Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	2	1,743,165	3,142,336	871,583	1,571,168
2009	2	1,704,569	3,031,834	852,284	1,515,917
2010	2	2,011,995	3,889,482	1,005,998	1,944,741
2011	2	1,922,980	3,889,248	961,490	1,944,624
2012	2	1,941,444	4,204,735	970,722	2,102,368
2013	2	1,892,680	4,621,276	946,340	2,310,638
2014	2	1,972,057	5,259,323	986,029	2,629,662
2015	3	1,945,355	4,620,263	648,452	1,540,088
2016	2	1,648,272	3,730,728	824,136	1,865,364
2017	2	778,192	2,456,720	389,096	1,228,360
2018	2	1,586,308	4,111,803	793,154	2,055,902
2019	2	1,637,521	3,339,029	818,760	1,669,515

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	10	4,392,753	8,084,145	439,275	808,414
2009	10	4,888,096	9,100,008	488,810	910,001
2010	10	5,627,775	11,836,947	562,778	1,183,695
2011	12	6,169,593	11,805,034	514,133	983,753
2012	12	6,116,879	12,671,536	509,740	1,055,961
2013	9	5,630,171	15,308,901	625,575	1,700,989
2014	8	5,386,197	13,359,062	673,275	1,669,883
2015	9	5,660,193	11,597,682	628,910	1,288,631
2016	8	4,644,458	9,482,187	580,557	1,185,273
2017	10	3,919,537	12,761,756	435,504	1,417,973
2018	8	3,870,988	9,088,536	483,874	1,136,067
2019	4	2,702,323	5,301,087	675,581	1,325,272

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	11	1,338,933	121,721
2009	12	1,286,812	107,234
2010	14	1,569,041	112,074

2010	14	1,569,041	112,074
2011	14	1,554,563	111,040
2012	15	1,659,106	110,607
2013	17	1,707,508	100,442
2014	18	1,853,142	102,952
2015	18	1,638,769	91,043
2016	19	1,521,664	80,088
2017	16	1,918,415	119,901
2018	16	1,732,299	108,269
2019	16	1,906,320	119,145