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	4,637,609	7,504,042	1,159,402	1,876,010
2009	4	4,181,338	8,736,181	1,045,334	2,184,045
2010	4	4,681,925	14,368,376	1,170,481	3,592,094
2011	4	5,123,659	15,892,513	1,280,915	3,973,128
2012	4	5,207,536	11,756,870	1,301,884	2,939,218
2013	3	2,757,121	6,837,725	919,040	2,279,242
2014	3	2,718,093	7,409,992	906,031	2,469,997
2015	4	2,725,121	7,121,315	681,280	1,780,329
2016	4	2,322,613	5,915,298	580,653	1,478,824
2017	3	1,710,270	4,684,669	570,090	1,561,556
2018	3	2,434,461	7,075,231	811,487	2,358,410
2019	3	2,329,099	5,540,362	776,366	1,846,787

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	10	9,377,700	14,460,693	937,770	1,446,069
2009	11	9,436,692	23,355,933	857,881	2,123,267
2010	10	10,031,384	27,292,262	1,003,138	2,729,226
2011	10	10,971,204	32,872,746	1,097,120	3,287,275
2012	11	11,553,631	29,492,881	1,050,330	2,681,171
2013	6	5,388,864	15,828,920	898,144	2,638,153
2014	8	6,241,152	16,788,651	780,144	2,098,581
2015	10	6,232,709	17,500,374	623,271	1,750,037
2016	9	5,066,029	12,678,863	562,892	1,408,763
2017	8	4,205,173	13,670,527	600,739	1,952,932
2018	10	5,608,143	17,462,650	560,814	1,746,265
2019	12	6,250,864	16,150,542	520,905	1,345,878

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	31	4,487,517	144,759
2009	35	4,142,549	118,359
2010	32	5,045,314	157,666

2010	32	5,045,314	157,666
2011	42	6,856,273	163,245
2012	43	6,717,800	156,228
2013	33	4,357,432	132,043
2014	33	4,284,205	129,824
2015	31	3,738,088	120,583
2016	35	4,021,479	114,899
2017	37	5,086,665	137,477
2018	35	3,860,962	110,313
2019	32	3,707,013	115,844