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:
African Bank Investments	Banking and Financial Services	Leonidas	Kirkinis	Male	South Africa	54
African Oxygen	Industrial	Schalk	Venter	Male	0	0
African Oxygen	Industrial	Brett	Kimber	Male	South Africa	58
African Oxygen	Industrial	Schalk	Venter	Male	0	0
African Oxygen	Industrial	Schalk	Venter	Male	0	0
African Rainbow Minerals	Mining	Mike	Schmidt	Male	South Africa	0
African Rainbow Minerals	Mining	Mike	Schmidt	Male	South Africa	0
African Rainbow Minerals	Mining	Mike	Schmidt	Male	South Africa	0
Astral Foods	Food and Beverage	Christiaan Ernst	Schutte	Male	South Africa	63
Astral Foods	Food and Beverage	Christiaan Ernst	Schutte	Male	South Africa	63
Aveng	Construction	HJ (Kobus)	Verster	Male	South Africa	57
Aveng	Construction	HJ (Kobus)	Verster	Male	South Africa	57
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
Basil Read	Construction	Neville F	Nicolau	Male	South Africa	58
Basil Read	Construction	Khathutshelo	Mapasa	Male	South Africa	0
Basil Read	Construction	Neville F	Nicolau	Male	South Africa	58
Bidvest	Diversified Holdings	Brian	Joffe	Male	South Africa	76
Bidvest	Diversified Holdings	Lindsay P	Ralphs	Male	South Africa	67
Cargo Carriers	Transport	MJ	Bolton	Male	South Africa	61
Cargo Carriers	Transport	MJ	Bolton	Male	South Africa	61
Cargo Carriers	Transport	MJ	Bolton	Male	South Africa	61
Cargo Carriers	Transport	Lekau	Letsoalo	Male	South Africa	0
Crookes Brothers	Food and Beverage	GS	Clarke	Male	South Africa	0
Crookes Brothers	Food and Beverage	GS	Clarke	Male	South Africa	0
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
FirstRand Bank	Banking and Financial Services	Sizwe E	Nxasana	Male	South Africa	65
FirstRand Bank	Banking and Financial Services	Johan Petrus	Burger	Male	South Africa	80
Foschini	Retail	AD	Murray	Male	South Africa	66
Foschini	Retail	AD	Murray	Male	South Africa	66
G4S plc	Private Security	Nick	Buckles	Male	British	0
Glencore Xstrata	Mining	Ivan	Glasenberg	Male	South Africa	67
Glencore Xstrata	Mining	Ivan	Glasenberg	Male	South Africa	67
Glencore Xstrata	Mining	Ivan	Glasenberg	Male	South Africa	67
Glencore Xstrata	Mining	Ivan	Glasenberg	Male	South Africa	67
Group Five	Construction	Mike R	Upton	Male	South Africa	63
Group Five	Construction	Eric CJ	Vemer	Male	South Africa	53

Group Five	Construction	Eric CJ	Vemer	Male	South Africa	53
Group Five	Construction	ST (Themba)	Mosai	Male	South Africa	0
Group Five	Construction	Eric CJ	Vemer	Male	South Africa	53
Group Five	Construction	ST (Themba)	Mosai	Male	South Africa	0
Illovo	Food and Beverage	Gavin B	Dalgleish	Male	South Africa	51
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
Murray & Roberts	Construction	Henry Johannes	Laas	Male	South Africa	63
Murray & Roberts	Construction	Henry Johannes	Laas	Male	South Africa	63
Murray & Roberts	Construction	Henry Johannes	Laas	Male	South Africa	63
Nampak	Paper and Packaging	Andre	de Ruyter	Male	South Africa	55
Nampak	Paper and Packaging	Andre	de Ruyter	Male	South Africa	55
Nampak	Paper and Packaging	Andre	de Ruyter	Male	South Africa	55
Pick n Pay Stores Ltd	Retail	Richard	Brasher	Male	British	65
Pick n Pay Stores Ltd	Retail	Richard	Brasher	Male	British	65
Pioneer Foods	Food and Beverage	Tertius A	Carstens	Male	South Africa	57
Pioneer Foods	Food and Beverage	Phil	Roux	Male	South Africa	0
RCL Foods	Food and Beverage	Miles	Dally	Male	South Africa	65
RCL Foods	Food and Beverage	Miles	Dally	Male	South Africa	65
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
Sasol	Industrial	David E	Constable	Male	South Africa	1022
Sasol	Industrial	Bongani	Nqwababa	Male	South Africa	57
Sasol	Industrial	SR	Cornell	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	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	Nlenchor	Female	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	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
Sun International	Hospitality	Greame E	Stephens	Male	South Africa	60
Sun International	Hospitality	Anthony (M)	Leeming	Male	South Africa	53
Sun International	Hospitality	Anthony (M)	Leeming	Male	South Africa	53
Truworths	Retail	Michael	Mark	Male	South Africa	70
Truworths	Retail	Michael	Mark	Male	South Africa	70
Tsogo Sun Holdings	Hospitality	Keith	Randall	Male	South Africa	0
Tsogo Sun Holdings	Hospitality	Marcel N	von Aulock	Male	South Africa	49
Tsogo Sun Holdings	Hospitality	Marcel N	von Aulock	Male	South Africa	49
WBHO	Construction	Elia Louw (Louwtjie)	Nel	Male	South Africa	0
WBHO	Construction	Elia Louw (Louwtjie)	Nel	Male	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	10	7,113,635	17,463,490	711,363	1,746,349
2008	30	14,191,099	34,400,780	473,037	1,146,693
2009	32	16,527,008	33,953,315	516,469	1,061,041
2010	33	21,894,166	51,192,240	663,460	1,551,280
2011	34	26,445,351	56,391,875	777,804	1,658,585
2012	38	28,369,709	60,409,532	746,571	1,589,725
2013	40	28,058,055	60,779,487	701,451	1,519,487
2014	44	27,735,338	54,750,421	630,349	1,244,328
2015	38	23,789,848	48,564,058	626,049	1,278,002
2016	39	25,137,472	54,237,257	644,551	1,390,699
2017	40	23,756,335	45,751,419	593,908	1,143,785
2018	38	21,586,523	42,630,103	568,066	1,121,845
2019	37	23,429,731	42,884,291	633,236	1,159,035

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
0	1	0	0	0	0
2007	31	12,645,666	30,588,192	407,925	986,716
2008	107	34,482,150	80,288,258	322,263	750,358
2009	116	38,766,671	79,051,134	334,195	681,475
2010	127	52,078,169	117,365,177	410,064	924,135
2011	120	59,293,641	132,802,392	494,114	1,106,687
2012	136	63,196,743	132,438,852	464,682	973,815
2013	133	61,147,911	133,009,966	459,759	1,000,075
2014	128	54,458,813	111,440,252	425,459	870,627
2015	125	50,064,540	101,402,475	400,516	811,220
2016	127	45,390,304	97,044,489	357,404	764,130

2016	127	45,390,304	97,044,489	357,404	764,130
2017	118	47,248,724	89,459,350	400,413	758,130
2018	111	95,744,205	192,087,237	862,560	1,730,516
2019	96	41,285,926	82,733,107	430,062	861,803

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	4	38,614,688	19,307,344
2007	94	7,170,269	76,279
2008	277	15,555,891	56,362
2009	293	16,430,596	56,077
2010	294	22,257,750	75,707
2011	317	28,162,696	88,841
2012	358	30,168,437	84,269
2013	353	31,088,213	88,069
2014	347	29,223,126	84,217
2015	350	29,361,118	83,889
2016	350	27,004,363	77,155
2017	324	27,396,361	84,557
2018	323	25,239,408	79,872
2019	294	165,356,629	562,438