Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	6	5,392,116	15,060,959	898,686	2,510,160
2008	17	8,987,288	17,820,962	528,664	1,048,292
2009	17	10,287,424	17,275,978	605,143	1,016,234
2010	17	14,099,756	24,926,319	829,397	1,466,254
2011	18	16,939,525	29,248,418	941,085	1,624,912
2012	18	17,480,990	27,234,036	971,166	1,513,002
2013	25	18,310,456	29,767,293	732,418	1,190,692
2014	21	16,019,116	28,712,299	762,815	1,367,252
2015	20	13,825,761	21,703,931	691,288	1,085,197
2016	18	12,151,339	26,785,324	675,074	1,488,074
2017	19	13,627,594	23,928,206	717,242	1,259,379
2018	25	11,981,452	26,721,093	479,258	1,068,844
2019	20	281,346,186	439,379,546	14,067,309	21,968,977

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	17	9,159,689	25,318,367	538,805	1,489,316
2008	65	21,519,766	44,855,060	331,073	690,078
2009	63	24,053,351	44,607,716	381,799	708,059
2010	71	32,934,472	64,925,137	463,866	914,439
2011	73	40,085,539	75,501,004	549,117	1,034,260
2012	74	40,623,914	73,710,495	548,972	996,088
2013	77	37,869,739	72,001,821	491,815	935,089
2014	65	31,753,265	61,610,408	488,512	947,852
2015	66	30,162,468	50,294,431	457,007	762,037
2016	64	24,240,638	54,159,526	378,760	846,243
2017	61	26,915,222	52,934,256	441,233	867,775
2018	66	77,171,263	158,477,698	1,169,262	2,401,177
2019	41	427,449,463	621,638,033	10,425,597	15,161,903

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	50,000	50,000

2007	39	4,640,655	118,991
2008	120	7,982,139	66,518
2009	123	8,159,518	66,338
2010	141	10,523,286	74,633
2011	148	13,343,391	90,158
2012	157	15,378,713	97,954
2013	162	13,494,202	83,298
2014	170	14,999,036	88,230
2015	164	14,390,493	88,285
2016	165	13,285,449	80,518
2017	163	15,343,501	94,132
2018	169	18,969,582	112,246
2019	143	154,956,910	1,083,615