

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: |
|-------------------|-----------------------------------|------------|-----------|---------|-----------------------|-------------------------|
| Accor | Hospitality | Denis | Hennequin | Male | France | 54 |
| 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 |
| Lafarge | Industrial | Bruno | Lafont | Male | France | 56 |
| MTN Group | Technology and Telecommunications | RS (Prior) | Dabengwa | Male | South Africa | 66 |
| MTN Group | Technology and Telecommunications | Phuthuma | Nhleko | Male | South Africa | 64 |
| MTN Group | Technology and Telecommunications | Phuthuma | Nhleko | Male | South Africa | 64 |
| MTN Group | Technology and Telecommunications | Rob | Shuter | Male | South Africa | 0 |

CEO Remuneration - USD:

| 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 | 2 | 1,243,652 | 3,085,248 | 621,826 | 1,542,624 |
| 2009 | 2 | 1,271,965 | 2,767,653 | 635,982 | 1,383,827 |
| 2010 | 2 | 1,919,397 | 5,665,549 | 959,699 | 2,832,775 |
| 2011 | 4 | 4,092,606 | 28,913,926 | 1,023,152 | 7,228,481 |
| 2012 | 4 | 4,021,809 | 10,378,354 | 1,005,452 | 2,594,589 |
| 2013 | 2 | 1,587,756 | 4,372,917 | 793,878 | 2,186,458 |
| 2014 | 3 | 1,378,451 | 3,717,085 | 459,484 | 1,239,028 |
| 2015 | 3 | 1,052,194 | 3,217,241 | 350,731 | 1,072,414 |
| 2016 | 2 | 2,180,233 | 4,955,741 | 1,090,116 | 2,477,871 |
| 2017 | 2 | 968,199 | 3,090,576 | 484,100 | 1,545,288 |
| 2018 | 2 | 2,463,934 | 5,646,283 | 1,231,967 | 2,823,141 |
| 2019 | 4 | 2,653,868 | 6,179,251 | 663,467 | 1,544,813 |

Executive Director Remuneration - USD:

| 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 | 11 | 4,457,074 | 10,094,680 | 405,189 | 917,698 |
| 2009 | 11 | 4,366,465 | 8,831,624 | 396,951 | 802,875 |
| 2010 | 10 | 6,006,038 | 14,701,979 | 600,604 | 1,470,198 |
| 2011 | 13 | 9,093,967 | 47,158,574 | 699,536 | 3,627,583 |
| 2012 | 12 | 8,488,490 | 21,661,718 | 707,374 | 1,805,143 |
| 2013 | 10 | 4,809,072 | 13,008,049 | 480,907 | 1,300,805 |
| 2014 | 11 | 4,650,346 | 11,635,717 | 422,759 | 1,057,792 |
| 2015 | 11 | 4,075,989 | 9,170,708 | 370,544 | 833,701 |
| 2016 | 10 | 4,091,140 | 10,376,540 | 409,114 | 1,037,654 |

| | | | | | |
|------|----|-----------|------------|---------|-----------|
| 2016 | 10 | 4,091,140 | 10,570,940 | 409,114 | 1,057,094 |
| 2017 | 9 | 5,025,286 | 12,266,914 | 558,365 | 1,362,990 |
| 2018 | 7 | 5,140,742 | 12,253,885 | 734,392 | 1,750,555 |
| 2019 | 5 | 3,288,058 | 10,773,666 | 657,612 | 2,154,733 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 0 | 1 | 328,264 | 328,264 |
| 2007 | 11 | 1,484,255 | 134,932 |
| 2008 | 26 | 1,842,805 | 70,877 |
| 2009 | 17 | 1,528,898 | 89,935 |
| 2010 | 21 | 2,556,441 | 121,735 |
| 2011 | 46 | 3,887,634 | 84,514 |
| 2012 | 48 | 3,774,686 | 78,639 |
| 2013 | 23 | 2,261,922 | 98,344 |
| 2014 | 24 | 2,047,162 | 85,298 |
| 2015 | 26 | 2,314,188 | 89,007 |
| 2016 | 27 | 2,319,802 | 85,919 |
| 2017 | 23 | 2,097,884 | 91,212 |
| 2018 | 25 | 2,504,675 | 100,187 |
| 2019 | 25 | 142,946,767 | 5,717,871 |