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	5,269,152	12,869,486	752,736	1,838,498
2008	30	14,943,261	33,114,652	498,109	1,103,822
2009	30	17,033,567	31,702,561	567,786	1,056,752
2010	33	22,079,617	47,727,287	669,079	1,446,281
2011	33	26,367,313	55,448,657	799,009	1,680,262
2012	34	27,390,796	57,952,473	805,612	1,704,485
2013	34	26,455,147	53,867,160	778,093	1,584,328
2014	35	25,207,722	49,893,402	720,221	1,425,526
2015	31	21,618,253	45,231,604	697,363	1,459,084
2016	33	22,126,946	51,086,201	670,514	1,548,067
2017	32	18,991,803	37,051,818	593,494	1,157,869
2018	34	18,434,877	36,060,642	542,202	1,060,607
2019	33	19,835,722	37,347,343	601,082	1,131,738

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	18	8,389,921	20,428,594	466,107	1,134,922
2008	111	38,016,631	80,164,291	342,492	722,201
2009	119	40,497,788	77,929,007	340,318	654,866
2010	121	51,727,798	110,412,673	427,502	912,501
2011	117	59,002,148	123,914,578	504,292	1,059,099
2012	123	61,035,591	132,327,841	496,224	1,075,836
2013	120	59,022,627	126,015,099	491,855	1,050,126
2014	115	53,375,316	108,931,929	464,133	947,234
2015	111	47,832,551	103,674,704	430,924	934,006
2016	110	41,089,425	94,695,695	373,540	860,870
2017	96	36,717,846	70,634,045	382,478	735,771
2018	105	90,206,771	183,073,647	867,373	1,760,324
2019	90	36,434,063	72,490,645	404,823	805,452

Non-Executive Director Remuneration - ZAR:

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

0	1	38,286,424	38,286,424
2007	65	4,981,788	76,643
2008	261	15,136,794	58,218
2009	265	15,886,679	59,950
2010	268	21,404,668	79,868
2011	287	25,801,311	89,900
2012	312	28,282,396	90,649
2013	291	25,580,163	87,904
2014	294	24,051,221	81,807
2015	296	26,239,226	88,646
2016	295	24,406,542	82,734
2017	262	21,242,561	81,078
2018	289	21,241,368	73,500
2019	254	160,173,742	630,605