Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	4	3,918,085	12,910,678	979,521	3,227,669
2008	5	4,195,961	12,969,123	839,192	2,593,825
2009	5	4,395,595	8,758,058	879,119	1,751,612
2010	6	5,710,767	14,208,836	951,795	2,368,139
2011	6	5,414,475	12,159,948	902,413	2,026,658
2012	6	5,438,219	12,750,108	906,370	2,125,018
2013	10	6,685,331	17,327,855	668,533	1,732,785
2014	10	6,224,726	13,875,931	622,473	1,387,593
2015	10	6,035,130	15,789,619	603,513	1,578,962
2016	8	7,115,782	21,156,803	889,473	2,644,600
2017	5	2,913,527	7,703,622	582,705	1,540,724
2018	12	5,217,619	12,669,473	434,802	1,055,789
2019	11	6,622,658	15,233,612	602,060	1,384,874

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	7	5,918,475	17,705,203	845,496	2,529,315
2008	10	6,561,493	19,125,411	656,149	1,912,541
2009	13	7,650,058	15,667,419	588,466	1,205,186
2010	18	10,485,090	23,699,685	582,505	1,316,649
2011	17	10,343,498	28,480,841	608,441	1,675,344
2012	18	9,229,342	21,689,443	512,741	1,204,969
2013	24	12,855,008	30,277,068	535,625	1,261,544
2014	21	10,464,342	23,549,401	498,302	1,121,400
2015	21	10,191,950	24,693,417	485,331	1,175,877
2016	23	10,759,707	31,340,282	467,813	1,362,621
2017	18	8,695,521	20,591,881	483,084	1,143,993
2018	23	9,503,878	22,840,148	413,212	993,050
2019	18	9,200,701	23,922,881	511,150	1,329,049

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	328,264	328,264

2007	57	7,084,625	124,292
2008	75	7,896,827	105,291
2009	71	7,863,309	110,751
2010	83	10,729,490	129,271
2011	81	10,250,655	126,551
2012	77	11,557,754	150,101
2013	78	9,421,909	120,794
2014	86	10,996,854	127,870
2015	78	9,631,973	123,487
2016	83	10,176,112	122,604
2017	75	8,657,549	115,434
2018	69	8,459,859	124,410
2019	69	9,265,525	134,283