Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	1	1,419,949	2,263,739	1,419,949	2,263,739
2009	1	1,171,243	1,963,202	1,171,243	1,963,202
2010	1	1,261,167	2,547,123	1,261,167	2,547,123
2011	1	1,283,368	2,479,830	1,283,368	2,479,830
2012	1	1,298,883	2,622,174	1,298,883	2,622,174
2013	2	2,765,388	4,731,589	1,382,694	2,365,794
2014	2	2,879,076	5,751,825	1,439,538	2,875,912
2015	3	2,916,963	5,388,570	972,321	1,796,190
2016	2	2,620,054	4,556,298	1,310,027	2,278,149
2017	2	1,921,157	2,876,323	960,578	1,438,161
2018	2	2,685,205	4,953,736	1,342,602	2,476,868
2019	2	2,674,778	4,096,967	1,337,389	2,048,483

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	3	2,749,464	3,937,016	916,488	1,312,339
2009	3	2,851,391	4,571,809	950,464	1,523,936
2010	3	3,063,178	5,578,701	1,021,059	1,859,567
2011	3	3,154,497	5,809,081	1,051,499	1,936,360
2012	3	3,116,391	5,962,755	1,038,797	1,987,585
2013	6	5,981,734	13,032,130	996,956	2,172,022
2014	4	4,913,899	11,024,602	1,228,475	2,756,150
2015	5	4,759,254	9,872,961	951,851	1,974,592
2016	4	4,303,808	8,448,880	1,075,952	2,112,220
2017	5	3,471,530	9,577,636	867,883	2,394,409
2018	3	3,438,331	6,965,847	1,146,110	2,321,949
2019	3	3,430,662	5,672,010	1,143,554	1,890,670

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	5	1,223,697	244,739
2009	6	1,087,092	181,182
2010	6	1,272,204	212,201

2010	6	1,273,204	212,201
2011	6	1,227,831	204,639
2012	6	1,302,642	217,107
2013	20	3,483,341	174,167
2014	13	3,647,101	280,546
2015	13	3,560,400	273,877
2016	13	3,434,462	264,189
2017	15	4,062,063	270,804
2018	15	3,782,198	252,147
2019	13	3,667,999	282,154