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	4	1,660,218	3,854,897	415,054	963,724
2009	3	1,654,509	3,646,003	551,503	1,215,334
2010	3	2,430,907	6,422,363	810,302	2,140,788
2011	6	5,973,713	31,315,405	995,619	5,219,234
2012	7	7,067,827	14,856,180	1,009,690	2,122,311
2013	4	3,261,802	7,610,750	815,450	1,902,687
2014	4	1,810,240	4,254,549	452,560	1,063,637
2015	4	1,448,278	3,790,158	362,069	947,540
2016	4	2,488,821	7,261,709	622,205	1,815,427
2017	3	1,564,720	3,723,219	521,573	1,241,073
2018	3	3,068,480	6,285,842	1,022,827	2,095,281
2019	5	3,257,785	6,816,080	651,557	1,363,216

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	17	5,245,224	12,184,160	308,543	716,715
2009	17	5,733,279	11,984,153	337,252	704,950
2010	15	7,829,368	17,645,066	521,958	1,176,338
2011	22	13,824,933	54,257,910	628,406	2,466,269
2012	19	14,075,945	29,747,892	740,839	1,565,679
2013	14	7,168,602	17,069,323	512,043	1,219,237
2014	14	5,747,602	13,539,975	410,543	967,141
2015	15	5,178,822	10,926,041	345,255	728,403
2016	15	5,306,933	14,877,632	353,796	991,842
2017	13	6,342,976	13,720,134	487,921	1,055,395
2018	10	6,275,543	13,505,660	627,554	1,350,566
2019	7	4,284,491	11,869,708	612,070	1,695,673

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	36	2,451,028	68,084
2009	26	1,953,391	75,130
2010	32	3,119,277	97,477
2011	62	5,735,466	92,508
2012	77	6,690,702	86,892
2013	43	3,498,907	81,370
2014	33	2,600,993	78,818
2015	37	2,869,021	77,541
2016	37	2,886,614	78,017
2017	36	2,702,103	75,058
2018	36	3,079,391	85,539
2019	36	143,526,724	3,986,853