

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: |
|-------------------------------------|--------------------------------|-------------|------------|---------|-----------------------|-------------------------|
| Adcock Ingram | Health | Kevin | Wakeford | Male | South Africa | 63 |
| Adcock Ingram | Health | Andy G | Hall | Male | South Africa | 61 |
| AfroCentric Investments Corporation | Health | Dewald | Dempers | Male | South Africa | 1022 |
| AfroCentric Investments Corporation | Health | AV | van Buuren | Male | South Africa | 0 |
| 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 | Mining | 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 plc | Mining | Mark | Cutifani | Male | Australia | 65 |
| Anglo American plc | Mining | Mark | Cutifani | Male | Australia | 65 |
| Anglo American plc | Mining | Mark | Cutifani | Male | Australia | 65 |
| 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 |
| 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 | Lekau | Letsoalo | Male | South Africa | 0 |
| Cargo Carriers | Transport | MJ | Bolton | Male | South Africa | 61 |
| Cargo Carriers | Transport | MJ | Bolton | Male | South Africa | 61 |
| 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 | 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 |
| 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 |
| Imperial Holdings | Transport | Mohammed | Almasri | Male | South Africa | 44 |

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|--------------------------|--------------------------------|-------------------------|-------------|--------|---------------|------|
| 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 |
| 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 |
| 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 |
| Nedbank | Banking and Financial Services | Michael WT | Brown | 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 | Castle | Male | 0 | 0 |
| Pretoria Portland Cement | Construction | DJ | Castle | Male | 0 | 0 |
| Reunert | Industrial | Allan | Dickson | Male | 0 | 52 |
| Reunert | Industrial | Allan | Dickson | 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 | Retail | James Wellwood (Whitey) | Basson | Male | South Africa | 77 |
| Shoprite | Retail | James Wellwood (Whitey) | Basson | Male | South Africa | 77 |
| Spar | Retail | Graham O | O'Connor | Male | South Africa | 65 |
| Spar | Retail | Graham O | O'Connor | Male | South Africa | 65 |
| 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 |
| 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 |
| Tiger Brands | Food and Beverage | Peter B | Matlare | Male | South Africa | 0 |
| Tiger Brands | Food and Beverage | Lawrence | Mac Dougall | Male | 0 | 0 |
| Tongaat Hulett | Food and Beverage | Peter H | Staude | Male | South Africa | 67 |
| Truworths | Retail | Michael | Mark | Male | South Africa | 70 |
| Truworths | Retail | Michael | Mark | Male | South Africa | 70 |
| WOLFGANG | Construction | Flis Levan (Lematis) | Mal | Male | South Africa | 0 |

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|------|--------------|----------------------|-----|------|--------------|---|
| WBHO | Construction | Elia Louw (Louwtjie) | Nei | Male | South Africa | 0 |
| WBHO | Construction | Elia Louw (Louwtjie) | Nel | Male | South Africa | 0 |

CEO Remuneration - USD:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 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 EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 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. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 0 | 1 | 50,000 | 50,000 |
| 2007 | 83 | 7,429,107 | 89,507 |
| 2008 | 248 | 14,696,245 | 59,499 |
| 2009 | 249 | 14,750,762 | 59,240 |
| 2010 | 277 | 18,991,309 | 68,809 |
| 2011 | 289 | 22,922,010 | 79,315 |
| 2012 | 297 | 25,762,870 | 86,744 |
| 2013 | 292 | 20,022,700 | 71,112 |

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|------|-----|-------------|---------|
| 2013 | 293 | 20,923,700 | 71,412 |
| 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 |