

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: |
|-------------------------|-------------------------------------|--------------|-----------|---------|-----------------------|-------------------------|
| ABSA | Banking and Financial Services | Maria | Ramos | Female | South Africa | 53 |
| Adcorp Holdings limited | Education,Bus Training & Employment | Richard L | Pike | Male | South Africa | 61 |
| Adcorp Holdings limited | Education,Bus Training & Employment | Richard L | Pike | Male | South Africa | 61 |
| Adcorp Holdings limited | Education,Bus Training & Employment | Innocent | Dutiro | Male | 0 | 0 |
| African Oxygen | Industrial | Brett | Kimber | Male | South Africa | 58 |
| African Oxygen | Industrial | Schalk | Venter | Male | 0 | 0 |
| African Oxygen | 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 |
| Barloworld Limited | 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 | Mike R | Upton | Male | South Africa | 63 |
| Group Five | Construction | Eric CJ | Vemer | Male | South Africa | 53 |
| Group Five | Construction | Eric CJ | Vemer | Male | South Africa | 53 |
| Group Five | 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 |
| 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 | Thabo | Doti | Male | South Africa | 54 |
| Liberty Holdings | Banking and Financial Services | David | Munro | Male | British | 68 |
| 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 |
| Nedbank | Banking and Financial Services | Michael WT | Brown | Male | South Africa | 57 |
| Nedbank | Banking and Financial Services | Michael WT | Brown | Male | South Africa | 57 |

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|---------------------|--------------------------------|-------------------------|------------|--------|--------------|------|
| 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 |
| RMB Holdings | Banking and Financial Services | Peter | Cooper | Male | South Africa | 67 |
| 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 | BJ (Ben) | Kruger | Male | South Africa | 64 |
| 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 |
| Trans Hex | Mining | Llewellyn | Delpport | Male | South Africa | 0 |
| Trans Hex | Mining | Llewellyn | Delpport | Male | South Africa | 0 |
| Trans Hex | Mining | Llewellyn | Delpport | 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 | 34,457,026 | 74,279,875 | 453,382 | 977,367 |
| 2011 | 74 | 40,399,556 | 92,557,342 | 545,791 | 1,115,629 |

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|------|----|------------|------------|---------|-----------|
| 2011 | 74 | 40,366,550 | 62,557,242 | 343,731 | 1,113,636 |
| 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:

| Financial Year: | No. of NEDs: | Total Salaries: | 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 |