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	2	1,919,397	5,665,549	959,699	2,832,775
2011	4	4,092,606	28,913,926	1,023,152	7,228,481
2012	4	4,021,809	10,378,354	1,005,452	2,594,589
2013	2	1,587,756	4,372,917	793,878	2,186,458
2014	3	1,378,451	3,717,085	459,484	1,239,028
2015	3	1,052,194	3,217,241	350,731	1,072,414
2016	2	2,180,233	4,955,741	1,090,116	2,477,871
2017	2	968,199	3,090,576	484,100	1,545,288
2018	2	2,463,934	5,646,283	1,231,967	2,823,141
2019	4	2,653,868	6,179,251	663,467	1,544,813

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	10	6,006,038	14,701,979	600,604	1,470,198
2011	13	9,093,967	47,158,574	699,536	3,627,583
2012	12	8,488,490	21,661,718	707,374	1,805,143
2013	10	4,809,072	13,008,049	480,907	1,300,805
2014	11	4,650,346	11,635,717	422,759	1,057,792
2015	11	4,075,989	9,170,708	370,544	833,701
2016	10	4,091,140	10,376,540	409,114	1,037,654
2017	9	5,025,286	12,266,914	558,365	1,362,990
2018	7	5,140,742	12,253,885	734,392	1,750,555
2019	5	3,288,058	10,773,666	657,612	2,154,733

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	21	2,556,441	121,735
2011	46	3,887,634	84,514
2012	48	3,774,686	78,639
2013	23	2,261,922	98,344
2014	24	2,047,162	85,298
2015	26	2,314,188	89,007
2016	27	2,319,802	85,919
2017	23	2,097,884	91,212
2018	25	2,504,675	100,187
2019	25	142,946,767	5,717,871