

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: |
|---------------------|--------------------------------|------------|------------|---------|-----------------------|-------------------------|
| Aspen Holdings | Health | Stephen B | Saad | Male | South Africa | 69 |
| Aspen Holdings | Health | Stephen B | Saad | Male | South Africa | 69 |
| Aspen Holdings | Health | Stephen B | Saad | Male | South Africa | 69 |
| Aveng | Construction | HJ (Kobus) | Verster | Male | South Africa | 57 |
| Aveng | Construction | HJ (Kobus) | Verster | Male | South Africa | 57 |
| Bidvest | Diversified Holdings | Brian | Joffe | Male | South Africa | 76 |
| Bidvest | Diversified Holdings | Lindsay P | Ralphs | Male | South Africa | 67 |
| Distell | Food and Beverage | Richard | Rushton | Male | South Africa | 58 |
| 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 |
| 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 |

CEO Remuneration - USD:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 1 | 634,752 | 2,642,553 | 634,752 | 2,642,553 |
| 2008 | 5 | 2,315,599 | 5,728,658 | 463,120 | 1,145,732 |
| 2009 | 5 | 2,470,403 | 4,351,666 | 494,081 | 870,333 |
| 2010 | 5 | 3,308,857 | 6,050,968 | 661,771 | 1,210,194 |
| 2011 | 5 | 3,786,965 | 6,962,494 | 757,393 | 1,392,499 |
| 2012 | 5 | 3,797,910 | 7,851,786 | 759,582 | 1,570,357 |
| 2013 | 7 | 4,365,360 | 9,829,583 | 623,623 | 1,404,226 |
| 2014 | 9 | 4,193,342 | 8,333,046 | 465,927 | 925,894 |
| 2015 | 4 | 2,116,325 | 4,662,440 | 529,081 | 1,165,610 |
| 2016 | 7 | 4,068,381 | 10,717,513 | 581,197 | 1,531,073 |
| 2017 | 5 | 2,748,895 | 5,243,425 | 549,779 | 1,048,685 |
| 2018 | 7 | 3,267,891 | 7,233,962 | 466,842 | 1,033,423 |
| 2019 | 8 | 4,528,044 | 9,654,265 | 566,005 | 1,206,783 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 1 | 634,752 | 2,642,553 | 634,752 | 2,642,553 |
| 2008 | 22 | 6,761,548 | 15,565,417 | 307,343 | 707,519 |
| 2009 | 22 | 7,086,040 | 14,006,020 | 322,042 | 681,620 |

| | | | | | |
|------|----|------------|-------------|-----------|-----------|
| 2009 | 22 | 1,900,949 | 14,990,000 | 303,043 | 601,000 |
| 2010 | 23 | 10,051,016 | 20,367,419 | 437,001 | 885,540 |
| 2011 | 22 | 10,877,530 | 20,139,573 | 494,433 | 915,435 |
| 2012 | 21 | 12,146,941 | 23,159,189 | 578,426 | 1,102,819 |
| 2013 | 22 | 10,484,790 | 20,992,503 | 476,581 | 954,205 |
| 2014 | 19 | 9,148,192 | 17,776,587 | 481,484 | 935,610 |
| 2015 | 19 | 8,620,339 | 15,782,239 | 478,908 | 876,791 |
| 2016 | 21 | 7,530,683 | 18,843,495 | 358,604 | 897,309 |
| 2017 | 15 | 5,949,990 | 11,587,286 | 396,666 | 772,486 |
| 2018 | 20 | 57,438,778 | 115,977,466 | 2,871,939 | 5,798,873 |
| 2019 | 18 | 7,588,916 | 16,436,942 | 421,606 | 913,163 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2007 | 18 | 2,046,525 | 113,696 |
| 2008 | 62 | 3,181,137 | 51,309 |
| 2009 | 58 | 3,084,829 | 53,187 |
| 2010 | 60 | 4,254,426 | 70,907 |
| 2011 | 62 | 4,417,479 | 71,250 |
| 2012 | 65 | 4,895,817 | 75,320 |
| 2013 | 62 | 4,304,588 | 69,429 |
| 2014 | 65 | 4,474,567 | 68,839 |
| 2015 | 57 | 4,067,833 | 71,365 |
| 2016 | 59 | 3,992,946 | 67,677 |
| 2017 | 58 | 5,184,332 | 89,385 |
| 2018 | 56 | 4,579,748 | 81,781 |
| 2019 | 50 | 4,372,809 | 87,456 |