Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	9	7,066,903	19,313,301	785,211	2,145,922
2008	37	19,137,791	40,879,973	517,238	1,104,864
2009	41	21,639,241	41,366,755	527,786	1,008,945
2010	45	29,472,741	59,623,064	654,950	1,324,957
2011	42	33,424,630	66,421,480	795,825	1,581,464
2012	46	36,088,437	70,749,057	784,531	1,538,023
2013	51	36,852,416	74,205,912	722,596	1,455,018
2014	50	33,335,243	66,712,401	666,705	1,334,248
2015	45	29,221,754	61,817,712	649,372	1,373,727
2016	46	29,369,690	66,397,506	638,472	1,443,424
2017	45	27,019,378	54,351,152	600,431	1,207,803
2018	46	26,949,864	54,090,108	585,867	1,175,872
2019	45	296,586,567	466,900,576	6,590,813	10,375,568

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	26	12,684,575	34,619,395	487,868	1,331,515
2008	142	48,272,126	99,210,564	339,945	698,666
2009	158	52,650,162	102,177,568	333,229	646,693
2010	166	70,265,818	144,422,830	423,288	870,017
2011	161	77,744,263	155,556,133	482,884	966,187
2012	164	82,602,306	167,745,924	503,673	1,022,841
2013	164	79,153,882	163,766,547	482,646	998,577
2014	152	69,822,821	145,645,423	459,361	958,194
2015	151	64,537,966	137,005,839	430,253	913,372
2016	145	56,113,093	126,976,748	386,987	875,702
2017	133	52,237,078	107,801,986	395,735	816,682
2018	133	105,698,483	215,960,442	794,725	1,623,763
2019	117	457,906,116	679,554,987	3,913,727	5,808,162

Non-Executive Director Remuneration - ZAR:

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

0	2	38,336,424	19,168,212
2007	84	7,105,761	84,592
2008	347	20,647,756	59,676
2009	365	21,238,628	58,188
2010	392	27,438,716	70,176
2011	403	34,140,342	84,715
2012	435	36,913,068	84,858
2013	428	33,439,659	78,130
2014	410	32,667,675	79,677
2015	399	34,143,730	85,573
2016	417	33,356,995	79,993
2017	395	34,054,902	86,215
2018	401	38,868,673	97,172
2019	357	173,143,594	484,996