Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	2	2,620,320	3,525,792	1,310,160	1,762,896
2009	2	2,395,203	5,106,118	1,197,601	2,553,059
2010	2	2,516,904	9,491,352	1,258,452	4,745,676
2011	2	2,840,290	10,406,810	1,420,145	5,203,405
2012	2	2,922,717	6,097,148	1,461,358	3,048,574
2013	2	1,938,153	2,193,182	969,077	1,096,591
2014	3	1,857,415	2,324,090	619,138	774,697
2015	2	1,827,332	1,962,622	913,666	981,311
2016	2	1,788,695	2,232,525	894,347	1,116,263
2017	2	1,906,648	2,002,127	953,324	1,001,064
2018	1	1,447,000	1,503,000	1,447,000	1,503,000
2019	2	1,669,496	2,318,910	834,748	1,159,455

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	8	6,215,782	8,785,708	776,973	1,098,214
2009	7	6,017,601	16,368,137	859,657	2,338,305
2010	8	6,528,106	20,194,290	816,013	2,524,286
2011	8	7,322,009	23,423,693	915,251	2,927,962
2012	8	7,515,645	18,674,453	939,456	2,334,307
2013	9	5,319,591	6,701,916	591,066	744,657
2014	5	3,253,761	4,271,846	650,752	854,369
2015	6	4,391,685	4,993,198	731,948	832,200
2016	5	2,674,315	4,180,301	534,863	836,060
2017	4	2,483,753	2,734,440	620,938	683,610
2018	5	52,883,654	103,978,166	10,576,731	20,795,633
2019	5	2,539,285	4,270,372	507,857	854,074

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	16	2,032,502	127,031
2009	14	1,907,822	136,273
2010	15	2,221,532	148,102

2010	15	2,221,533	148,102
2011	20	3,134,173	156,709
2012	18	3,419,802	189,989
2013	22	2,895,227	131,601
2014	18	2,828,662	157,148
2015	17	2,988,395	175,788
2016	17	2,855,339	167,961
2017	17	3,088,594	181,682
2018	16	3,032,799	189,550
2019	10	2,836,867	283,687