Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	1	846,950	2,305,957	846,950	2,305,957
2008	6	3,036,276	6,573,640	506,046	1,095,607
2009	6	3,274,062	6,826,847	545,677	1,137,808
2010	6	4,532,295	11,800,100	755,383	1,966,683
2011	7	5,867,158	13,151,117	838,165	1,878,731
2012	8	7,022,037	13,304,861	877,755	1,663,108
2013	10	6,718,739	13,765,090	671,874	1,376,509
2014	8	3,347,858	7,283,865	418,482	910,483
2015	7	2,824,442	6,930,558	403,492	990,080
2016	6	3,858,286	9,306,126	643,048	1,551,021
2017	6	2,868,930	7,554,516	478,155	1,259,086
2018	6	3,969,185	10,311,700	661,531	1,718,617
2019	8	273,059,791	424,235,212	34,132,474	53,029,402

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	1,756,879	4,322,695	585,626	1,440,898
2008	25	8,684,401	19,856,348	347,376	794,254
2009	24	9,207,061	20,746,563	383,628	864,440
2010	24	12,098,197	31,243,129	504,092	1,301,797
2011	26	15,457,073	42,143,728	594,503	1,620,913
2012	27	16,174,115	34,307,660	599,041	1,270,654
2013	28	13,629,135	30,048,615	486,755	1,073,165
2014	24	9,525,524	20,654,976	396,897	860,624
2015	23	9,509,413	18,680,066	413,453	812,177
2016	21	7,696,285	20,108,978	366,490	957,570
2017	19	8,643,164	20,826,379	454,903	1,096,125
2018	19	59,195,781	122,623,298	3,115,567	6,453,858
2019	16	413,725,527	597,915,276	25,857,845	37,369,705

Non-Executive Director Remuneration - ZAR:

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

2007	11	1,484,255	134,932
2008	55	3,053,446	55,517
2009	40	2,917,385	72,935
2010	49	4,802,307	98,006
2011	60	6,222,124	103,702
2012	72	7,424,766	103,122
2013	66	6,135,154	92,957
2014	58	5,093,445	87,818
2015	59	5,776,140	97,901
2016	62	5,621,522	90,670
2017	58	5,358,192	92,383
2018	57	8,471,919	148,630
2019	53	145,899,649	2,752,824