

Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	1	1,801,631	5,319,614	1,801,631	5,319,614
2008	2	3,187,373	7,881,472	1,593,687	3,940,736
2009	2	3,097,717	6,249,808	1,548,859	3,124,904
2010	2	3,197,621	7,914,816	1,598,811	3,957,408
2011	2	3,233,023	8,098,504	1,616,512	4,049,252
2012	2	3,287,701	8,079,270	1,643,851	4,039,635
2013	2	3,375,631	8,314,769	1,687,816	4,157,384
2014	2	3,240,409	8,872,158	1,620,205	4,436,079
2015	3	3,161,008	7,803,943	1,053,669	2,601,314
2016	2	2,849,778	8,031,493	1,424,889	4,015,747
2017	1	474,157	1,363,323	474,157	1,363,323
2018	1	1,238,205	3,450,736	1,238,205	3,450,736
2019	1	1,227,778	2,593,967	1,227,778	2,593,967

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	2	2,892,092	8,097,401	1,446,046	4,048,701
2008	5	5,582,541	12,234,495	1,116,508	2,446,899
2009	5	5,933,750	11,212,661	1,186,750	2,242,532
2010	5	6,170,527	13,760,374	1,234,105	2,752,075
2011	5	6,273,618	14,375,794	1,254,724	2,875,159
2012	6	5,601,682	12,605,688	933,614	2,100,948
2013	6	7,376,622	19,896,591	1,229,437	3,316,098
2014	5	6,508,566	16,754,935	1,301,713	3,350,987
2015	6	6,140,613	14,598,782	1,023,435	2,433,130
2016	5	5,210,257	13,493,041	1,042,051	2,698,608
2017	4	2,024,530	8,064,636	674,843	2,688,212
2018	2	1,991,331	5,462,847	995,666	2,731,423
2019	2	1,983,662	4,169,010	991,831	2,084,505

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	10	1,507,320	150,732

2008	15	2,696,098	179,740
2009	19	2,812,088	148,005
2010	19	3,288,327	173,070
2011	20	3,389,013	169,451
2012	19	5,130,444	270,023
2013	21	3,505,025	166,906
2014	20	4,719,768	235,988
2015	20	3,923,728	196,186
2016	20	3,789,899	189,495
2017	7	1,578,063	225,438
2018	7	1,273,198	181,885
2019	7	1,222,999	174,714