1,834,038
2017	3	1,260,083	3,459,642	420,028	1,153,214
2018	4	2,861,723	6,717,711	715,431	1,679,428
2019	5	3,005,028	7,003,744	601,006	1,400,749

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	1,756,879	4,322,695	585,626	1,440,898
2008	11	4,457,074	10,094,680	405,189	917,698
2009	11	4,366,465	8,831,624	396,951	802,875
2010	15	6,875,210	16,735,474	458,347	1,115,698
2011	14	6,805,903	22,720,732	486,136	1,622,909
2012	13	6,406,958	16,509,039	492,843	1,269,926
2013	14	5,805,129	15,338,157	414,652	1,095,583
2014	16	5,624,268	13,971,425	351,517	873,214
2015	16	5,180,646	12,775,639	323,790	798,477
2016	15	5,130,320	12,558,937	342,021	837,262
2017	14	6,342,744	14,425,414	453,053	1,030,387
2018	13	6,645,334	15,277,184	511,180	1,175,168
2019	7	3,871,754	12,008,376	553,108	1,715,482

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	328,264	328,264

2007	11	1,484,255	134,932
2008	26	1,842,805	70,877
2009	17	1,528,898	89,935
2010	28	2,928,305	104,582
2011	29	2,572,523	88,708
2012	30	2,426,524	80,884
2013	31	2,435,877	78,577
2014	32	2,242,026	70,063
2015	34	2,528,526	74,368
2016	35	2,532,042	72,344
2017	33	2,418,940	73,301
2018	39	3,007,821	77,124
2019	35	143,306,188	4,094,463