

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	3,734,949	5,067,766	1,867,474	2,533,883
2009	2	3,222,703	6,590,411	1,611,352	3,295,205
2010	2	3,348,267	11,360,584	1,674,134	5,680,292
2011	2	3,577,240	12,218,015	1,788,620	6,109,007
2012	2	3,678,761	8,040,741	1,839,381	4,020,371
2013	2	2,765,388	4,731,589	1,382,694	2,365,794
2014	2	2,879,076	5,751,825	1,439,538	2,875,912
2015	3	2,916,963	5,388,570	972,321	1,796,190
2016	2	2,620,054	4,556,298	1,310,027	2,278,149
2017	2	1,921,157	2,876,323	960,578	1,438,161
2018	2	2,685,205	4,953,736	1,342,602	2,476,868
2019	2	2,674,778	4,096,967	1,337,389	2,048,483

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	6	7,592,936	9,436,751	1,265,489	1,572,792
2009	6	7,288,591	18,222,048	1,214,765	3,037,008
2010	6	7,527,558	21,606,579	1,254,593	3,601,097
2011	6	8,099,715	25,987,932	1,349,952	4,331,322
2012	6	8,172,294	21,357,079	1,362,049	3,559,513
2013	6	5,981,734	13,032,130	996,956	2,172,022
2014	4	4,913,899	11,024,602	1,228,475	2,756,150
2015	5	4,759,254	9,872,961	951,851	1,974,592
2016	4	4,303,808	8,448,880	1,075,952	2,112,220
2017	5	3,471,530	9,577,636	867,883	2,394,409
2018	3	3,438,331	6,965,847	1,146,110	2,321,949
2019	3	3,430,662	5,672,010	1,143,554	1,890,670

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	13	3,044,954	234,227
2009	15	2,686,245	179,083
2010	14	2,019,004	144,215

2010	14	2,910,001	200,429
2011	17	3,648,680	214,628
2012	16	3,980,896	248,806
2013	20	3,483,341	174,167
2014	13	3,647,101	280,546
2015	13	3,560,400	273,877
2016	13	3,434,462	264,189
2017	15	4,062,063	270,804
2018	15	3,782,198	252,147
2019	13	3,667,999	282,154