

## 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	8,534,346	23,824,461	948,261	2,647,162
2008	19	11,469,027	27,135,789	603,633	1,428,199
2009	21	12,598,292	24,257,594	599,919	1,155,124
2010	21	16,542,720	33,820,697	787,749	1,610,509
2011	21	19,152,838	37,674,409	912,040	1,794,019
2012	22	21,066,952	37,827,868	957,589	1,719,449
2013	23	18,889,297	37,362,624	821,274	1,624,462
2014	27	17,363,593	35,488,704	643,096	1,314,396
2015	22	14,009,400	27,480,651	636,791	1,249,121
2016	21	13,129,940	32,350,673	625,235	1,540,508
2017	23	12,866,080	32,034,093	559,395	1,392,787
2018	22	10,893,830	24,267,484	495,174	1,103,067
2019	21	11,718,686	24,790,058	558,033	1,180,479

### Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	26	14,977,351	41,385,807	576,052	1,591,762
2008	63	23,566,946	54,884,511	374,079	871,183
2009	69	25,853,535	52,346,747	374,689	758,649
2010	76	34,457,026	74,279,875	453,382	977,367
2011	74	40,388,556	82,557,242	545,791	1,115,638
2012	75	41,023,956	81,777,881	546,986	1,090,372
2013	73	36,593,424	81,304,592	501,280	1,113,762
2014	77	34,300,384	74,679,428	445,460	969,863
2015	78	31,116,727	64,639,538	404,113	839,475
2016	70	26,702,122	62,023,963	381,459	886,057
2017	69	25,979,202	63,187,360	376,510	915,759
2018	67	26,604,039	64,063,961	397,075	956,179
2019	53	22,107,466	50,166,949	417,122	946,546

### Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	50,000	50,000

2007	81	8,073,081	99,668
2008	195	13,793,978	71,103
2009	201	13,482,044	67,075
2010	206	16,822,614	81,663
2011	207	20,132,451	97,258
2012	227	22,640,668	99,739
2013	202	15,720,594	77,825
2014	210	17,841,166	84,958
2015	204	16,860,271	82,648
2016	213	16,113,377	75,650
2017	201	15,617,818	77,701
2018	192	17,680,306	92,085
2019	170	154,599,604	909,409