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	2	1,007,739	2,374,607	503,869	1,187,304
2009	2	1,064,088	1,632,603	532,044	816,302
2010	2	1,411,404	2,231,155	705,702	1,115,577
2011	4	3,853,911	26,127,305	963,478	6,531,826
2012	4	3,832,749	7,098,849	958,187	1,774,712
2013	4	2,124,110	5,272,083	531,027	1,318,021
2014	5	1,936,254	4,296,402	387,251	859,280
2015	3	1,185,031	2,983,856	395,010	994,619
2016	3	1,235,974	4,634,666	411,991	1,544,889
2017	2	701,948	1,623,005	350,974	811,502
2018	5	2,972,912	6,275,548	594,582	1,255,110
2019	7	3,665,718	7,733,405	523,674	1,104,772

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	9	3,391,536	6,899,395	376,837	766,599
2009	9	3,563,039	6,950,594	395,893	772,288
2010	9	4,806,269	9,642,639	534,030	1,071,404
2011	14	10,250,920	38,967,877	732,209	2,783,420
2012	14	10,056,173	20,625,492	718,298	1,473,249
2013	12	5,766,364	14,457,320	480,530	1,204,777
2014	13	5,186,080	12,040,981	398,929	926,229
2015	11	4,049,343	9,274,391	368,122	843,126
2016	11	3,072,318	9,202,703	279,302	836,609
2017	9	3,852,945	8,923,994	428,105	991,555
2018	11	6,057,329	13,993,837	550,666	1,272,167
2019	8	4,109,831	8,742,275	513,729	1,092,784

Non-Executive Director Remuneration - ZAR:

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

2008	34	2,738,331	80,539
2009	27	2,398,509	88,834
2010	29	3,082,727	106,301
2011	43	4,875,436	113,382
2012	43	4,821,605	112,130
2013	25	2,761,974	110,479
2014	31	3,153,256	101,718
2015	27	2,594,439	96,090
2016	28	2,642,844	94,387
2017	29	3,459,462	119,292
2018	26	3,283,968	126,306
2019	23	143,163,731	6,224,510