

## Country Report - Directors ZAR

### CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	1	496,252	1,259,129	496,252	1,259,129
2009	1	547,308	1,258,564	547,308	1,258,564
2010	2	872,389	1,625,666	436,195	812,833
2011	1	727,978	1,569,668	727,978	1,569,668
2012	1	655,610	1,524,024	655,610	1,524,024
2013	1	584,792	1,409,583	584,792	1,409,583
2014	1	559,187	2,036,011	559,187	2,036,011
2015	1	499,530	1,796,630	499,530	1,796,630
2016	1	485,465	1,619,259	485,465	1,619,259
2017	1	514,600	1,608,584	514,600	1,608,584
2018	1	510,556	1,706,597	510,556	1,706,597
2019	1	531,425	1,420,137	531,425	1,420,137

### Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	2	772,189	1,966,626	386,094	983,313
2009	4	1,128,059	2,600,676	282,015	650,169
2010	4	1,669,739	3,312,401	417,435	828,100
2011	3	1,563,019	3,494,321	521,006	1,164,774
2012	3	1,395,488	3,402,805	465,163	1,134,268
2013	3	1,259,167	3,160,521	419,722	1,053,507
2014	3	1,209,141	3,772,022	403,047	1,257,341
2015	4	1,178,577	3,891,093	294,644	972,773
2016	3	1,071,875	3,516,933	357,292	1,172,311
2017	3	1,161,629	3,558,107	387,210	1,186,036
2018	6	1,974,931	7,007,361	329,155	1,167,894
2019	6	2,082,046	5,795,787	347,008	965,964

### Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	15	1,360,943	90,730
2009	16	1,228,851	76,803
2010	15	1,620,327	108,022

2010	13	1,020,337	100,022
2011	15	1,580,609	105,374
2012	15	1,434,634	95,642
2013	12	1,190,417	99,201
2014	14	1,266,390	90,456
2015	17	1,223,041	71,944
2016	15	1,258,866	83,924
2017	17	1,468,599	86,388
2018	19	1,721,389	90,599
2019	15	1,729,125	115,275