## **Country Report - Directors**

CEO Biographies - (Where more than one CEO is named the position was held by both during the latest year) :

| Company:           | Sector:                              | Name:        | Surname:  | Gender: | Director Nationality: | Age at Latest Year End: |
|--------------------|--------------------------------------|--------------|-----------|---------|-----------------------|-------------------------|
| • •                | Banking and Financial Services       | Maria        | Ramos     |         | South Africa          | 53                      |
|                    | Education, Bus Training & Employment |              | Pike      | Male    | South Africa          | 61                      |
|                    | Education, Bus Training & Employment |              | Dutiro    | Male    | 0                     | 0                       |
|                    | Education, Bus Training & Employment |              | Pike      | Male    | South Africa          | 61                      |
|                    | Industrial                           | Brett        | Kimber    | Male    | South Africa          | 58                      |
|                    | Industrial                           | Schalk       | Venter    | Male    | 0                     | 0                       |
|                    | Industrial                           | Schalk       | Venter    | Male    | 0                     | 0                       |
| African Oxygen     | Industrial                           | Schalk       | Venter    | Male    | 0                     | 0                       |
| Anglo American plc | Mining                               | Mark         | Cutifani  | Male    | Australia             | 65                      |
| Anglo American plc | Mining                               | Mark         | Cutifani  | Male    | Australia             | 65                      |
| Anglo American plc | Mining                               | Mark         | Cutifani  | Male    | Australia             | 65                      |
| Barloworld Limited | Diversified Holdings                 | Dominic      | Sewela    | Male    | South Africa          | 0                       |
|                    | Diversified Holdings                 | Dominic      | Sewela    | Male    | South Africa          | 0                       |
| Basil Read         | Construction                         | Neville F    | Nicolau   | Male    | South Africa          | 58                      |
| Basil Read         | Construction                         | Neville F    | Nicolau   | Male    | South Africa          | 58                      |
| Basil Read         | Construction                         | Khathutshelo | Mapasa    | Male    | South Africa          | 0                       |
| Distell            | Food and Beverage                    | Richard      | Rushton   | Male    | South Africa          | 58                      |
| FirstRand Bank     | Banking and Financial Services       | Sizwe E      | Nxasana   | Male    | South Africa          | 65                      |
| FirstRand Bank     | Banking and Financial Services       | Johan Petrus | Burger    | Male    | South Africa          | 80                      |
| G4S plc            | Private Security                     | Nick         | Buckles   | Male    | British               | 0                       |
| Grindrod           | Transport                            | Alan K       | Olivier   | Male    | South Africa          | 63                      |
| Grindrod           | Transport                            | Alan K       | Olivier   | Male    | South Africa          | 63                      |
| Grindrod           | Transport                            | Andrew G     | Waller    | Male    | South Africa          | 61                      |
| Group Five         | Construction                         | Eric CJ      | Vemer     | Male    | South Africa          | 53                      |
| •                  | Construction                         | ST (Themba)  | Mosai     | Male    | South Africa          | 0                       |
| Group Five         | Construction                         | Eric CJ      | Vemer     | Male    | South Africa          | 53                      |
| Group Five         | Construction                         | ST (Themba)  | Mosai     | Male    | South Africa          | 0                       |
| Group Five         | Construction                         | Mike R       | Upton     | Male    | South Africa          | 63                      |
| Group Five         | Construction                         | Eric CJ      | Vemer     | Male    | South Africa          | 53                      |
| Imperial Holdings  | Transport                            | Mark J       | Lamberti  | Male    | South Africa          | 71                      |
| Imperial Holdings  | Transport                            | Mark J       | Lamberti  | Male    | South Africa          | 71                      |
| Imperial Holdings  | Transport                            | Osman S      | Arbee     | Male    | South Africa          | 62                      |
| Imperial Holdings  | Transport                            | Marius       | Swanepoel | Male    | South Africa          | 70                      |
| Imperial Holdings  | Transport                            | Mohammed     | Akoojee   | Male    | South Africa          | 41                      |
| Liberty Holdings   | Banking and Financial Services       | David        | Munro     | Male    | British               | 68                      |
| Liberty Holdings   | Banking and Financial Services       | Thabo        | Dloti     | Male    | South Africa          | 54                      |
| Nampak             | Paper and Packaging                  | Andre        | de Ruyter | Male    | South Africa          | 55                      |
| Nampak             | Paper and Packaging                  | Andre        | de Ruyter | Male    | South Africa          | 55                      |
| Nampak             | Paper and Packaging                  | Andre        | de Ruyter | Male    | South Africa          | 55                      |
|                    | Banking and Financial Services       | Michael WT   | Brown     | Male    | South Africa          | 57                      |

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| KIVIR Holaings      | Banking and Financial Services | Peter                   | Cooper     | waie   | South Africa | 6/   |
|---------------------|--------------------------------|-------------------------|------------|--------|--------------|------|
| RMB Holdings        | Banking and Financial Services | Herman                  | Bosman     | Male   | South Africa | 53   |
| RMB Holdings        | Banking and Financial Services | Herman                  | Bosman     | Male   | South Africa | 53   |
| RMB Holdings        | Banking and Financial Services | Herman                  | Bosman     | Male   | South Africa | 53   |
| SABMiller           | Food and Beverage              | Alan                    | Clark      | Male   | South Africa | 1015 |
| SABMiller           | Food and Beverage              | Alan                    | Clark      | Male   | South Africa | 1015 |
| Shoprite            | Retail                         | James Wellwood (Whitey) | Basson     | Male   | South Africa | 77   |
| Shoprite            | Retail                         | James Wellwood (Whitey) | Basson     | Male   | South Africa | 77   |
| Sodexo              | Financial Services             | Michel                  | Landel     | Male   | France       | 61   |
| Spar                | Retail                         | Graham O                | O'Connor   | Male   | South Africa | 65   |
| Spar                | Retail                         | Graham O                | O'Connor   | Male   | South Africa | 65   |
| Standard Bank Group | Banking and Financial Services | Zweli                   | Manyathi   | Male   | South Africa | 0    |
| Standard Bank Group | Banking and Financial Services | Kenny                   | Fihla      | Male   | South Africa | 0    |
| Standard Bank Group | Banking and Financial Services | Margaret                | Nienaber   | Female | South Africa | 0    |
| Standard Bank Group | Banking and Financial Services | Sim                     | Tshabalala | Male   | South Africa | 56   |
| Standard Bank Group | Banking and Financial Services | Zweli                   | Manyathi   | Male   | South Africa | 0    |
| Standard Bank Group | Banking and Financial Services | Kenny                   | Fihla      | Male   | South Africa | 0    |
| Standard Bank Group | Banking and Financial Services | Margaret                | Nienaber   | Female | South Africa | 0    |
| Standard Bank Group | Banking and Financial Services | Sim                     | Tshabalala | Male   | South Africa | 56   |
| Standard Bank Group | Banking and Financial Services | BJ (Ben)                | Kruger     | Male   | South Africa | 64   |
| Standard Bank Group | Banking and Financial Services | Sim                     | Tshabalala | Male   | South Africa | 56   |
| Trans Hex           | Mining                         | Llewellyn               | Delport    | Male   | South Africa | 0    |
| Trans Hex           | Mining                         | Llewellyn               | Delport    | Male   | South Africa | 0    |
| Trans Hex           | Mining                         | Llewellyn               | Delport    | Male   | South Africa | 0    |
|                     |                                |                         |            |        |              |      |

## CEO Remuneration - USD:

| Financial | Year: No. of CEOs: | Total Salaries: | Total Annual | Remuneration: Avg. of Salaries | : Avg. of Remuneration: |
|-----------|--------------------|-----------------|--------------|--------------------------------|-------------------------|
| 2007      | 9                  | 8,534,346       | 23,824,461   | 948,261                        | 2,647,162               |
| 2008      | 19                 | 11,469,027      | 27,135,789   | 603,633                        | 1,428,199               |
| 2009      | 21                 | 12,598,292      | 24,257,594   | 599,919                        | 1,155,124               |
| 2010      | 21                 | 16,542,720      | 33,820,697   | 787,749                        | 1,610,509               |
| 2011      | 21                 | 19,152,838      | 37,674,409   | 912,040                        | 1,794,019               |
| 2012      | 22                 | 21,066,952      | 37,827,868   | 957,589                        | 1,719,449               |
| 2013      | 23                 | 18,889,297      | 37,362,624   | 821,274                        | 1,624,462               |
| 2014      | 27                 | 17,363,593      | 35,488,704   | 643,096                        | 1,314,396               |
| 2015      | 22                 | 14,009,400      | 27,480,651   | 636,791                        | 1,249,121               |
| 2016      | 21                 | 13,129,940      | 32,350,673   | 625,235                        | 1,540,508               |
| 2017      | 23                 | 12,866,080      | 32,034,093   | 559,395                        | 1,392,787               |
| 2018      | 22                 | 10,893,830      | 24,267,484   | 495,174                        | 1,103,067               |
| 2019      | 21                 | 11,718,686      | 24,790,058   | 558,033                        | 1,180,479               |
|           |                    |                 |              |                                |                         |

## Executive Director Remuneration - USD:

| Financial ` | Year: No. of EDs: | Total Salaries: | Total Annual | Remuneration: Avg. of Salaries: | Avg. of Remuneration: |
|-------------|-------------------|-----------------|--------------|---------------------------------|-----------------------|
| 2007        | 26                | 14,977,351      | 41,385,807   | 576,052                         | 1,591,762             |
| 2008        | 63                | 23,566,946      | 54,884,511   | 374,079                         | 871,183               |
| 2009        | 69                | 25,853,535      | 52,346,747   | 374,689                         | 758,649               |
| 2010        | 76<br>74          |                 | 74,279,875   | 453,382<br>545 701              | 977,367               |

| <b>∠</b> ∪ | /4 | 40,300,330 | 04,707,7CC,20 | J4J,/J1 | 1,110,000 |
|------------|----|------------|---------------|---------|-----------|
| 2012       | 75 | 41,023,956 | 81,777,881    | 546,986 | 1,090,372 |
| 2013       | 73 | 36,593,424 | 81,304,592    | 501,280 | 1,113,762 |
| 2014       | 77 | 34,300,384 | 74,679,428    | 445,460 | 969,863   |
| 2015       | 78 | 31,116,727 | 64,639,538    | 404,113 | 839,475   |
| 2016       | 70 | 26,702,122 | 62,023,963    | 381,459 | 886,057   |
| 2017       | 69 | 25,979,202 | 63,187,360    | 376,510 | 915,759   |
| 2018       | 67 | 26,604,039 | 64,063,961    | 397,075 | 956,179   |
| 2019       | 53 | 22,107,466 | 50,166,949    | 417,122 | 946,546   |
|            |    |            |               |         |           |

## Non-Executive Director Remuneration - USD:

| F:        | V   N ( N       | B- IT-1-1 0-1:     |                  |
|-----------|-----------------|--------------------|------------------|
| Financiai | Year: No. of NE | Ds: Total Salaries | s: Average Fees: |
| 0         | 1               | 50,000             | 50,000           |
| 2007      | 81              | 8,073,081          | 99,668           |
| 2008      | 195             | 13,793,978         | 71,103           |
| 2009      | 201             | 13,482,044         | 67,075           |
| 2010      | 206             | 16,822,614         | 81,663           |
| 2011      | 207             | 20,132,451         | 97,258           |
| 2012      | 227             | 22,640,668         | 99,739           |
| 2013      | 202             | 15,720,594         | 77,825           |
| 2014      | 210             | 17,841,166         | 84,958           |
| 2015      | 204             | 16,860,271         | 82,648           |
| 2016      | 213             | 16,113,377         | 75,650           |
| 2017      | 201             | 15,617,818         | 77,701           |
| 2018      | 192             | 17,680,306         | 92,085           |
| 2019      | 170             | 154,599,604        | 909,409          |