

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 |
| G4S plc | Private Security | Nick | Buckles | Male | British | 0 |
| 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 |
| Group Five | Construction | Mike R | Upton | Male | South Africa | 63 |
| 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 |
| Shoprite | Retail | James Wellwood (Whitey) | Basson | Male | South Africa | 77 |
| Shoprite | Retail | James Wellwood (Whitey) | Basson | Male | South Africa | 77 |
| Sodexo | Financial Services | Michel | Landel | Male | France | 61 |
| 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 |

CEO Remuneration - USD:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 4 | 2,477,872 | 5,866,950 | 619,468 | 1,466,738 |
| 2008 | 5 | 4,285,006 | 6,507,255 | 857,001 | 1,301,451 |
| 2009 | 5 | 5,278,606 | 7,278,490 | 1,055,721 | 1,455,698 |
| 2010 | 5 | 7,131,914 | 10,342,509 | 1,426,383 | 2,068,502 |
| 2011 | 7 | 10,653,052 | 35,526,876 | 1,521,865 | 5,075,268 |
| 2012 | 8 | 12,544,267 | 19,978,212 | 1,568,033 | 2,497,276 |
| 2013 | 8 | 11,640,150 | 17,353,916 | 1,455,019 | 2,169,239 |
| 2014 | 8 | 9,626,996 | 13,761,300 | 1,203,375 | 1,720,163 |
| 2015 | 7 | 9,881,887 | 15,810,885 | 1,411,705 | 2,188,141 |

| | | | | | |
|------|---|-----------|------------|-----------|-----------|
| 2015 | 7 | 8,691,937 | 15,316,985 | 1,241,705 | 2,188,141 |
| 2016 | 6 | 8,031,334 | 18,143,501 | 1,338,556 | 3,023,917 |
| 2017 | 6 | 5,541,318 | 7,084,617 | 923,553 | 1,180,769 |
| 2018 | 8 | 4,358,742 | 8,037,572 | 544,843 | 1,004,697 |
| 2019 | 8 | 4,769,983 | 9,189,625 | 596,248 | 1,148,703 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 12 | 3,954,966 | 9,716,231 | 329,580 | 809,686 |
| 2008 | 24 | 11,143,797 | 18,390,109 | 464,325 | 766,255 |
| 2009 | 26 | 11,700,550 | 18,751,219 | 450,021 | 721,201 |
| 2010 | 25 | 15,448,342 | 26,130,550 | 617,934 | 1,045,222 |
| 2011 | 32 | 22,395,347 | 57,506,555 | 699,855 | 1,797,080 |
| 2012 | 32 | 24,698,151 | 48,638,696 | 771,817 | 1,519,959 |
| 2013 | 30 | 21,519,883 | 39,805,307 | 717,329 | 1,326,844 |
| 2014 | 31 | 19,909,394 | 32,920,257 | 642,239 | 1,061,944 |
| 2015 | 28 | 17,104,500 | 35,331,295 | 610,875 | 1,261,832 |
| 2016 | 25 | 14,259,974 | 31,428,873 | 570,399 | 1,257,155 |
| 2017 | 22 | 10,208,329 | 17,573,677 | 464,015 | 798,803 |
| 2018 | 21 | 9,542,248 | 19,834,374 | 454,393 | 944,494 |
| 2019 | 12 | 5,694,140 | 10,923,969 | 474,512 | 910,331 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2007 | 29 | 2,267,943 | 78,205 |
| 2008 | 53 | 3,577,267 | 67,496 |
| 2009 | 48 | 3,873,806 | 80,704 |
| 2010 | 52 | 4,835,475 | 92,990 |
| 2011 | 62 | 6,832,885 | 110,208 |
| 2012 | 79 | 7,710,462 | 97,601 |
| 2013 | 63 | 5,758,367 | 91,403 |
| 2014 | 62 | 5,361,549 | 86,477 |
| 2015 | 52 | 6,021,974 | 115,807 |
| 2016 | 59 | 7,082,092 | 120,035 |
| 2017 | 45 | 4,338,231 | 96,405 |
| 2018 | 42 | 4,121,248 | 98,125 |
| 2019 | 31 | 143,472,989 | 4,628,161 |