

# 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                      | 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                   | 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                       |
| 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                      | 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                      |
| 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                 | Ardee       | Male   | South Africa  | 62   |
| 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 | 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    |
| 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    |
| 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   |
| WALCO                    | Construction                   | Elis James (Lesotho)    | Mal         | Male   | South Africa  | 0    |

|      |              |                       |     |      |              |   |
|------|--------------|-----------------------|-----|------|--------------|---|
| WBHO | Construction | Elia Louw (Louwjtjie) | Nel | Male | South Africa | 0 |
| WBHO | Construction | Elia Louw (Louwjtjie) | 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            | 303          | 20,022,700      | 71,112        |

|      |     |             |         |
|------|-----|-------------|---------|
| 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 |