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	2	2,090,641	6,496,330	1,045,320	3,248,165
2009	2	2,459,800	5,355,238	1,229,900	2,677,619
2010	2	2,687,282	6,710,052	1,343,641	3,355,026
2011	2	2,589,267	7,028,092	1,294,634	3,514,046
2012	2	2,631,379	7,039,657	1,315,689	3,519,828
2013	2	2,628,160	6,485,368	1,314,080	3,242,684
2014	2	2,348,315	5,653,832	1,174,157	2,826,916
2015	2	2,166,437	4,667,066	1,083,218	2,333,533
2016	2	2,151,942	5,667,626	1,075,971	2,833,813
2017	1	304,035	1,093,397	304,035	1,093,397
2018	1	348,104	661,067	348,104	661,067
2019	1	409,743	745,063	409,743	745,063

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	9	4,476,366	12,444,608	497,374	1,382,734
2009	9	5,119,063	11,169,050	568,785	1,241,006
2010	9	5,671,946	14,439,918	630,216	1,604,435
2011	11	6,134,218	14,562,667	557,656	1,323,879
2012	12	5,485,779	13,351,713	457,148	1,112,643
2013	9	6,490,200	14,775,606	721,133	1,641,734
2014	7	4,960,965	11,090,794	708,709	1,584,399
2015	7	5,176,297	9,470,542	739,471	1,352,935
2016	7	4,141,098	9,095,468	591,585	1,299,353
2017	6	1,895,007	4,697,120	315,834	782,853
2018	6	1,879,657	3,625,689	313,276	604,281
2019	2	718,661	1,132,077	359,331	566,038

Non-Executive Director Remuneration - ZAR:

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

2008	16	1,587,637	99,227
2009	19	1,924,717	101,301
2010	21	2,310,961	110,046
2011	22	2,487,913	113,087
2012	22	4,184,265	190,194
2013	24	2,545,851	106,077
2014	26	3,636,708	139,873
2015	26	2,983,698	114,758
2016	27	2,984,639	110,542
2017	9	340,352	37,817
2018	9	459,101	51,011
2019	9	683,321	75,925