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:
Barclays Africa Group	Banking and Financial Services	Maria	Ramos	Female	South Africa	58
Barclays Africa Group	Banking and Financial Services	Maria	Ramos	Female	South Africa	58
Barclays Africa Group	Banking and Financial Services	Maria	Ramos	Female	South Africa	58
Bidvest	Diversified Holdings	Brian	Joffe	Male	South Africa	76
Bidvest	Diversified Holdings	Lindsay P	Ralphs	Male	South Africa	67
Tsogo Sun Holdings	Hospitality	Marcel N	von Aulock	Male	South Africa	49
Tsogo Sun Holdings	Hospitality	Marcel N	von Aulock	Male	South Africa	49
Tsogo Sun Holdings	Hospitality	Keith	Randall	Male	South Africa	0

CEO Remuneration - USD:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	1	809,190	1,968,924	809,190	1,968,924
2009	1	838,965	1,795,968	838,965	1,795,968
2010	2	1,481,994	3,306,299	740,997	1,653,149
2011	1	1,375,645	3,257,880	1,375,645	3,257,880
2012	3	2,111,872	5,630,604	703,957	1,876,868
2013	3	2,518,069	6,018,544	839,356	2,006,181
2014	3	3,046,738	5,806,833	1,015,579	1,935,611
2015	2	1,542,524	2,559,508	771,262	1,279,754
2016	4	3,102,684	5,915,183	775,671	1,478,796
2017	4	2,304,931	3,899,610	576,233	974,903
2018	3	1,075,434	3,847,699	358,478	1,282,566
2019	2	1,571,986	3,212,498	785,993	1,606,249

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	11	3,610,762	8,070,859	328,251	733,714
2009	11	4,147,751	7,983,920	377,068	725,811
2010	15	5,916,723	13,227,136	394,448	881,809
2011	10	5,274,499	11,592,120	527,450	1,159,212
2012	14	7,220,596	15,402,074	515,757	1,100,148
2013	12	5,989,673	13,456,976	499,139	1,121,415
2014	10	6,572,198	12,630,338	657,220	1,263,034
2015	10	4,925,842	9,237,905	492,584	923,790
2016	13	5,974,506	11,555,506	459,577	888,885
2017	13	5,451,365	9,217,226	419,336	709,017
2018	11	2,977,725	7,486,023	270,702	680,548
2019	7	2,859,210	6,344,254	408,459	906,322

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	12	272,551	22,713
2009	12	286,064	23,839
2010	19	802,702	42,247
2011	15	648,424	43,228
2012	31	2,035,010	65,645
2013	45	3,739,228	83,094
2014	34	3,223,793	94,817
2015	33	2,235,495	67,742
2016	31	2,346,871	75,706
2017	31	2,832,660	91,376
2018	19	684,407	52,647
2019	17	815,013	47,942