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	5,277,036	13,474,611	753,862	1,924,944
2008	18	10,903,161	24,581,744	605,731	1,365,652
2009	19	12,361,869	23,380,129	650,625	1,230,533
2010	19	15,719,859	31,145,929	827,361	1,639,259
2011	20	19,691,042	37,548,473	984,552	1,877,424
2012	22	21,006,549	42,256,391	954,843	1,920,745
2013	21	19,338,182	34,929,864	920,866	1,663,327
2014	26	18,209,367	32,876,611	700,360	1,264,485
2015	21	14,660,252	29,441,343	698,107	1,401,969
2016	21	15,827,612	37,455,708	753,696	1,783,605
2017	19	10,734,907	22,978,479	564,995	1,209,394
2018	19	9,226,463	20,121,178	485,603	1,059,009
2019	21	11,539,182	22,189,428	549,485	1,056,639

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	24	9,345,923	23,650,536	389,413	985,439
2008	75	27,191,115	58,449,827	362,548	779,331
2009	84	29,974,220	59,716,819	356,836	710,915
2010	85	38,293,386	81,226,261	450,510	955,603
2011	90	45,713,951	92,228,651	507,933	1,024,763
2012	96	48,190,090	104,999,045	501,980	1,093,740
2013	87	44,723,616	91,208,179	514,065	1,048,370
2014	84	40,644,066	78,226,320	483,858	931,266
2015	84	36,466,589	74,541,010	434,126	887,393
2016	75	30,960,743	70,490,031	412,810	939,867
2017	65	22,596,038	48,944,183	347,631	752,987
2018	67	73,357,469	152,778,344	1,094,888	2,280,274
2019	55	20,656,774	41,034,818	375,578	746,088

Non-Executive Director Remuneration - ZAR:

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

2007	57	4,479,490	78,588
2008	172	10,055,956	58,807
2009	172	11,160,021	64,884
2010	180	14,487,177	80,484
2011	196	17,656,610	90,085
2012	212	20,822,821	98,221
2013	188	16,074,252	85,501
2014	200	16,818,198	84,091
2015	196	17,949,048	91,577
2016	197	17,453,107	88,594
2017	155	12,257,098	79,078
2018	155	12,223,093	79,371
2019	140	151,732,323	1,083,802