## **Country Report - Directors**

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

| Company                             | Sector                         | Namo:                    | Surpamer   | Condor    | Director Nationality | Age at Latest Year End: |
|-------------------------------------|--------------------------------|--------------------------|------------|-----------|----------------------|-------------------------|
| Company:                            | Sector:                        | Name:                    | Surname:   |           |                      |                         |
| Adcock Ingram                       |                                | Kevin                    | Wakeford   | Male      | South Africa         | 63                      |
| Adcock Ingram                       |                                | Andy G                   | Hall       | Male      | South Africa         | 61<br>1022              |
| AfroCentric Investments Corporation |                                | Dewald                   | Dempers    | Male      | South Africa         |                         |
| AfroCentric Investments Corporation |                                | AV                       | van Buuren | Male      | South Africa         | 0                       |
| Anglo American Platinum             | •                              | Chris I                  | Griffith   | Male      | South Africa         | 59                      |
| Anglo American Platinum             | Mining                         | Chris I                  | Griffith   | Male      | South Africa         | 59                      |
| Anglo American Platinum             | Mining                         | Chris I                  | Griffith   | Male      | South Africa         | 59                      |
| Anglo American Platinum             | 9                              | Chris I                  | Griffith   | Male      | South Africa         | 59                      |
| Anglo American Platinum             | Mining                         | Chris I                  | Griffith   | Male      | South Africa         | 59                      |
| Anglo American plc                  | •                              | Mark                     | Cutifani   | Male      | Australia            | 65                      |
| Anglo American plc                  | •                              | Mark                     | Cutifani   | Male      | Australia            | 65                      |
| Anglo American plc                  | •                              | Mark                     | Cutifani   | Male      | Australia            | 65                      |
| Aveng                               |                                | HJ (Kobus)               | Verster    | Male      | South Africa         | 57                      |
| Aveng                               |                                | HJ (Kobus)               | Verster    | Male      | South Africa         | 57                      |
| Barclays Africa Group               | Banking and Financial Services |                          | Ramos      |           | South Africa         | 58                      |
| Barclays Africa Group               | Banking and Financial Services |                          | Ramos      |           | South Africa         | 58                      |
| Barclays Africa Group               | Banking and Financial Services | Maria                    | Ramos      | Female    | South Africa         | 58                      |
| Bidvest                             | J                              | 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                       |
| Distell                             | Food and Beverage              | Richard                  | Rushton    | Male      | South Africa         | 58                      |
| Grindrod                            | Transport                      | Alan K                   | Olivier    | Male      | South Africa         | 63                      |
| Grindrod                            | Transport                      | Alan K                   | Olivier    | Male      | South Africa         | 63                      |
| Grindrod                            | Transport                      | Andrew G                 | Waller     | Male      | South Africa         | 61                      |
| 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                       |
| 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                      |
| Impala Platinum                     | Mining                         | Terence                  | Goodlace   | Male      | South Africa         | 64                      |
| Impala Platinum                     | Mining                         | Nico                     | Muller     | Male      | 0                    | 0                       |
| Impala Platinum                     | Mining                         | Nico                     | Muller     | Male      | 0                    | 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                      |
| Innered I I haldhara                | Turana                         | NA - la - a - a - a - al | A1!        | N A = 1 = | Carrie Africa        | 44                      |

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| Importal Holdings                       | Lizanchori  | Monammod                | WKOOIOO               | N/1010             | SOUTH ATRICA              | 4.1      |
|---|---|-------------------------|-----------------------|--------------------|---------------------------|----------|
| ımperiai Holdings<br>Lafarge            | ransporτ<br>Industrial  | Ivionammed<br>Bruno     | Akoojee<br>Lafont     | ıvıaıe<br>Male     | South Africa France       | 41<br>56 |
| Liberty Holdings                        | Banking and Financial Services                                |                         | Dloti                 | Male               | South Africa              | 54       |
| Liberty Holdings                        | Banking and Financial Services                                |                         |                       | Male               | British                   | 68       |
| Massmart                                | Retail  | Guy                     | Hayward               | Male               | South Africa              | 56       |
| Massmart                                | Retail  | Guy                     | •                     | Male               | South Africa              | 56       |
| Massmart                                | Retail  | Mitchell                | ,                     | Male               | United States             | -1       |
| Mondi Group                             | Paper and Packaging   | Peter                   | Oswald                | Male               | Germany                   | 0        |
| Mondi Group                             | Paper and Packaging   | Peter                   |                       | Male               | Germany                   | 0        |
| Mondi Group                             | Paper and Packaging   | Peter                   |                       | Male               | Germany                   | 0        |
| Mondi Group                             | Paper and Packaging   | Peter                   | Oswald                | Male               | Germany                   | 0        |
| Mondi Group                             | Paper and Packaging   | Peter                   |                       | Male               | Germany                   | 0        |
| Mondi Group                             | Paper and Packaging   | Peter                   |                       | Male               | Germany                   | 0        |
| Mondi Group                             | Paper and Packaging   | Peter                   | Oswald                | Male               | Germany                   | 0        |
| Murray & Roberts                        |   | Henry Johannes          | Laas                  | Male               | South Africa              | 63       |
| Murray & Roberts                        |   | 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                   | -                     | Male               | South Africa              | 55       |
| Nampak                                  | Paper and Packaging   | Andre                   | •                     | Male               | South Africa              | 55       |
| Nedbank                                 | Banking and Financial Services                                |                         |                       | Male               | South Africa              | 57       |
| Pick n Pay Stores Ltd                   | Retail  | Richard                 | Brasher               | Male               | British                   | 65       |
| Pick n Pay Stores Ltd                   | Retail  | Richard                 | Brasher               | Male               | British                   | 65       |
| Pretoria Portland Cement                | Construction  | DJ                      |                       | Male               | 0                         | 0        |
| Pretoria Portland Cement                | Construction  | DJ                      |                       | Male               | 0                         | 0        |
| Reunert                                 |   | Allan                   |                       | Male               | 0                         | 52       |
| Reunert                                 | Industrial  | Allan                   |                       | Male               | 0                         | 52       |
| Reunert                                 | Industrial  | Allan                   | Dickson               | Male               | 0                         | 52       |
| SABMiller                               | Food and Beverage   | Alan                    | Clark                 | Male               | South Africa              | 1015     |
| SABMiller                               | Food and Beverage   | Alan                    | Clark                 | Male               | South Africa              | 1015     |
| Shoprite                                | _   | James Wellwood (Whitey) |                       | Male               | South Africa              | 77       |
| Shoprite                                |   | James Wellwood (Whitey) |                       | Male               | South Africa              | 77       |
| Spar                                    | Retail  | Graham O                | O'Connor              | Male               | South Africa              | 65       |
| Spar Spar                               | Retail  | Graham O                | O'Connor              | Male               | South Africa              | 65       |
| Standard Bank Group                     | Banking and Financial Services                                |                         |                       | Male               | South Africa              | 0        |
| Standard Bank Group                     | Banking and Financial Services                                |                         | •                     | Male               | South Africa              | 0        |
| Standard Bank Group                     | Banking and Financial Services                                | -                       | Nienaber              | Female             | South Africa              | 0        |
| Standard Bank Group                     | Banking and Financial Services                                | •                       |                       | Male               | South Africa              | 56       |
| Standard Bank Group                     | Banking and Financial Services                                |                         |                       | Male               | South Africa              | 64       |
| Standard Bank Group                     | Banking and Financial Services                                |                         | -                     | Male               | South Africa              | 56       |
| '                                       |   |                         | Manyathi              |                    |                           | 0        |
| Standard Bank Group Standard Bank Group | Banking and Financial Services Banking and Financial Services |                         | •                     | Male<br>Male       | South Africa South Africa | 0        |
| Standard Bank Group                     | Banking and Financial Services                                | •                       | Nienaber              | Female             | South Africa              | 0        |
| Standard Bank Group                     | Banking and Financial Services                                | =                       |                       | Male               | South Africa              | 56       |
| •                                       | Food and Beverage   | Peter B                 | Matlare               | Male               | South Africa              | 0        |
| Tiger Brands                            | · ·   |                         |                       |                    | 0                         | 0        |
| Tiger Brands Tongaat Hulett             | Food and Beverage Food and Beverage                           | Lawrence<br>Peter H     | Mac Dougall<br>Staude | Male               | South Africa              | 67       |
| Truworths                               | Retail  | Michael                 |                       | Male               | South Africa              | 70       |
| Truwortis                               | i iciali  | IVIIO I I I I I         | iviain                | iviai <del>c</del> | Jouin Amed                | 70       |
| Truworths                               | Retail  | Michael                 | Mark                  | Male               | South Africa              | 70       |
| WIDLIO                                  | O   | T!:= 1 /14!!=\          | N1=1                  | N 4-1-             | O                         | ^        |

| MRHO | Construction | ∟ııa ∟ouw (∟ouwτjıe) | INEI | iviale | South Africa | U |
|------|--------------|----------------------|------|--------|--------------|---|
| WBHO | Construction | Elia Louw (Louwtjie) | Nel  | Male   | South Africa | 0 |

## CEO Remuneration - USD:

| Financial | Year: No. of CEO | s: Total Salarie | s: Total Annual Rer | nuneration: Avg. of Salar | es: Avg. of Remune | eration: |
|-----------|------------------|------------------|---------------------|---------------------------|--------------------|----------|
| 2007      | 11               | 9,193,925        | 24,818,798          | 835,811                   | 2,256,254          |          |
| 2008      | 28               | 15,326,052       | 33,376,422          | 547,359                   | 1,192,015          |          |
| 2009      | 29               | 16,454,704       | 32,367,214          | 567,404                   | 1,116,111          |          |
| 2010      | 31               | 22,366,501       | 45,201,838          | 721,500                   | 1,458,124          |          |
| 2011      | 31               | 25,967,624       | 53,421,398          | 837,665                   | 1,723,271          |          |
| 2012      | 31               | 25,762,693       | 53,328,492          | 831,055                   | 1,720,274          |          |
| 2013      | 35               | 24,913,497       | 48,645,086          | 711,814                   | 1,389,860          |          |
| 2014      | 39               | 25,201,014       | 50,416,096          | 646,180                   | 1,292,720          |          |
| 2015      | 31               | 20,483,602       | 37,902,631          | 660,761                   | 1,222,666          |          |
| 2016      | 35               | 20,244,239       | 50,756,534          | 578,407                   | 1,450,187          |          |
| 2017      | 33               | 18,983,989       | 39,855,591          | 575,272                   | 1,207,745          |          |
| 2018      | 33               | 17,145,787       | 36,173,460          | 519,569                   | 1,096,165          |          |
| 2019      | 32               | 18,969,403       | 38,589,829          | 592,794                   | 1,205,932          |          |

## Executive Director Remuneration - USD:

| Financial ' | Year: No. of E | Ds: Total Salarie | s: Total Annual Re | emuneration: Avg. of Salar | ies: Avg. of Remuneratior |
|-------------|----------------|-------------------|--------------------|----------------------------|---------------------------|
| 0           | 1              | 0                 | 0                  | 0                          | 0                         |
| 2007        | 36             | 17,697,816        | 45,800,734         | 491,606                    | 1,272,243                 |
| 2008        | 102            | 34,266,787        | 74,353,939         | 335,949                    | 728,960                   |
| 2009        | 109            | 38,128,928        | 76,871,457         | 349,807                    | 705,243                   |
| 2010        | 116            | 50,874,938        | 105,197,847        | 438,577                    | 906,878                   |
| 2011        | 115            | 56,317,384        | 117,731,189        | 489,716                    | 1,023,749                 |
| 2012        | 110            | 54,946,343        | 113,479,783        | 499,512                    | 1,031,634                 |
| 2013        | 113            | 54,112,679        | 113,754,053        | 478,873                    | 1,006,673                 |
| 2014        | 109            | 50,604,611        | 106,826,245        | 464,262                    | 980,057                   |
| 2015        | 107            | 45,458,410        | 86,495,109         | 428,853                    | 815,992                   |
| 2016        | 109            | 40,395,418        | 95,645,573         | 370,600                    | 877,482                   |
| 2017        | 105            | 40,504,268        | 88,099,939         | 389,464                    | 847,115                   |
| 2018        | 101            | 88,380,343        | 182,141,473        | 883,803                    | 1,821,415                 |
| 2019        | 86             | 35,366,576        | 72,656,303         | 411,239                    | 844,841                   |

## Non-Executive Director Remuneration - USD:

| Financial | Year: No | o. of NEDs: | Total Salaries: | Average Fees: |
|-----------|----------|-------------|-----------------|---------------|
| )         | 1        |             | 50,000          | 50,000        |
| 2007      | 83       | }           | 7,429,107       | 89,507        |
| 2008      | 24       | -8          | 14,696,245      | 59,499        |
| 2009      | 24       | .9          | 14,750,762      | 59,240        |
| 2010      | 27       | 7           | 18,991,309      | 68,809        |
| 2011      | 28       | 9           | 22,922,010      | 79,315        |
| 2012      | 29       | 7           | 25,762,870      | 86,744        |
| 2012      | 20       | מו          | 20 D22 Z6U      | 71 /10        |

| 2013 | ∠93 | ZU,9Z3,70U  | /1,41∠  |
|------|-----|-------------|---------|
| 2014 | 306 | 23,587,250  | 77,083  |
| 2015 | 304 | 23,174,365  | 76,483  |
| 2016 | 306 | 20,708,372  | 67,674  |
| 2017 | 289 | 21,568,599  | 74,632  |
| 2018 | 277 | 20,394,660  | 73,627  |
| 2019 | 250 | 159,712,162 | 638,849 |