

# 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: |
|-------------------|----------------------|------------|----------|---------|-----------------------|-------------------------|
| Aveng             | Construction         | HJ (Kobus) | Verster  | Male    | South Africa          | 57                      |
| Aveng             | Construction         | HJ (Kobus) | Verster  | Male    | South Africa          | 57                      |
| Aveng             | Construction         | HJ (Kobus) | Verster  | Male    | South Africa          | 57                      |
| Aveng             | Construction         | HJ (Kobus) | Verster  | Male    | South Africa          | 57                      |
| Bidvest           | Diversified Holdings | Brian      | Joffe    | Male    | South Africa          | 76                      |
| Bidvest           | Diversified Holdings | Lindsay P  | Ralphs   | Male    | South Africa          | 67                      |
| Woolworths Retail |                      | Ian        | Moir     | Male    | Australia             | 64                      |
| Woolworths Retail |                      | Ian        | Moir     | Male    | Australia             | 64                      |

CEO Remuneration - USD:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2008            | 4            | 1,868,319       | 4,394,438                  | 467,080           | 1,098,609             |
| 2009            | 4            | 1,959,916       | 3,872,174                  | 489,979           | 968,044               |
| 2010            | 5            | 2,850,285       | 8,538,062                  | 570,057           | 1,707,612             |
| 2011            | 5            | 3,439,685       | 7,348,138                  | 687,937           | 1,469,628             |
| 2012            | 4            | 3,216,645       | 6,407,613                  | 804,161           | 1,601,903             |
| 2013            | 4            | 3,183,068       | 6,503,523                  | 795,767           | 1,625,881             |
| 2014            | 6            | 3,011,861       | 6,114,368                  | 501,977           | 1,019,061             |
| 2015            | 3            | 1,738,549       | 3,719,143                  | 579,516           | 1,239,714             |
| 2016            | 5            | 3,500,475       | 7,410,983                  | 700,095           | 1,482,197             |
| 2017            | 4            | 3,050,229       | 3,805,370                  | 762,557           | 951,342               |
| 2018            | 2            | 2,048,806       | 3,419,733                  | 1,024,403         | 1,709,867             |
| 2019            | 4            | 2,825,015       | 5,425,892                  | 706,254           | 1,356,473             |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2008            | 26          | 7,915,357       | 17,626,965                 | 304,437           | 677,960               |
| 2009            | 23          | 8,617,222       | 16,316,360                 | 374,662           | 709,407               |
| 2010            | 26          | 10,867,817      | 28,100,884                 | 417,993           | 1,080,803             |
| 2011            | 24          | 11,775,788      | 23,381,519                 | 490,658           | 974,230               |
| 2012            | 22          | 12,342,710      | 21,879,097                 | 561,032           | 994,504               |
| 2013            | 23          | 10,936,512      | 20,747,183                 | 475,501           | 902,051               |
| 2014            | 19          | 9,215,257       | 17,379,312                 | 485,014           | 914,701               |
| 2015            | 20          | 10,272,849      | 16,902,235                 | 513,642           | 845,112               |
| 2016            | 20          | 7,857,612       | 16,600,636                 | 392,881           | 830,032               |
| 2017            | 16          | 7,661,140       | 9,907,961                  | 478,821           | 619,248               |
| 2018            | 19          | 108,512,773     | 213,574,910                | 5,711,199         | 11,240,785            |
| 2019            | 17          | 7,020,196       | 13,737,249                 | 412,953           | 808,073               |

**Non-Executive Director Remuneration - USD:**

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2008            | 37           | 1,108,222       | 29,952        |
| 2009            | 29           | 1,264,274       | 43,596        |
| 2010            | 35           | 2,170,307       | 62,009        |
| 2011            | 45           | 3,018,625       | 67,081        |
| 2012            | 47           | 3,332,516       | 70,905        |
| 2013            | 46           | 3,232,045       | 70,262        |
| 2014            | 44           | 2,665,381       | 60,577        |
| 2015            | 43           | 3,204,983       | 74,534        |
| 2016            | 43           | 2,948,881       | 68,579        |
| 2017            | 37           | 3,457,594       | 93,448        |
| 2018            | 37           | 2,868,876       | 77,537        |
| 2019            | 29           | 2,375,095       | 81,900        |