

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: |
|------------------------|------------------|----------------------|------------|---------|-----------------------|-------------------------|
| 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 |
| G4S plc | Private Security | Nick | Buckles | Male | British | 0 |
| GDF Suez | Electricity | Gerard | Mestrallet | Male | France | 64 |
| 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 |
| Xstrata | Mining | Michael (Mick) Davis | | Male | South Africa | 55 |

CEO Remuneration - USD:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 1 | 655,461 | 874,468 | 655,461 | 874,468 |
| 2008 | 3 | 3,218,386 | 3,707,413 | 1,072,795 | 1,235,804 |
| 2009 | 2 | 2,629,414 | 5,205,163 | 1,314,707 | 2,602,581 |
| 2010 | 2 | 2,553,100 | 9,457,911 | 1,276,550 | 4,728,956 |
| 2011 | 3 | 4,099,534 | 12,066,953 | 1,366,511 | 4,022,318 |
| 2012 | 4 | 6,168,772 | 12,102,149 | 1,542,193 | 3,025,537 |
| 2013 | 3 | 3,892,778 | 5,224,543 | 1,297,593 | 1,741,514 |
| 2014 | 2 | 2,232,248 | 2,843,594 | 1,116,124 | 1,421,797 |
| 2015 | 2 | 1,718,248 | 1,784,231 | 859,124 | 892,116 |
| 2016 | 3 | 1,988,276 | 2,627,466 | 662,759 | 875,822 |
| 2017 | 3 | 2,184,649 | 2,579,295 | 728,216 | 859,765 |
| 2018 | 3 | 1,712,691 | 1,768,974 | 570,897 | 589,658 |
| 2019 | 2 | 1,561,617 | 1,617,895 | 780,809 | 808,948 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 2 | 943,546 | 1,283,972 | 471,773 | 641,986 |
| 2008 | 6 | 6,083,133 | 6,798,284 | 1,013,856 | 1,133,047 |
| 2009 | 5 | 5,267,776 | 14,480,815 | 1,053,555 | 2,896,163 |
| 2010 | 6 | 5,219,145 | 17,007,600 | 869,858 | 2,834,600 |
| 2011 | 8 | 9,058,517 | 25,796,725 | 1,132,315 | 3,224,591 |
| 2012 | 10 | 12,453,161 | 27,783,150 | 1,245,316 | 2,778,315 |
| 2013 | 7 | 6,961,277 | 9,105,364 | 994,468 | 1,300,766 |
| 2014 | 4 | 2,599,574 | 3,540,624 | 649,894 | 885,156 |
| 2015 | 3 | 2,058,754 | 2,127,812 | 686,251 | 709,271 |
| 2016 | 6 | 2,329,010 | 3,484,289 | 388,168 | 580,715 |
| 2017 | 4 | 2,544,545 | 2,117,826 | 636,136 | 770,450 |

| | | | | | |
|------|---|-----------|-----------|---------|---------|
| 2017 | 4 | 2,044,040 | 3,111,000 | 600,100 | 119,409 |
| 2018 | 5 | 2,123,491 | 2,557,637 | 424,698 | 511,527 |
| 2019 | 4 | 2,068,533 | 2,498,621 | 517,133 | 624,655 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2007 | 13 | 666,525 | 51,271 |
| 2008 | 21 | 2,614,244 | 124,488 |
| 2009 | 26 | 2,313,905 | 88,996 |
| 2010 | 18 | 2,330,441 | 129,469 |
| 2011 | 29 | 4,526,482 | 156,086 |
| 2012 | 53 | 5,732,271 | 108,156 |
| 2013 | 34 | 4,244,405 | 124,835 |
| 2014 | 19 | 2,879,693 | 151,563 |
| 2015 | 28 | 3,144,781 | 112,314 |
| 2016 | 19 | 2,722,799 | 143,305 |
| 2017 | 19 | 2,961,679 | 155,878 |
| 2018 | 32 | 2,934,926 | 91,716 |
| 2019 | 24 | 2,921,611 | 121,734 |