Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	1	634,752	2,642,553	634,752	2,642,553
2008	12	6,505,922	15,006,061	542,160	1,250,505
2009	12	6,794,641	13,189,489	566,220	1,099,124
2010	14	9,121,952	19,840,414	651,568	1,417,172
2011	13	9,863,785	20,308,641	758,753	1,562,203
2012	12	9,481,141	19,684,582	790,095	1,640,382
2013	15	11,496,374	23,840,242	766,425	1,589,349
2014	16	10,960,773	23,777,290	685,048	1,486,081
2015	14	9,321,381	19,947,310	665,813	1,424,808
2016	17	10,849,628	25,347,876	638,213	1,491,052
2017	13	8,829,235	16,850,663	679,172	1,296,205
2018	16	10,205,071	22,374,996	637,817	1,398,437
2019	16	10,730,199	21,184,225	670,637	1,324,014

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	1	634,752	2,642,553	634,752	2,642,553
2008	57	19,033,624	41,033,480	333,923	719,886
2009	59	21,726,945	42,512,616	368,253	720,553
2010	60	27,252,383	57,760,473	454,206	962,675
2011	58	29,093,649	56,313,874	501,615	970,929
2012	53	28,835,887	56,159,741	544,073	1,059,618
2013	54	29,155,673	58,985,013	539,920	1,092,315
2014	47	25,193,662	54,615,800	536,035	1,162,038
2015	49	25,120,037	51,468,256	512,654	1,050,373
2016	47	20,291,260	47,167,747	431,729	1,003,569
2017	42	19,591,450	41,514,808	477,840	1,012,556
2018	51	73,507,652	153,404,004	1,441,327	3,007,922
2019	45	21,696,465	45,997,798	482,144	1,022,173

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	18	2,046,525	113,696

2008	116	8,496,853	73,249
2009	123	8,231,347	66,922
2010	123	10,913,685	88,729
2011	138	12,797,229	92,734
2012	145	13,040,596	89,935
2013	154	14,500,313	94,158
2014	149	14,586,813	97,898
2015	142	13,765,721	96,942
2016	151	14,352,017	95,046
2017	145	17,123,754	118,095
2018	148	16,389,682	110,741
2019	133	16,055,111	120,715