Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	11	9,715,484	26,938,873	883,226	2,448,988
2008	39	19,288,290	45,048,960	494,572	1,155,102
2009	44	22,209,433	43,140,637	504,760	980,469
2010	47	30,093,335	64,806,738	640,284	1,378,867
2011	47	35,520,489	72,849,780	755,755	1,549,995
2012	50	36,923,758	75,966,945	738,475	1,519,339
2013	53	34,287,673	74,617,425	646,937	1,407,876
2014	57	34,764,041	72,224,901	609,895	1,267,104
2015	50	30,595,883	65,552,779	611,918	1,311,056
2016	50	31,502,991	71,840,407	630,060	1,436,808
2017	49	27,584,992	55,177,369	562,959	1,126,069
2018	49	25,310,250	54,151,911	516,536	1,105,141
2019	49	27,361,040	53,630,206	558,389	1,094,494

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
0	1	0	0	0	0
2007	31	17,333,547	47,039,492	559,147	1,517,403
2008	148	49,179,803	108,630,398	332,296	733,989
2009	162	53,138,411	104,515,313	328,015	645,156
2010	175	71,028,489	151,475,086	405,877	865,572
2011	175	81,008,660	172,479,834	462,907	985,599
2012	177	83,562,819	173,615,850	472,106	980,881
2013	176	78,256,082	167,450,589	444,637	951,424
2014	165	72,482,625	152,281,470	439,289	922,918
2015	162	68,221,452	142,199,255	423,736	883,225
2016	159	60,541,977	136,483,295	380,767	858,386
2017	146	56,466,532	110,668,882	386,757	758,006
2018	143	155,254,312	315,349,512	1,085,694	2,205,241
2019	123	49,838,436	102,656,434	405,191	834,605

Non-Executive Director Remuneration - ZAR:

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

0	3	38,664,688	12,888,229
2007	105	10,097,336	96,165
2008	352	20,580,016	58,633
2009	374	21,949,010	58,687
2010	414	29,296,740	70,936
2011	438	35,989,121	82,167
2012	455	39,506,381	86,827
2013	448	33,732,960	75,297
2014	455	33,982,856	74,688
2015	449	35,357,955	78,924
2016	469	33,804,951	72,079
2017	433	31,660,395	73,119
2018	419	32,271,467	77,204
2019	380	169,430,396	445,869