

## Country Report - Directors ZAR

### CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	2	434,752	1,431,773	217,376	715,887
2008	3	664,087	1,398,791	221,362	466,264
2009	2	606,852	1,454,906	303,426	727,453
2010	2	817,951	2,509,944	408,975	1,254,972
2011	2	861,205	2,544,140	430,602	1,272,070
2012	2	886,535	2,027,381	443,268	1,013,690
2013	4	2,313,267	3,239,564	578,317	809,891
2014	3	2,216,859	3,074,731	738,953	1,024,910
2015	4	2,331,781	3,628,667	582,945	907,167
2016	3	2,082,012	2,841,387	694,004	947,129
2017	4	2,065,338	3,086,970	516,335	771,743
2018	4	2,119,958	2,610,423	529,990	652,606
2019	2	1,833,460	2,276,890	916,730	1,138,445

### Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	633,475	2,227,943	211,158	742,648
2008	6	1,132,769	2,662,394	188,795	443,732
2009	5	1,280,704	3,089,723	256,141	617,945
2010	5	1,470,227	4,061,084	294,045	812,217
2011	4	1,467,198	4,160,432	366,799	1,040,108
2012	4	1,489,928	3,392,147	372,482	848,037
2013	8	4,158,419	5,658,873	519,802	707,359
2014	5	2,775,856	4,141,775	555,171	828,355
2015	6	2,877,860	4,727,106	479,643	787,851
2016	5	2,580,359	4,216,454	516,072	843,291
2017	7	2,876,741	5,015,731	410,963	716,533
2018	6	2,681,595	3,525,398	446,932	587,566
2019	3	2,141,269	2,881,352	713,756	960,451

### Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	5	128,085	25,617

2008	13	435,067	33,467
2009	13	589,257	45,327
2010	15	884,600	58,973
2011	15	1,109,561	73,971
2012	17	1,180,943	69,467
2013	29	3,255,294	112,252
2014	27	3,081,682	114,136
2015	23	3,221,401	140,061
2016	27	3,273,445	121,239
2017	27	3,609,923	133,701
2018	24	3,462,827	144,284
2019	15	2,931,591	195,439