Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	4	1,868,319	4,394,438	467,080	1,098,609
2009	4	1,959,916	3,872,174	489,979	968,044
2010	5	2,850,285	8,538,062	570,057	1,707,612
2011	5	3,439,685	7,348,138	687,937	1,469,628
2012	4	3,216,645	6,407,613	804,161	1,601,903
2013	4	3,183,068	6,503,523	795,767	1,625,881
2014	6	3,011,861	6,114,368	501,977	1,019,061
2015	3	1,738,549	3,719,143	579,516	1,239,714
2016	5	3,500,475	7,410,983	700,095	1,482,197
2017	4	3,050,229	3,805,370	762,557	951,342
2018	2	2,048,806	3,419,733	1,024,403	1,709,867
2019	4	2,825,015	5,425,892	706,254	1,356,473

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	26	7,915,357	17,626,965	304,437	677,960
2009	23	8,617,222	16,316,360	374,662	709,407
2010	26	10,867,817	28,100,884	417,993	1,080,803
2011	24	11,775,788	23,381,519	490,658	974,230
2012	22	12,342,710	21,879,097	561,032	994,504
2013	23	10,936,512	20,747,183	475,501	902,051
2014	19	9,215,257	17,379,312	485,014	914,701
2015	20	10,272,849	16,902,235	513,642	845,112
2016	20	7,857,612	16,600,636	392,881	830,032
2017	16	7,661,140	9,907,961	478,821	619,248
2018	19	108,512,773	213,574,910	5,711,199	11,240,785
2019	17	7,020,196	13,737,249	412,953	808,073

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	37	1,108,222	29,952
2009	29	1,264,274	43,596
2010	35	2,170,307	62,009

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2011	45	3,018,625	67,081
2012	47	3,332,516	70,905
2013	46	3,232,045	70,262
2014	44	2,665,381	60,577
2015	43	3,204,983	74,534
2016	43	2,948,881	68,579
2017	37	3,457,594	93,448
2018	37	2,868,876	77,537
2019	29	2,375,095	81,900