

## Country Report - Directors ZAR

### CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	6	3,719,223	8,183,570	619,871	1,363,928
2009	6	3,870,381	7,296,924	645,064	1,216,154
2010	6	4,754,254	10,861,995	792,376	1,810,333
2011	6	5,271,622	10,148,061	878,604	1,691,343
2012	6	4,985,069	9,886,064	830,845	1,647,677
2013	6	4,880,871	10,056,058	813,479	1,676,010
2014	7	4,690,408	10,409,596	670,058	1,487,085
2015	7	3,552,188	7,559,822	507,455	1,079,975
2016	7	4,648,572	10,742,359	664,082	1,534,623
2017	6	3,289,932	6,669,548	548,322	1,111,591
2018	5	3,580,599	9,025,403	716,120	1,805,081
2019	6	4,220,621	9,184,025	703,437	1,530,671

### Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	32	10,826,973	23,547,294	338,343	735,853
2009	29	12,520,000	22,159,318	431,724	764,114
2010	32	15,767,280	34,939,604	492,728	1,091,863
2011	31	17,243,985	33,231,354	556,258	1,071,979
2012	33	18,610,583	34,908,480	563,957	1,057,833
2013	27	14,907,480	31,636,612	552,129	1,171,726
2014	24	13,875,125	28,876,456	578,130	1,203,186
2015	28	13,367,671	24,693,305	477,417	881,904
2016	27	11,777,732	25,984,874	436,212	962,403
2017	23	9,550,481	21,490,706	434,113	976,850
2018	23	59,775,027	121,224,133	2,598,914	5,270,614
2019	23	9,744,415	21,549,194	423,670	936,921

### Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	59	3,314,317	56,175
2009	56	3,591,296	64,130
2010	56	4,577,964	81,749

2010	50	4,577,904	81,749
2011	66	5,571,822	84,422
2012	65	5,933,791	91,289
2013	66	5,402,036	81,849
2014	62	5,266,101	84,937
2015	61	4,989,222	81,791
2016	59	4,704,154	79,731
2017	56	5,612,747	100,228
2018	59	4,868,219	83,935
2019	56	5,120,980	91,446