

Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	3	2,327,127	3,943,140	775,709	1,314,380
2009	3	2,093,885	3,566,208	697,962	1,188,736
2010	3	2,442,308	4,202,603	814,103	1,400,868
2011	3	2,636,674	5,106,743	878,891	1,702,248
2012	3	2,600,848	4,770,830	866,949	1,590,277
2013	3	2,528,951	4,844,090	842,984	1,614,697
2014	5	2,743,724	11,808,229	548,745	2,361,646
2015	4	2,283,309	5,256,647	570,827	1,314,162
2016	3	1,901,516	4,699,360	633,839	1,566,453
2017	3	1,398,367	2,846,676	466,122	948,892
2018	2	1,796,523	4,634,920	898,261	2,317,460
2019	3	1,989,903	4,046,642	663,301	1,348,881

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	10	4,992,341	8,620,584	499,234	862,058
2009	9	5,285,781	8,812,660	587,309	979,184
2010	10	6,237,652	11,216,698	623,765	1,121,670
2011	10	6,739,212	12,014,848	673,921	1,201,485
2012	11	6,772,621	11,750,884	615,693	1,068,262
2013	11	6,908,252	15,482,384	628,023	1,407,489
2014	10	6,507,947	19,686,696	650,795	1,968,670
2015	11	6,993,464	13,421,673	635,769	1,220,152
2016	9	4,740,850	11,188,170	526,761	1,243,130
2017	9	3,828,530	10,936,356	478,566	1,367,044
2018	8	54,309,181	109,820,980	6,788,648	13,727,622
2019	8	3,927,590	7,953,768	490,949	994,221

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	25	2,578,836	103,153
2009	22	2,550,825	115,947
2010	27	2,111,725	116,172

2010	27	3,144,733	110,472
2011	28	3,283,460	117,266
2012	27	3,438,697	127,359
2013	28	3,367,821	120,279
2014	29	3,468,478	119,603
2015	27	3,254,351	120,532
2016	29	4,462,197	153,869
2017	29	3,634,937	125,343
2018	26	3,096,995	119,115
2019	23	2,874,829	124,993