Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	7	5,841,294	14,663,509	834,471	2,094,787
2008	20	11,209,906	27,040,373	560,495	1,352,019
2009	18	11,824,621	24,517,245	656,923	1,362,069
2010	21	16,574,633	40,151,257	789,268	1,911,965
2011	23	20,688,825	65,978,992	899,514	2,868,652
2012	23	21,525,274	39,906,783	935,881	1,735,078
2013	27	21,629,935	40,465,958	801,109	1,498,739
2014	28	18,806,575	34,305,706	671,663	1,225,204
2015	26	16,888,901	33,288,554	649,573	1,280,329
2016	24	17,112,513	39,215,471	713,021	1,633,978
2017	23	16,004,198	25,768,704	695,835	1,120,378
2018	25	13,736,085	27,588,669	549,443	1,103,547
2019	25	284,245,906	443,057,535	11,369,836	17,722,301

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	19	9,741,306	24,036,401	512,700	1,265,074
2008	63	22,430,614	53,223,244	356,041	844,813
2009	63	24,007,924	51,703,056	381,078	820,683
2010	74	33,776,525	80,810,617	456,440	1,092,035
2011	75	41,819,538	118,961,101	557,594	1,586,148
2012	82	44,389,396	87,773,940	541,334	1,070,414
2013	83	43,211,442	88,409,327	520,620	1,065,173
2014	77	35,427,610	69,683,683	460,099	904,983
2015	75	33,412,001	65,770,029	451,514	888,784
2016	75	29,757,293	67,778,494	396,764	903,713
2017	74	33,664,883	59,073,125	454,931	798,285
2018	68	79,798,139	159,678,448	1,173,502	2,348,212
2019	57	432,559,193	628,904,625	7,588,758	11,033,414

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	328,264	328,264

2007	62	5,909,959	95,322
2008	179	10,388,020	58,034
2009	166	10,709,269	64,514
2010	191	15,597,077	81,660
2011	214	19,456,819	90,920
2012	231	22,444,863	97,164
2013	231	19,635,768	85,003
2014	222	18,622,988	83,887
2015	213	18,594,463	87,298
2016	224	18,395,625	82,123
2017	214	17,861,794	83,466
2018	196	19,180,332	98,361
2019	178	156,266,660	877,903