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	2,062,270	3,709,688	515,568	927,422
2009	3	1,812,469	2,825,938	604,156	941,979
2010	3	2,095,119	4,134,707	698,373	1,378,236
2011	3	2,245,576	4,198,039	748,525	1,399,346
2012	3	2,238,064	4,186,975	746,021	1,395,658
2013	4	2,210,417	4,937,062	552,604	1,234,266
2014	4	2,154,586	5,580,016	538,647	1,395,004
2015	4	2,154,919	5,014,108	538,730	1,253,527
2016	3	1,814,167	4,699,820	604,722	1,566,607
2017	3	1,255,741	2,966,390	418,580	988,797
2018	2	1,579,195	4,226,192	789,598	2,113,096
2019	3	1,836,734	4,183,766	612,245	1,394,589

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	13	4,927,457	9,210,777	379,035	708,521
2009	10	5,224,964	8,933,497	522,496	893,350
2010	11	5,940,529	11,544,335	540,048	1,049,485
2011	10	6,289,459	10,979,685	628,946	1,097,969
2012	10	6,296,255	10,858,128	629,625	1,085,813
2013	12	6,553,408	15,828,629	546,117	1,319,052
2014	9	5,879,662	13,339,146	653,296	1,482,127
2015	11	6,833,429	13,094,121	621,221	1,190,375
2016	9	4,650,838	11,633,347	516,760	1,292,594
2017	9	3,670,601	11,286,149	458,825	1,410,769
2018	8	54,055,399	109,353,231	6,756,925	13,669,154
2019	8	3,770,216	8,314,734	471,277	1,039,342

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	19	1,662,149	87,482
2009	17	1,655,957	97,409
2010	20	2,270,507	113,525

2010	20	2,270,507	113,525
2011	24	2,496,418	104,017
2012	23	2,610,166	113,485
2013	24	2,635,339	109,806
2014	26	2,568,179	98,776
2015	25	2,450,290	98,012
2016	27	2,245,839	83,179
2017	26	2,657,125	102,197
2018	23	2,220,286	96,534
2019	20	2,101,458	105,073