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	337,001	724,184	168,501	362,092
2009	2	1,088,674	1,581,683	544,337	790,841
2010	2	1,414,862	3,771,527	707,431	1,885,764
2011	5	5,305,287	30,595,559	1,061,057	6,119,112
2012	5	5,231,362	13,003,776	1,046,272	2,600,755
2013	4	2,404,871	8,733,659	601,218	2,183,415
2014	3	3,032,386	7,247,023	1,010,795	2,415,674
2015	3	2,933,887	6,358,829	977,962	2,119,610
2016	3	2,869,393	5,269,466	956,464	1,756,489
2017	4	3,008,833	7,175,010	752,208	1,793,752
2018	3	3,021,361	4,817,441	1,007,120	1,605,814
2019	3	3,083,797	3,471,226	1,027,932	1,157,075

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	9	2,621,524	6,011,366	291,280	667,930
2009	7	2,849,918	4,818,807	407,131	688,401
2010	7	3,129,056	8,443,998	447,008	1,206,285
2011	11	9,599,242	39,145,688	872,658	3,558,699
2012	11	9,291,905	20,422,939	844,719	1,856,631
2013	8	4,100,046	13,771,333	512,506	1,721,417
2014	8	4,972,404	12,417,984	621,551	1,552,248
2015	8	4,819,884	10,028,295	602,485	1,253,537
2016	8	5,010,419	9,866,258	626,302	1,233,282
2017	10	5,840,630	12,413,402	584,063	1,241,340
2018	5	3,814,236	6,284,888	762,847	1,256,978
2019	5	3,908,345	4,592,428	781,669	918,486

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	17	1,522,370	89,551
2009	18	1,551,631	86,202
2010	18	2,026,244	112,569

2010	18	2,026,244	112,569
2011	52	4,901,337	94,256
2012	53	4,746,482	89,556
2013	36	4,206,216	116,839
2014	31	3,350,160	108,070
2015	31	3,463,167	111,715
2016	35	3,500,967	100,028
2017	37	3,948,036	106,704
2018	22	2,451,352	111,425
2019	23	2,708,471	117,760