Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	11	9,193,925	24,818,798	835,811	2,256,254
2008	28	15,326,052	33,376,422	547,359	1,192,015
2009	29	16,454,704	32,367,214	567,404	1,116,111
2010	31	22,366,501	45,201,838	721,500	1,458,124
2011	31	25,967,624	53,421,398	837,665	1,723,271
2012	31	25,762,693	53,328,492	831,055	1,720,274
2013	35	24,913,497	48,645,086	711,814	1,389,860
2014	39	25,201,014	50,416,096	646,180	1,292,720
2015	31	20,483,602	37,902,631	660,761	1,222,666
2016	35	20,244,239	50,756,534	578,407	1,450,187
2017	33	18,983,989	39,855,591	575,272	1,207,745
2018	33	17,145,787	36,173,460	519,569	1,096,165
2019	32	18,969,403	38,589,829	592,794	1,205,932

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	36	17,697,816	45,800,734	491,606	1,272,243
2008	102	34,266,787	74,353,939	335,949	728,960
2009	109	38,128,928	76,871,457	349,807	705,243
2010	116	50,874,938	105,197,847	438,577	906,878
2011	115	56,317,384	117,731,189	489,716	1,023,749
2012	110	54,946,343	113,479,783	499,512	1,031,634
2013	113	54,112,679	113,754,053	478,873	1,006,673
2014	109	50,604,611	106,826,245	464,262	980,057
2015	107	45,458,410	86,495,109	428,853	815,992
2016	109	40,395,418	95,645,573	370,600	877,482
2017	105	40,504,268	88,099,939	389,464	847,115
2018	101	88,380,343	182,141,473	883,803	1,821,415
2019	86	35,366,576	72,656,303	411,239	844,841

Non-Executive Director Remuneration - ZAR:

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

0	1	50,000	50,000
2007	83	7,429,107	89,507
2008	248	14,696,245	59,499
2009	249	14,750,762	59,240
2010	277	18,991,309	68,809
2011	289	22,922,010	79,315
2012	297	25,762,870	86,744
2013	293	20,923,780	71,412
2014	306	23,587,250	77,083
2015	304	23,174,365	76,483
2016	306	20,708,372	67,674
2017	289	21,568,599	74,632
2018	277	20,394,660	73,627
2019	250	159,712,162	638,849