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	634,752	2,642,553	634,752	2,642,553
2008	5	2,315,599	5,728,658	463,120	1,145,732
2009	5	2,470,403	4,351,666	494,081	870,333
2010	5	3,308,857	6,050,968	661,771	1,210,194
2011	5	3,786,965	6,962,494	757,393	1,392,499
2012	5	3,797,910	7,851,786	759,582	1,570,357
2013	7	4,365,360	9,829,583	623,623	1,404,226
2014	9	4,193,342	8,333,046	465,927	925,894
2015	4	2,116,325	4,662,440	529,081	1,165,610
2016	7	4,068,381	10,717,513	581,197	1,531,073
2017	5	2,748,895	5,243,425	549,779	1,048,685
2018	7	3,267,891	7,233,962	466,842	1,033,423
2019	8	4,528,044	9,654,265	566,005	1,206,783

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	1	634,752	2,642,553	634,752	2,642,553
2008	22	6,761,548	15,565,417	307,343	707,519
2009	22	7,986,949	14,996,038	363,043	681,638
2010	23	10,051,016	20,367,419	437,001	885,540
2011	22	10,877,530	20,139,573	494,433	915,435
2012	21	12,146,941	23,159,189	578,426	1,102,819
2013	22	10,484,790	20,992,503	476,581	954,205
2014	19	9,148,192	17,776,587	481,484	935,610
2015	19	8,620,339	15,782,239	478,908	876,791
2016	21	7,530,683	18,843,495	358,604	897,309
2017	15	5,949,990	11,587,286	396,666	772,486
2018	20	57,438,778	115,977,466	2,871,939	5,798,873
2019	18	7,588,916	16,436,942	421,606	913,163

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	18	2,046,525	113,696

2008	62	3,181,137	51,309
2009	58	3,084,829	53,187
2010	60	4,254,426	70,907
2011	62	4,417,479	71,250
2012	65	4,895,817	75,320
2013	62	4,304,588	69,429
2014	65	4,474,567	68,839
2015	57	4,067,833	71,365
2016	59	3,992,946	67,677
2017	58	5,184,332	89,385
2018	56	4,579,748	81,781
2019	50	4,372,809	87,456