

# SUPERVISORY BOARD OF DIRECTORS

## EXECUTIVE DIRECTORS



### A D MURRAY (60)

BA, CA

Appointed: 2007

Member of: Risk and Social and Ethics Committees

Meetings attended by invitation: Audit, Remuneration and Nomination Committees

Joined the Group: 1985

Doug, our CEO, joined the Group in 1985, was appointed to the Operating Board in 1997 and was appointed as an executive director of The Foschini Group Limited in 2007. Doug's extensive retail experience includes holding the positions of Managing Director: Pages (subsequently rebranded Exact) and Managing Director: American Swiss Jewellers. He was Retail Director of the Group for 10 years prior to his appointment as CEO in January 2008.



### A E THUNSTRÖM (46)

BCom (Hons Acc), CA(SA)

Appointed: 2015

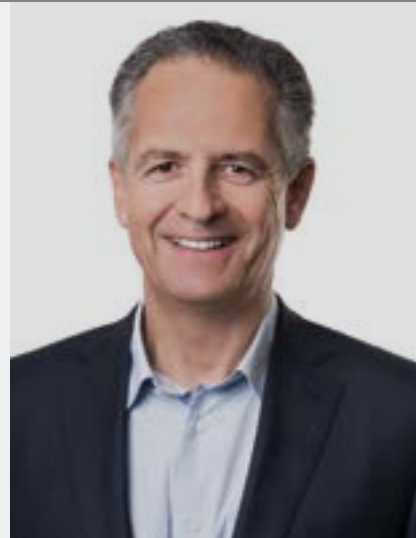
Member of: Risk Committee

Meetings attended by invitation: Audit and Social and Ethics Committees

Joined the Group: 2015

Anthony, our CFO, joined the Group and was appointed to the Operating Board in 2015. Prior to this, he had 21 years' professional services experience with KPMG where he held various regional and pan-African leadership positions, including Chief Operating Officer of KPMG Africa and board member of KPMG South Africa.

## INDEPENDENT NON-EXECUTIVE DIRECTORS



### M LEWIS (58)

Chairman

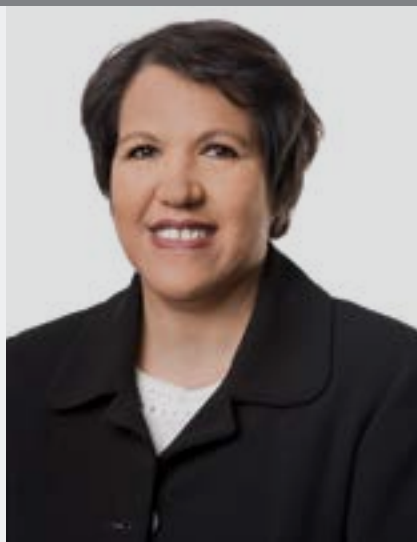
BA (Econ) (Hons)

Appointed: 1989

Member of: Nomination and Remuneration Committees

Chairman of: Nomination Committee  
Meetings attended by invitation: Risk and Audit Committees

Michael has more than 35 years' experience in the investment management and retail industries. He is the Chairman of Oceana Investment Corporation Limited (UK) and a partner of Oceana Investment Partners LLP (UK). He is also the Chairman of Strandbags Holdings Proprietary Limited (Australia), a director of Histogenics Inc. (USA) and United Trust Bank Limited (UK). Michael served on the supervisory board of Axel Springer AG (Germany) and on the board of Cheyne Capital Management LLP (UK). He previously worked at funds managers Ivory & Sime and Lombard Odier.

**PROF F ABRAHAMS (54)**

BEcon (Hons), MCom, DCom

Appointed: 2003

Member of: Audit, Remuneration and Social and Ethics Committees  
Chairperson of: Social and Ethics Committee

Also a director of South African listed companies: Clicks Group Limited, Iliad Africa Limited and Lewis Group Limited

Fatima has extensive experience in industrial psychology and is known for her academic work. She was also a non-executive director of Transnet, B2B Africa (Pty) Ltd and Chairperson of Victoria & Alfred Waterfront Holdings. She has served on the audit and risk, as well as the transformation and remuneration committees of many of the companies she was involved in, and built up sound business experience over the years.

**S E ABRAHAMS (78)**

FCA, CA(SA)

Appointed: 1998

Member of: Audit and Nomination Committees

Chairman of: Audit Committee  
Open invitation: Risk Committee  
Also a director of a South African company: Investec Bank Limited

Sam is a very experienced director. He was formerly an international partner and South African managing partner of Arthur Andersen. Sam is currently the Chairman of Investec Securities (Pty) Ltd and Chairman of The Victor Daitz Foundation, one of the largest charitable foundations in South Africa.

**G H DAVIN (61)**

BCom, BAcc, CA(SA), MBA

Appointed: 2015

Graham is a chartered accountant and a career banker with extensive international financial and broad business experience. Graham was a director of Investec for 16 years and of Bank Insinger de Beaufort N.V., a Dutch private bank. He was responsible for the listing of Investec on the JSE and of Insinger on the Luxembourg Stock Exchange. In 2003, Graham led the management buyout of United Trust Bank, a fast-growing UK specialist bank of which he is CEO.

## SUPERVISORY BOARD OF DIRECTORS CONTINUED

### INDEPENDENT NON-EXECUTIVE DIRECTORS



#### **D FRIEDLAND (64)**

BCom, Certificate in the Theory of Accountancy, CA(SA)

Appointed: 2013

Member of: Audit, Remuneration and Risk Committees

Also a director of South African listed companies: Pick n Pay Stores Limited and Investec Limited

Also a director of a foreign listed company: Investec PLC

David is a chartered accountant with extensive audit experience from a broad range of listed retail companies. He served as international partner at Arthur Andersen from 1990 and was a partner at KPMG from 2002. David was Head of Audit and Risk at KPMG (Cape Town) and was the lead audit partner for several listed companies. In 2013, he retired as a partner at KPMG and was appointed to the boards of Investec Limited and Investec PLC in March 2013, serving as the Group Audit Committee Chairman. He stepped down as the Audit Committee Chairman on 1 April 2017 to assume the role of Chairman of the Board Risk and Capital Committee. David also serves on the audit and risk committee for Pick n Pay Stores Limited.



#### **B L M MAKGABO-FISKERSTRAND (43)**

Appointed: 2012

Member of: Audit, Risk and Social and Ethics Committees

Also a director of a South African listed company: Sun International Limited

Tumi is founder and executive director of AfricaWorldwide Media and director of Tumi Makgabo Enterprises, focusing on enterprise development in South Africa and across the African continent. In addition, Tumi served as the Vice Chairperson of the World Economic Forum's Global Agenda Council on Women's Empowerment and as a member of its Council on Africa for two years. In 2008, she was nominated to the World Economic Forum's Forum of Young Global Leaders, which is a multi-stakeholder community of exceptional leaders below the age of 40, selected from around the world.



#### **E OBLOWITZ (59)**

BCom, CA(SA), CPA(Isr)

Appointed: 2010

Member of: Audit, Remuneration and Risk Committees

Chairman of: Remuneration and Risk Committees

Also a director of a South African listed company: Tencor Limited

Eddy has considerable audit, finance and business advisory experience, having spent 21 years in professional practice, most notably as a senior partner of the Cape Town, Durban and Port Elizabeth offices of Arthur Andersen. In addition, he served as a member of the firm's worldwide Retail and Distribution Industry Team. He is currently the Executive Chairman of Stonehage Fleming South Africa, which provides multi-family office, wealth management and advisory services to an extensive local and international client base.

NON-EXECUTIVE  
DIRECTOR**N V SIMAMANE (58)**

BSc (Biochem) (Hons)

Appointed: 2009

Member of: Audit, Risk and Social and Ethics Committees

Also a director of South African listed companies: Cashbuild Limited, Oceana Group, Hollard Insurance, Hollard Life Insurance and SA Post Office

Nomahlubi has extensive business, marketing and communications experience, having previously held the positions of Marketing Manager at Unilever, Marketing Director of British American Tobacco and Managing Director of BLGK Bates Advertising Agency. She is currently the CEO of Zanusi Brand Solutions, a branding consultancy she founded in 2001. She has worked in the United States and Kenya and has been recognised as a seasoned business woman, having won two Business Women of the Year Awards in 2009. She was also named the 2013 Enterprising Woman in Fort Lauderdale, Florida, USA.

**R STEIN (68)**

BCom, CA(SA)

Appointed: 2015

Member of: Risk and Nomination Committees

Meetings attended by invitation: Audit Committee

Ronnie was previously our CFO. He retired from this position at the end of June 2015 after serving 19 years with our Group. Prior to joining our Group, he was an accountant and auditor in public practice. He was a partner at Kessel Feinstein for 15 years. Following his retirement, Ronnie remains on the Supervisory Board in a non-executive capacity.

## COMMITTEES

**AUDIT COMMITTEE**

S E Abrahams (Chairman)  
F Abrahams  
D Friedland  
B L M Makgabo-Fiskerstrand  
E Oblowitz  
N V Simamane  
M Lewis (by invitation)  
A D Murray (by invitation)  
R Stein (by invitation)  
A E Thunström (by invitation)

**REMUNERATION COMMITTEE**

E Oblowitz (Chairman)  
F Abrahams  
D Friedland  
M Lewis  
A D Murray (by invitation)

**RISK COMMITTEE**

E Oblowitz (Chairman)  
D Friedland  
B L M Makgabo-Fiskerstrand  
A D Murray  
N V Simamane  
R Stein  
A E Thunström  
S E Abrahams (by invitation)  
M Lewis (by invitation)

**NOMINATION COMMITTEE**

M Lewis (Chairman)  
S E Abrahams  
R Stein  
A D Murray (by invitation)

**SOCIAL AND ETHICS  
COMMITTEE**

F Abrahams (Chairperson)  
B L M Makgabo-Fiskerstrand  
A D Murray  
N V Simamane  
A E Thunström (by invitation)