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	3	3,595,878	11,873,142	1,198,626	3,957,714
2012	3	3,692,523	7,038,567	1,230,841	2,346,189
2013	2	1,338,068	1,736,932	669,034	868,466
2014	3	1,221,215	1,823,722	407,072	607,907
2015	2	1,095,979	1,327,797	547,990	663,899
2016	3	869,559	1,465,017	289,853	488,339
2017	2	1,015,118	1,348,500	507,559	674,250
2018	1	537,640	1,047,472	537,640	1,047,472
2019	2	771,753	1,906,278	385,877	953,139

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	11	8,770,003	25,948,765	797,273	2,358,979
2012	12	9,309,451	20,850,582	775,788	1,737,549
2013	9	4,347,972	6,095,864	483,108	677,318
2014	7	3,454,302	4,848,624	493,472	692,661
2015	8	4,409,895	5,299,019	551,237	662,377
2016	8	2,359,315	4,250,013	294,914	531,252
2017	6	2,272,178	3,085,479	378,696	514,247
2018	7	52,631,246	104,738,509	7,518,749	14,962,644
2019	7	2,305,607	5,118,094	329,372	731,156

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	16	2,241,662	140,104

2010	16	2,241,662	140,104
2011	33	3,890,620	117,898
2012	30	4,227,931	140,931
2013	19	1,407,727	74,091
2014	23	1,320,540	57,415
2015	22	1,405,594	63,891
2016	22	1,191,051	54,139
2017	21	1,346,063	64,098
2018	20	1,237,997	61,900
2019	19	1,243,651	65,455