

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	1,114,510	2,690,689	557,255	1,345,345
2009	2	1,182,708	2,274,878	591,354	1,137,439
2010	2	1,549,743	3,252,957	774,871	1,626,478
2011	2	1,922,063	3,926,504	961,032	1,963,252
2012	2	1,930,452	4,290,452	965,226	2,145,226
2013	2	1,849,205	3,798,068	924,602	1,899,034
2014	3	1,737,512	3,506,654	579,171	1,168,885
2015	1	380,332	452,622	380,332	452,622
2016	3	2,044,881	4,546,034	681,627	1,515,345
2017	2	1,160,795	1,876,120	580,398	938,060
2018	1	720,506	2,081,671	720,506	2,081,671
2019	2	1,308,140	3,305,881	654,070	1,652,940

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	16	4,983,071	11,356,832	311,442	709,802
2009	15	5,728,152	10,701,818	381,877	713,455
2010	16	6,975,929	15,388,479	435,996	961,780
2011	15	7,651,289	14,836,963	510,086	989,131
2012	14	8,402,710	15,560,774	600,194	1,111,484
2013	14	6,779,222	12,749,501	484,230	910,679
2014	10	5,543,501	10,547,949	554,350	1,054,795
2015	11	5,349,493	8,690,366	486,318	790,033
2016	12	4,560,128	10,145,809	380,011	845,484
2017	8	2,688,398	4,424,959	336,050	553,120
2018	10	53,215,375	106,998,270	5,321,538	10,699,827
2019	9	3,199,288	7,995,619	355,476	888,402

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	20	483,797	24,190
2009	17	594,733	34,984
2010	10	1,052,178	55,278

2010	19	1,052,170	55,570
2011	24	1,361,748	56,739
2012	27	1,890,710	70,026
2013	26	1,518,977	58,422
2014	23	1,365,477	59,369
2015	21	1,412,850	67,279
2016	21	1,263,864	60,184
2017	17	1,487,150	87,479
2018	19	1,125,344	59,229
2019	14	948,244	67,732