# 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 | 3,548,996 | 11,836,562 | 1,182,999 | 3,945,521 |
| 2008 | 8 | 8,646,661 | 17,045,885 | 1,080,833 | 2,130,736 |
| 2009 | 9 | 9,169,794 | 18,770,721 | 1,018,866 | 2,085,636 |
| 2010 | 10 | 10,652,732 | 25,991,934 | 1,065,273 | 2,599,193 |
| 2011 | 9 | 10,991,563 | 29,085,848 | 1,221,285 | 3,231,761 |
| 2012 | 10 | 11,503,114 | 22,601,375 | 1,150,311 | 2,260,138 |
| 2013 | 16 | 10,997,416 | 23,021,829 | 687,338 | 1,438,864 |
| 2014 | 12 | 9,723,732 | 20,280,406 | 810,311 | 1,690,034 |
| 2015 | 11 | 9,576,768 | 19,127,127 | 870,615 | 1,738,830 |
| 2016 | 12 | 9,743,217 | 21,864,396 | 811,935 | 1,822,033 |
| 2017 | 10 | 9,347,977 | 21,575,556 | 934,798 | 2,157,556 |
| 2018 | 15 | 10,747,030 | 24,072,883 | 716,469 | 1,604,859 |
| 2019 | 12 | 278,501,658 | 435,097,682 | 23,208,471 | 36,258,140 |

**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|---|---|---|---|---|---|
| 2007 | 6 | 5,839,475 | 18,244,689 | 973,246 | 3,040,782 |
| 2008 | 21 | 15,547,298 | 29,490,872 | 740,348 | 1,404,327 |
| 2009 | 24 | 16,724,028 | 39,267,428 | 696,835 | 1,636,143 |
| 2010 | 24 | 18,956,883 | 46,280,083 | 789,870 | 1,928,337 |
| 2011 | 25 | 20,595,485 | 53,667,815 | 823,819 | 2,146,713 |
| 2012 | 28 | 21,918,397 | 49,373,479 | 782,800 | 1,763,339 |
| 2013 | 30 | 17,567,198 | 35,427,155 | 585,573 | 1,180,905 |
| 2014 | 25 | 15,754,004 | 35,318,230 | 630,160 | 1,412,729 |
| 2015 | 26 | 17,178,192 | 38,131,316 | 660,700 | 1,466,589 |
| 2016 | 28 | 17,587,426 | 40,755,513 | 628,122 | 1,455,554 |
| 2017 | 26 | 17,648,451 | 42,587,253 | 678,787 | 1,637,971 |
| 2018 | 35 | 20,480,174 | 51,038,554 | 585,148 | 1,458,244 |
| 2019 | 27 | 425,117,768 | 621,506,429 | 15,745,103 | 23,018,757 |

**Non-Executive Director Remuneration - ZAR:**

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

| | | | |
|---|---|---|---|
| 2007 | 28 | 4,419,237 | 157,830 |
| 2008 | 91 | 11,630,721 | 127,810 |
| 2009 | 96 | 12,852,134 | 133,876 |
| 2010 | 99 | 16,525,276 | 166,922 |
| 2011 | 103 | 17,042,740 | 165,463 |
| 2012 | 108 | 19,393,449 | 179,569 |
| 2013 | 120 | 17,107,649 | 142,564 |
| 2014 | 127 | 19,336,433 | 152,255 |
| 2015 | 114 | 18,058,120 | 158,405 |
| 2016 | 120 | 19,252,694 | 160,439 |
| 2017 | 119 | 20,425,055 | 171,639 |
| 2018 | 111 | 22,196,451 | 199,968 |
| 2019 | 109 | 19,892,183 | 182,497 |