Supplementary information

Directors' CVs

Norman Joseph Adami (67)

Independent non-executive director

Appointed: 24 February 2015

BBus. Sci (Hons), MBA

Committees

- Member of the Audit and Risk Committee
- Member of the Nominations Committee
- Member of the Investment Committee

Norman had an extensive career with SABMiller which commenced at SAB Pty Limited in 1979. He was appointed Managing Director of SAB in 1994 and Chairman in 2000. In 2003, he was installed as President and CEO of the newly acquired Miller Brewing Company. In 2006, he was appointed President and CEO of SABMiller Americas. In this position he was responsible for Miller Brewing Company and SABMiller's South and Central American business units. In October 2008, he once again took on the role of Managing Director and Chairman of SAB Limited. He retired from SABMiller on 31 October 2014.

Norman is a partner in Stud Game Breeders, one of the pre-eminent groups leading the emergence of SA's game breeding industry, which has made great strides in revitalising threatened animal species and creating sustainable employment in many rural areas.

Areas of expertise

General management, risk, strategy, marketing, operational management, mergers and acquisitions

Directorship in other listed entities

- CCB Africa – Board member.

Santie Botha (57)

Independent non-executive chairman

Appointed: 1 June 2012

BEcon (Hons)

Committees

- Chairman of the Nominations Committee
- Member of the Remuneration Committee
- Member of the Investment Committee
- Attends the Audit and Risk Committee meeting by invitation

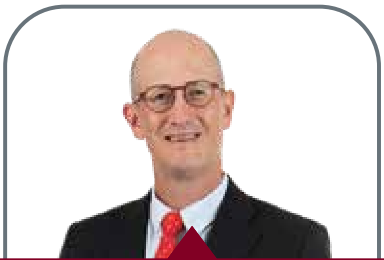
Santie served as an executive director of the MTN Group (2003 to 2010) and prior to that she served as an executive director of Absa Bank (1996 to 2003). She served as Chancellor of Nelson Mandela University from 2011 until 2017. Santie has received various awards, including Business Woman of the Year (2010).

Areas of expertise

Governance, marketing, strategy, remuneration, consumer insight, general management, operations and stakeholder relationships

Directorship in other listed entities

- Curro Holdings – Independent Chairman.
- Capitec Bank Holdings – Independent Chairman.



Christopher Hardy Boulle (50)

Independent non-executive director

Appointed: To the Board as an alternate non-executive director in December 2011 and as a non-executive director on 27 February 2014

BCom, LLB, LLM

Committees

- Chairman of the Remuneration Committee
- Chairman of the Audit and Risk Committee
- Member of the Social and Ethics Committee
- Member of the Investment Committee

Chris is a commercial, corporate finance, tax and trust attorney, and his expertise includes cross-border transactions, mergers and acquisitions, Black economic empowerment transactions and advising on stock exchange listings both locally and internationally. His experience as a non-executive director of listed companies spans over two decades.

Areas of expertise

Law, governance, strategy, risk and corporate finance

Directorship in other listed entities

- Advtech – Chairman and non-executive director.

Deon Jeftha Fredericks (61)

Group Financial Director

Appointed: To the Board on 1 August 2018, appointed as Group Financial Director on 15 November 2021

BCompt (Hons), Business Management (Hons), CA(SA), CIMA

Committees

- Attends the Investment, Remuneration, Audit and Risk and Social and Ethics Committee meetings by invitation

Deon has more than 30 years of experience working in blue-chip organisations. He joined Telkom in 1993 as a senior manager in internal audit and has held several executive positions in the finance department. He was appointed Deputy Chief Financial Officer in 2011 and Chief Financial Officer of Telkom SA in 2013 and resigned on 1 July 2018. He was appointed as Chief Information Officer at Telkom shortly afterwards. He therefore served as the interim Chief Financial Officer at South African Airways for two years.

Deon has previously held various other directorships, including Telkom, Vodacom, BCX, Trudon, Gyro Group and the Telkom Retirement Fund.

Areas of expertise

General and operational management, strategy, mergers and acquisitions, treasury, risk and finance

Nicolaos (Nik) Halamandaris (47)

Non-executive director

Appointed: 9 November 2017

Committees

- Member of the Social and Ethics Committee
- Attends the Audit and Risk Committee meetings and Investment Committee meetings by invitation

Nik has extensive experience in the food services industry, having been a franchisee of many of the Group's mainstream brands over the past two decades up until 2010. He is currently an executive director of several non-listed property development and construction companies with primary responsibility for strategy and new business development.

Areas of expertise

General management, strategy, franchise management, food services and property management

Alexander (Alex) Komape Maditse (59)

Independent non-executive director

Appointed: 1 August 2019

BProc, LLB, LLM, Dip Company Law

Committees

- Chairman of the Social and Ethics Committee
- Member of the Nomination Committee

Alex is an admitted attorney and is currently the CEO of Copper Moon Trading Pty Limited. He serves as a director on several boards and committees of listed companies. He has previously held the positions of Country Manager Coca-Cola East and Central Africa and Franchise Operations Director of Coca-Cola SA.

Areas of expertise

Law, governance, strategy, franchising, management and operations

Directorships in other listed entities

- African Rainbow Minerals Limited – lead independent director, member of the Board, Audit, Remuneration, and Social and Ethics Committees, Chairman of the Investment Committee and Remuneration Committee.
- The Bidvest Group Limited – member of the Board, Remuneration, and Social and Ethics Committees.
- Murray & Roberts – member of the Board, Remuneration, and Social and Ethics Committees.

John Lee Halamandres (68)

Non-executive director

Appointed: 9 November 1994

Committees

- Attends the Investment Committee meetings by invitation

With experience in all aspects of Famous Brands' business, John retired from executive management in March 2001. A founding member of the Company, he served as Managing Director from November 1994 until March 1997. He assumed the role of CEO until he was appointed non-executive Deputy Chairman in March 2001, a position he held until May 2010.

Areas of expertise

General management, franchise management, governance and strategy

Darren Paul Hele (50)

Chief Executive Officer

Appointed: 1 June 2012

BCom

Committees

- Member of the Social and Ethics Committee
- Attends all Committee meetings by invitation and attends various subsidiary and associate company Board meetings as a director

Darren began his career at Pleasure Foods Limited while studying for and completing a BCom. After participating in the management buy-out of Pleasure Foods in 1996, he held executive roles at Whistle Stop and Wimpy before joining Famous Brands in 2003. He served as Managing Director of Wimpy in SA and later in the UK.

Darren was appointed Chief Operating Officer for the Franchising division in May 2011 and, in January 2013 assumed the position of Chief Operating Officer of the Group. In March 2014, Darren assumed the role of CEO: Food Services, and he was appointed CEO of the Group in March 2016.

Areas of expertise

General management, franchise management, marketing, strategy and stakeholder relationships

Busisiwe Mathe (41)

Independent non-executive director

Appointed: 20 October 2021

B Com (Hons), CA(SA)

Committees

- Member of the Audit and Risk Committee

Busisiwe is a seasoned business leader, with a rich background in internal audit, external audit, digital transformation, cyber security and data privacy. She has worked across multiple industries and sectors, both locally and globally. She has previously held the position of Africa Cyber Security & Data Privacy leader for PricewaterhouseCoopers and also served as the Chairperson of their South African Governing Board, a member of their Africa Governance Board and Chairperson of their Human Capital Sub-Committee.

Busisiwe was recognised as an Emerging Business Leader by the African Woman Chartered Accountant (AWCA) in 2019.

Areas of expertise

Governance, risk management, technology, cyber security, data privacy, stakeholder management

Fagmeedah Petersen-Cook (46)

Independent non-executive director

Appointed: To the Board on 23 July 2021

Post Graduate Diploma in Management Practice, Post Graduate Diploma in Global Business Strategy, Bachelor of Business Science in Actuarial Science

Committees

- Chairman of the Investment Committee
- Member of the Audit and Risk Committee
- Member of the Remuneration Committee

Fagmeedah currently serves as a non-executive director for a diverse range of companies where she applies her strategic thinking and well-developed understanding of risk. She is a CD(SA) Charter holder, a certified director, and an experienced investment professional. She has held C-suite roles in the public and private sectors. Fagmeedah's professional career as an actuary spans 24 years.

Areas of expertise

General management, actuarial science, risk management, strategy, investments, governance

Directorships in other listed entities

- Telkom SOC Pty Ltd – Board member, member of the Nominations Committee, member of the Risk Committee and Chairman of the Investment Committee.
- ABSA Financial Services Group – Board member, member of the Group Audit, Risk and Compliance Committee and member of the Actuarial Committee.
- Pepkor – Board member, Chairman of the Social and Ethics Committee and Chairman of the Audit Committee.
- Escap – Board member, member of the Audit Committee, Risk Committee, Social and Ethics Committee and Nominations Committee.