

Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	2	434,752	1,431,773	217,376	715,887
2008	3	2,195,523	3,920,329	731,841	1,306,776
2009	3	1,914,077	4,152,668	638,026	1,384,223
2010	4	2,545,709	8,754,588	636,427	2,188,647
2011	4	2,699,987	6,727,394	674,997	1,681,849
2012	3	2,532,432	5,201,916	844,144	1,733,972
2013	3	2,631,553	5,952,384	877,184	1,984,128
2014	3	2,753,773	7,067,079	917,924	2,355,693
2015	5	3,028,005	8,128,221	605,601	1,625,644
2016	3	2,622,545	5,592,111	874,182	1,864,037
2017	4	2,200,343	3,263,476	550,086	815,869
2018	4	2,898,473	5,120,766	724,618	1,280,192
2019	2	2,522,157	3,898,067	1,261,079	1,949,034

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	633,475	2,227,943	211,158	742,648
2008	9	4,636,526	7,595,783	515,170	843,976
2009	9	4,647,593	8,914,387	516,399	990,487
2010	10	5,547,942	16,386,556	554,794	1,638,656
2011	9	5,611,230	13,343,465	623,470	1,482,607
2012	8	5,366,456	10,777,852	670,807	1,347,231
2013	8	5,555,455	15,440,625	694,432	1,930,078
2014	10	6,054,749	15,144,196	605,475	1,514,420
2015	11	6,145,296	15,060,776	558,663	1,369,161
2016	9	5,493,622	11,408,694	610,402	1,267,633
2017	13	6,780,941	13,828,856	565,078	1,152,405
2018	10	6,459,256	10,171,502	645,926	1,017,150
2019	6	4,712,285	7,143,269	785,381	1,190,545

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	5	128,085	25,617

2008	21	1,844,737	87,845
2009	20	1,777,024	88,851
2010	23	2,278,630	99,071
2011	24	2,725,682	113,570
2012	26	2,617,868	100,687
2013	26	2,849,705	109,604
2014	27	2,570,608	95,208
2015	25	2,871,043	114,842
2016	27	2,768,547	102,539
2017	27	3,595,367	133,162
2018	25	3,023,469	120,939
2019	18	2,257,982	125,443