

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	2,229,139	4,232,663	1,114,569	2,116,331
2009	2	2,010,209	3,759,170	1,005,104	1,879,585
2010	2	2,381,106	5,122,189	1,190,553	2,561,094
2011	2	2,659,013	5,737,710	1,329,506	2,868,855
2012	2	2,686,496	6,234,045	1,343,248	3,117,023
2013	2	2,676,439	6,336,475	1,338,220	3,168,238
2014	2	2,759,173	6,934,389	1,379,587	3,467,194
2015	2	1,469,963	3,878,570	734,982	1,939,285
2016	3	2,876,240	6,869,806	958,747	2,289,935
2017	2	1,175,304	2,750,316	587,652	1,375,158
2018	2	1,958,710	5,532,408	979,355	2,766,204
2019	2	2,313,422	5,083,937	1,156,711	2,541,969

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	14	6,360,226	12,007,875	454,302	857,705
2009	14	6,999,143	12,555,729	499,939	896,838
2010	14	7,975,380	16,800,769	569,670	1,200,055
2011	13	8,428,995	17,401,201	648,384	1,338,554
2012	12	9,059,359	18,243,400	754,947	1,520,283
2013	11	7,441,364	19,079,716	676,488	1,734,520
2014	9	7,203,640	17,300,705	800,404	1,922,301
2015	10	5,717,062	13,570,129	571,706	1,357,013
2016	11	6,189,622	14,414,388	562,693	1,310,399
2017	9	3,676,175	11,268,156	459,522	1,408,519
2018	8	3,770,053	9,985,951	471,257	1,248,244
2019	7	4,090,666	9,397,257	584,381	1,342,465

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	17	1,496,248	88,015
2009	18	1,373,156	76,286
2010	18	1,748,645	97,147
2011	21	1,876,255	89,345
2012	25	2,451,804	98,072
2013	24	2,107,001	87,708

2013	24	2,107,091	87,799
2014	18	2,183,916	121,329
2015	17	1,984,854	116,756
2016	17	1,842,988	108,411
2017	15	2,460,618	164,041
2018	18	1,874,743	104,152
2019	17	1,779,376	104,669