

## 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	1,801,631	5,319,614	1,801,631	5,319,614
2008	4	6,652,676	12,727,941	1,663,169	3,181,985
2009	4	6,408,441	13,321,785	1,602,110	3,330,446
2010	4	6,933,432	19,958,005	1,733,358	4,989,501
2011	4	7,270,801	21,692,091	1,817,700	5,423,023
2012	4	7,369,519	15,961,474	1,842,380	3,990,368
2013	6	7,636,569	13,961,227	1,272,761	2,326,871
2014	4	5,795,442	11,873,524	1,448,861	2,968,381
2015	5	5,548,447	11,220,918	1,109,689	2,244,184
2016	4	5,216,836	11,495,508	1,304,209	2,873,877
2017	3	2,898,266	4,958,788	966,089	1,652,929
2018	4	3,701,692	8,071,838	925,423	2,017,960
2019	3	272,326,952	420,038,996	90,775,651	140,012,999

### Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	2	2,892,092	8,097,401	1,446,046	4,048,701
2008	10	12,251,648	21,010,288	1,225,165	2,101,029
2009	10	12,393,672	28,938,524	1,239,367	2,893,852
2010	10	13,293,988	35,252,316	1,329,399	3,525,232
2011	10	14,041,966	40,678,606	1,404,197	4,067,861
2012	11	13,415,039	32,557,345	1,219,549	2,959,759
2013	13	13,602,038	27,957,007	1,046,311	2,150,539
2014	9	9,874,587	21,330,816	1,097,176	2,370,091
2015	9	9,111,751	19,040,913	1,012,417	2,115,657
2016	8	8,159,219	17,967,521	1,019,902	2,245,940
2017	7	5,066,614	12,788,788	844,436	2,131,465
2018	6	5,054,432	11,378,513	842,405	1,896,419
2019	5	411,720,517	587,295,198	82,344,103	117,459,040

### Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	10	1,507,320	150,732

2008	33	5,178,782	156,933
2009	36	5,120,633	142,240
2010	36	5,971,724	165,881
2011	40	7,062,355	176,559
2012	39	9,612,698	246,479
2013	44	7,402,025	168,228
2014	35	8,652,768	247,222
2015	36	8,306,978	230,749
2016	36	8,132,649	225,907
2017	25	6,021,563	240,863
2018	24	8,576,374	357,349
2019	23	5,509,999	239,565