

## 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	846,950	2,305,957	846,950	2,305,957
2008	4	2,218,380	5,744,861	554,595	1,436,215
2009	5	2,295,036	4,531,228	459,007	906,246
2010	4	3,267,299	8,220,861	816,825	2,055,215
2011	4	2,828,474	5,866,444	707,119	1,466,611
2012	5	3,304,539	6,858,709	660,908	1,371,742
2013	6	3,371,455	7,328,849	561,909	1,221,475
2014	5	2,828,977	7,610,815	565,795	1,522,163
2015	7	3,054,254	7,429,109	436,322	1,061,301
2016	5	3,735,702	8,216,554	747,140	1,643,311
2017	5	2,818,259	6,415,478	563,652	1,283,096
2018	7	3,196,893	9,760,536	456,699	1,394,362
2019	6	3,470,375	7,839,553	578,396	1,306,592

### Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	1,756,879	4,322,695	585,626	1,440,898
2008	18	6,008,464	13,671,705	333,804	759,539
2009	21	6,202,633	11,581,566	295,363	551,503
2010	18	8,279,944	17,058,326	459,997	947,685
2011	19	7,616,480	22,878,336	400,867	1,204,123
2012	21	8,525,066	18,058,775	405,956	859,942
2013	21	8,082,662	16,194,629	384,889	771,173
2014	16	6,252,053	16,175,216	390,753	1,010,951
2015	17	6,408,519	13,655,827	376,972	803,284
2016	17	6,249,043	15,811,927	367,591	930,113
2017	14	6,509,968	14,415,551	464,998	1,029,682
2018	14	5,519,614	15,057,749	394,258	1,075,553
2019	13	5,385,915	14,818,318	414,301	1,139,871

### Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	328,264	328,264

2007	11	1,484,255	134,932
2008	41	3,223,458	78,621
2009	40	3,285,714	82,143
2010	43	4,599,882	106,974
2011	46	4,689,919	101,955
2012	57	6,078,471	106,640
2013	60	5,592,700	93,212
2014	57	4,845,253	85,004
2015	65	5,009,429	78,272
2016	61	4,373,269	71,693
2017	57	4,632,435	81,271
2018	61	5,241,980	87,366
2019	61	5,462,112	89,543