

# 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: |
|-------------------------|---------------------|-------------|------------|---------|-----------------------|-------------------------|
| Glencore Xstrata Mining |                     | Ivan        | Glaserberg | Male    | South Africa          | 67                      |
| Glencore Xstrata Mining |                     | Ivan        | Glaserberg | Male    | South Africa          | 67                      |
| Glencore Xstrata Mining |                     | Ivan        | Glaserberg | Male    | South Africa          | 67                      |
| Glencore Xstrata Mining |                     | Ivan        | Glaserberg | Male    | South Africa          | 67                      |
| 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                       |
| Mondi Group             | Paper and Packaging | Peter       | Oswald     | Male    | Germany               | 0                       |
| Mondi Group             | Paper and Packaging | Peter       | Oswald     | Male    | Germany               | 0                       |
| Mondi Group             | Paper and Packaging | Peter       | Oswald     | Male    | Germany               | 0                       |
| Mondi Group             | Paper and Packaging | Peter       | Oswald     | Male    | Germany               | 0                       |
| Mondi Group             | Paper and Packaging | Peter       | Oswald     | Male    | Germany               | 0                       |
| Mondi Group             | Paper and Packaging | Peter       | Oswald     | Male    | Germany               | 0                       |
| Mondi Group             | Paper and Packaging | Peter       | Oswald     | Male    | Germany               | 0                       |
| Mondi Group             | Paper and Packaging | Peter       | Oswald     | Male    | Germany               | 0                       |
| 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            | 3            | 2,236,383       | 6,751,387                  | 745,461           | 2,250,462             |
| 2008            | 3            | 3,514,459       | 8,556,079                  | 1,171,486         | 2,852,026             |
| 2009            | 3            | 3,407,086       | 7,320,887                  | 1,135,695         | 2,440,296             |
| 2010            | 3            | 3,611,424       | 9,515,066                  | 1,203,808         | 3,171,689             |
| 2011            | 3            | 3,678,439       | 9,593,060                  | 1,226,146         | 3,197,687             |
| 2012            | 3            | 3,777,895       | 9,220,431                  | 1,259,298         | 3,073,477             |
| 2013            | 4            | 5,291,398       | 10,529,542                 | 1,322,850         | 2,632,385             |
| 2014            | 4            | 5,145,172       | 11,416,788                 | 1,286,293         | 2,854,197             |
| 2015            | 6            | 5,188,165       | 10,749,695                 | 864,694           | 1,791,616             |
| 2016            | 4            | 4,632,371       | 9,943,883                  | 1,158,093         | 2,485,971             |
| 2017            | 4            | 2,217,558       | 3,336,354                  | 554,389           | 834,088               |
| 2018            | 4            | 3,017,173       | 5,285,704                  | 754,293           | 1,321,426             |
| 2019            | 2            | 2,674,778       | 4,096,967                  | 1,337,389         | 2,048,483             |

## Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007            | 5           | 3,525,567       | 10,325,344                 | 705,113           | 2,065,069             |

|      |    |            |            |           |           |
|------|----|------------|------------|-----------|-----------|
| 2008 | 6  | 5,909,627  | 12,909,102 | 984,938   | 2,151,517 |
| 2009 | 7  | 6,421,282  | 12,658,595 | 917,326   | 1,808,371 |
| 2010 | 7  | 6,827,129  | 16,022,236 | 975,304   | 2,288,891 |
| 2011 | 7  | 6,982,644  | 16,610,465 | 997,521   | 2,372,924 |
| 2012 | 8  | 6,371,488  | 14,382,591 | 796,436   | 1,797,824 |
| 2013 | 11 | 10,836,082 | 23,826,505 | 985,098   | 2,166,046 |
| 2014 | 8  | 8,678,420  | 19,828,012 | 1,084,803 | 2,478,502 |
| 2015 | 10 | 8,441,983  | 18,077,925 | 844,198   | 1,807,793 |
| 2016 | 8  | 7,223,901  | 15,687,329 | 902,988   | 1,960,916 |
| 2017 | 9  | 4,291,953  | 11,080,294 | 536,494   | 1,385,037 |
| 2018 | 6  | 4,045,512  | 7,573,027  | 674,252   | 1,262,171 |
| 2019 | 3  | 3,430,662  | 5,672,010  | 1,143,554 | 1,890,670 |

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

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2007            | 15           | 1,635,405       | 109,027       |
| 2008            | 22           | 2,903,958       | 131,998       |
| 2009            | 26           | 3,141,149       | 120,813       |
| 2010            | 27           | 3,752,359       | 138,976       |
| 2011            | 26           | 3,943,311       | 151,666       |
| 2012            | 27           | 5,745,411       | 212,793       |
| 2013            | 42           | 6,203,548       | 147,704       |
| 2014            | 38           | 7,351,034       | 193,448       |
| 2015            | 34           | 6,701,634       | 197,107       |
| 2016            | 36           | 6,565,306       | 182,370       |
| 2017            | 24           | 4,713,517       | 196,397       |
| 2018            | 23           | 4,312,736       | 187,510       |
| 2019            | 13           | 3,667,999       | 282,154       |