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	2,516,471	6,490,601	1,258,236	3,245,301
2008	5	6,609,289	13,882,781	1,321,858	2,776,556
2009	4	6,826,340	15,086,264	1,706,585	3,771,566
2010	5	7,208,053	22,040,390	1,441,611	4,408,078
2011	4	7,397,732	25,283,648	1,849,433	6,320,912
2012	4	7,705,062	16,498,480	1,926,265	4,124,620
2013	5	6,663,972	13,150,201	1,332,794	2,630,040
2014	4	5,940,412	12,133,429	1,485,103	3,033,357
2015	4	5,767,888	10,550,566	1,441,972	2,637,641
2016	4	5,853,724	11,356,695	1,463,431	2,839,174
2017	3	4,333,900	7,077,300	1,444,633	2,359,100
2018	3	4,398,600	7,654,600	1,466,200	2,551,533
2019	3	4,373,800	7,535,500	1,457,933	2,511,833

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	4	4,029,461	9,997,475	1,007,365	2,499,369
2008	9	10,276,727	19,344,431	1,141,859	2,149,381
2009	8	10,502,919	26,844,166	1,312,865	3,355,521
2010	9	11,029,919	32,404,640	1,225,547	3,600,516
2011	8	11,777,126	39,890,261	1,472,141	4,986,283
2012	9	11,544,023	29,118,489	1,282,669	3,235,388
2013	10	10,562,263	20,310,023	1,056,226	2,031,002
2014	6	7,707,974	15,933,910	1,284,662	2,655,652
2015	7	8,414,151	17,369,614	1,202,022	2,481,373
2016	7	8,027,148	16,147,361	1,146,735	2,306,766
2017	5	5,922,500	10,804,800	1,184,500	2,160,960
2018	5	6,025,200	12,113,400	1,205,040	2,422,680
2019	5	5,982,100	11,063,200	1,196,420	2,212,640

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	22	2,157,760	98,080

2008	39	6,239,798	159,995
2009	45	7,848,185	174,404
2010	47	10,687,926	227,403
2011	50	9,834,256	196,685
2012	47	12,615,783	268,421
2013	50	10,300,122	206,002
2014	41	11,088,280	270,446
2015	39	8,878,739	227,660
2016	45	9,499,337	211,096
2017	30	6,387,900	212,930
2018	29	6,681,200	230,386
2019	26	6,213,740	238,990