## 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: |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| Bidvest | Diversified Holdings | Lindsay | Ralphs | Male | South Africa | 66 |
| Bidvest | Diversified Holdings | Brian | Joffe | Male | South Africa | 75 |
| Mondi Group Paper and Packaging Peter | Oswald | Male | Germany | 0 |  |  |
| Mondi Group Paper and Packaging Peter | Oswald | Male | Germany | 0 |  |  |
| Mondi Group Paper and Packaging Peter | Oswald | Male | Germany | 0 |  |  |
| Mondi Group Paper and Packaging Peter | Oswald | Male | Germany | 0 |  |  |
| Mondi Group Paper and Packaging Peter | Oswald | Male | Germany | 0 |  |  |
| Mondi Group Paper and Packaging Peter | Oswald | Male | Germany | 0 |  |  |
| Mondi Group Paper and Packaging Peter | Oswald | Male | Germany | 0 |  |  |
| SABMiller | Food and Beverage | Alan | Clark | Male | South Africa | 1015 |
| SABMiller | Food and Beverage | Alan | Clark | Male | South Africa | 1015 |

## CEO Remuneration - USD:

| ancal Year: | \|No. of CEOSS: | \|otal Salaries: | otal Annual remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2007 | 1 | 1,801,631 | 5,319,614 | 1,801,631 | 5,319,614 |
| 2008 | 3 | 3,996,563 | 9,850,395 | 1,332,188 | 3,283,465 |
| 2009 | 3 | 3,936,683 | 8,045,776 | 1,312,228 | 2,681,925 |
| 2010 | 3 | 4,317,560 | 10,489,882 | 1,439,187 | 3,496,627 |
| 2011 | 3 | 4,608,668 | 11,356,384 | 1,536,223 | 3,785,461 |
| 2012 | 3 | 4,675,314 | 11,691,141 | 1,558,438 | 3,897,047 |
| 2013 | 3 | 4,731,995 | 11,425,905 | 1,577,332 | 3,808,635 |
| 2014 | 3 | 4,567,506 | 11,567,722 | 1,522,502 | 3,855,907 |
| 2015 | 3 | 3,161,008 | 7,803,943 | 1,053,669 | 2,601,314 |
| 2016 | 4 | 4,552,964 | 11,854,002 | 1,138,241 | 2,963,500 |
| 2017 | 2 | 1,175,304 | 2,750,316 | 587,652 | 1,375,158 |
| 2018 | 2 | 1,958,710 | 5,532,408 | 979,355 | 2,766,204 |
| 2019 | 2 | 2,313,422 | 5,083,937 | 1,156,711 | 2,541,969 |

## Executive Director Remuneration - USD:

| cial Year: | No. of EDS: | res: | a Remuneration: | Avg. of Salaries: | \|Avg. of Remuneration: |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2007 | 2 | 2,892,092 | 8,097,401 | 1,446,046 | 4,048,701 |
| 2008 | 16 | 9,193,303 | 20,305,353 | 574,581 | 1,269,085 |
| 2009 | 16 | 10,081,501 | 19,196,581 | 630,094 | 1,199,786 |
| 2010 | 16 | 11,082,729 | 24,982,441 | 692,671 | 1,561,403 |
| 2011 | 15 | 11,548,116 | 25,967,914 | 769,874 | 1,731,194 |
| 2012 | 15 | 11,544,650 | 24,886,333 | 769,643 | 1,659,089 |
| 2013 | 14 | 11,559,690 | 28,761,363 | 825,692 | 2,054,383 |
| 2014 | 11 | 10,245,306 | 24,544,038 | 931,391 | 2,231,276 |
| 2015 | 12 | 8,545,420 | 19,805,950 | 712,118 | 1,650,496 |
| nnta | 12 | - โ12 070 | 90 0 a7 510 | 657 150 | 1 cin 000 |


| culo | 10 0, | o,כ40,u/u | <u, যoı,04〕 |  | 1,01<,000 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2017 | 93 | 3,676,175 | 11,268,156 | 459,522 | 1,408,519 |
| 2018 | 8 3 | 3,770,053 | 9,985,951 | 471,257 | 1,248,244 |
| 2019 | 7 4 | 4,090,666 | 9,397,257 | 584,381 | 1,342,465 |
| Non-Executive Director Remuneration - USD: |  |  |  |  |  |
| Financial Year: No. of NEDs: Total Salaries:\|Average Fees: |  |  |  |  |  |
| 2007 | 10 | 1,507,320 | 150,732 |  |  |
| 2008 | 27 | 2,968,650 | 109,950 |  |  |
| 2009 | 31 | 3,098,152 | 99,940 |  |  |
| 2010 | 31 | 3,763,769 | 121,412 |  |  |
| 2011 | 35 | 4,037,437 | 115,355 |  |  |
| 2012 | 38 | 6,279,605 | 165,253 |  |  |
| 2013 | 38 | 4,278,775 | 112,599 |  |  |
| 2014 | 32 | 5,435,582 | 169,862 |  |  |
| 2015 | 31 | 4,619,182 | 149,006 |  |  |
| 2016 | 31 | 4,469,424 | 144,175 |  |  |
| 2017 | 15 | 2,460,618 | 164,041 |  |  |
| 2018 | 18 | 1,874,743 | 104,152 |  |  |
| 2019 | 17 | 1,779,376 | 104,669 |  |  |

