Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	19	14,638,310	36,729,817	770,437	1,933,148
2008	81	41,556,586	88,251,236	513,044	1,089,521
2009	91	45,438,648	90,119,287	499,326	990,322
2010	93	58,201,216	129,837,239	625,820	1,396,099
2011	94	69,579,949	172,824,987	740,212	1,838,564
2012	111	77,013,131	152,975,067	693,812	1,378,154
2013	110	69,397,752	142,001,147	630,889	1,290,920
2014	112	63,990,058	137,462,231	571,340	1,227,341
2015	102	57,467,045	120,247,251	563,402	1,178,895
2016	116	57,729,755	124,518,223	497,670	1,073,433
2017	106	54,713,246	117,986,907	516,163	1,113,084
2018	102	52,958,579	113,199,048	519,202	1,109,795
2019	100	321,409,189	515,957,590	3,214,092	5,159,576

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	62	28,168,006	68,859,579	454,323	1,110,638
2008	280	94,743,588	200,637,749	338,370	716,563
2009	298	101,698,368	207,600,168	341,270	696,645
2010	316	132,009,364	312,053,138	417,751	987,510
2011	317	156,166,154	369,874,535	492,638	1,166,797
2012	339	165,707,270	336,479,101	488,812	992,564
2013	322	148,811,445	315,189,825	462,147	978,850
2014	313	134,371,730	292,346,895	429,303	934,016
2015	312	126,482,886	276,006,727	406,697	887,481
2016	338	116,318,082	255,364,271	344,136	755,516
2017	310	114,550,753	252,451,683	370,714	816,996
2018	289	160,620,955	343,506,326	557,712	1,192,730
2019	260	508,393,310	783,156,288	1,955,359	3,012,140

Non-Executive Director Remuneration - ZAR:

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

0	6	38,664,688	9,666,172
2007	184	14,413,664	78,335
2008	721	44,582,750	61,920
2009	774	47,725,085	61,660
2010	851	65,501,244	77,060
2011	912	74,627,169	81,828
2012	1024	85,690,158	83,682
2013	985	78,580,775	79,777
2014	939	72,953,838	77,693
2015	957	72,726,197	76,073
2016	988	71,240,484	72,252
2017	903	69,269,509	76,710
2018	862	233,275,300	272,837
2019	855	208,185,340	243,492