

# 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                      |
| Adcock Ingram           | Health                              | Kevin       | Wakeford        | Male    | South Africa          | 63                      |
| Adcock Ingram           | Health                              | Andy G      | Hall            | 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 | Richard L   | Pike            | Male    | South Africa          | 61                      |
| Adcorp Holdings limited | Education,Bus Training & Employment | Innocent    | Dutiro          | Male    | 0                     | 0                       |
| AECI                    | Industrial                          | Mark        | Dytor           | Female  | South Africa          | 62                      |
| AECI                    | Industrial                          | Mark        | Dytor           | Female  | South Africa          | 62                      |
| AECI                    | Industrial                          | Mark        | Dytor           | Female  | South Africa          | 62                      |
| 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                       |
| AngloGold Ashanti       | Mining                              | S (Venkat)  | Venkatakrishnan | Male    | British               | 58                      |
| AngloGold Ashanti       | Mining                              | S (Venkat)  | Venkatakrishnan | Male    | British               | 58                      |
| AngloGold Ashanti       | Mining                              | S (Venkat)  | Venkatakrishnan | Male    | British               | 58                      |
| AngloGold Ashanti       | Mining                              | Kelvin      | Dushnisky       | Male    | Canada                | 0                       |
| AngloGold Ashanti       | Mining                              | Kelvin      | Dushnisky       | Male    | Canada                | 0                       |
| Aveng                   | Construction                        | HJ (Kobus)  | Verster         | Male    | South Africa          | 57                      |
| Aveng                   | Construction                        | HJ (Kobus)  | Verster         | Male    | South Africa          | 57                      |
| Barclays Africa Group   | Banking and Financial Services      | Maria       | Ramos           | Female  | South Africa          | 58                      |
| Barclays Africa Group   | Banking and Financial Services      | Maria       | Ramos           | Female  | South Africa          | 58                      |
| Barclays Africa Group   | Banking and Financial Services      | Maria       | Ramos           | Female  | South Africa          | 58                      |
| Distell                 | Food and Beverage                   | Richard     | Rushton         | Male    | South Africa          | 58                      |
| G4S plc                 | Private Security                    | Nick        | Buckles         | Male    | British               | 0                       |
| Gold Fields             | Mining                              | Nicholas J  | Holland         | Male    | South Africa          | 63                      |
| Gold Fields             | Mining                              | Nicholas J  | Holland         | Male    | South Africa          | 63                      |
| Gold Fields             | Mining                              | Nicholas J  | Holland         | Male    | South Africa          | 63                      |
| 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                      |
| Massmart                | Retail                              | Guy         | Hayward         | Male    | South Africa          | 56                      |
| Massmart                | Retail                              | Guy         | Hayward         | Male    | South Africa          | 56                      |

|                     |                                   |                         |            |        |               |      |
|---------------------|-----------------------------------|-------------------------|------------|--------|---------------|------|
| Massmart            | Retail                            | Guy                     | Hayward    | male   | South Africa  | 56   |
| Massmart            | Retail                            | Mitchell                | Slape      | Male   | United States | -1   |
| Mr Price            | Retail                            | Stuart                  | Bird       | Male   | South Africa  | 59   |
| Mr Price            | Retail                            | Stuart                  | Bird       | Male   | South Africa  | 59   |
| MTN Group           | Technology and Telecommunications | RS (Prior)              | Dabengwa   | Male   | South Africa  | 65   |
| MTN Group           | Technology and Telecommunications | Phuthuma                | Nhleko     | Male   | South Africa  | 63   |
| MTN Group           | Technology and Telecommunications | Phuthuma                | Nhleko     | Male   | South Africa  | 63   |
| MTN Group           | Technology and Telecommunications | Rob                     | Shuter     | Male   | South Africa  | 0    |
| Murray & Roberts    | Construction                      | Henry Johannes          | Laas       | Male   | South Africa  | 62   |
| Murray & Roberts    | Construction                      | Henry Johannes          | Laas       | Male   | South Africa  | 62   |
| Murray & Roberts    | Construction                      | Henry Johannes          | Laas       | Male   | South Africa  | 62   |
| SABMiller           | Food and Beverage                 | Alan                    | Clark      | Male   | South Africa  | 1015 |
| SABMiller           | Food and Beverage                 | Alan                    | Clark      | Male   | South Africa  | 1015 |
| Sanlam              | Banking and Financial Services    | Johan                   | van Zyl    | Male   | South Africa  | 66   |
| Sanlam              | Banking and Financial Services    | Ian                     | Kirk       | Male   | 0             | 0    |
| Sanlam              | Banking and Financial Services    | Ian                     | Kirk       | Male   | 0             | 0    |
| Shoprite            | Retail                            | James Wellwood (Whitey) | Basson     | Male   | South Africa  | 73   |
| Shoprite            | Retail                            | James Wellwood (Whitey) | Basson     | Male   | South Africa  | 73   |
| 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  | 55   |
| 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  | -1   |
| 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  | 55   |
| Standard Bank Group | Banking and Financial Services    | BJ (Ben)                | Kruger     | Male   | South Africa  | 63   |
| Standard Bank Group | Banking and Financial Services    | Sim                     | Tshabalala | Male   | South Africa  | 55   |
| 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  | -1   |
| Truworths           | Retail                            | Michael                 | Mark       | Male   | South Africa  | 69   |
| Truworths           | Retail                            | Michael                 | Mark       | Male   | South Africa  | 69   |
| WBHO                | Construction                      | Elia Louw (Louwtjie)    | Nel        | Male   | South Africa  | 0    |
| WBHO                | Construction                      | Elia Louw (Louwtjie)    | Nel        | Male   | South Africa  | 0    |
| Woolworths          | Retail                            | Ian                     | Moir       | Male   | Australia     | 63   |
| Woolworths          | Retail                            | Ian                     | Moir       | Male   | Australia     | 63   |

CEO Remuneration - USD:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007            | 7            | 5,841,294       | 14,663,509                 | 834,471           | 2,094,787             |
| 2008            | 20           | 11,209,906      | 27,040,373                 | 560,495           | 1,352,019             |
| 2009            | 18           | 11,824,621      | 24,517,245                 | 656,923           | 1,362,069             |
| 2010            | 21           | 16,574,633      | 40,151,257                 | 789,268           | 1,911,965             |
| 2011            | 23           | 20,688,825      | 65,978,992                 | 899,514           | 2,868,652             |
| 2012            | 23           | 21,525,274      | 39,906,783                 | 935,881           | 1,735,078             |
| 2013            | 27           | 21,629,935      | 40,465,958                 | 801,109           | 1,498,739             |
| 2014            | 28           | 18,806,575      | 34,305,706                 | 671,663           | 1,225,204             |
| 2015            | 26           | 16,888,901      | 33,288,554                 | 649,573           | 1,280,329             |
| 2016            | 24           | 17,112,513      | 39,215,471                 | 713,021           | 1,633,978             |
| 2017            | 23           | 16,004,198      | 25,768,704                 | 695,835           | 1,120,378             |
| 2018            | 25           | 18,786,885      | 37,588,888                 | 751,475           | 1,488,517             |

|      |    |             |             |            |            |
|------|----|-------------|-------------|------------|------------|
| 2018 | 25 | 13,736,085  | 27,588,669  | 549,443    | 1,103,547  |
| 2019 | 25 | 284,245,906 | 443,057,535 | 11,369,836 | 17,722,301 |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007            | 19          | 9,741,306       | 24,036,401                 | 512,700           | 1,265,074             |
| 2008            | 63          | 22,430,614      | 53,223,244                 | 356,041           | 844,813               |
| 2009            | 63          | 24,007,924      | 51,703,056                 | 381,078           | 820,683               |
| 2010            | 74          | 33,776,525      | 80,810,617                 | 456,440           | 1,092,035             |
| 2011            | 75          | 41,819,538      | 118,961,101                | 557,594           | 1,586,148             |
| 2012            | 82          | 44,389,396      | 87,773,940                 | 541,334           | 1,070,414             |
| 2013            | 83          | 43,211,442      | 88,409,327                 | 520,620           | 1,065,173             |
| 2014            | 77          | 35,427,610      | 69,683,683                 | 460,099           | 904,983               |
| 2015            | 75          | 33,412,001      | 65,770,029                 | 451,514           | 888,784               |
| 2016            | 75          | 29,757,293      | 67,778,494                 | 396,764           | 903,713               |
| 2017            | 74          | 33,664,883      | 59,073,125                 | 454,931           | 798,285               |
| 2018            | 68          | 79,798,139      | 159,678,448                | 1,173,502         | 2,348,212             |
| 2019            | 57          | 432,559,193     | 628,904,625                | 7,588,758         | 11,033,414            |

**Non-Executive Director Remuneration - USD:**

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 0               | 1            | 328,264         | 328,264       |
| 2007            | 62           | 5,909,959       | 95,322        |
| 2008            | 179          | 10,388,020      | 58,034        |
| 2009            | 166          | 10,709,269      | 64,514        |
| 2010            | 191          | 15,597,077      | 81,660        |
| 2011            | 214          | 19,456,819      | 90,920        |
| 2012            | 231          | 22,444,863      | 97,164        |
| 2013            | 231          | 19,635,768      | 85,003        |
| 2014            | 222          | 18,622,988      | 83,887        |
| 2015            | 213          | 18,594,463      | 87,298        |
| 2016            | 224          | 18,395,625      | 82,123        |
| 2017            | 214          | 17,861,794      | 83,466        |
| 2018            | 196          | 19,180,332      | 98,361        |
| 2019            | 178          | 156,266,660     | 877,903       |