## **Country Report - Directors**

CEO Biographies - (Where more than one CEO is named the position was held by both during the latest year) :

Sector:	Name:	Surname:	Gender	Director Nationality:	Age at Latest Year End:
Industrial	Brett	Kimber	Male	South Africa	58
Industrial	Schalk	Venter	Male	0	0
Industrial	Schalk	Venter	Male	0	0
Industrial	Schalk	Venter	Male	0	0
Construction	HJ (Kobus)	Verster	Male	South Africa	56
Construction	HJ (Kobus)	Verster	Male	South Africa	56
Diversified Holdings	Brian	Joffe	Male	South Africa	75
Diversified Holdings	Lindsay P	Ralphs	Male	South Africa	66
Retail	WF	de Jager	Male	South Africa	0
Retail	Hester Helena	Hickey	Female	South Africa	69
Retail	WF	de Jager	Male	South Africa	0
Private Security	Nick	Buckles	Male	British	0
Transport	Alan K	Olivier	Male	South Africa	62
Transport	Alan K	Olivier	Male	South Africa	62
Transport	Andrew G	Waller	Male	South Africa	60
Construction	Eric CJ	Vemer	Male	South Africa	53
Construction	Eric CJ	Vemer	Male	South Africa	53
Construction	ST (Themba)	Mosai	Male	South Africa	0
Construction	Eric CJ	Vemer	Male	South Africa	53
Construction	ST (Themba)	Mosai	Male	South Africa	0
Construction	Mike R	Upton	Male	South Africa	63
Food and Beverage	Gavin B	Dalgleish	Male	South Africa	51
Transport	Mohammed	Akoojee	Male	South Africa	41
Transport	Mark J	Lamberti	Male	South Africa	71
Transport	Mark J	Lamberti	Male	South Africa	71
Transport	Osman S	Arbee	Male	South Africa	62
Transport	Marius	Swanepoel	Male	South Africa	70
Industrial	Bruno	Lafont	Male	France	56
Banking and Financial Services	Thabo	Dloti	Male	South Africa	53
Banking and Financial Services	David	Munro	Male	British	67
Retail	Guy	Hayward	Male	South Africa	56
Retail	Guy	Hayward	Male	South Africa	56
Retail	Mitchell	Slape	Male	United States	-1
Retail	Stuart	Bird	Male	South Africa	59
Retail	Stuart	Bird	Male	South Africa	59
Paper and Packaging	Andre	de Ruyter	Male	South Africa	54
Paper and Packaging	Andre	de Ruyter	Male	South Africa	54
Paper and Packaging	Andre	de Ruyter	Male	South Africa	54
Banking and Financial Services	Michael WT	Brown	Male	South Africa	56
Food and Beverage	Alan	Clark	Male	South Africa	1015
	Industrial Industrial Industrial Industrial Industrial Construction Construction Diversified Holdings Diversified Holdings Retail Retail Retail Private Security Transport Transport Transport Construction Construction Construction Construction Construction Construction Food and Beverage Transport Transport Transport Transport Transport Transport Rod and Beverage Transport Transport Transport Transport Transport Transport Retail Retail Retail Retail Retail Retail Paper and Packaging Paper and Packaging Paper and Packaging	Industrial Industrial Schalk Industrial Bruno Banking and Financial Services Industrial Bruard Paper and Packaging Andre Paper and Packaging Industrial	Industrial Brett Kimber Industrial Schalk Venter Construction HJ (Kobus) Verster Construction HJ (Kobus) Verster Diversified Holdings Brian Joffe Diversified Holdings Lindsay P Ralphs Retail WF de Jager Retail Hester Helena Hickey Retail WF de Jager Private Security Nick Buckles Transport Alan K Olivier Transport Alan K Olivier Transport Alan K Olivier Construction Eric CJ Vemer Construction ST (Themba) Mosai Construction Eric CJ Vemer Construction ST (Themba) Mosai Construction ST (Themba) Mosai Construction Mike R Upton Food and Beverage Gavin B Dalgleish Transport Mark J Lamberti Transport Marius Swanepoel Industrial Bruno Lafont Banking and Financial Services David Munro Retail Guy Hayward Retail Guy Hayward Retail Guy Hayward Retail Stuart Bird Retail Stuart Bird Paper and Packaging Andre de Ruyter	Industrial Brett Kimber Male Industrial Schalk Venter Male Construction HJ (Kobus) Verster Male Construction HJ (Kobus) Verster Male Diversified Holdings Brian Joffe Male Diversified Holdings Lindsay P Ralphs Male Retail WF de Jager Male Retail WF de Jager Male Retail Hester Helena Hickey Female Retail WF de Jager Male Private Security Nick Buckles Male Diversified Holdings Hank K Olivier Male Transport Alan K Olivier Male Transport Alan K Olivier Male Transport Andrew G Waller Male Construction Eric CJ Vemer Male Construction Eric CJ Vemer Male Construction ST (Themba) Mosai Male Construction Mike R Upton Male Food and Beverage Gavin B Dalgleish Male Transport Mark J Lamberti Male Banking and Financial Services Thabo Dioti Male Banking and Financial Services David Munro Male Retail Guy Hayward Male Retail Guy Hayward Male Retail Stuart Bird Male Paper and Packaging Andre de Ruyter Male Paper and Packaging Andre de Ruyter Male	Industrial Brett Kimber Male South Africa Industrial Schalk Venter Male 0 Industrial Schalk Venter Male South Africa Ocnstruction HJ (Kobus) Verster Male South Africa Diversified Holdings Brian Joffe Male South Africa Diversified Holdings Lindsay P Ralphs Male South Africa Diversified Holdings Lindsay P Ralphs Male South Africa Retail WF de Jager Male South Africa Retail WF de Jager Male South Africa Private Security Nick Buckles Male British Transport Alan K Olivier Male South Africa Transport Alan K Olivier Male South Africa Transport Andrew G Waller Male South Africa Transport Andrew G Waller Male South Africa Construction Eric CJ Verner Male South Africa Construction ST (Themba) Mosai Male South Africa Construction Eric CJ Verner Male South Africa Construction ST (Themba) Mosai Male South Africa Construction ST (Themba) Mosai Male South Africa Construction ST (Themba) Mosai Male South Africa Construction Mike R Upton Male South Africa Construction Male South Africa Construction Mark J Lamberti Male South Africa Transport Marius Swanepoel Male South Africa Transport Marius Swanepoel Male South Africa Harius Swanepoel Male South Africa Transport Marius Swanepoel Male South Africa Transport Marius Swanepoel Male South Africa Harius Swanepoel Male South Africa Transport Marius Swanepoel Male South Africa Transport Marius Swanepoel Male South Africa Hatial Mitchell Slape Male South Africa Hatial Mitchell Slape Male South Africa Hatial Mitchell Slape Male South Africa Hatial Male South Africa Hatial Male South Africa Geral Male South Africa Hatial Male South A

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Sanlam	Banking and Financial S	Services	lan	Kirk	Male	0	0
Sanlam	Banking and Financial S	Services	Johan	van Zyl	Male	South Africa	66
Sanlam	Banking and Financial S	Services	lan	Kirk	Male	0	0
Shoprite	Retail		James Wellwood (Whitey)	Basson	Male	South Africa	73
Shoprite	Retail		James Wellwood (Whitey)	Basson	Male	South Africa	73
Standard Bank Group	Banking and Financial S	Services	Sim	Tshabalala	Male	South Africa	55
Standard Bank Group	Banking and Financial S	Services	Zweli	Manyathi	Male	South Africa	0
Standard Bank Group	Banking and Financial S	Services	Kenny	Fihla	Male	South Africa	-1
Standard Bank Group	Banking and Financial S	Services	Margaret	Nienaber	Female	South Africa	0
Standard Bank Group	Banking and Financial S	Services	Sim	Tshabalala	Male	South Africa	55
Standard Bank Group	Banking and Financial S	Services	Zweli	Manyathi	Male	South Africa	0
Standard Bank Group	Banking and Financial S	Services	Kenny	Fihla	Male	South Africa	-1
Standard Bank Group	Banking and Financial S	Services	Margaret	Nienaber	Female	South Africa	0
Standard Bank Group	Banking and Financial S	Services	Sim	Tshabalala	Male	South Africa	55
Standard Bank Group	Banking and Financial S	Services	BJ (Ben)	Kruger	Male	South Africa	63
Steinhoff International	Diversified Holdings		Markus J	Jooste	Male	South Africa	55
Steinhoff International	Diversified Holdings		Markus J	Jooste	Male	South Africa	55
WBHO	Construction		Elia Louw (Louwtjie)	Nel	Male	South Africa	0
WBHO	Construction		Elia Louw (Louwtjie)	Nel	Male	South Africa	0

## CEO Remuneration - USD:

Financial	Year: No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	7	5,277,036	13,474,611	753,862	1,924,944
2008	18	10,903,161	24,581,744	605,731	1,365,652
2009	19	12,361,869	23,380,129	650,625	1,230,533
2010	19	15,719,859	31,145,929	827,361	1,639,259
2011	20	19,691,042	37,548,473	984,552	1,877,424
2012	22	21,006,549	42,256,391	954,843	1,920,745
2013	21	19,338,182	34,929,864	920,866	1,663,327
2014	26	18,209,367	32,876,611	700,360	1,264,485
2015	21	14,660,252	29,441,343	698,107	1,401,969
2016	21	15,827,612	37,455,708	753,696	1,783,605
2017	19	10,734,907	22,978,479	564,995	1,209,394
2018	19	9,226,463	20,121,178	485,603	1,059,009
2019	21	11,539,182	22,189,428	549,485	1,056,639

## **Executive Director Remuneration - USD:**

Financial	Year: No. of EDs	: Total Salaries:	Total Annual	Remuneration: Avg. of Sal	aries: Avg. of Remuneration:
2007	24	9,345,923	23,650,536	389,413	985,439
2008	75	27,191,115	58,449,827	362,548	779,331
2009	84	29,974,220	59,716,819	356,836	710,915
2010	85	38,293,386	81,226,261	450,510	955,603
2011	90	45,713,951	92,228,651	507,933	1,024,763
2012	96	48,190,090	104,999,045	501,980	1,093,740
2013	87	44,723,616	91,208,179	514,065	1,048,370
2014	84	40,644,066	78,226,320	483,858	931,266
2015	ΩΛ	36 466 E80	7/ 5/1 010	121 126	227 202

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2016	75	30,960,743	70,490,031	412,810	939,867
2017	65	22,596,038	48,944,183	347,631	752,987
2018	67	73,357,469	152,778,344	1,094,888	2,280,274
2019	55	20,656,774	41,034,818	375,578	746,088

## Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	0	0
2007	57	4,479,490	78,588
2008	172	10,055,956	58,807
2009	172	11,160,021	64,884
2010	180	14,487,177	80,484
2011	196	17,656,610	90,085
2012	212	20,822,821	98,221
2013	188	16,074,252	85,501
2014	200	16,818,198	84,091
2015	196	17,949,048	91,577
2016	197	17,453,107	88,594
2017	155	12,257,098	79,078
2018	155	12,223,093	79,371
2019	140	151,732,323	1,083,802