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	1,956,708	3,410,897	978,354	1,705,449
2009	2	1,745,818	2,851,340	872,909	1,425,670
2010	2	1,904,146	3,550,407	952,073	1,775,203
2011	2	2,078,659	3,685,509	1,039,330	1,842,754
2012	2	2,151,801	3,808,334	1,075,900	1,904,167
2013	2	2,227,083	4,275,220	1,113,541	2,137,610
2014	2	2,103,590	5,767,110	1,051,795	2,883,555
2015	3	2,105,214	4,742,041	701,738	1,580,680
2016	2	1,611,918	3,676,194	805,959	1,838,097
2017	2	1,006,775	2,408,422	503,388	1,204,211
2018	3	1,807,333	5,066,825	602,444	1,688,942
2019	2	1,671,836	3,653,967	835,918	1,826,983

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	10	5,023,225	8,169,301	502,322	816,930
2009	10	5,033,400	8,381,294	503,340	838,129
2010	10	5,755,940	9,662,637	575,594	966,264
2011	8	5,687,599	9,570,992	710,950	1,196,374
2012	8	5,562,524	9,330,869	695,315	1,166,359
2013	8	5,865,660	13,164,587	733,207	1,645,573
2014	7	5,349,346	13,734,571	764,192	1,962,082
2015	8	5,157,917	11,186,340	644,740	1,398,292
2016	7	3,916,745	9,678,997	559,535	1,382,714
2017	6	2,814,193	10,017,163	562,839	2,003,433
2018	5	2,850,109	7,431,822	570,022	1,486,364
2019	3	2,427,720	5,229,010	809,240	1,743,003

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	12	2,021,641	168,470
2009	16	1,818,040	113,628
2010	15	1,955,195	130,346

2010	15	1,955,195	130,346
2011	16	2,019,937	126,246
2012	18	2,511,628	139,535
2013	18	2,230,135	123,896
2014	17	2,207,319	129,842
2015	17	2,045,199	120,306
2016	17	1,693,935	99,643
2017	17	2,181,049	128,297
2018	20	2,194,364	109,718
2019	18	1,905,970	105,887