

# 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: |
|--------------------------|--------------------------------|---------------|-----------|---------|-----------------------|-------------------------|
| African Bank Investments | Banking and Financial Services | Leonidas      | Kirkinis  | Male    | South Africa          | 54                      |
| 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                       |
| Altron                   | Industrial                     | Robert E      | Venter    | Male    | South Africa          | 62                      |
| Altron                   | Industrial                     | Robert E      | Venter    | Male    | South Africa          | 62                      |
| Altron                   | Industrial                     | Mteto         | Nyati     | Male    | South Africa          | 2022                    |
| Aveng                    | Construction                   | HJ (Kobus)    | Verster   | Male    | South Africa          | 57                      |
| Aveng                    | Construction                   | HJ (Kobus)    | Verster   | Male    | South Africa          | 57                      |
| Bidvest                  | Diversified Holdings           | Lindsay P     | Ralphs    | Male    | South Africa          | 67                      |
| Bidvest                  | Diversified Holdings           | Brian         | Joffe     | Male    | South Africa          | 76                      |
| Cargo Carriers           | Transport                      | MJ            | Bolton    | Male    | South Africa          | 61                      |
| Cargo Carriers           | Transport                      | MJ            | Bolton    | Male    | South Africa          | 61                      |
| Cargo Carriers           | Transport                      | MJ            | Bolton    | Male    | South Africa          | 61                      |
| Cargo Carriers           | Transport                      | Lekau         | Letsoalo  | Male    | South Africa          | 0                       |
| Cashbuild                | Retail                         | WF            | de Jager  | Male    | South Africa          | 0                       |
| Cashbuild                | Retail                         | Hester Helena | Hickey    | Female  | South Africa          | 70                      |
| Cashbuild                | Retail                         | WF            | de Jager  | Male    | South Africa          | 0                       |
| Eskom Holdings Limited   | Industrial                     | Tshediso      | Matona    | Male    | South Africa          | -2                      |
| Eskom Holdings Limited   | Industrial                     | Brian         | Molefe    | Male    | South Africa          | 1022                    |
| Eskom Holdings Limited   | Industrial                     | Matshela      | Koko      | Male    | South Africa          | 0                       |
| FirstRand Bank           | Banking and Financial Services | Sizwe E       | Nxasana   | Male    | South Africa          | 65                      |
| FirstRand Bank           | Banking and Financial Services | Johan Petrus  | Burger    | Male    | South Africa          | 80                      |
| Foschini                 | Retail                         | AD            | Murray    | Male    | South Africa          | 66                      |
| Foschini                 | Retail                         | AD            | Murray    | Male    | South Africa          | 66                      |
| G4S plc                  | Private Security               | Nick          | Buckles   | Male    | British               | 0                       |
| 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                      | Mohammed      | Akoojee   | Male    | South Africa          | 41                      |
| 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                      |
| Liberty Holdings         | Banking and Financial Services | Thabo         | Dloti     | Male    | South Africa          | 54                      |
| Liberty Holdings         | Banking and Financial Services | David         | Munro     | Male    | British               | 68                      |
| Manx                     | Retail                         | Chris         | Harwood   | Male    | South Africa          | 50                      |

|                             |                                   |                         |             |        |               |      |
|-----------------------------|-----------------------------------|-------------------------|-------------|--------|---------------|------|
| 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   |
| Nedbank                     | Banking and Financial Services    | Michael WT              | Brown       | Male   | South Africa  | 57   |
| Network Healthcare Holdings | Health                            | Richard H               | Friedland   | Male   | South Africa  | 62   |
| Network Healthcare Holdings | Health                            | Richard H               | Friedland   | Male   | South Africa  | 62   |
| Network Healthcare Holdings | Health                            | Richard H               | Friedland   | Male   | South Africa  | 62   |
| Pick n Pay Stores Ltd       | Retail                            | Richard                 | Brasher     | Male   | British       | 65   |
| Pick n Pay Stores Ltd       | Retail                            | Richard                 | Brasher     | Male   | British       | 65   |
| Reunert                     | Industrial                        | Allan                   | Dickson     | Male   | 0             | 52   |
| Reunert                     | Industrial                        | Allan                   | Dickson     | Male   | 0             | 52   |
| Reunert                     | Industrial                        | Allan                   | Dickson     | Male   | 0             | 52   |
| SABMiller                   | Food and Beverage                 | Alan                    | Clark       | Male   | South Africa  | 1015 |
| SABMiller                   | Food and Beverage                 | Alan                    | Clark       | Male   | South Africa  | 1015 |
| Sasol                       | Industrial                        | David E                 | Constable   | Male   | South Africa  | 1022 |
| Sasol                       | Industrial                        | Bongani                 | Nqwababa    | Male   | South Africa  | 57   |
| Sasol                       | Industrial                        | SR                      | Cornell     | Male   | 0             | 0    |
| Shoprite                    | Retail                            | James Wellwood (Whitey) | Basson      | Male   | South Africa  | 77   |
| Shoprite                    | Retail                            | James Wellwood (Whitey) | Basson      | Male   | South Africa  | 77   |
| Spar                        | Retail                            | Graham O                | O'Connor    | Male   | South Africa  | 65   |
| Spar                        | Retail                            | Graham O                | O'Connor    | Male   | South Africa  | 65   |
| 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    |
| Steinhoff International     | Diversified Holdings              | Markus J                | Jooste      | Male   | South Africa  | 55   |
| Steinhoff International     | Diversified Holdings              | Markus J                | Jooste      | Male   | South Africa  | 55   |
| Sun International           | Hospitality                       | Greame E                | Stephens    | Male   | South Africa  | 60   |
| Sun International           | Hospitality                       | Anthony (M)             | Leeming     | Male   | South Africa  | 53   |
| Sun International           | Hospitality                       | Anthony (M)             | Leeming     | Male   | South Africa  | 53   |
| Truworths                   | Retail                            | Michael                 | Mark        | Male   | South Africa  | 70   |
| Truworths                   | Retail                            | Michael                 | Mark        | Male   | South Africa  | 70   |
| Vodacom Group Limited       | Technology and Telecommunications | Mohamed                 | Aziz Joosub | Male   | South Africa  | 52   |
| Vodacom Group Limited       | Technology and Telecommunications | Mohamed                 | Aziz Joosub | Male   | South Africa  | 52   |
| 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     | 64   |
| Woolworths                  | Retail                            | Ian                     | Moir        | Male   | Australia     | 64   |

CEO Remuneration - USD:

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|--|--|--|--|--|--|
|  |  |  |  |  |  |
|--|--|--|--|--|--|

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007            | 7            | 5,269,152       | 12,869,486                 | 752,736           | 1,838,498             |
| 2008            | 30           | 14,943,261      | 33,114,652                 | 498,109           | 1,103,822             |
| 2009            | 30           | 17,033,567      | 31,702,561                 | 567,786           | 1,056,752             |
| 2010            | 33           | 22,079,617      | 47,727,287                 | 669,079           | 1,446,281             |
| 2011            | 33           | 26,367,313      | 55,448,657                 | 799,009           | 1,680,262             |
| 2012            | 34           | 27,390,796      | 57,952,473                 | 805,612           | 1,704,485             |
| 2013            | 34           | 26,455,147      | 53,867,160                 | 778,093           | 1,584,328             |
| 2014            | 35           | 25,207,722      | 49,893,402                 | 720,221           | 1,425,526             |
| 2015            | 31           | 21,618,253      | 45,231,604                 | 697,363           | 1,459,084             |
| 2016            | 33           | 22,126,946      | 51,086,201                 | 670,514           | 1,548,067             |
| 2017            | 32           | 18,991,803      | 37,051,818                 | 593,494           | 1,157,869             |
| 2018            | 34           | 18,434,877      | 36,060,642                 | 542,202           | 1,060,607             |
| 2019            | 33           | 19,835,722      | 37,347,343                 | 601,082           | 1,131,738             |

#### Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 0               | 1           | 0               | 0                          | 0                 | 0                     |
| 2007            | 18          | 8,389,921       | 20,428,594                 | 466,107           | 1,134,922             |
| 2008            | 111         | 38,016,631      | 80,164,291                 | 342,492           | 722,201               |
| 2009            | 119         | 40,497,788      | 77,929,007                 | 340,318           | 654,866               |
| 2010            | 121         | 51,727,798      | 110,412,673                | 427,502           | 912,501               |
| 2011            | 117         | 59,002,148      | 123,914,578                | 504,292           | 1,059,099             |
| 2012            | 123         | 61,035,591      | 132,327,841                | 496,224           | 1,075,836             |
| 2013            | 120         | 59,022,627      | 126,015,099                | 491,855           | 1,050,126             |
| 2014            | 115         | 53,375,316      | 108,931,929                | 464,133           | 947,234               |
| 2015            | 111         | 47,832,551      | 103,674,704                | 430,924           | 934,006               |
| 2016            | 110         | 41,089,425      | 94,695,695                 | 373,540           | 860,870               |
| 2017            | 96          | 36,717,846      | 70,634,045                 | 382,478           | 735,771               |
| 2018            | 105         | 90,206,771      | 183,073,647                | 867,373           | 1,760,324             |
| 2019            | 90          | 36,434,063      | 72,490,645                 | 404,823           | 805,452               |

#### Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 0               | 1            | 38,286,424      | 38,286,424    |
| 2007            | 65           | 4,981,788       | 76,643        |
| 2008            | 261          | 15,136,794      | 58,218        |
| 2009            | 265          | 15,886,679      | 59,950        |
| 2010            | 268          | 21,404,668      | 79,868        |
| 2011            | 287          | 25,801,311      | 89,900        |
| 2012            | 312          | 28,282,396      | 90,649        |
| 2013            | 291          | 25,580,163      | 87,904        |
| 2014            | 294          | 24,051,221      | 81,807        |
| 2015            | 296          | 26,239,226      | 88,646        |
| 2016            | 295          | 24,406,542      | 82,734        |
| 2017            | 262          | 21,242,561      | 81,078        |
| 2018            | 289          | 21,241,368      | 73,500        |
| 2019            | 254          | 16,172,742      | 63,672        |

|      |     |             |         |
|------|-----|-------------|---------|
| 2019 | 204 | 100,173,142 | 000,000 |
|------|-----|-------------|---------|