Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	1	1,419,949	2,263,739	1,419,949	2,263,739
2009	1	1,171,243	1,963,202	1,171,243	1,963,202
2010	1	1,261,167	2,547,123	1,261,167	2,547,123
2011	5	6,410,896	30,757,205	1,282,179	6,151,441
2012	7	9,251,540	18,414,773	1,321,649	2,630,682
2013	3	4,396,255	8,732,372	1,465,418	2,910,791
2014	1	1,432,076	4,238,825	1,432,076	4,238,825
2015	2	1,469,963	3,878,570	734,982	1,939,285
2016	1	1,173,054	3,047,298	1,173,054	3,047,298
2017	1	474,157	1,363,323	474,157	1,363,323
2018	1	1,238,205	3,450,736	1,238,205	3,450,736
2019	1	1,227,778	2,593,967	1,227,778	2,593,967

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	3	2,749,464	3,937,016	916,488	1,312,339
2009	3	2,851,391	4,571,809	950,464	1,523,936
2010	3	3,063,178	5,578,701	1,021,059	1,859,567
2011	10	10,958,382	38,648,373	1,095,838	3,864,837
2012	13	14,958,770	28,002,562	1,150,675	2,154,043
2013	6	7,662,496	17,647,389	1,277,083	2,941,231
2014	3	3,466,899	9,511,602	1,155,633	3,170,534
2015	4	3,312,254	8,362,961	828,064	2,090,740
2016	3	2,856,808	6,939,880	952,269	2,313,293
2017	4	2,024,530	8,064,636	674,843	2,688,212
2018	2	1,991,331	5,462,847	995,666	2,731,423
2019	2	1,983,662	4,169,010	991,831	2,084,505

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	5	1,223,697	244,739
2009	6	1,087,092	181,182
2010	6	1,273,204	212,201

2010	6	1,273,204	212,201
2011	43	4,086,807	95,042
2012	71	5,913,426	83,288
2013	27	2,868,983	106,259
2014	6	1,468,101	244,683
2015	6	1,289,400	214,900
2016	6	1,163,462	193,910
2017	7	1,578,063	225,438
2018	7	1,273,198	181,885
2019	7	1,222,999	174,714