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 8322	Centurion	Tshwane	0046	0126712700	0	http://www.denel.co.za/	0	2019/03/31	ZAR

GUF Information

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

Sector Information

Sector:	Stock Exchange Listings:	Major Competitors:
Industrial	0	0

Five Major Shareholders

100% Denel SOC Ltd
0%
0%
0%
0%

Company Performance Report

Company Performance in US Dollars - USD

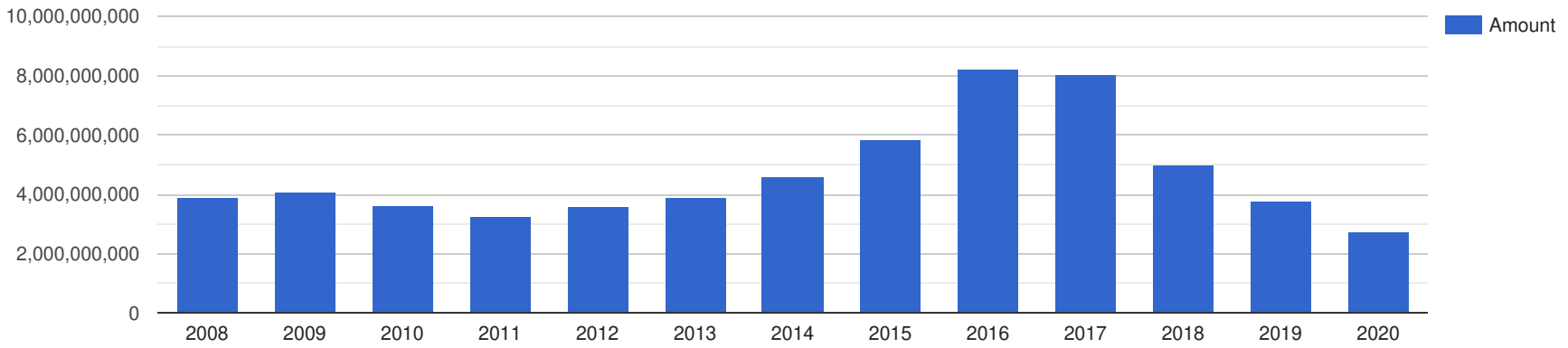
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	470,894,800	-38,246,675	621,559,855	461,039,903
2009	480,035,545	-59,798,578	588,412,322	487,819,905
2010	488,035,690	-30,012,167	683,385,156	596,322,834
2011	452,924,791	15,320,334	701,671,309	610,584,958
2012	480,862,534	6,603,774	760,377,358	666,711,590
2013	460,941,176	9,647,059	797,411,765	624,235,294
2014	454,257,426	18,811,881	800,891,089	4,321,782,178
2015	458,620,690	21,630,094	759,169,279	759,169,279
2016	558,587,916	29,463,680	882,688,391	725,118,805
2017	599,479,167	26,488,095	927,306,548	730,059,524
2018	353,265,479	-123,904,439	783,856,375	718,617,472
2019	261,625,078	-125,182,456	595,051,088	712,796,274
2020	163,826,173	-121,744,037	223,377,497	127,266,942

Company Performance in South African Rand - ZAR

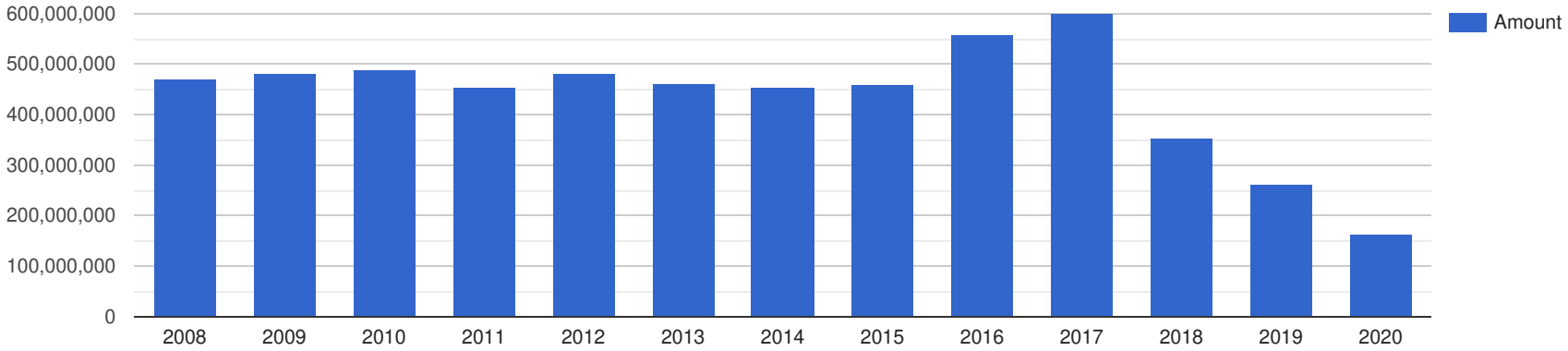
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	3,894,300,000	-316,300,000	5,140,300,000	3,812,800,000
2009	4,051,500,000	-504,700,000	4,966,200,000	4,117,200,000
2010	3,610,000,000	-222,000,000	5,055,000,000	4,411,000,000
2011	3,252,000,000	110,000,000	5,038,000,000	4,384,000,000
2012	3,568,000,000	49,000,000	5,642,000,000	4,947,000,000
2013	3,918,000,000	82,000,000	6,778,000,000	5,306,000,000
2014	4,588,000,000	190,000,000	8,089,000,000	43,650,000,000
2015	5,852,000,000	276,000,000	9,687,000,000	9,687,000,000
2016	8,228,000,000	434,000,000	13,002,000,000	10,681,000,000
2017	8,057,000,000	356,000,000	12,463,000,000	9,812,000,000
2018	4,998,000,000	-1,753,000,000	11,090,000,000	10,167,000,000
2019	3,764,000,000	-1,801,000,000	8,561,000,000	10,255,000,000
2020	2,729,000,000	-2,028,000,000	3,721,000,000	2,120,000,000

Company Performance Changes Report

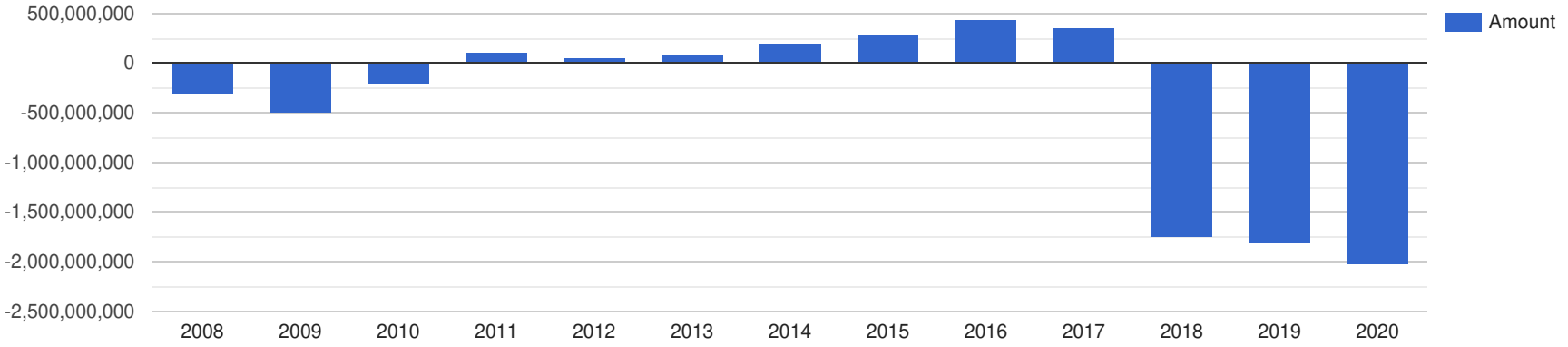
Company Revenue - ZAR



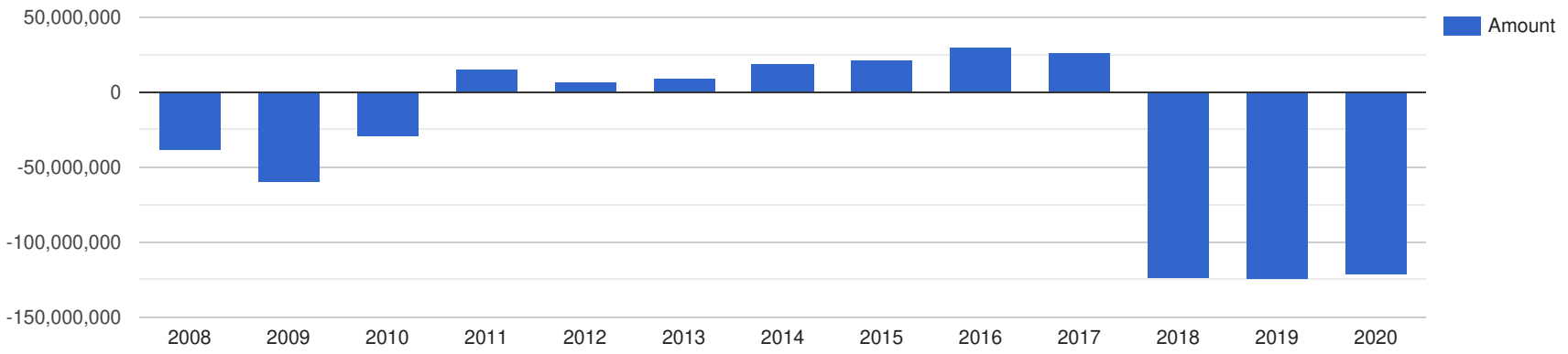
Company Revenue - USD



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	Liebenberg	Shaun	Male	Yes	Yes
2009	Sadik	MT	Male	Yes	No
2009	Liebenberg	Shaun	Male	No	No
2010	Sadik	MT	Male	Yes	Yes
2011	Sadik	MT	Male	Yes	Yes
2012	Sadik	MT	Male	No	No
2012	Saloojee	Riaz	Male	No	No
2013	Saloojee	Riaz	Male	Yes	Yes
2014	Saloojee	Riaz	Male	Yes	Yes
2015	Saloojee	Riaz	Male	Yes	Yes
2016	Saloojee	Riaz	Male	No	No
2016	Ntshepe	Zwalakhe	Male	No	No
2017	Saloojee	Riaz	Male	No	No
2017	Ntshepe	Zwalakhe	Male	Yes	Yes
2018	Ntshepe	Zwalakhe	Male	No	No
2019	Ntshepe	Zwalakhe	Male	Yes	Yes
2019	Du Toit	Daniel	Male	No	No
2020	Du Toit	Daniel	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	412,938	101,814	495,163	0	1,009,915	0	1,009,915
2009	388,371	136,914	192,612	0	717,898	0	717,898
2010	415,574	103,691	241,314	0	760,579	0	760,579
2011	449,718	111,299	262,288	0	823,305	0	823,305
2012	565,229	60,647	284,771	0	910,647	0	910,647
2013	395,882	49,294	222,588	0	667,765	0	667,765
2014	349,109	44,158	196,733	0	590,000	0	590,000
2015	290,282	37,304	163,480	0	491,066	0	491,066
2016	454,650	53,700	84,589	0	592,940	0	592,940
2017	447,321	22,321	109,375	226,637	805,655	0	805,655
2018	196,282	23,466	0	28,555	248,304	0	248,304
2019	111,629	0	27,386	147,633	286,648	0	286,648
2020	246,968	7,744	8,945	36,499	300,156	0	300,156

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	2	656,469	1,451,270	328,235	725,635
2009	3	518,178	943,719	172,726	314,573
2010	2	750,710	1,341,625	375,355	670,812
2011	2	808,631	1,445,589	404,316	722,795
2012	3	941,105	1,542,588	313,702	514,196
2013	2	728,235	1,224,588	364,118	612,294
2014	2	642,871	1,082,475	321,436	541,238
2015	2	535,580	894,279	267,790	447,139
2016	4	782,349	1,051,799	195,587	262,950
2017	4	739,807	1,947,098	184,952	486,775
2018	2	406,701	512,440	203,350	256,220
2019	3	232,988	437,895	77,663	145,965
2020	2	338,216	418,418	169,108	209,209

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	10	138,936	13,894
2009	13	289,793	22,292
2010	12	370,691	30,891
2011	13	354,735	27,287
2012	17	586,388	34,493
2013	14	611,882	43,706
2014	13	335,545	25,811
2015	13	207,445	15,957
2016	19	260,353	13,703
2017	9	219,494	24,388
2018	7	32,429,601	4,632,800
2019	14	485,299	34,664
2020	12	416,797	34,733

CEO Remuneration - ZAR:

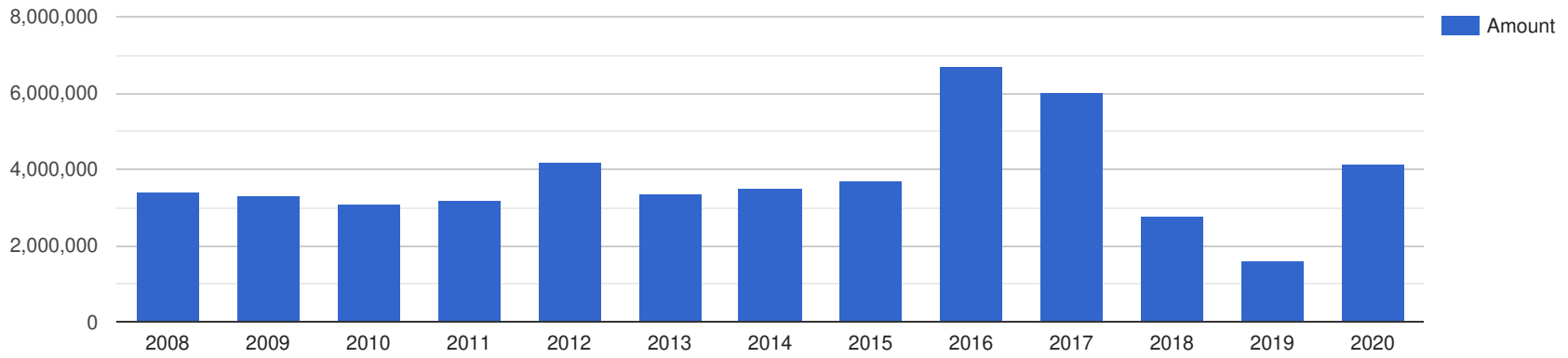
Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	3,415,000	842,000	4,095,000	0	8,352,000	0	8,352,000
2009	3,333,000	1,175,000	1,653,000	0	6,161,000	0	6,161,000
2010	3,074,000	767,000	1,785,000	0	5,626,000	0	5,626,000
2011	3,184,000	788,000	1,857,000	0	5,829,000	0	5,829,000
2012	4,194,000	450,000	2,113,000	0	6,757,000	0	6,757,000
2013	3,365,000	419,000	1,892,000	0	5,676,000	0	5,676,000
2014	3,526,000	446,000	1,987,000	0	5,959,000	0	5,959,000
2015	3,704,000	476,000	2,086,000	0	6,266,000	0	6,266,000
2016	6,697,000	791,000	1,246,000	0	8,734,000	0	8,734,000
2017	6,012,000	300,000	1,470,000	3,046,000	10,828,000	0	10,828,000
2018	2,777,000	332,000	0	404,000	3,513,000	0	3,513,000
2019	1,606,000	0	394,000	2,124,000	4,124,000	0	4,124,000
2020	4,114,000	129,000	149,000	608,000	5,000,000	0	5,000,000

Executive Director Remuneration - ZAR:

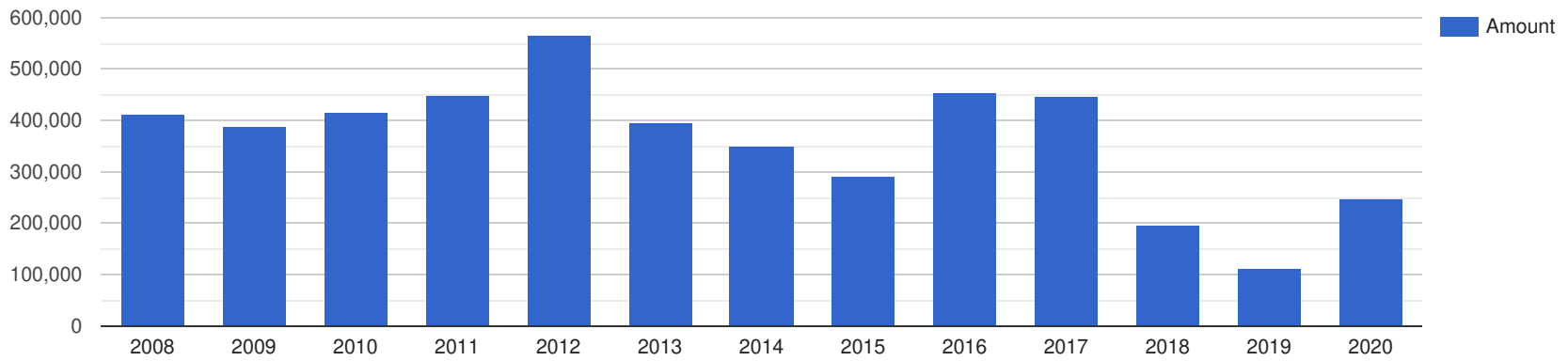
Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	2	5,429,000	12,002,000	2,714,500	6,001,000
2009	3	4,447,000	8,099,000	1,482,333	2,699,667
2010	2	5,553,000	9,924,000	2,776,500	4,962,000
2011	2	5,761,000	10,297,000	2,880,500	5,148,500
2012	3	6,983,000	11,446,000	2,327,667	3,815,333
2013	2	6,190,000	10,409,000	3,095,000	5,204,500
2014	2	6,493,000	10,933,000	3,246,500	5,466,500
2015	2	6,834,000	11,411,000	3,417,000	5,705,500
2016	4	11,524,000	15,493,000	2,881,000	3,873,250
2017	4	9,943,000	26,169,000	2,485,750	6,542,250
2018	2	5,754,000	7,250,000	2,877,000	3,625,000
2019	3	3,352,000	6,300,000	1,117,333	2,100,000
2020	2	5,634,000	6,970,000	2,817,000	3,485,000

Company Directors Fee Changes

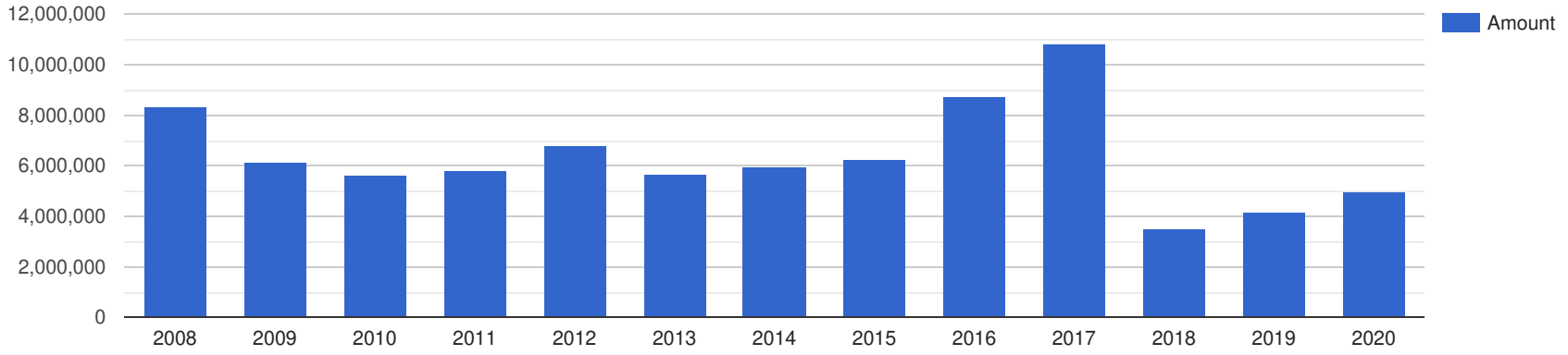
CEO Salary - ZAR



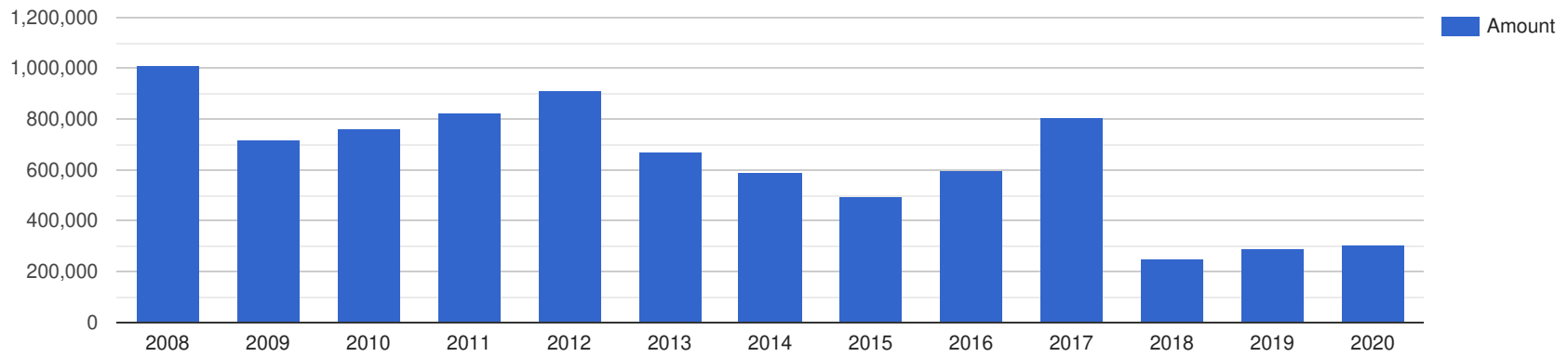
CEO Salary - USD



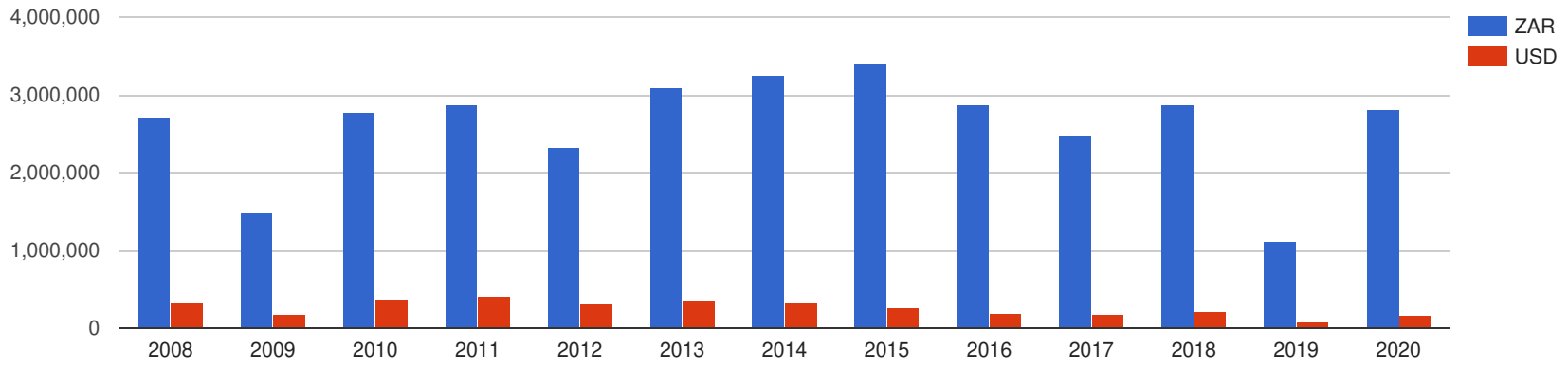
CEO Remuneration - ZAR



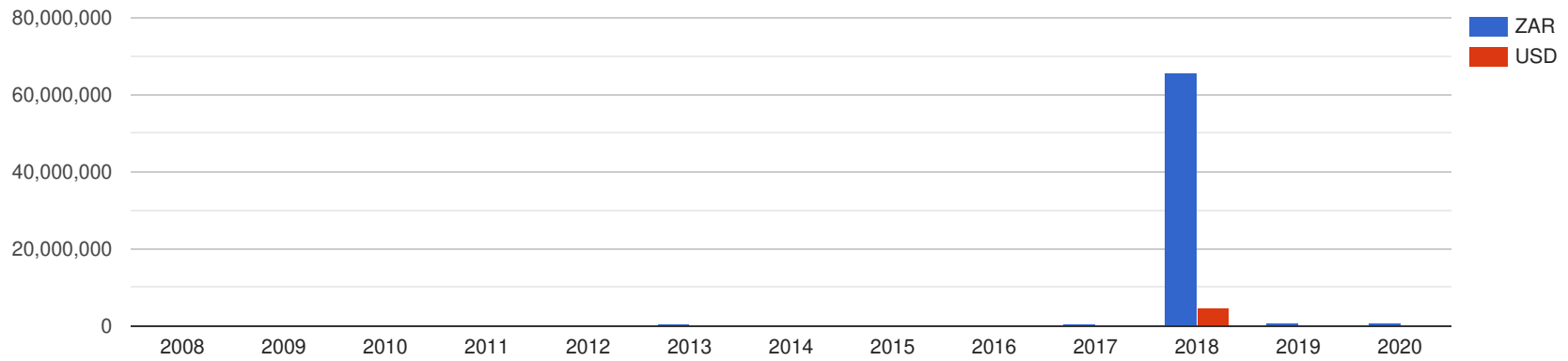
CEO Remuneration - USD



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	5296
2009	0	0	5067
2010	0	0	5090
2011	0	0	4716
2012	0	0	4716
2013	0	0	4219
2014	0	0	6555
2015	0	0	6931
2016	5114	0	7164
2017	0	0	4941
2018	0	0	4629
2019	3968	0	3968
2020	3137	0	3137

Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
South Africa	Yes	No	0
South Africa	No	No	Rheinmetall Denel Munition (pty) Ltd is a Joint Venter between Rheinmetall Waffe Munition GmbH (51%) of Germany and Denel (Pty) Ltd. The Head office is in South Africa
South Africa	No	No	Turbomeca Africa (pty) Ltd is a subdiary of SAFRAN, and 49% is owned by Denel
South Africa	No	No	Cassadian Optronics pty(ltd) is an associate of Denel owned 30%
South Africa	No	No	Tawazun Dynamics is a joint-venture created byTawazun and Denel.

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	0	0	0	0	NUMSA Solidarity UASA	0.580	0	0	No
Germany	2013	0	0	0	0	0	0	0	0	No