Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	2,236,383	6,751,387	745,461	2,250,462
2008	4	4,323,649	10,525,002	1,080,912	2,631,251
2009	5	4,430,157	9,690,381	886,031	1,938,076
2010	5	5,009,148	13,079,964	1,001,830	2,615,993
2011	5	5,397,874	13,964,573	1,079,575	2,792,915
2012	5	5,492,000	13,786,407	1,098,400	2,757,281
2013	6	6,950,450	14,616,699	1,158,408	2,436,117
2014	7	6,814,937	15,468,170	973,562	2,209,739
2015	7	5,467,499	11,399,195	781,071	1,628,456
2016	7	6,603,389	14,433,859	943,341	2,061,980
2017	6	3,168,669	5,113,576	528,111	852,263
2018	6	3,980,823	10,335,631	663,471	1,722,605
2019	4	4,156,639	7,481,068	1,039,160	1,870,267

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	5	3,525,567	10,325,344	705,113	2,065,069
2008	17	9,520,389	20,979,960	560,023	1,234,115
2009	20	10,856,845	21,449,902	542,842	1,072,495
2010	20	12,159,894	28,646,365	607,995	1,432,318
2011	19	12,788,008	29,840,578	673,053	1,570,557
2012	19	12,821,919	28,129,903	674,838	1,480,521
2013	21	15,432,591	34,133,644	734,885	1,625,412
2014	17	12,883,751	29,266,027	757,868	1,721,531
2015	18	11,258,291	24,233,593	625,461	1,346,311
2016	18	10,967,340	24,148,664	609,297	1,341,592
2017	17	6,448,937	15,081,482	403,059	942,593
2018	14	6,310,594	15,752,449	450,757	1,125,175
2019	10	6,208,752	12,477,993	620,875	1,247,799

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	15	1,635,405	109,027

2008	34	3,176,509	93,427
2009	48	3,581,256	74,610
2010	50	4,491,323	89,826
2011	52	4,986,704	95,898
2012	55	7,281,140	132,384
2013	68	7,322,674	107,686
2014	59	8,426,924	142,829
2015	53	7,735,005	145,943
2016	56	7,551,672	134,851
2017	43	5,980,325	139,077
2018	43	5,261,591	122,363
2019	31	4,582,230	147,814