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	2,021,807	3,221,374	1,010,903	1,610,687
2009	2	1,750,142	3,087,298	875,071	1,543,649
2010	2	2,012,504	3,524,712	1,006,252	1,762,356
2011	2	2,090,255	4,438,119	1,045,128	2,219,059
2012	2	2,058,009	4,092,249	1,029,005	2,046,125
2013	2	2,036,110	4,157,159	1,018,055	2,078,579
2014	3	2,333,310	10,997,140	777,770	3,665,713
2015	3	1,902,977	4,804,024	634,326	1,601,341
2016	2	1,559,821	3,975,835	779,910	1,987,917
2017	2	938,720	2,357,549	469,360	1,178,774
2018	2	1,796,523	4,634,920	898,261	2,317,460
2019	2	1,767,407	3,230,732	883,703	1,615,366

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	5	3,620,032	5,334,611	724,006	1,066,922
2009	5	3,705,380	6,094,762	741,076	1,218,952
2010	5	4,173,926	7,050,286	834,785	1,410,057
2011	5	4,362,422	8,770,006	872,484	1,754,001
2012	6	4,312,879	8,470,755	718,813	1,411,793
2013	5	4,312,098	11,597,656	862,420	2,319,531
2014	6	4,701,186	16,927,850	783,531	2,821,308
2015	6	4,048,778	9,938,475	674,796	1,656,412
2016	5	3,513,535	8,516,869	702,707	1,703,374
2017	6	2,791,776	9,714,916	558,355	1,942,983
2018	4	2,872,527	7,345,814	718,132	1,836,453
2019	4	2,835,305	5,186,396	708,826	1,296,599

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	17	2,367,590	139,270
2009	17	2,242,156	131,892
2010	20	2,567,999	128,400

2010	20	2,567,999	128,400
2011	19	2,570,136	135,270
2012	19	2,697,148	141,955
2013	19	2,622,593	138,031
2014	18	2,818,816	156,601
2015	17	2,536,956	149,233
2016	19	3,877,858	204,098
2017	20	3,030,343	151,517
2018	18	2,573,196	142,955
2019	19	2,482,962	130,682