

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	2,135,819	6,128,068	1,067,909	3,064,034
2008	2	2,201,258	6,636,732	1,100,629	3,318,366
2009	2	2,382,348	5,308,218	1,191,174	2,654,109
2010	2	2,503,353	6,203,350	1,251,676	3,101,675
2011	2	2,582,777	6,708,879	1,291,388	3,354,440
2012	3	2,695,967	7,758,085	898,656	2,586,028
2013	3	2,883,441	7,173,170	961,147	2,391,057
2014	2	2,318,201	5,887,716	1,159,100	2,943,858
2015	2	2,181,432	5,197,583	1,090,716	2,598,791
2016	2	2,080,582	5,796,192	1,040,291	2,898,096
2017	1	455,833	741,453	455,833	741,453
2018	1	460,610	882,588	460,610	882,588
2019	1	486,522	998,891	486,522	998,891

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	4	3,491,409	9,428,391	872,852	2,357,098
2008	4	3,521,085	9,844,079	880,271	2,461,020
2009	4	3,830,728	8,206,819	957,682	2,051,705
2010	4	4,041,795	9,508,727	1,010,449	2,377,182
2011	4	4,168,709	10,348,794	1,042,177	2,587,198
2012	7	3,820,385	10,157,690	545,769	1,451,099
2013	8	5,778,424	14,596,304	722,303	1,824,538
2014	6	4,119,539	9,688,034	686,590	1,614,672
2015	5	3,817,732	8,598,258	763,546	1,719,652
2016	5	3,177,468	8,175,752	635,494	1,635,150
2017	4	988,481	1,572,781	247,120	393,195
2018	3	859,961	1,584,161	286,654	528,054
2019	2	737,232	1,477,860	368,616	738,930

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	38,286,424	38,286,424

2007	23	2,047,319	89,014
2008	23	1,968,185	85,573
2009	24	2,175,625	90,651
2010	24	2,533,599	105,567
2011	25	2,768,732	110,749
2012	25	4,425,668	177,027
2013	25	2,694,146	107,766
2014	24	3,747,492	156,145
2015	25	3,212,602	128,504
2016	25	3,072,683	122,907
2017	11	524,505	47,682
2018	14	379,898	27,136
2019	12	620,401	51,700