

# 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: |
|-----------|-------------------|----------|----------|---------|-----------------------|-------------------------|
| 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                      |
| SABMiller | Food and Beverage | Alan     | Clark    | Male    | South Africa          | 1015                    |
| SABMiller | Food and Beverage | Alan     | Clark    | Male    | South Africa          | 1015                    |

CEO Remuneration - USD:

| 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            | 2            | 2,090,641       | 6,496,330                  | 1,045,320         | 3,248,165             |
| 2009            | 2            | 2,459,800       | 5,355,238                  | 1,229,900         | 2,677,619             |
| 2010            | 2            | 2,687,282       | 6,710,052                  | 1,343,641         | 3,355,026             |
| 2011            | 2            | 2,589,267       | 7,028,092                  | 1,294,634         | 3,514,046             |
| 2012            | 2            | 2,631,379       | 7,039,657                  | 1,315,689         | 3,519,828             |
| 2013            | 2            | 2,628,160       | 6,485,368                  | 1,314,080         | 3,242,684             |
| 2014            | 2            | 2,348,315       | 5,653,832                  | 1,174,157         | 2,826,916             |
| 2015            | 2            | 2,166,437       | 4,667,066                  | 1,083,218         | 2,333,533             |
| 2016            | 2            | 2,151,942       | 5,667,626                  | 1,075,971         | 2,833,813             |
| 2017            | 1            | 304,035         | 1,093,397                  | 304,035           | 1,093,397             |
| 2018            | 1            | 348,104         | 661,067                    | 348,104           | 661,067               |
| 2019            | 1            | 409,743         | 745,063                    | 409,743           | 745,063               |

Executive Director Remuneration - USD:

| 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            | 9           | 4,476,366       | 12,444,608                 | 497,374           | 1,382,734             |
| 2009            | 9           | 5,119,063       | 11,169,050                 | 568,785           | 1,241,006             |
| 2010            | 9           | 5,671,946       | 14,439,918                 | 630,216           | 1,604,435             |
| 2011            | 11          | 6,134,218       | 14,562,667                 | 557,656           | 1,323,879             |
| 2012            | 12          | 5,485,779       | 13,351,713                 | 457,148           | 1,112,643             |
| 2013            | 9           | 6,490,200       | 14,775,606                 | 721,133           | 1,641,734             |
| 2014            | 7           | 4,960,965       | 11,090,794                 | 708,709           | 1,584,399             |
| 2015            | 7           | 5,176,297       | 9,470,542                  | 739,471           | 1,352,935             |
| 2016            | 7           | 4,141,098       | 9,095,468                  | 591,585           | 1,299,353             |
| 2017            | 6           | 1,895,007       | 4,697,120                  | 315,834           | 782,853               |
| 2018            | 6           | 1,879,657       | 3,625,689                  | 313,276           | 604,281               |
| 2019            | 2           | 718,661         | 1,132,077                  | 359,331           | 566,038               |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2007            | 10           | 1,507,320       | 150,732       |
| 2008            | 16           | 1,587,637       | 99,227        |
| 2009            | 19           | 1,924,717       | 101,301       |
| 2010            | 21           | 2,310,961       | 110,046       |
| 2011            | 22           | 2,487,913       | 113,087       |
| 2012            | 22           | 4,184,265       | 190,194       |
| 2013            | 24           | 2,545,851       | 106,077       |
| 2014            | 26           | 3,636,708       | 139,873       |
| 2015            | 26           | 2,983,698       | 114,758       |
| 2016            | 27           | 2,984,639       | 110,542       |
| 2017            | 9            | 340,352         | 37,817        |
| 2018            | 9            | 459,101         | 51,011        |
| 2019            | 9            | 683,321         | 75,925        |