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	2,516,471	6,490,601	1,258,236	3,245,301
2008	21	15,772,342	33,969,585	751,064	1,617,599
2009	22	16,467,451	36,170,579	748,520	1,644,117
2010	26	20,009,369	55,998,858	769,591	2,153,802
2011	25	21,854,934	62,098,412	874,197	2,483,936
2012	23	21,500,216	43,694,447	934,792	1,899,759
2013	26	21,199,499	44,184,248	815,365	1,699,394
2014	26	18,818,687	44,159,667	723,796	1,698,449
2015	24	16,438,206	39,847,096	684,925	1,660,296
2016	25	16,932,595	37,908,180	677,304	1,516,327
2017	22	14,664,907	32,469,746	666,587	1,475,898
2018	24	15,322,543	35,963,565	638,439	1,498,482
2019	23	285,440,564	449,219,052	12,410,459	19,531,263

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	4	4,029,461	9,997,475	1,007,365	2,499,369
2008	83	36,123,835	80,965,071	435,227	975,483
2009	82	38,060,058	88,077,280	464,147	1,074,113
2010	96	46,245,246	147,609,273	481,721	1,537,597
2011	87	49,897,375	138,999,816	573,533	1,597,699
2012	84	48,518,244	101,697,077	577,598	1,210,679
2013	79	44,618,639	103,470,536	564,793	1,309,754
2014	76	38,899,229	100,832,241	511,832	1,326,740
2015	79	39,210,755	104,194,971	496,339	1,318,924
2016	78	33,821,258	84,325,471	433,606	1,081,096
2017	69	31,513,333	78,869,687	463,431	1,159,848
2018	74	83,530,436	185,830,085	1,144,253	2,545,618
2019	62	437,736,743	647,477,487	7,060,270	10,443,185

Non-Executive Director Remuneration - ZAR:

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

2007	22	2,157,760	98,080
2008	189	16,358,802	86,555
2009	194	17,870,410	92,116
2010	219	25,657,459	117,157
2011	242	26,394,798	109,069
2012	246	30,278,347	123,083
2013	248	27,538,434	111,042
2014	229	27,432,894	119,794
2015	230	25,393,575	110,407
2016	238	25,464,910	107,447
2017	215	24,004,613	111,649
2018	227	26,487,310	117,200
2019	194	22,597,699	116,483