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
Aspen Holdings	Health	Stephen B	Saad	Male	South Africa	69
Aspen Holdings	Health	Stephen B	Saad	Male	South Africa	69
Aspen Holdings	Health	Stephen B	Saad	Male	South Africa	69
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
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
Imperial Holdings	Transport	Mark J	Lamberti	Male	South Africa	71
Imperial Holdings	Transport	Osman S	Arbee	Male	South Africa	62
Imperial Holdings	Transport	Marius	Swanepoel	Male	South Africa	70
Imperial Holdings	Transport	Mohammed	Akoojee	Male	South Africa	41
Imperial Holdings	Transport	Mark J	Lamberti	Male	South Africa	71
Lafarge	Industrial	Bruno	Lafont	Male	France	56
Liberty Holdings	Banking and Financial Services	Thabo	Dloti	Male	South Africa	54
Liberty Holdings	Banking and Financial Services	David	Munro	Male	British	68
Massmart	Retail	Guy	Hayward	Male	South Africa	56
Massmart	Retail	Guy	Hayward	Male	South Africa	56
Massmart	Retail	Mitchell	Slape	Male	United States	-1
Mr Price	Retail	Stuart	Bird	Male	South Africa	59
Mr Price	Retail	Stuart	Bird	Male	South Africa	59
MTN Group	Technology and Telecommunications	RS (Prior)	Dabengwa	Male	South Africa	66
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
Pioneer Foods	Food and Beverage	Phil	Roux	Male	South Africa	0
Pioneer Foods	Food and Beverage	Tertius A	Carstens	Male	South Africa	57
SABMiller	Food and Beverage	Alan	Clark	Male	South Africa	1015
SABMiller	Food and Beverage	Alan	Clark	Male	South Africa	1015
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
Shoprite	Retail	James Wellwood (Whitey)	Basson	Male	South Africa	77

Shoprite	Retail	James Wellwood (Whitey)	Basson	Male	South Africa	77
Standard Bank Group	Banking and Financial Services	Sim	Tshabalala	Male	South Africa	56
Standard Bank Group	Banking and Financial Services	Zweli	Manyathi	Male	South Africa	0
Standard Bank Group	Banking and Financial Services	Kenny	Fihla	Male	South Africa	0
Standard Bank Group	Banking and Financial Services	Margaret	Nienaber	Female	South Africa	0
Standard Bank Group	Banking and Financial Services	Sim	Tshabalala	Male	South Africa	56
Standard Bank Group	Banking and Financial Services	BJ (Ben)	Kruger	Male	South Africa	64
Standard Bank Group	Banking and Financial Services	Sim	Tshabalala	Male	South Africa	56
Standard Bank Group	Banking and Financial Services	Zweli	Manyathi	Male	South Africa	0
Standard Bank Group	Banking and Financial Services	Kenny	Fihla	Male	South Africa	0
Standard Bank Group	Banking and Financial Services	Margaret	Nienaber	Female	South Africa	0
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:
2007	5	5,347,163	12,935,217	1,069,433	2,587,043
2008	15	9,743,845	23,308,905	649,590	1,553,927
2009	14	10,607,318	20,067,892	757,666	1,433,421
2010	15	14,109,781	31,992,486	940,652	2,132,832
2011	17	18,290,675	34,859,889	1,075,922	2,050,582
2012	17	19,164,288	36,058,636	1,127,311	2,121,096
2013	19	18,101,481	35,309,388	952,710	1,858,389
2014	20	17,131,623	31,534,220	856,581	1,576,711
2015	18	14,065,093	28,983,390	781,394	1,610,188
2016	19	15,841,954	36,122,330	833,787	1,901,175
2017	18	13,566,489	26,183,881	753,694	1,454,660
2018	19	10,902,433	22,266,641	573,812	1,171,928
2019	20	13,042,853	24,224,204	652,143	1,211,210

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	16	8,914,008	21,192,356	557,126	1,324,522
2008	57	22,384,105	50,332,062	392,704	883,019
2009	62	24,790,715	48,231,736	399,850	777,931
2010	64	31,761,423	70,487,385	496,272	1,101,365
2011	61	37,926,911	82,378,887	621,753	1,350,474
2012	65	39,595,095	78,434,902	609,155	1,206,691
2013	65	36,042,007	76,972,865	554,492	1,184,198
2014	64	33,483,433	67,921,279	523,179	1,061,270
2015	61	28,944,773	59,508,878	474,504	975,555
2016	65	27,353,806	62,481,351	420,828	961,252
2017	57	28,050,028	53,572,575	492,106	939,870
2018	52	23,155,246	46,869,487	445,293	901,336
2019	44	21,016,447	41,751,664	477,647	948,901

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	328,264	328,264
2007	58	5,797,958	99,965
2008	149	10,066,839	68,019
2009	160	10,316,001	64,475
2010	161	13,151,564	81,687
2011	179	16,626,856	92,887
2012	205	19,334,591	94,315
2013	185	16,918,561	91,452
2014	179	16,294,514	91,031
2015	192	17,165,289	89,403
2016	185	15,505,596	83,814
2017	162	14,355,472	88,614
2018	164	12,935,397	79,358
2019	161	153,172,963	951,385