Country Report - Directors

CEO Biographies - (Where more than one CEO is named the position was held by both during the latest year) :

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Company:	Sector:	Name:				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	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
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	Tertius A	Carstens	Male	South Africa	57
Pioneer Foods	Food and Beverage	Phil	Roux	Male	South Africa	0
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	lan	Kirk	Male	0	0
Sanlam	Banking and Financial Services	lan	Kirk	Male	0	0
Shoprite	Retail	James Wellwood (Whitey)	Basson	Male	South Africa	77
Observito	D-1-11			N 4 = 1 =	O = I =	77

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Banking and Financial Services	Sim	Tshabalala	Male	South Africa	56
Banking and Financial Services	BJ (Ben)	Kruger	Male	South Africa	64
Banking and Financial Services	Sim	Tshabalala	Male	South Africa	56
Banking and Financial Services	Zweli	Manyathi	Male	South Africa	0
Banking and Financial Services	Kenny	Fihla	Male	South Africa	0
Banking and Financial Services	Margaret	Nienaber	Female	South Africa	0
Banking and Financial Services	Sim	Tshabalala	Male	South Africa	56
Banking and Financial Services	Zweli	Manyathi	Male	South Africa	0
Banking and Financial Services	Kenny	Fihla	Male	South Africa	0
Banking and Financial Services	Margaret	Nienaber	Female	South Africa	0
Retail	lan	Moir	Male	Australia	64
Retail	lan	Moir	Male	Australia	64
	Banking and Financial Services Retail	Banking and Financial Services Sim Banking and Financial Services BJ (Ben) Banking and Financial Services Sim Banking and Financial Services Zweli Banking and Financial Services Kenny Banking and Financial Services Margaret Banking and Financial Services Sim Banking and Financial Services Zweli Banking and Financial Services Kenny Banking and Financial Services Kenny Banking and Financial Services Margaret Retail	Banking and Financial Services Sim Tshabalala Banking and Financial Services BJ (Ben) Kruger Banking and Financial Services Sim Tshabalala Banking and Financial Services Zweli Manyathi Banking and Financial Services Kenny Fihla Banking and Financial Services Margaret Nienaber Banking and Financial Services Sim Tshabalala Banking and Financial Services Zweli Manyathi Banking and Financial Services Kenny Fihla Banking and Financial Services Kenny Fihla Banking and Financial Services Margaret Nienaber Retail Nienaber	Banking and Financial Services Sim Tshabalala Male Banking and Financial Services BJ (Ben) Kruger Male Banking and Financial Services Sim Tshabalala Male Banking and Financial Services Zweli Manyathi Male Banking and Financial Services Kenny Fihla Male Banking and Financial Services Margaret Nienaber Female Banking and Financial Services Sim Tshabalala Male Banking and Financial Services Zweli Manyathi Male Banking and Financial Services Kenny Fihla Male Banking and Financial Services Kenny Fihla Male Banking and Financial Services Margaret Nienaber Female Banking and Financial Services Margaret Nienaber Female Retail	Banking and Financial Services Sim Tshabalala Male South Africa Banking and Financial Services BJ (Ben) Kruger Male South Africa Banking and Financial Services Sim Tshabalala Male South Africa Banking and Financial Services Zweli Manyathi Male South Africa Banking and Financial Services Kenny Fihla Male South Africa Banking and Financial Services Margaret Nienaber Female South Africa Banking and Financial Services Sim Tshabalala Male South Africa Banking and Financial Services Zweli Manyathi Male South Africa Banking and Financial Services Kenny Fihla Male South Africa Banking and Financial Services Kenny Fihla Male South Africa Banking and Financial Services Margaret Nienaber Female South Africa Banking and Financial Services Margaret Nienaber Female South Africa Retail Noir Male Australia

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:

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rillaliciai	real. No. of El	JS. Total Salarie	S. Total Allitual heli	iuneration. Avg. of Salar	ies. Avg. of heiliufier	ation.
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 NED	Ds: Total Salaries	: Average F	ees:
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	