

Company Information Report

Contact Details

Home Country:	Postal Address:	Postal Address:	City:	Area code:	Head Office Telephone:	Email:	Website:	Company Registration Date::	Latest Annual Report:	Recording Currency:
South Africa	PO Box 90115	Bertsham	Johannesburg	2013			http://www.cashbuild.co.za/	1986/01/01	2023/06/30	ZAR

GUF Information

GUF in this sector:	Signed an IFA:	IFA signing Date:
UNI	No	0

Sector Information

Sector:	Stock Exchange Listings:	Major Competitors:
Retail	Johannesburg Stock Exchange (JSE)	0

Five Major Shareholders

19% SRA Investments (Pty) Ltd
16% Clients of Allan Gray
15% Government Employees Pension Fund
7% Cashbuild Empowerment Trust
0% N/A

Company Performance Report

Company Performance in US Dollars - USD

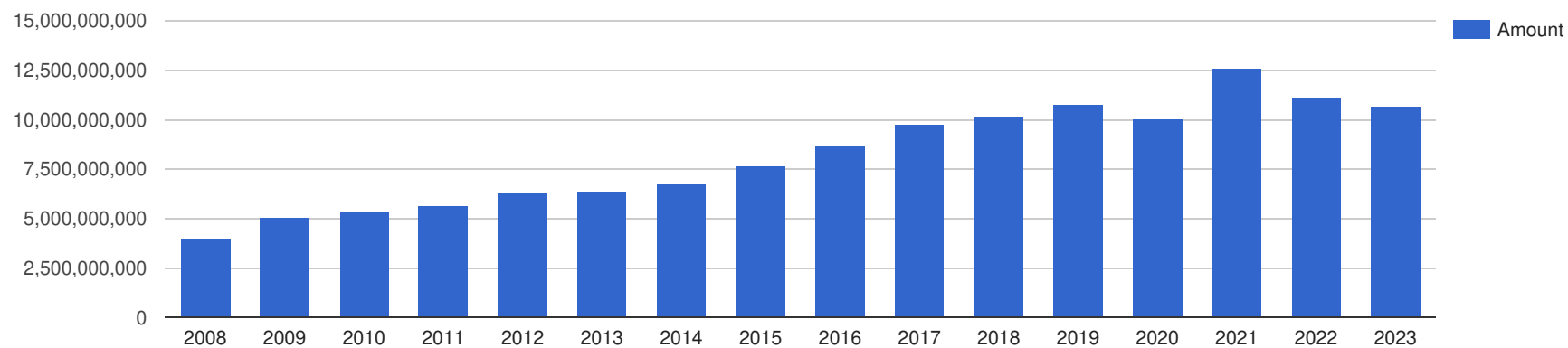
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	488,935,066	29,592,382	194,046,553	132,969,286
2009	600,218,365	32,587,204	203,601,422	129,166,114
2010	747,063,587	35,575,344	258,976,068	154,675,804
2011	811,961,891	38,442,550	306,093,983	186,019,771
2012	814,200,258	55,913,548	248,524,903	121,030,452
2013	724,652,841	40,003,750	235,113,636	108,245,909
2014	653,931,919	36,691,321	252,281,099	137,359,595
2015	672,434,091	43,918,444	268,181,818	149,038,462
2016	587,772,407	41,944,881	239,928,542	140,577,695
2017	744,995,406	50,308,270	284,321,746	155,456,815
2018	716,826,053	41,735,323	300,035,604	165,099,930
2019	740,825,289	41,946,532	273,499,007	123,707,811
2020	588,129,014	22,963,317	369,860,938	244,262,085
2021	907,625,899	69,640,288	527,482,014	341,294,964
2022	705,609,813	49,812,662	420,165,495	270,434,188
2023	567,179,611	9,479,454	333,979,665	229,864,485

Company Performance in South African Rand - ZAR

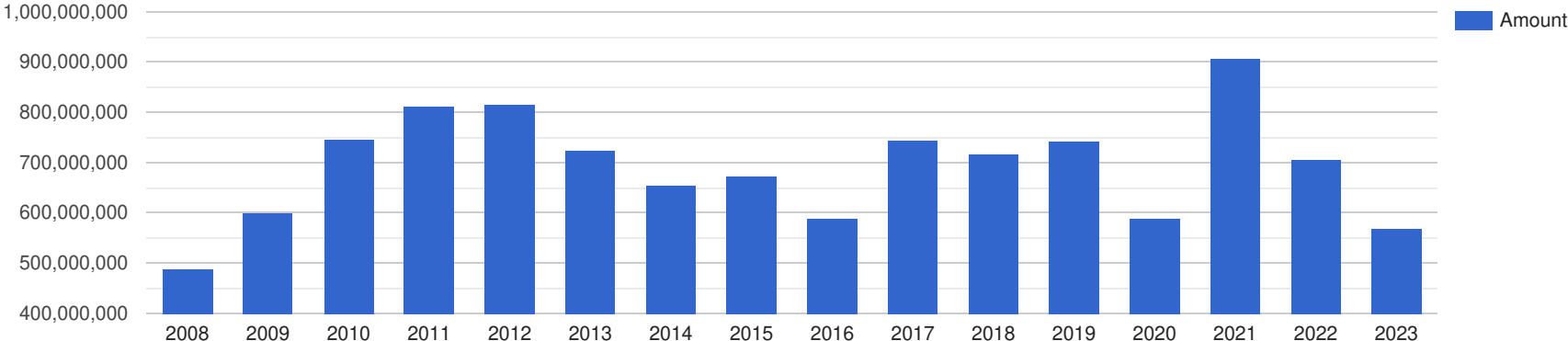
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	4,043,493,000	244,729,000	1,604,765,000	1,099,656,000
2009	5,065,843,000	275,036,000	1,718,396,000	1,090,162,000
2010	5,369,146,000	255,680,000	1,861,261,000	1,111,655,000
2011	5,667,494,000	268,329,000	2,136,536,000	1,298,418,000
2012	6,310,052,000	433,330,000	1,926,068,000	937,986,000
2013	6,376,945,000	352,033,000	2,069,000,000	952,564,000
2014	6,781,274,000	380,489,000	2,616,155,000	1,424,419,000
2015	7,692,646,000	502,427,000	3,068,000,000	1,705,000,000
2016	8,669,643,000	618,687,000	3,538,946,000	2,073,521,000
2017	9,729,640,000	657,026,000	3,713,242,000	2,030,266,000
2018	10,207,603,000	594,311,000	4,272,507,000	2,351,023,000
2019	10,821,235,000	612,713,000	3,995,000,000	1,807,000,000
2020	10,091,000,000	394,000,000	6,346,000,000	4,191,000,000
2021	12,616,000,000	968,000,000	7,332,000,000	4,744,000,000
2022	11,145,107,000	786,791,000	6,636,514,000	4,271,508,000
2023	10,653,000,000	178,047,000	6,272,943,000	4,317,409,000

Company Performance Changes Report

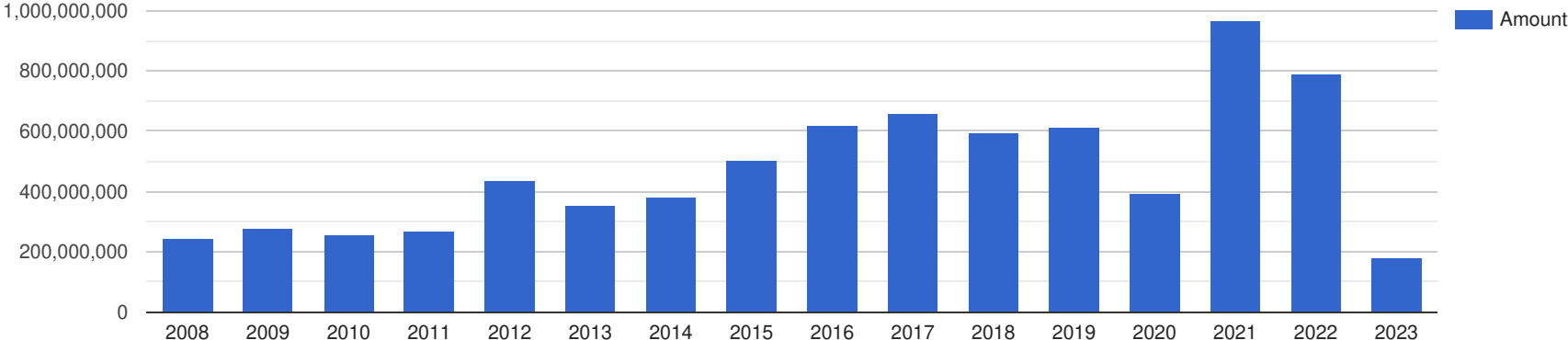
Company Revenue - ZAR



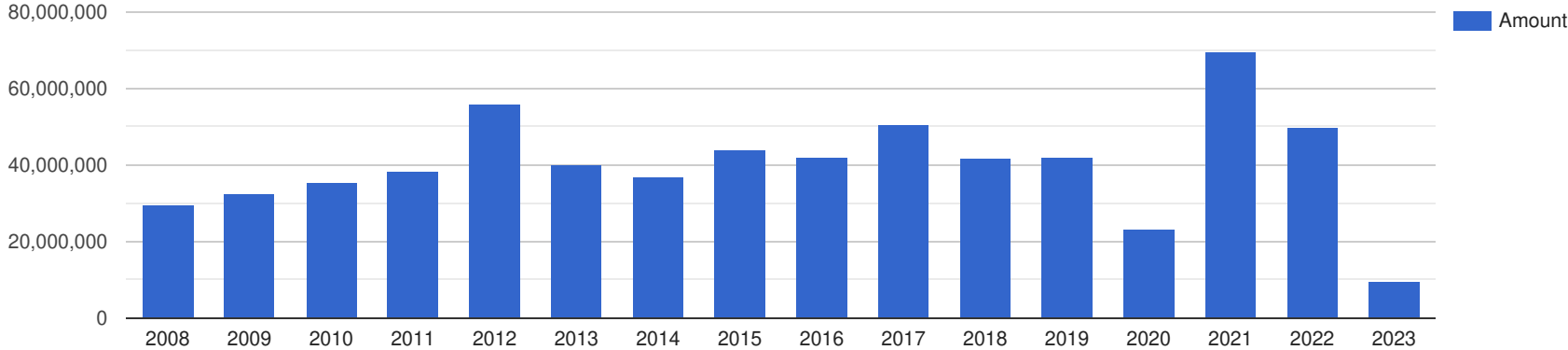
Company Revenue - USD



Company Profit Before Tax - ZAR



Company Profit Before Tax - USD



Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Goldrick	PK	Male	Yes	Yes
2009	Goldrick	PK	Male	Yes	Yes
2010	Goldrick	PK	Male	Yes	Yes
2011	Goldrick	PK	Male	Yes	Yes
2012	Goldrick	PK	Male	No	No
2012	de Jager	WF	Male	Yes	Yes
2013	de Jager	WF	Male	Yes	Yes
2014	de Jager	WF	Male	Yes	Yes
2015	Hickey	Hester Helena	Female	Yes	Yes
2015	de Jager	WF	Male	Yes	Yes
2016	de Jager	WF	Male	Yes	Yes
2017	de Jager	WF	Male	Yes	Yes
2018	de Jager	WF	Male	Yes	Yes
2019	de Jager	WF	Male	Yes	Yes
2020	de Jager	WF	Male	Yes	Yes
2021	de Jager	WF	Male	Yes	Yes
2022	de Jager	WF	Male	Yes	Yes
2023	de Jager	WF	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	244,861	24,184	221,765	0	490,810	0	490,810
2009	263,225	23,887	166,628	0	453,740	0	453,740
2010	289,411	30,193	0	0	319,605	0	319,605
2011	317,908	31,089	268,338	0	617,335	0	617,335
2012	494,710	65,419	336,387	0	896,516	976,645	1,873,161
2013	269,432	49,318	0	0	318,750	0	318,750
2014	244,648	43,298	107,522	0	395,468	232,401	627,869
2015	275,437	37,500	205,857	0	518,794	1,577,622	2,096,416
2016	197,695	22,915	188,949	9,424	418,983	1,412,814	1,831,797
2017	255,283	34,303	29,479	5,513	324,579	0	324,579
2018	275,492	25,000	29,073	16,924	346,489	0	346,489
2019	302,937	52,988	34,846	0	390,772	0	390,772
2020	299,977	45,227	51,521	24,828	421,553	0	421,553
2021	412,915	60,118	447,792	0	920,826	17,762	938,588
2022	390,250	0	44,698	58,689	493,637	159,291	652,928
2023	376,318	35,034	39,666	19,327	470,344	121,499	591,843

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	5	693,833	1,398,307	138,767	279,661
2009	5	775,577	1,336,285	155,115	267,257
2010	5	980,381	1,191,457	196,076	238,291
2011	6	1,104,298	1,905,014	184,050	317,502
2012	5	1,067,742	1,862,323	213,548	372,465
2013	4	823,409	991,250	205,852	247,813
2014	4	746,191	1,163,549	186,548	290,887
2015	4	727,273	1,408,916	181,818	352,229
2016	4	604,068	1,220,407	151,017	305,102
2017	4	780,398	975,881	195,100	243,970
2018	6	855,548	1,082,725	142,591	180,454
2019	5	1,033,888	1,297,323	206,778	259,465
2020	5	959,144	1,301,317	191,829	260,263
2021	5	1,148,353	2,323,817	229,671	464,763
2022	4	1,020,133	1,256,664	255,033	314,166
2023	4	1,008,199	1,227,558	252,050	306,890

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	4	134,099	33,525
2009	4	160,452	40,113
2010	4	229,999	57,500
2011	4	242,407	60,602
2012	5	291,226	58,245
2013	6	232,727	38,788
2014	6	165,284	27,547
2015	6	231,993	38,666
2016	6	165,017	27,503
2017	5	170,291	34,058
2018	6	179,284	29,881
2019	7	206,339	29,477
2020	7	207,891	29,699
2021	6	224,435	37,406
2022	6	323,077	53,846
2023	6	250,666	41,778

CEO Remuneration - ZAR:

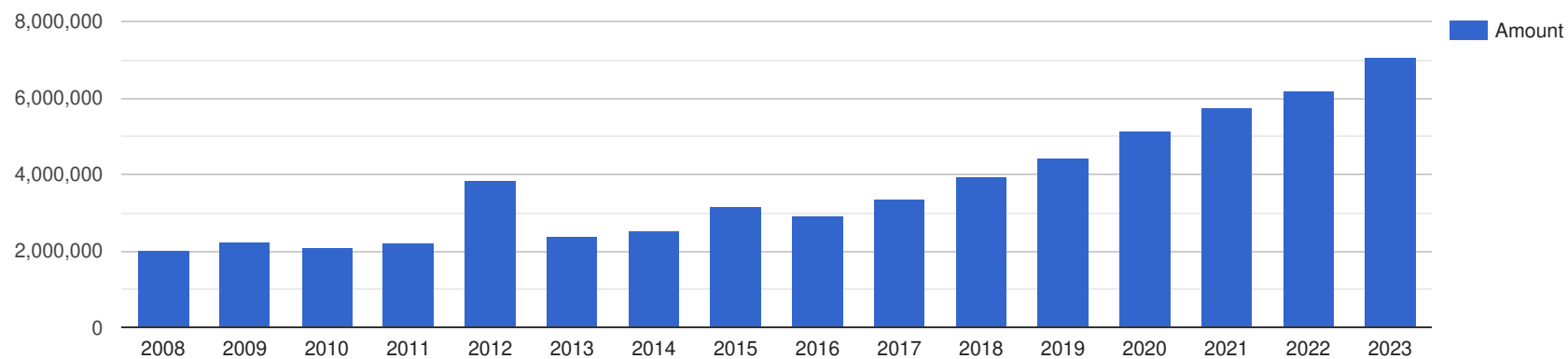
Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	2,025,000	200,000	1,834,000	0	4,059,000	0	4,059,000
2009	2,259,000	205,000	1,430,000	0	3,894,000	0	3,894,000
2010	2,080,000	217,000	0	0	2,297,000	0	2,297,000
2011	2,219,000	217,000	1,873,000	0	4,309,000	0	4,309,000
2012	3,834,000	507,000	2,607,000	0	6,948,000	7,569,000	14,517,000
2013	2,371,000	434,000	0	0	2,805,000	0	2,805,000
2014	2,537,000	449,000	1,115,000	0	4,101,000	2,410,000	6,511,000
2015	3,151,000	429,000	2,355,000	0	5,935,000	18,048,000	23,983,000
2016	2,916,000	338,000	2,787,000	139,000	6,180,000	20,839,000	27,019,000
2017	3,334,000	448,000	385,000	72,000	4,239,000	0	4,239,000
2018	3,923,000	356,000	414,000	241,000	4,934,000	0	4,934,000
2019	4,425,000	774,000	509,000	0	5,708,000	0	5,708,000
2020	5,147,000	776,000	884,000	426,000	7,233,000	0	7,233,000
2021	5,742,000	836,000	6,227,000	0	12,805,000	247,000	13,052,000
2022	6,164,000	0	706,000	927,000	7,797,000	2,516,000	10,313,000
2023	7,068,000	658,000	745,000	363,000	8,834,000	2,282,000	11,116,000

Executive Director Remuneration - ZAR:

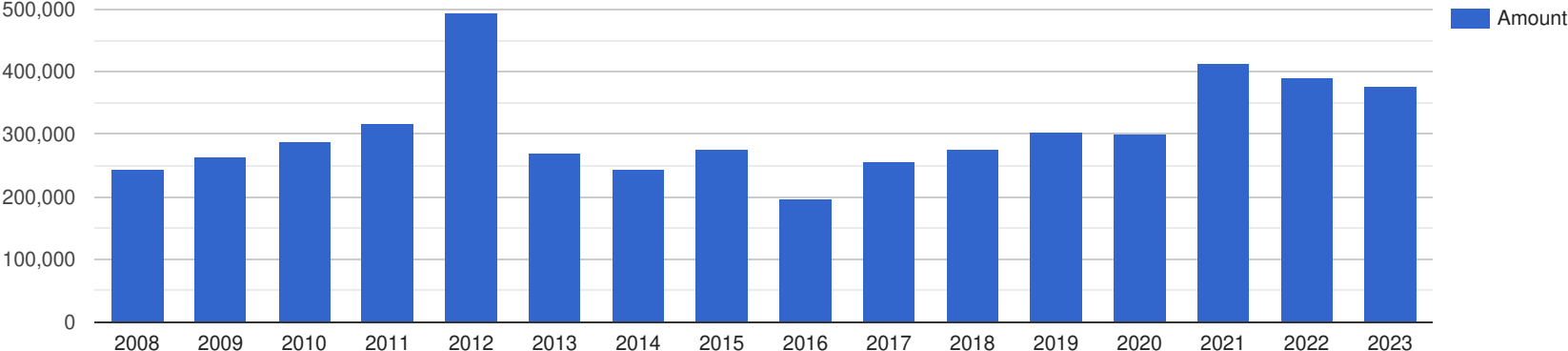
Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	5	5,738,000	11,564,000	1,147,600	2,312,800
2009	5	6,656,000	11,468,000	1,331,200	2,293,600
2010	5	7,046,000	8,563,000	1,409,200	1,712,600
2011	6	7,708,000	13,297,000	1,284,667	2,216,167
2012	5	8,275,000	14,433,000	1,655,000	2,886,600
2013	4	7,246,000	8,723,000	1,811,500	2,180,750
2014	4	7,738,000	12,066,000	1,934,500	3,016,500
2015	4	8,320,000	16,118,000	2,080,000	4,029,500
2016	4	8,910,000	18,001,000	2,227,500	4,500,250
2017	4	10,192,000	12,745,000	2,548,000	3,186,250
2018	6	12,183,000	15,418,000	2,030,500	2,569,667
2019	5	15,102,000	18,950,000	3,020,400	3,790,000
2020	5	16,457,000	22,328,000	3,291,400	4,465,600
2021	5	15,969,000	32,315,000	3,193,800	6,463,000
2022	4	16,113,000	19,849,000	4,028,250	4,962,250
2023	4	18,936,000	23,056,000	4,734,000	5,764,000

Company Directors Fee Changes

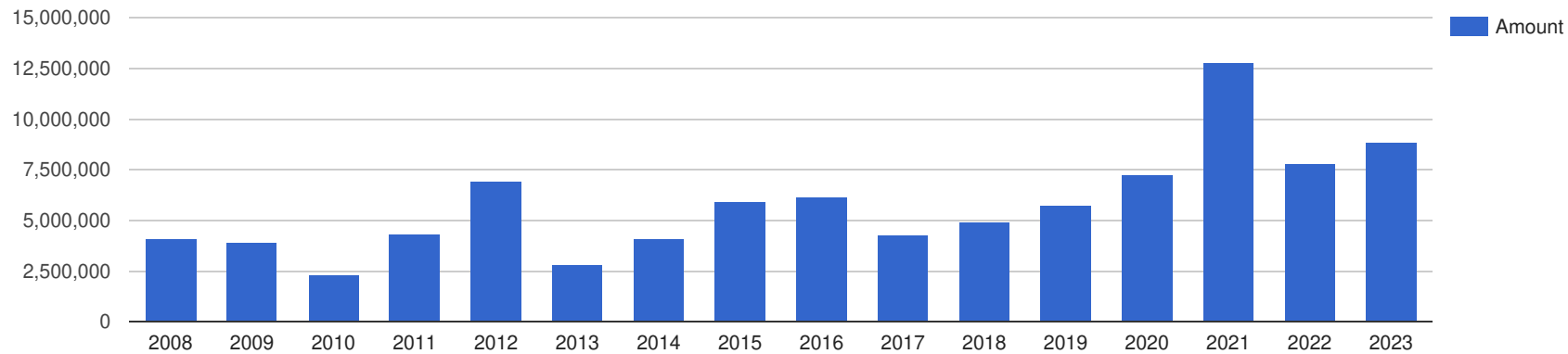
CEO Salary - ZAR



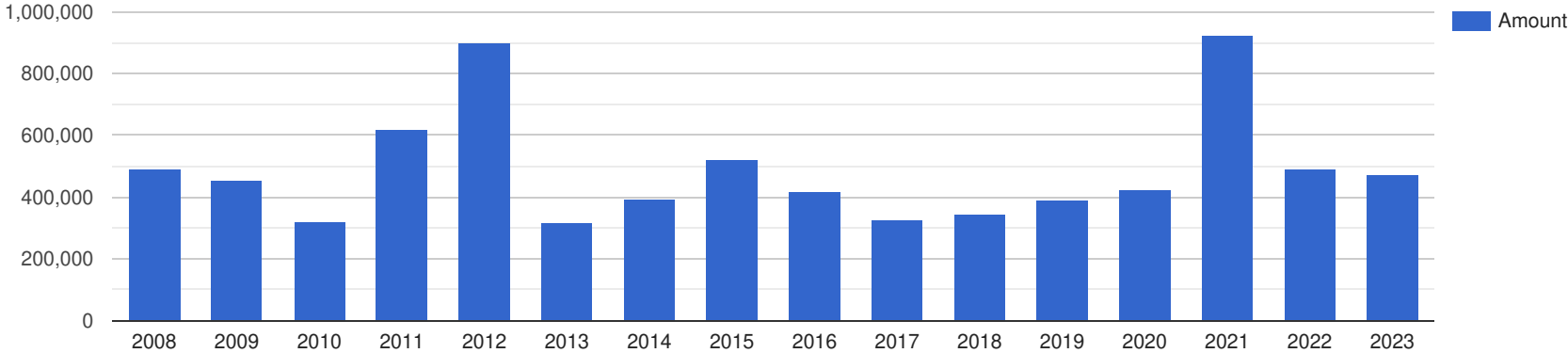
CEO Salary - USD



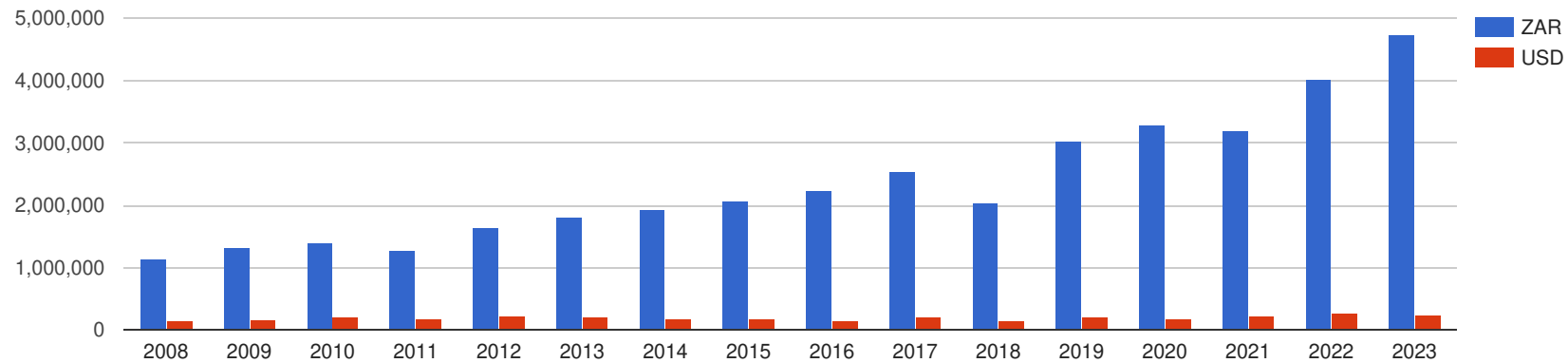
CEO Remuneration - ZAR



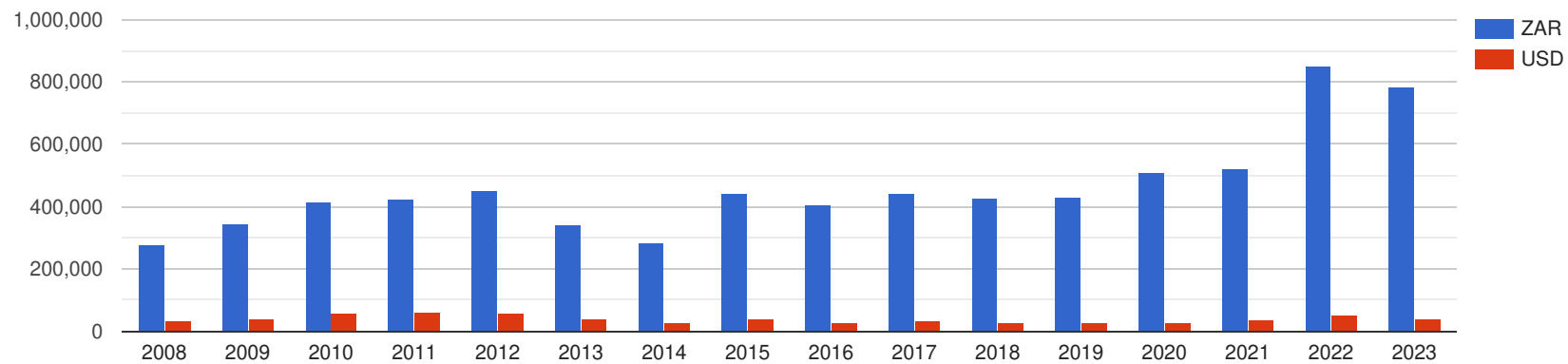
CEO Remuneration - USD



Average Executive Director Salary



Average Non-Executive Director



Company Employees Report

Total Employee Count:

Year End:	No. Employees:	No. Contractors	Total Workforce
2008	0	0	3975
2009	0	0	4633
2010	0	0	4432
2011	0	0	4381
2012	0	0	4453
2013	0	0	4552
2014	0	0	4687
2015	4953	318	5271
2016	0	0	5147
2017	0	317	6365
2018	0	0	6316
2019	6295	0	6295
2020	0	0	6213
2021	0	0	6238
2022	6170	0	6170
2023	6046	0	6046

Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
South Africa	Yes	No	Cashbuild respects the rights of its employees to freedom of association and consequently, no restrictions are placed on union membership. In spite of this, the level of union membership within the Company is less than 10%. As a result, collective bargaining regarding remuneration, working conditions and other relevant issues takes place primarily through the Company’s Employee Forums. For more information regarding the role, function and composition of these Forums, please refer to page 62 under the Corporate Governance section of this report....Although not heavily unionised for the most part, Cashbuild engages unions where necessary to encourage stability regarding labour issues (R&A2013)
Botswana	No	No	0
Lesotho	No	No	0
Swaziland	No	No	0
Namibia	No	No	0
Malawi	No	No	Cashbuild also owns 51% of Roofbuild Trusses.

Total Employee Count:

Country:	Year End:	No. Operations	No. Employees:	No. Contractors:	Total Workforce:	Union(s):	Degree of Unionisation:	Min Wage (Local) Per Month:	Min Wage USD (Per Annum):	Min Wage USD (Per Annum):
South Africa	2014	188	0	0	4144	SACCAWU	0	0	0	No
Botswana	2014	10	0	0	175	0	0	0	0	No
Lesotho	2014	5	0	0	96	0	0	0	0	No
Malawi	2014	2	0	0	31	0	0	0	0	No
Namibia	2014	3	0	0	75	0	0	0	0	No
Swaziland	2014	7	0	0	166	0	0	0	0	No