

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: |
|--------------------------|-----------------------------------|------------|----------|---------|-----------------------|-------------------------|
| 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 |
| Mr Price | Retail | Stuart | Bird | Male | South Africa | 59 |
| Mr Price | Retail | Stuart | Bird | Male | South Africa | 59 |
| MTN Group | Technology and Telecommunications | Phuthuma | Nhleko | Male | South Africa | 64 |
| MTN Group | Technology and Telecommunications | Phuthuma | Nhleko | Male | South Africa | 64 |
| MTN Group | Technology and Telecommunications | Rob | Shuter | Male | South Africa | 0 |
| MTN Group | Technology and Telecommunications | RS (Prior) | Dabengwa | Male | South Africa | 66 |
| Pretoria Portland Cement | Construction | DJ | Castle | Male | 0 | 0 |
| Pretoria Portland Cement | Construction | DJ | Castle | Male | 0 | 0 |
| Sanlam | Banking and Financial Services | Johan | van Zyl | Male | South Africa | 67 |
| Sanlam | Banking and Financial Services | Ian | Kirk | Male | 0 | 0 |
| Sanlam | Banking and Financial Services | Ian | Kirk | Male | 0 | 0 |

CEO Remuneration - USD:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 1 | 846,950 | 2,305,957 | 846,950 | 2,305,957 |
| 2008 | 4 | 2,218,380 | 5,744,861 | 554,595 | 1,436,215 |
| 2009 | 5 | 2,295,036 | 4,531,228 | 459,007 | 906,246 |
| 2010 | 4 | 3,267,299 | 8,220,861 | 816,825 | 2,055,215 |
| 2011 | 4 | 2,828,474 | 5,866,444 | 707,119 | 1,466,611 |
| 2012 | 5 | 3,304,539 | 6,858,709 | 660,908 | 1,371,742 |
| 2013 | 6 | 3,371,455 | 7,328,849 | 561,909 | 1,221,475 |
| 2014 | 5 | 2,828,977 | 7,610,815 | 565,795 | 1,522,163 |
| 2015 | 7 | 3,054,254 | 7,429,109 | 436,322 | 1,061,301 |
| 2016 | 5 | 3,735,702 | 8,216,554 | 747,140 | 1,643,311 |
| 2017 | 5 | 2,818,259 | 6,415,478 | 563,652 | 1,283,096 |
| 2018 | 7 | 3,196,893 | 9,760,536 | 456,699 | 1,394,362 |
| 2019 | 6 | 3,470,375 | 7,839,553 | 578,396 | 1,306,592 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2007 | 3 | 1,756,879 | 4,322,695 | 585,626 | 1,440,898 |
| 2008 | 18 | 6,008,464 | 13,671,705 | 333,804 | 759,539 |
| 2009 | 21 | 6,202,633 | 11,581,566 | 295,363 | 551,503 |
| 2010 | 18 | 8,279,944 | 17,058,326 | 459,997 | 947,685 |
| 2011 | 19 | 7,616,480 | 22,878,336 | 400,867 | 1,204,123 |
| 2012 | 21 | 8,525,066 | 18,058,775 | 405,956 | 859,942 |
| 2013 | 21 | 8,092,662 | 16,104,620 | 384,888 | 771,172 |

| | | | | | |
|------|----|-----------|------------|---------|-----------|
| 2013 | 21 | 8,062,062 | 16,134,029 | 364,669 | 111,113 |
| 2014 | 16 | 6,252,053 | 16,175,216 | 390,753 | 1,010,951 |
| 2015 | 17 | 6,408,519 | 13,655,827 | 376,972 | 803,284 |
| 2016 | 17 | 6,249,043 | 15,811,927 | 367,591 | 930,113 |
| 2017 | 14 | 6,509,968 | 14,415,551 | 464,998 | 1,029,682 |
| 2018 | 14 | 5,519,614 | 15,057,749 | 394,258 | 1,075,553 |
| 2019 | 13 | 5,385,915 | 14,818,318 | 414,301 | 1,139,871 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 0 | 1 | 328,264 | 328,264 |
| 2007 | 11 | 1,484,255 | 134,932 |
| 2008 | 41 | 3,223,458 | 78,621 |
| 2009 | 40 | 3,285,714 | 82,143 |
| 2010 | 43 | 4,599,882 | 106,974 |
| 2011 | 46 | 4,689,919 | 101,955 |
| 2012 | 57 | 6,078,471 | 106,640 |
| 2013 | 60 | 5,592,700 | 93,212 |
| 2014 | 57 | 4,845,253 | 85,004 |
| 2015 | 65 | 5,009,429 | 78,272 |
| 2016 | 61 | 4,373,269 | 71,693 |
| 2017 | 57 | 4,632,435 | 81,271 |
| 2018 | 61 | 5,241,980 | 87,366 |
| 2019 | 61 | 5,462,112 | 89,543 |