Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	2	2,914,244	9,194,009	1,457,122	4,597,004
2008	7	7,846,900	14,379,757	1,120,986	2,054,251
2009	7	7,973,640	16,557,856	1,139,091	2,365,408
2010	10	8,715,758	22,036,571	871,576	2,203,657
2011	6	8,904,518	24,542,052	1,484,086	4,090,342
2012	6	8,967,136	17,508,080	1,494,523	2,918,013
2013	8	6,785,254	15,134,651	848,157	1,891,831
2014	6	7,542,111	17,547,838	1,257,018	2,924,640
2015	7	6,998,719	13,289,429	999,817	1,898,490
2016	6	6,752,062	14,123,452	1,125,344	2,353,909
2017	6	6,137,379	14,194,688	1,022,896	2,365,781
2018	6	6,542,892	14,807,810	1,090,482	2,467,968
2019	6	7,024,937	14,632,737	1,170,823	2,438,789

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	5	5,204,723	15,602,136	1,040,945	3,120,427
2008	26	15,093,255	26,619,787	580,510	1,023,838
2009	25	15,343,073	35,005,865	613,723	1,400,235
2010	28	17,359,366	41,358,873	619,977	1,477,103
2011	28	18,924,546	48,043,796	675,877	1,715,850
2012	21	17,954,828	39,648,068	854,992	1,888,003
2013	20	13,109,790	29,856,907	655,490	1,492,845
2014	14	12,579,497	30,980,652	898,535	2,212,904
2015	17	13,389,182	26,922,263	787,599	1,583,663
2016	16	13,020,799	28,671,820	813,800	1,791,989
2017	19	12,066,030	32,251,071	670,335	1,791,726
2018	16	11,758,397	27,568,149	734,900	1,723,009
2019	12	11,557,042	25,463,478	963,087	2,121,956

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	50,000	50,000

2007	10	2,372,712	237,271
2008	56	8,016,812	143,157
2009	65	8,974,067	138,063
2010	66	11,058,384	167,551
2011	67	10,430,263	155,676
2012	57	12,363,955	216,911
2013	64	9,901,258	154,707
2014	57	11,672,856	204,787
2015	53	9,212,886	173,828
2016	55	9,546,122	173,566
2017	53	9,398,476	177,330
2018	54	9,535,359	176,581
2019	51	9,827,703	192,700