

## 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	2,135,819	6,128,068	1,067,909	3,064,034
2008	4	5,994,594	13,168,136	1,498,648	3,292,034
2009	4	6,536,129	14,740,440	1,634,032	3,685,110
2010	5	6,902,299	20,721,978	1,380,460	4,144,396
2011	4	6,991,463	21,844,960	1,747,866	5,461,240
2012	5	7,276,845	16,367,396	1,455,369	3,273,479
2013	6	6,476,753	13,993,420	1,079,459	2,332,237
2014	4	5,465,201	11,185,716	1,366,300	2,796,429
2015	4	5,328,432	10,133,583	1,332,108	2,533,396
2016	4	5,227,582	10,420,192	1,306,896	2,605,048
2017	3	3,602,833	6,391,453	1,200,944	2,130,484
2018	3	3,607,610	6,597,588	1,202,537	2,199,196
2019	3	3,633,522	6,369,891	1,211,174	2,123,297

### Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	4	3,491,409	9,428,391	872,852	2,357,098
2008	8	9,842,893	19,071,191	1,230,362	2,383,899
2009	8	10,370,249	26,662,071	1,296,281	3,332,759
2010	9	10,818,021	31,241,772	1,202,002	3,471,308
2011	8	11,228,741	35,925,541	1,403,593	4,490,693
2012	11	11,077,288	28,742,758	1,007,026	2,612,978
2013	13	10,649,862	22,727,492	819,220	1,748,269
2014	8	7,266,539	14,986,034	908,317	1,873,254
2015	8	7,964,732	16,863,258	995,592	2,107,907
2016	8	7,324,468	14,817,752	915,559	1,852,219
2017	7	5,135,481	9,766,781	733,640	1,395,254
2018	6	5,006,961	9,834,161	834,494	1,639,027
2019	5	4,884,232	9,220,860	976,846	1,844,172

### Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	38,286,424	38,286,424

2007	23	2,047,319	89,014
2008	40	6,124,678	153,117
2009	44	7,565,882	171,952
2010	45	10,069,830	223,774
2011	48	8,731,013	181,896
2012	47	11,363,406	241,775
2013	50	9,509,146	190,183
2014	44	10,621,492	241,398
2015	43	8,615,602	200,363
2016	44	8,951,683	203,447
2017	31	5,684,505	183,371
2018	33	5,811,898	176,118
2019	29	5,583,401	192,531