Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	4	2,896,172	5,148,460	724,043	1,287,115
2009	4	2,674,402	5,012,840	668,600	1,253,210
2010	4	3,156,008	6,241,105	789,002	1,560,276
2011	4	3,214,954	6,085,037	803,738	1,521,259
2012	4	3,145,713	5,658,402	786,428	1,414,601
2013	5	4,531,055	7,106,433	906,211	1,421,287
2014	6	4,703,469	13,862,210	783,912	2,310,368
2015	7	4,480,052	8,616,304	640,007	1,230,901
2016	6	4,458,087	9,721,712	743,015	1,620,285
2017	5	3,678,771	6,522,023	735,754	1,304,405
2018	5	4,647,687	9,114,385	929,537	1,822,877
2019	5	4,141,144	6,451,416	828,229	1,290,283

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	15	6,110,842	9,745,735	407,389	649,716
2009	16	6,979,325	12,090,916	436,208	755,682
2010	15	8,351,537	15,458,528	556,769	1,030,569
2011	16	8,536,554	16,272,361	533,535	1,017,023
2012	17	8,541,084	15,979,421	502,417	939,966
2013	18	11,078,629	20,827,019	615,479	1,157,057
2014	16	9,688,464	25,004,167	605,529	1,562,760
2015	17	9,127,500	18,098,091	536,912	1,064,594
2016	14	7,447,587	16,544,347	531,970	1,181,739
2017	14	6,792,336	16,210,740	522,487	1,246,980
2018	10	6,893,777	14,129,889	689,378	1,412,989
2019	12	7,142,804	11,558,826	595,234	963,236

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	40	3,525,631	88,141
2009	42	3,509,110	83,550
2010	44	4,081,270	92,756

2010	44	4,081,270	92,756
2011	46	4,519,215	98,244
2012	44	4,589,576	104,309
2013	61	6,506,727	106,668
2014	52	7,108,016	136,693
2015	49	6,543,336	133,537
2016	53	8,638,161	162,984
2017	51	8,103,139	158,885
2018	47	7,422,121	161,350
2019	49	7,845,367	160,110