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	3,100,732	5,217,328	1,550,366	2,608,664
2009	3	2,936,918	7,207,610	978,973	2,402,537
2010	4	4,223,017	15,728,593	1,055,754	3,932,148
2011	4	4,203,493	15,619,610	1,050,873	3,904,902
2012	5	5,609,449	12,659,517	1,121,890	2,531,903
2013	4	3,059,769	7,743,914	764,942	1,935,978
2014	3	1,676,933	4,059,808	558,978	1,353,269
2015	4	1,799,154	4,920,214	449,788	1,230,054
2016	3	2,691,788	6,386,438	897,263	2,128,813
2017	3	1,408,700	4,488,802	469,567	1,496,267
2018	3	1,627,902	4,473,900	542,634	1,491,300
2019	3	1,793,412	4,542,342	597,804	1,514,114

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	8	6,682,529	11,609,529	835,316	1,451,191
2009	11	6,602,080	20,693,469	600,189	1,881,224
2010	12	8,570,046	29,594,801	714,171	2,466,233
2011	12	8,708,226	39,952,847	725,686	3,329,404
2012	13	9,792,539	28,008,040	753,272	2,154,465
2013	10	4,665,006	12,509,393	466,501	1,250,939
2014	8	3,017,907	7,344,078	377,238	918,010
2015	9	3,388,232	8,071,931	376,470	896,881
2016	10	3,761,363	11,966,650	376,136	1,196,665
2017	8	3,831,997	10,745,913	479,000	1,343,239
2018	7	2,736,027	7,843,439	390,861	1,120,491
2019	7	2,980,229	10,500,143	425,747	1,500,020

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	24	3,151,608	131,317
2009	21	2,824,741	134,511
2010	34	4,332,551	127,428
2011	37	4,854,753	131,210
2012	49	5,706,948	116,468
2013	40	3,187,176	79,679
2014	30	2,128,461	70,949
2015	30	2,418,822	80,627
2016	33	2,435,537	73,804
2017	31	2,189,420	70,626
2018	39	2,640,222	67,698
2019	34	3,331,474	97,985