Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	2	1,725,269	2,985,504	862,635	1,492,752
2009	2	1,514,986	2,442,111	757,493	1,221,056
2010	2	1,690,971	3,225,013	845,486	1,612,507
2011	2	1,829,787	3,148,454	914,893	1,574,227
2012	2	1,841,722	3,300,755	920,861	1,650,378
2013	2	1,812,917	3,912,270	906,458	1,956,135
2014	3	1,842,490	5,049,914	614,163	1,683,305
2015	3	1,850,295	4,331,193	616,765	1,443,731
2016	2	1,514,749	3,770,823	757,374	1,885,412
2017	2	933,804	1,852,450	466,902	926,225
2018	1	1,238,205	3,450,736	1,238,205	3,450,736
2019	2	1,450,274	3,409,877	725,137	1,704,938

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	8	4,121,774	7,222,989	515,222	902,874
2009	7	4,431,792	7,289,707	633,113	1,041,387
2010	8	5,126,904	9,745,113	640,863	1,218,139
2011	8	5,531,287	9,053,923	691,411	1,131,740
2012	8	5,576,133	9,242,884	697,017	1,155,361
2013	9	5,854,450	14,099,671	650,494	1,566,630
2014	7	5,273,660	12,270,448	753,380	1,752,921
2015	9	6,256,940	11,846,159	695,216	1,316,240
2016	7	4,084,123	9,611,181	583,446	1,373,026
2017	7	3,061,284	9,286,076	510,214	1,547,679
2018	6	53,427,985	107,938,013	8,904,664	17,989,669
2019	6	3,075,947	6,936,382	512,658	1,156,064

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	13	1,434,942	110,380
2009	11	1,395,761	126,887
2010	13	1,849,939	142,303

2010	13	1,849,939	142,303
2011	15	1,941,155	129,410
2012	14	2,044,191	146,014
2013	16	2,078,569	129,911
2014	17	2,117,763	124,574
2015	16	2,006,795	125,425
2016	16	1,747,801	109,238
2017	16	2,182,657	136,416
2018	15	1,796,997	119,800
2019	11	1,614,866	146,806