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	1,801,631	5,319,614	1,801,631	5,319,614
2008	3	3,996,563	9,850,395	1,332,188	3,283,465
2009	3	3,936,683	8,045,776	1,312,228	2,681,925
2010	3	4,317,560	10,489,882	1,439,187	3,496,627
2011	3	4,608,668	11,356,384	1,536,223	3,785,461
2012	3	4,675,314	11,691,141	1,558,438	3,897,047
2013	4	6,177,307	12,932,155	1,544,327	3,233,039
2014	4	6,014,506	13,080,722	1,503,627	3,270,181
2015	4	4,608,008	9,313,943	1,152,002	2,328,486
2016	5	5,999,964	13,363,002	1,199,993	2,672,600
2017	3	2,622,304	4,263,316	874,101	1,421,105
2018	3	3,405,710	7,035,408	1,135,237	2,345,136
2019	3	3,760,422	6,586,937	1,253,474	2,195,646

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	2	2,892,092	8,097,401	1,446,046	4,048,701
2008	16	9,193,303	20,305,353	574,581	1,269,085
2009	16	10,081,501	19,196,581	630,094	1,199,786
2010	16	11,082,729	24,982,441	692,671	1,561,403
2011	15	11,548,116	25,967,914	769,874	1,731,194
2012	15	11,544,650	24,886,333	769,643	1,659,089
2013	17	14,283,127	31,578,551	840,184	1,857,562
2014	12	11,692,306	26,057,038	974,359	2,171,420
2015	13	9,992,420	21,315,950	768,648	1,639,688
2016	14	9,990,070	22,476,549	713,576	1,605,468
2017	10	5,123,175	12,781,156	569,242	1,420,128
2018	9	5,217,053	11,488,951	579,673	1,276,550
2019	8	5,537,666	10,900,257	692,208	1,362,532

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	10	1,507,320	150,732

2008	27	2,968,650	109,950
2009	31	3,098,152	99,940
2010	31	3,763,769	121,412
2011	35	4,037,437	115,355
2012	38	6,279,605	165,253
2013	51	6,428,775	126,054
2014	39	7,614,582	195,246
2015	38	6,890,182	181,321
2016	38	6,740,424	177,380
2017	23	4,944,618	214,983
2018	26	4,383,743	168,605
2019	23	4,224,376	183,669