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	6	5,477,865	12,832,215	912,977	2,138,702
2009	6	5,513,134	11,257,847	918,856	1,876,308
2010	6	6,406,943	14,423,630	1,067,824	2,403,938
2011	6	6,914,068	16,985,269	1,152,345	2,830,878
2012	6	6,896,238	16,608,295	1,149,373	2,768,049
2013	7	8,280,513	17,219,887	1,182,930	2,459,984
2014	8	8,194,655	22,573,108	1,024,332	2,821,638
2015	7	5,913,650	12,191,859	844,807	1,741,694
2016	8	7,419,336	16,494,615	927,417	2,061,827
2017	7	4,394,703	10,633,440	627,815	1,519,063
2018	6	5,075,875	10,690,409	845,979	1,781,735
2019	6	5,428,930	9,146,652	904,822	1,524,442

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	27	12,572,698	27,329,308	465,655	1,012,197
2009	25	13,512,861	26,050,459	540,514	1,042,018
2010	26	15,953,937	34,412,715	613,613	1,323,566
2011	25	16,984,718	38,970,154	679,389	1,558,806
2012	27	17,481,103	38,295,445	647,448	1,418,350
2013	26	18,917,434	41,444,810	727,594	1,594,031
2014	24	17,100,825	41,873,071	712,534	1,744,711
2015	23	14,228,768	29,976,199	618,642	1,303,313
2016	23	13,572,699	29,644,645	590,117	1,288,898
2017	19	8,405,044	23,348,796	466,947	1,297,155
2018	15	7,956,698	17,429,529	530,447	1,161,969
2019	16	8,228,801	14,890,331	514,300	930,646

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	10	1,507,320	150,732

2008	59	5,371,551	91,043
2009	59	5,252,517	89,026
2010	63	6,318,346	100,291
2011	66	6,661,220	100,928
2012	71	8,912,951	125,535
2013	80	8,918,016	111,475
2014	71	10,153,104	143,001
2015	69	9,342,987	135,406
2016	71	10,441,251	147,060
2017	55	7,385,395	134,280
2018	56	6,832,693	122,012
2019	57	6,666,150	116,950