Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	4	5,350,627	17,156,176	1,337,657	4,289,044
2008	10	8,358,595	19,627,755	835,859	1,962,775
2009	11	8,508,976	15,916,902	773,543	1,446,991
2010	12	10,414,943	21,304,680	867,912	1,775,390
2011	12	11,374,916	24,220,497	947,910	2,018,375
2012	12	11,545,800	24,984,278	962,150	2,082,023
2013	16	12,371,604	27,143,938	773,225	1,696,496
2014	16	12,796,713	28,868,306	799,795	1,804,269
2015	14	11,256,759	23,048,481	804,054	1,646,320
2016	16	12,616,694	29,966,165	788,543	1,872,885
2017	12	8,951,446	19,743,927	745,954	1,645,327
2018	16	10,665,256	24,251,748	666,578	1,515,734
2019	14	10,313,149	22,748,950	736,653	1,624,925

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	8	8,731,567	26,342,090	1,091,446	3,292,761
2008	47	20,672,762	44,922,768	439,846	955,804
2009	49	22,953,610	44,008,991	468,441	898,143
2010	51	27,475,727	57,433,385	538,740	1,126,145
2011	52	31,020,940	61,828,169	596,557	1,189,003
2012	53	31,601,898	63,523,140	596,262	1,198,550
2013	57	33,105,362	70,234,723	580,796	1,232,188
2014	47	30,077,441	66,652,300	639,946	1,418,134
2015	51	30,285,205	61,448,670	593,828	1,204,876
2016	54	28,174,872	66,744,601	521,757	1,236,011
2017	44	23,047,048	55,676,750	535,978	1,294,808
2018	53	74,641,773	159,218,139	1,408,335	3,004,116
2019	43	23,892,571	54,851,350	555,641	1,275,613

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	50,000	50,000

2007	38	5,926,557	155,962
2008	109	10,940,579	100,372
2009	115	11,074,130	96,297
2010	127	14,216,679	111,942
2011	136	16,446,542	120,930
2012	144	20,040,170	139,168
2013	159	17,822,269	112,090
2014	163	20,566,665	126,176
2015	150	20,179,154	134,528
2016	157	20,278,399	129,162
2017	136	20,739,397	152,496
2018	140	19,027,179	135,908
2019	125	20,216,404	161,731