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	588,029	1,241,948	588,029	1,241,948
2008	5	1,735,616	2,754,822	347,123	550,964
2009	6	1,820,037	3,504,500	303,340	584,083
2010	4	2,468,967	4,485,493	617,242	1,121,373
2011	4	2,200,253	4,345,534	550,063	1,086,384
2012	4	2,197,516	4,256,293	549,379	1,064,073
2013	5	2,319,806	4,259,175	463,961	851,835
2014	6	2,055,085	5,258,667	342,514	876,444
2015	4	1,195,919	2,131,835	298,980	532,959
2016	5	945,006	3,703,876	189,001	740,775
2017	4	1,626,285	2,877,902	406,571	719,476
2018	5	2,961,484	6,611,285	592,297	1,322,257
2019	6	2,997,823	4,535,917	499,637	755,986

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	1,212,482	2,532,081	404,161	844,027
2008	22	5,735,401	10,554,288	260,700	479,740
2009	24	6,158,103	12,385,340	256,588	516,056
2010	19	8,249,515	16,422,322	434,185	864,333
2011	22	8,135,121	19,157,612	369,778	870,801
2012	18	7,736,167	17,327,290	429,787	962,627
2013	19	7,191,127	15,381,980	378,480	809,578
2014	19	6,328,752	15,293,190	333,092	804,905
2015	19	5,093,641	9,743,083	268,086	512,794
2016	17	3,909,016	10,317,079	229,942	606,887
2017	16	5,321,440	10,538,941	332,590	658,684
2018	14	6,478,653	14,018,353	462,761	1,001,311
2019	10	4,121,606	5,818,220	412,161	581,822

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	10	315,574	31,557

2008	42	1,783,434	42,463
2009	39	1,588,252	40,724
2010	42	2,189,556	52,132
2011	37	2,560,428	69,201
2012	39	2,901,198	74,390
2013	38	2,354,374	61,957
2014	43	2,431,178	56,539
2015	51	2,390,614	47,812
2016	45	1,954,421	43,432
2017	45	2,588,733	57,527
2018	44	2,789,768	63,404
2019	42	142,095,709	3,383,231