

# 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          | 66                      |
| Glencore Xstrata Mining |                     | Ivan  | Glaserberg | Male    | South Africa          | 66                      |
| Glencore Xstrata Mining |                     | Ivan  | Glaserberg | Male    | South Africa          | 66                      |
| Glencore Xstrata Mining |                     | Ivan  | Glaserberg | Male    | South Africa          | 66                      |
| 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            | 1            | 1,801,631       | 5,319,614                  | 1,801,631         | 5,319,614             |
| 2008            | 2            | 3,187,373       | 7,881,472                  | 1,593,687         | 3,940,736             |
| 2009            | 2            | 3,097,717       | 6,249,808                  | 1,548,859         | 3,124,904             |
| 2010            | 2            | 3,197,621       | 7,914,816                  | 1,598,811         | 3,957,408             |
| 2011            | 2            | 3,233,023       | 8,098,504                  | 1,616,512         | 4,049,252             |
| 2012            | 2            | 3,287,701       | 8,079,270                  | 1,643,851         | 4,039,635             |
| 2013            | 3            | 4,820,944       | 9,821,019                  | 1,606,981         | 3,273,673             |
| 2014            | 3            | 4,687,409       | 10,385,158                 | 1,562,470         | 3,461,719             |
| 2015            | 4            | 4,608,008       | 9,313,943                  | 1,152,002         | 2,328,486             |
| 2016            | 3            | 4,296,778       | 9,540,493                  | 1,432,259         | 3,180,164             |
| 2017            | 2            | 1,921,157       | 2,876,323                  | 960,578           | 1,438,161             |
| 2018            | 2            | 2,685,205       | 4,953,736                  | 1,342,602         | 2,476,868             |
| 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            | 2           | 2,892,092       | 8,097,401                  | 1,446,046         | 4,048,701             |
| 2008            | 5           | 5,582,541       | 12,234,495                 | 1,116,508         | 2,446,899             |
| 2009            | 5           | 5,933,750       | 11,212,661                 | 1,186,750         | 2,242,532             |
| 2010            | 5           | 6,170,527       | 13,760,374                 | 1,234,105         | 2,752,075             |
| 2011            | 5           | 6,273,618       | 14,375,794                 | 1,254,724         | 2,875,159             |
| 2012            | 6           | 5,601,682       | 12,605,688                 | 933,614           | 2,100,948             |
| 2013            | 9           | 10,100,059      | 22,713,778                 | 1,122,229         | 2,523,753             |
| 2014            | 6           | 7,055,566       | 18,267,925                 | 1,375,994         | 3,044,656             |

|      |   |           |            |           |           |
|------|---|-----------|------------|-----------|-----------|
| 2014 | 0 | 1,933,300 | 10,201,933 | 1,323,920 | 3,044,030 |
| 2015 | 7 | 7,587,613 | 16,108,782 | 1,083,945 | 2,301,255 |
| 2016 | 6 | 6,657,257 | 15,002,041 | 1,109,543 | 2,500,340 |
| 2017 | 5 | 3,471,530 | 9,577,636  | 867,883   | 2,394,409 |
| 2018 | 3 | 3,438,331 | 6,965,847  | 1,146,110 | 2,321,949 |
| 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            | 10           | 1,507,320       | 150,732       |
| 2008            | 15           | 2,696,098       | 179,740       |
| 2009            | 19           | 2,812,088       | 148,005       |
| 2010            | 19           | 3,288,327       | 173,070       |
| 2011            | 20           | 3,389,013       | 169,451       |
| 2012            | 19           | 5,130,444       | 270,023       |
| 2013            | 34           | 5,655,025       | 166,324       |
| 2014            | 27           | 6,898,768       | 255,510       |
| 2015            | 27           | 6,194,728       | 229,434       |
| 2016            | 27           | 6,060,899       | 224,478       |
| 2017            | 15           | 4,062,063       | 270,804       |
| 2018            | 15           | 3,782,198       | 252,147       |
| 2019            | 13           | 3,667,999       | 282,154       |