Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	3,024,412	9,204,115	1,008,137	3,068,038
2008	23	11,625,773	28,913,667	505,468	1,257,116
2009	22	12,427,938	24,985,582	564,906	1,135,708
2010	26	16,801,214	37,618,993	646,201	1,446,884
2011	26	20,269,430	42,072,885	779,593	1,618,188
2012	28	20,900,554	47,076,856	746,448	1,681,316
2013	29	20,317,294	42,804,766	700,596	1,476,026
2014	36	19,795,695	40,040,081	549,880	1,112,224
2015	28	16,497,078	36,587,334	589,181	1,306,691
2016	33	18,114,093	44,113,095	548,912	1,336,760
2017	27	13,405,801	28,823,488	496,511	1,067,537
2018	27	13,505,657	28,887,800	500,210	1,069,919
2019	31	16,132,859	30,055,345	520,415	969,527

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	6	4,739,326	13,272,035	789,888	2,212,006
2008	86	30,732,227	68,156,357	357,351	792,516
2009	92	33,066,027	65,324,490	359,413	710,049
2010	99	43,701,496	94,856,548	441,429	958,147
2011	97	49,270,081	98,679,145	507,939	1,017,311
2012	102	52,035,388	111,922,649	510,151	1,097,281
2013	97	48,906,323	99,319,175	504,189	1,023,909
2014	96	46,144,329	93,223,576	480,670	971,079
2015	97	43,591,416	90,341,862	454,077	941,061
2016	96	37,224,458	85,895,558	387,755	894,745
2017	82	31,945,825	63,210,374	389,583	770,858
2018	88	134,472,208	273,552,838	1,528,093	3,108,555
2019	82	31,892,196	62,506,898	388,929	762,279

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	38	3,869,419	101,827

2008	217	13,123,671	60,758
2009	218	13,804,509	63,323
2010	248	18,719,288	75,481
2011	275	23,454,600	85,289
2012	307	27,756,232	90,411
2013	297	25,111,446	84,550
2014	306	24,563,414	80,273
2015	307	25,083,972	81,707
2016	312	24,691,092	79,138
2017	288	21,383,919	74,250
2018	266	21,285,631	82,184
2019	246	158,301,462	643,502