

Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	4	1,805,053	3,477,228	451,263	869,307
2008	9	4,464,006	7,321,190	496,001	813,466
2009	7	3,998,706	7,479,648	571,244	1,068,521
2010	7	4,820,222	10,670,915	688,603	1,524,416
2011	8	6,525,600	15,250,038	815,700	1,906,255
2012	8	6,933,116	11,444,174	866,639	1,430,522
2013	9	6,355,953	9,722,931	706,217	1,080,326
2014	9	4,662,292	8,957,130	518,032	995,237
2015	9	3,248,493	5,952,033	360,944	661,337
2016	8	3,396,457	6,399,404	424,557	799,926
2017	9	4,026,567	6,221,223	447,396	691,247
2018	9	4,517,945	8,902,690	501,994	989,188
2019	8	272,933,014	422,447,131	34,116,627	52,805,891

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	7	2,714,390	5,411,989	387,770	773,141
2008	24	9,155,215	16,413,794	381,467	683,908
2009	21	8,879,525	17,020,377	422,835	810,494
2010	25	11,664,008	25,650,060	466,560	1,026,002
2011	26	16,191,910	34,126,693	622,766	1,312,565
2012	27	16,713,432	31,108,376	619,016	1,152,162
2013	26	13,482,253	24,910,264	518,548	958,087
2014	25	11,030,328	21,938,645	441,213	877,546
2015	26	10,113,836	17,566,237	388,994	675,624
2016	24	7,481,817	15,034,164	311,742	626,424
2017	23	9,013,027	15,838,269	391,871	688,620
2018	23	60,304,052	121,285,132	2,621,915	5,273,267
2019	16	413,884,021	592,653,077	25,867,751	37,040,817

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	30	1,445,050	48,168

2008	70	3,224,688	46,067
2009	63	3,326,850	52,807
2010	62	4,657,219	75,116
2011	70	7,404,356	105,777
2012	83	7,937,450	95,632
2013	67	6,473,226	96,615
2014	66	5,430,663	82,283
2015	72	5,897,435	81,909
2016	68	5,341,476	78,551
2017	64	5,869,878	91,717
2018	75	8,491,869	113,225
2019	54	144,807,507	2,681,621