Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	2,236,383	6,751,387	745,461	2,250,462
2008	3	3,514,459	8,556,079	1,171,486	2,852,026
2009	3	3,407,086	7,320,887	1,135,695	2,440,296
2010	3	3,611,424	9,515,066	1,203,808	3,171,689
2011	3	3,678,439	9,593,060	1,226,146	3,197,687
2012	3	3,777,895	9,220,431	1,259,298	3,073,477
2013	4	5,291,398	10,529,542	1,322,850	2,632,385
2014	4	5,145,172	11,416,788	1,286,293	2,854,197
2015	6	5,188,165	10,749,695	864,694	1,791,616
2016	4	4,632,371	9,943,883	1,158,093	2,485,971
2017	4	2,217,558	3,336,354	554,389	834,088
2018	4	3,017,173	5,285,704	754,293	1,321,426
2019	2	2,674,778	4,096,967	1,337,389	2,048,483

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	5	3,525,567	10,325,344	705,113	2,065,069
2008	6	5,909,627	12,909,102	984,938	2,151,517
2009	7	6,421,282	12,658,595	917,326	1,808,371
2010	7	6,827,129	16,022,236	975,304	2,288,891
2011	7	6,982,644	16,610,465	997,521	2,372,924
2012	8	6,371,488	14,382,591	796,436	1,797,824
2013	11	10,836,082	23,826,505	985,098	2,166,046
2014	8	8,678,420	19,828,012	1,084,803	2,478,502
2015	10	8,441,983	18,077,925	844,198	1,807,793
2016	8	7,223,901	15,687,329	902,988	1,960,916
2017	9	4,291,953	11,080,294	536,494	1,385,037
2018	6	4,045,512	7,573,027	674,252	1,262,171
2019	3	3,430,662	5,672,010	1,143,554	1,890,670

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	15	1,635,405	109,027

2008	22	2,903,958	131,998
2009	26	3,141,149	120,813
2010	27	3,752,359	138,976
2011	26	3,943,311	151,666
2012	27	5,745,411	212,793
2013	42	6,203,548	147,704
2014	38	7,351,034	193,448
2015	34	6,701,634	197,107
2016	36	6,565,306	182,370
2017	24	4,713,517	196,397
2018	23	4,312,736	187,510
2019	13	3,667,999	282,154