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	2	632,406	1,396,372	316,203	698,186
2009	2	653,111	1,549,988	326,556	774,994
2010	2	843,607	2,278,141	421,803	1,139,071
2011	2	991,834	2,163,181	495,917	1,081,590
2012	2	1,033,032	1,819,742	516,516	909,871
2013	2	963,295	1,395,455	481,648	697,727
2014	3	868,177	1,842,719	289,392	614,240
2015	3	960,490	1,888,374	320,163	629,458
2016	2	677,288	1,126,915	338,644	563,458
2017	3	756,049	949,158	252,016	316,386
2018	2	331,968	331,968	165,984	165,984
2019	1	222,496	815,910	222,496	815,910

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	6	1,699,395	3,960,580	283,233	660,097
2009	6	2,067,933	4,163,831	344,655	693,972
2010	7	2,720,328	6,428,273	388,618	918,325
2011	7	3,085,817	5,479,513	440,831	782,788
2012	7	3,229,548	5,057,032	461,364	722,433
2013	8	3,332,176	4,997,455	416,522	624,682
2014	6	2,529,615	4,318,923	421,602	719,821
2015	8	3,799,056	5,452,341	474,882	681,543
2016	6	1,793,959	3,356,589	298,993	559,432
2017	7	1,857,176	2,724,097	265,311	389,157
2018	7	52,043,834	103,082,346	7,434,833	14,726,049
2019	4	1,092,285	2,767,372	273,071	691,843

Non-Executive Director Remuneration - ZAR:

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

2008	15	419,105	27,940
2009	12	637,730	53,144
2010	15	1,040,768	69,385
2011	15	1,267,622	84,508
2012	16	1,356,516	84,782
2013	17	1,293,750	76,103
2014	22	1,101,929	50,088
2015	17	1,224,301	72,018
2016	19	1,088,746	57,302
2017	18	1,256,049	69,781
2018	16	1,054,337	65,896
2019	4	391,867	97,967