Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	4	2,520,070	4,742,095	630,017	1,185,524
2009	4	2,548,079	4,312,654	637,020	1,078,164
2010	4	3,016,321	5,369,460	754,080	1,342,365
2011	7	6,932,017	32,299,401	990,288	4,614,200
2012	7	6,822,324	14,111,239	974,618	2,015,891
2013	5	4,658,977	7,897,635	931,795	1,579,527
2014	6	4,566,078	9,016,327	761,013	1,502,721
2015	5	4,027,606	6,993,733	805,521	1,398,747
2016	5	3,888,984	6,397,777	777,797	1,279,555
2017	5	3,243,962	5,839,762	648,792	1,167,952
2018	6	4,074,276	7,787,563	679,046	1,297,927
2019	5	4,017,591	6,575,953	803,518	1,315,191

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	20	7,145,474	13,214,133	357,274	660,707
2009	20	7,601,799	13,706,393	380,090	685,320
2010	20	9,030,848	16,889,715	451,542	844,486
2011	24	14,015,129	45,094,820	583,964	1,878,951
2012	23	13,594,692	26,328,770	591,074	1,144,729
2013	19	11,579,154	22,138,801	609,429	1,165,200
2014	16	9,385,558	20,116,921	586,597	1,257,308
2015	17	9,599,970	16,778,264	599,998	1,048,641
2016	16	7,737,090	14,666,711	483,568	916,669
2017	15	6,891,625	17,451,767	492,259	1,246,555
2018	14	6,928,592	13,453,629	494,899	960,973
2019	8	5,379,443	8,955,139	672,430	1,119,392

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	31	2,453,080	79,132
2009	36	2,246,379	62,399
2010	36	2,545,731	70,715

2010	36	2,545,731	70,715
2011	67	4,386,002	65,463
2012	73	4,967,511	68,048
2013	55	5,060,210	92,004
2014	50	5,054,581	101,092
2015	48	5,003,386	104,237
2016	50	4,681,917	93,638
2017	48	5,594,383	116,550
2018	50	5,731,426	114,629
2019	44	5,605,660	127,401