Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	8	6,029,606	15,676,552	753,701	1,959,569
2008	31	17,529,214	39,951,589	565,459	1,288,761
2009	35	20,522,162	39,066,013	586,347	1,116,172
2010	37	27,549,128	57,424,722	744,571	1,552,020
2011	36	30,727,178	61,701,065	853,533	1,713,918
2012	39	32,892,796	65,984,698	843,405	1,691,915
2013	41	31,884,764	66,043,798	777,677	1,610,824
2014	44	30,918,720	63,589,945	702,698	1,445,226
2015	38	26,845,871	55,279,681	706,470	1,454,728
2016	39	26,996,796	58,672,906	692,226	1,504,433
2017	39	23,071,943	49,273,444	591,588	1,263,422
2018	40	22,106,026	48,237,980	552,651	1,205,949
2019	37	23,584,856	44,800,177	637,429	1,210,816

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	28	11,059,010	29,088,493	394,965	1,038,875
2008	126	45,343,733	98,803,211	359,871	784,152
2009	132	48,990,440	96,661,088	371,140	732,281
2010	148	65,869,619	141,031,294	445,065	952,914
2011	143	72,749,195	148,637,323	508,736	1,039,422
2012	155	76,644,310	159,813,606	494,479	1,031,056
2013	149	73,553,138	158,875,788	493,645	1,066,280
2014	143	67,693,509	139,891,656	473,381	978,263
2015	140	64,533,892	133,343,006	460,956	952,450
2016	133	53,819,109	114,870,397	404,655	863,687
2017	122	48,114,498	102,777,543	397,640	849,401
2018	119	149,190,749	304,615,152	1,253,704	2,559,791
2019	95	41,457,243	82,093,411	436,392	864,141

Non-Executive Director Remuneration - ZAR:

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

0	2	0	0
2007	79	6,089,022	77,076
2008	271	18,893,860	69,977
2009	279	21,160,265	75,843
2010	322	30,328,158	94,480
2011	329	32,080,683	97,510
2012	364	36,390,779	99,975
2013	355	34,142,694	96,177
2014	360	33,419,103	92,831
2015	355	32,491,599	91,784
2016	363	31,125,119	85,744
2017	320	27,534,546	86,045
2018	313	26,494,886	86,303
2019	283	164,147,628	580,027