

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	1,801,631	5,319,614	1,801,631	5,319,614
2008	2	3,187,373	7,881,472	1,593,687	3,940,736
2009	2	3,097,717	6,249,808	1,548,859	3,124,904
2010	2	3,197,621	7,914,816	1,598,811	3,957,408
2011	2	3,233,023	8,098,504	1,616,512	4,049,252
2012	2	3,287,701	8,079,270	1,643,851	4,039,635
2013	3	4,820,944	9,821,019	1,606,981	3,273,673
2014	3	4,687,409	10,385,158	1,562,470	3,461,719
2015	4	4,608,008	9,313,943	1,152,002	2,328,486
2016	3	4,296,778	9,540,493	1,432,259	3,180,164
2017	2	1,921,157	2,876,323	960,578	1,438,161
2018	2	2,685,205	4,953,736	1,342,602	2,476,868
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	2	2,892,092	8,097,401	1,446,046	4,048,701
2008	5	5,582,541	12,234,495	1,116,508	2,446,899
2009	5	5,933,750	11,212,661	1,186,750	2,242,532
2010	5	6,170,527	13,760,374	1,234,105	2,752,075
2011	5	6,273,618	14,375,794	1,254,724	2,875,159
2012	6	5,601,682	12,605,688	933,614	2,100,948
2013	9	10,100,059	22,713,778	1,122,229	2,523,753
2014	6	7,955,566	18,267,935	1,325,928	3,044,656
2015	7	7,587,613	16,108,782	1,083,945	2,301,255
2016	6	6,657,257	15,002,041	1,109,543	2,500,340
2017	5	3,471,530	9,577,636	867,883	2,394,409
2018	3	3,438,331	6,965,847	1,146,110	2,321,949
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	10	1,507,320	150,732

2008	15	2,696,098	179,740
2009	19	2,812,088	148,005
2010	19	3,288,327	173,070
2011	20	3,389,013	169,451
2012	19	5,130,444	270,023
2013	34	5,655,025	166,324
2014	27	6,898,768	255,510
2015	27	6,194,728	229,434
2016	27	6,060,899	224,478
2017	15	4,062,063	270,804
2018	15	3,782,198	252,147
2019	13	3,667,999	282,154