

## Country Report - Directors ZAR

### CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	1	634,752	2,642,553	634,752	2,642,553
2008	4	2,178,476	5,809,311	544,619	1,452,328
2009	4	2,495,572	4,816,826	623,893	1,204,206
2010	5	3,524,951	6,482,887	704,990	1,296,577
2011	4	3,518,165	7,194,445	879,541	1,798,611
2012	4	3,459,564	8,219,920	864,891	2,054,980
2013	6	3,978,551	9,819,991	663,092	1,636,665
2014	6	3,845,934	8,607,106	640,989	1,434,518
2015	4	2,159,953	5,522,179	539,988	1,380,545
2016	6	3,899,843	10,759,863	649,974	1,793,311
2017	4	2,099,313	5,589,561	524,828	1,397,390
2018	7	3,149,184	8,059,365	449,883	1,151,338
2019	7	4,237,816	9,523,648	605,402	1,360,521

### Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	1	634,752	2,642,553	634,752	2,642,553
2008	21	6,576,058	15,887,274	313,146	756,537
2009	24	8,229,667	16,797,367	342,903	699,890
2010	24	10,386,925	22,278,959	432,789	928,290
2011	24	11,193,612	22,706,495	466,401	946,104
2012	23	11,675,773	25,227,231	507,642	1,096,836
2013	22	10,264,110	22,891,231	466,550	1,040,511
2014	18	8,776,814	19,321,698	487,601	1,073,428
2015	18	7,549,896	16,345,834	419,439	908,102
2016	20	7,787,977	19,475,028	389,399	973,751
2017	17	6,281,501	15,493,376	369,500	911,375
2018	24	8,183,369	21,442,078	340,974	893,420
2019	18	7,562,828	18,033,458	420,157	1,001,859

### Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	18	2,046,525	113,696

2008	52	3,863,845	74,305
2009	52	3,699,604	71,146
2010	54	4,926,688	91,235
2011	54	4,859,920	89,999
2012	58	5,205,625	89,752
2013	53	4,432,239	83,627
2014	57	4,827,542	84,694
2015	54	4,229,699	78,328
2016	55	4,380,319	79,642
2017	53	5,423,348	102,327
2018	54	5,335,287	98,802
2019	49	5,506,415	112,376