

Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2009	1	791,191	1,197,856	791,191	1,197,856
2010	1	1,010,714	2,861,834	1,010,714	2,861,834
2011	2	2,486,991	5,147,256	1,243,496	2,573,628
2012	3	3,738,885	7,871,105	1,246,295	2,623,702
2013	2	2,593,086	8,658,082	1,296,543	4,329,041
2014	1	1,475,699	5,010,800	1,475,699	5,010,800
2015	1	1,549,126	4,109,353	1,549,126	4,109,353
2016	1	1,543,661	2,849,966	1,543,661	2,849,966
2017	2	1,613,466	4,523,336	806,733	2,261,668
2018	2	2,680,370	4,041,986	1,340,185	2,020,993
2019	2	2,697,337	2,697,337	1,348,668	1,348,668

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	4	1,815,840	4,023,579	453,960	1,005,895
2009	4	2,056,747	3,175,017	514,187	793,754
2010	4	2,315,431	6,644,775	578,858	1,661,194
2011	6	5,580,707	10,853,968	930,118	1,808,995
2012	7	6,678,382	13,278,918	954,055	1,896,988
2013	4	3,606,608	11,861,264	901,652	2,965,316
2014	4	2,253,520	8,465,477	563,380	2,116,369
2015	4	2,425,524	6,222,290	606,381	1,555,573
2016	3	2,368,610	4,680,746	789,537	1,560,249
2017	4	2,268,171	5,916,832	567,043	1,479,208
2018	3	3,186,821	4,869,670	1,062,274	1,623,223
2019	3	3,214,075	3,214,075	1,071,358	1,071,358

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	11	1,295,163	117,742
2009	12	1,291,436	107,620
2010	11	1,605,677	145,971
2011	10	2,842,567	284,256

2011	10	2,043,307	137,370
2012	28	3,299,024	117,822
2013	22	2,699,029	122,683
2014	10	1,515,429	151,543
2015	11	1,742,832	158,439
2016	11	1,535,254	139,569
2017	12	1,765,800	147,150
2018	14	2,028,063	144,862
2019	14	2,221,880	158,706