

Dear FABASA Members

Sirdar Group has launched the 2019 in depth survey-based research, collecting crucial data from board members (independent and non-executive directors) of privately-held and family businesses across Africa for analysis.

If you are a non-executive or independent director, or if your company has a board of directors, please take the time to complete this survey. You will be supporting the creation of a clear benchmark for the performance, fees and diversity of boards on the African continent.

Our research is aimed at providing high-level understanding for privately-held and family companies, shareholder-managers and non-executives directors on three subjects:

- The fees payable to the non-executive and independent directors of privately-held and family companies across Africa.
- The diversity of board structures of such African companies.
- The perceived performance of these boards.

All questions within this survey pertaining to you and the company on whose board you serve are strictly confidential. Your answers will not be attributed to you in any way; only aggregate responses will be reported.

It should take you approximately 15 minutes to complete. Once the results are published, you will receive a summary copy for your own use. Kindly complete this survey before 09 August 2019. To start the survey, please click this link <http://bit.ly/SirdarSurvey2019> Please note: If you serve on more than one board, please complete a new survey for each company

To learn more about Sirdar Group, have a browse through our website via this link <https://sirdargroup.com/> If you have any further questions, don't hesitate to email us: [research@sirdargroup.com](mailto:research@sirdargroup.com)

Thank you for the time you are dedicating to this process.

Yours in boardroom performance

Sirdar Group