# 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 | Block B Longkloof Studios | Darters Road, Gardens | Cape Town | 8001 | +27 (0)214817560 | info@hci.co.za | http://www.hcico.za | 1973/01/01 | 2018/03/31 | ZAR |

**GUF Information**

| GUF in this sector: | Signed an IFA: | IFA signing Date: |
|---|---|---|
| ITF, UNI | No | 0 |

**Sector Information**

| Sector: | Stock Exchange Listings: | Major Competitors: |
|---|---|---|
| Diversified Holdings | Johannesburg Stock Exchange (JSE) | 0 |

**Five Major Shareholders**

| | |
|---|---|
| **32%** | Southern African Clothing and Textile Workers Union and associated entities |
| **7%** | Ronaldgate (Pty) Ltd |
| **0%** | |
| **0%** | |
| **0%** | |

# Company Performance Report

**Company Performance in US Dollars - USD**

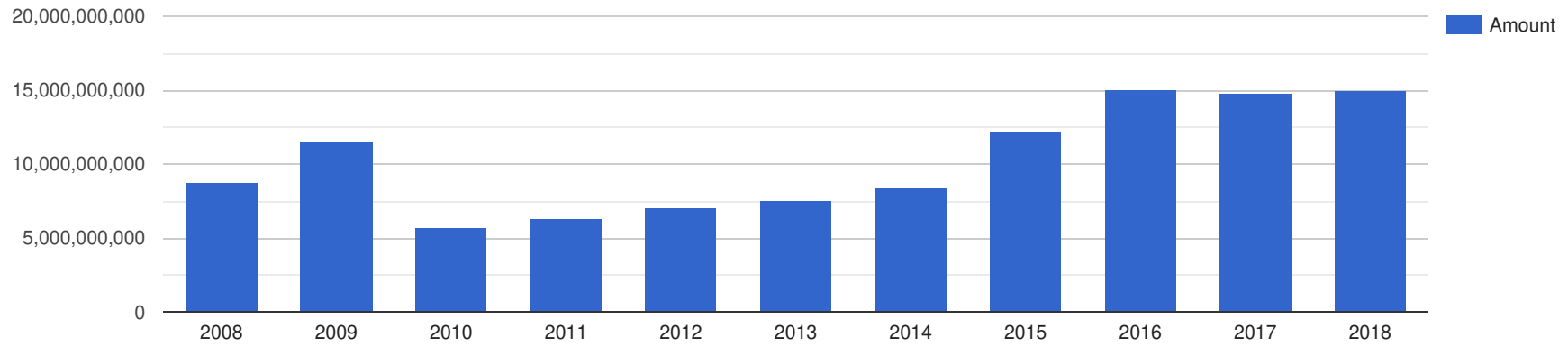
| Year End: | Revenue: | Profit Before Tax: | Assets: | Liabilities: |
|---|---|---|---|---|
| 2008 | 1,066,493,229 | 325,541,838 | 1,945,952,358 | 737,219,710 |
| 2009 | 1,365,893,720 | 313,447,986 | 2,138,464,573 | 1,235,629,858 |
| 2010 | 773,576,585 | 107,916,588 | 2,551,091,524 | 1,416,987,022 |
| 2011 | 880,193,593 | 131,175,766 | 2,209,451,253 | 643,613,928 |
| 2012 | 955,832,480 | 259,392,183 | 2,312,087,871 | 581,383,288 |
| 2013 | 885,195,529 | 223,541,294 | 2,376,952,471 | 609,522,118 |
| 2014 | 829,990,594 | 176,841,287 | 1,668,500,792 | 766,809,604 |
| 2015 | 1,099,638,336 | 502,712,477 | 4,402,112,297 | 2,335,020,886 |
| 2016 | 1,022,020,231 | 230,991,853 | 4,386,164,969 | 2,149,655,601 |
| 2017 | 1,103,397,098 | 356,865,030 | 5,248,196,652 | 2,560,402,381 |
| 2018 | 1,268,917,727 | 213,739,186 | 5,964,564,292 | 2,939,881,934 |

**Company Performance in South African Rand - ZAR**

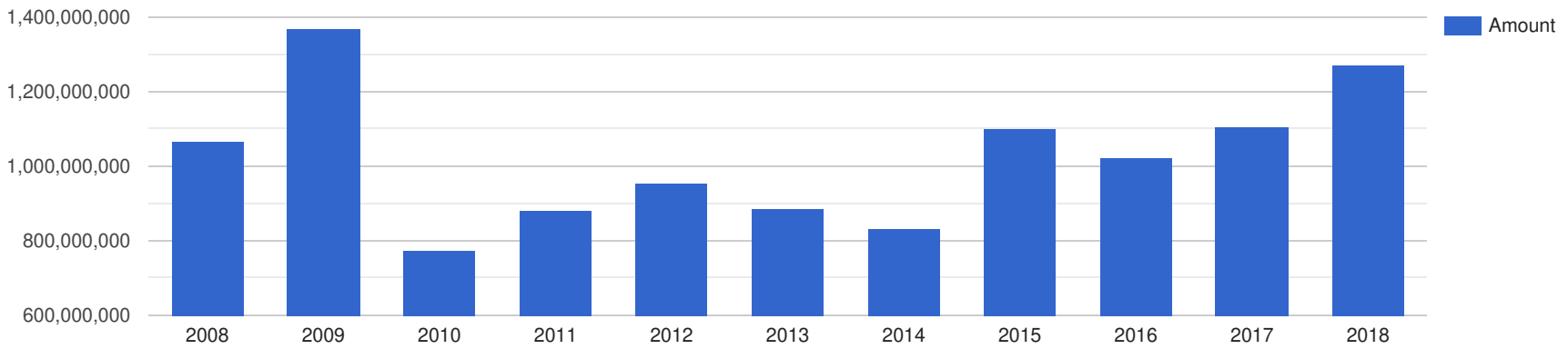
| Year End: | Revenue: | Profit Before Tax: | Assets: | Liabilities: |
|---|---|---|---|---|
| 2008 | 8,819,899,000 | 2,692,231,000 | 16,093,026,000 | 6,096,807,000 |
| 2009 | 11,528,143,000 | 2,645,501,000 | 18,048,641,000 | 10,428,716,000 |
| 2010 | 5,722,146,000 | 798,259,000 | 18,870,424,000 | 10,481,453,000 |
| 2011 | 6,319,790,000 | 941,842,000 | 15,863,860,000 | 4,621,148,000 |
| 2012 | 7,092,277,000 | 1,924,690,000 | 17,155,692,000 | 4,313,864,000 |
| 2013 | 7,524,162,000 | 1,900,101,000 | 20,204,096,000 | 5,180,938,000 |
| 2014 | 8,382,905,000 | 1,786,097,000 | 16,851,858,000 | 7,744,777,000 |
| 2015 | 12,162,000,000 | 5,560,000,000 | 48,687,362,000 | 25,825,331,000 |
| 2016 | 15,054,358,000 | 3,402,510,000 | 64,608,210,000 | 31,664,427,000 |
| 2017 | 14,829,657,000 | 4,796,266,000 | 70,535,763,000 | 34,411,808,000 |
| 2018 | 14,960,540,000 | 2,519,985,000 | 70,322,213,000 | 34,661,208,000 |

# Company Performance Changes Report

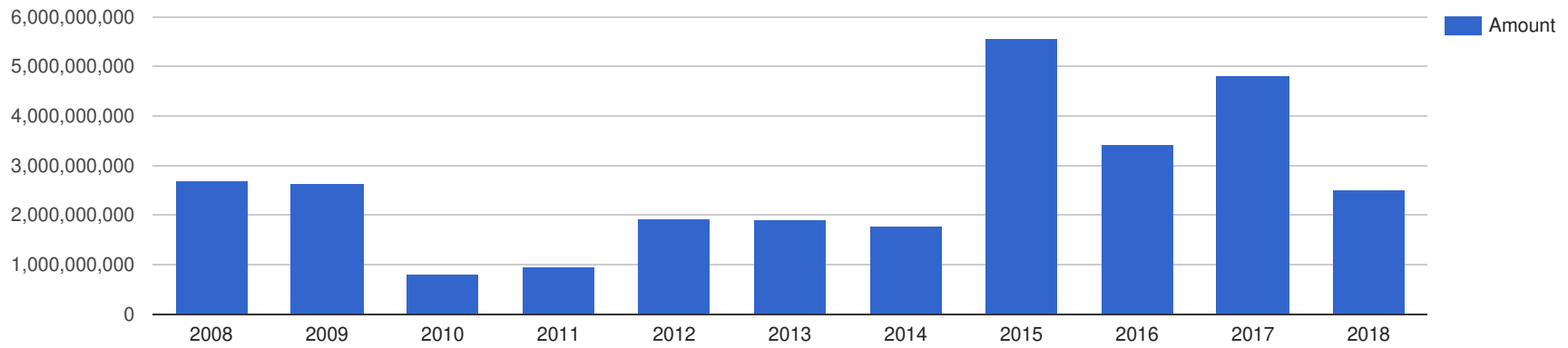
**Company Revenue - ZAR**



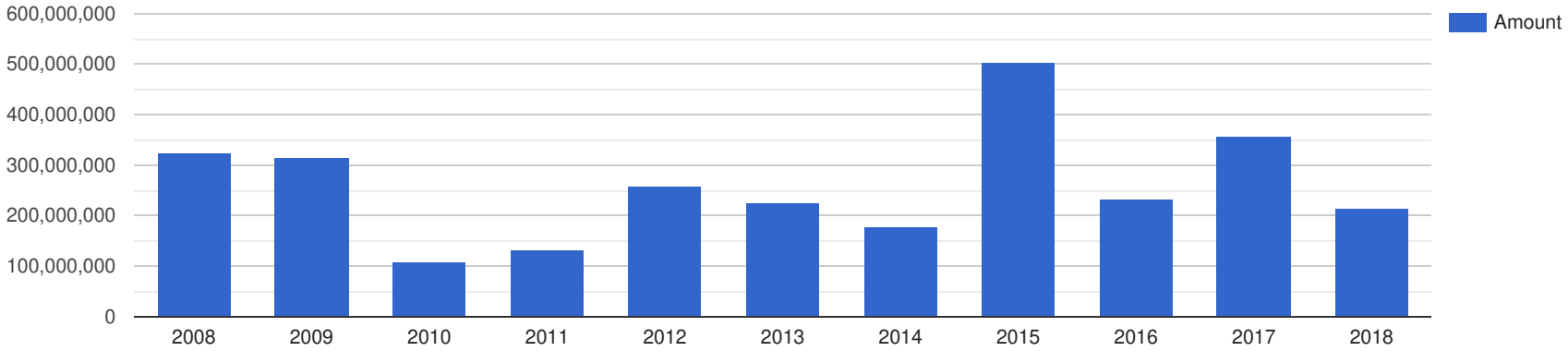
**Company Revenue - USD**



**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 | Copelyn | John | Male | Yes | Yes |
| 2009 | Copelyn | John | Male | Yes | Yes |
| 2010 | Copelyn | John | Male | Yes | Yes |
| 2011 | Copelyn | John | Male | Yes | Yes |
| 2012 | Copelyn | John | Male | Yes | Yes |
| 2013 | Copelyn | John | Male | Yes | Yes |
| 2014 | Copelyn | John | Male | Yes | Yes |
| 2014 | Copelyn | John | Male | Yes | Yes |
| 2015 | Copelyn | John | Male | Yes | Yes |
| 2016 | Copelyn | John | Male | Yes | Yes |
| 2017 | Copelyn | John | Male | Yes | Yes |
| 2018 | Copelyn | John | Male | Yes | Yes |
| 2019 | Copelyn | John | Male | Yes | Yes |
| 2020 | Copelyn | John | Male | Yes | Yes |

**CEO Remuneration - USD:**

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|---|---|---|---|---|---|---|---|
| 2008 | 436,034 | 0 | 217,654 | 0 | 653,688 | 41,112 | 694,800 |
| 2009 | 461,431 | 0 | 86,577 | 0 | 548,007 | 52,901 | 600,909 |
| 2010 | 588,887 | 0 | 441,666 | 0 | 1,030,553 | 246,722 | 1,277,275 |
| 2011 | 646,518 | 0 | 436,072 | 0 | 1,082,591 | 458,357 | 1,540,947 |
| 2012 | 652,156 | 0 | 489,084 | 0 | 1,141,240 | 394,609 | 1,535,849 |
| 2013 | 606,353 | 128,353 | 453,882 | 0 | 1,188,588 | 433,176 | 1,621,765 |
| 2014 | 1,060,572 | 277,538 | 697,584 | 0 | 2,035,694 | 316,184 | 2,351,878 |
| 2015 | 521,067 | 0 | 293,128 | 126,944 | 941,139 | 316,184 | 1,257,324 |
| 2016 | 415,071 | 0 | 186,762 | 59,538 | 661,371 | 236,796 | 898,167 |
| 2017 | 483,110 | 0 | 362,351 | 61,979 | 907,440 | 282,961 | 1,190,402 |
| 2018 | 592,027 | 0 | 333,079 | 69,211 | 994,317 | 343,596 | 1,337,913 |
| 2019 | 509,488 | 13,762 | 248,349 | 0 | 771,599 | 299,576 | 1,071,175 |
| 2020 | 462,000 | 0 | 0 | 0 | 462,000 | 323,988 | 785,989 |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|---|---|---|---|---|---|
| 2008 | 5 | 1,586,820 | 2,664,571 | 317,364 | 532,914 |
| 2009 | 5 | 1,684,456 | 2,393,032 | 336,891 | 478,606 |
| 2010 | 6 | 1,644,721 | 2,888,874 | 274,120 | 481,479 |
| 2011 | 3 | 1,589,554 | 2,635,237 | 529,851 | 878,412 |
| 2012 | 3 | 1,551,348 | 2,690,027 | 517,116 | 896,676 |
| 2013 | 3 | 1,427,176 | 2,779,882 | 475,725 | 926,627 |
| 2014 | 5 | 1,853,879 | 3,602,664 | 370,776 | 720,533 |
| 2015 | 4 | 1,365,552 | 2,943,942 | 341,388 | 735,986 |
| 2016 | 3 | 845,621 | 1,252,410 | 281,874 | 417,470 |
| 2017 | 3 | 984,226 | 1,740,104 | 328,075 | 580,035 |
| 2018 | 3 | 1,090,755 | 1,772,095 | 363,585 | 590,698 |
| 2019 | 3 | 905,331 | 1,339,334 | 301,777 | 446,445 |
| 2020 | 4 | 1,058,771 | 1,058,771 | 264,693 | 264,693 |

**Non-Executive Director Remuneration - USD:**

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|---|---|---|---|
| 2008 | 6 | 116,082 | 19,347 |
| 2009 | 7 | 130,506 | 18,644 |
| 2010 | 7 | 185,616 | 26,517 |
| 2011 | 7 | 211,699 | 30,243 |
| 2012 | 7 | 223,046 | 31,864 |
| 2013 | 7 | 223,650 | 31,950 |
| 2014 | 7 | 211,584 | 30,226 |
| 2015 | 8 | 308,228 | 38,528 |
| 2016 | 8 | 225,730 | 32,247 |
| 2017 | 7 | 279,018 | 39,860 |
| 2018 | 7 | 434,860 | 62,123 |
| 2019 | 7 | 376,590 | 53,799 |
| 2020 | 9 | 355,265 | 39,474 |

**CEO Remuneration - ZAR:**

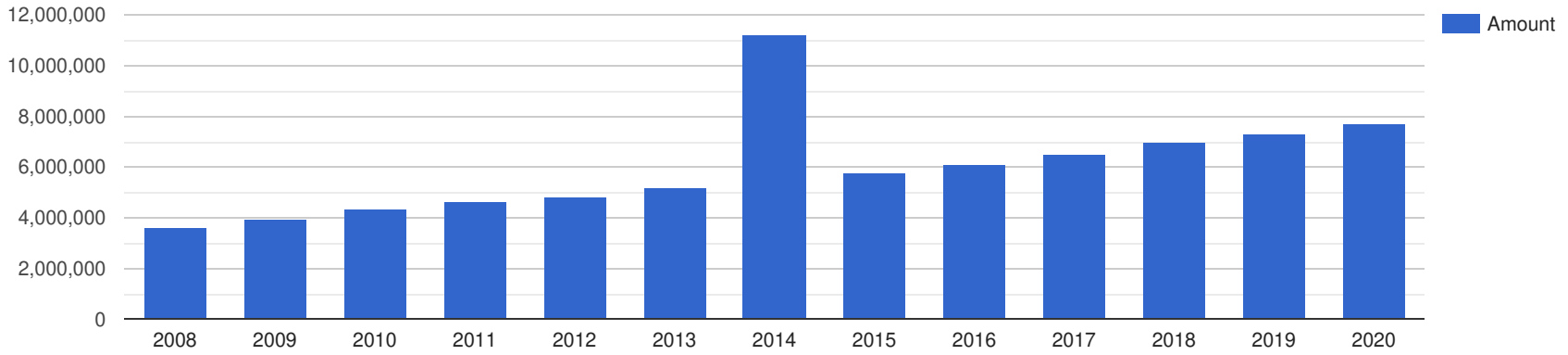
| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|---|---|---|---|---|---|---|---|
| 2008 | 3,606,000 | 0 | 1,800,000 | 0 | 5,406,000 | 340,000 | 5,746,000 |
| 2009 | 3,960,000 | 0 | 743,000 | 0 | 4,703,000 | 454,000 | 5,157,000 |
| 2010 | 4,356,000 | 0 | 3,267,000 | 0 | 7,623,000 | 1,825,000 | 9,448,000 |
| 2011 | 4,642,000 | 0 | 3,131,000 | 0 | 7,773,000 | 3,291,000 | 11,064,000 |
| 2012 | 4,839,000 | 0 | 3,629,000 | 0 | 8,468,000 | 2,928,000 | 11,396,000 |
| 2013 | 5,154,000 | 1,091,000 | 3,858,000 | 0 | 10,103,000 | 3,682,000 | 13,785,000 |
| 2014 | 11,212,000 | 2,925,000 | 7,327,000 | 0 | 21,464,000 | 3,497,000 | 24,961,000 |
| 2015 | 5,763,000 | 0 | 3,242,000 | 1,404,000 | 10,409,000 | 3,497,000 | 13,906,000 |
| 2016 | 6,114,000 | 0 | 2,751,000 | 877,000 | 9,742,000 | 3,488,000 | 13,230,000 |
| 2017 | 6,493,000 | 0 | 4,870,000 | 833,000 | 12,196,000 | 3,803,000 | 15,999,000 |
| 2018 | 6,980,000 | 0 | 3,927,000 | 816,000 | 11,723,000 | 4,051,000 | 15,774,000 |
| 2019 | 7,330,000 | 198,000 | 3,573,000 | 0 | 11,101,000 | 4,310,000 | 15,411,000 |
| 2020 | 7,696,000 | 0 | 0 | 0 | 7,696,000 | 5,397,000 | 13,093,000 |

**Executive Director Remuneration - ZAR:**

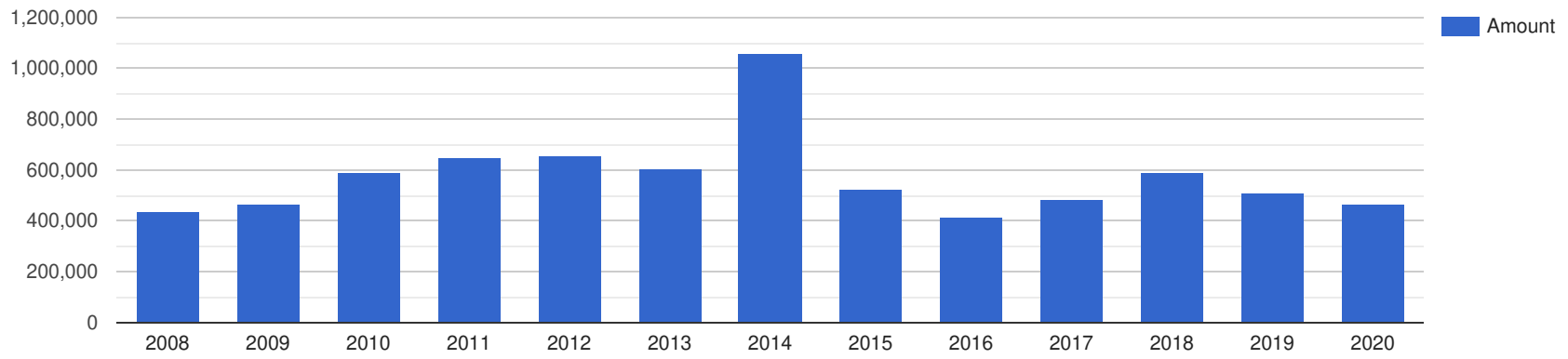
| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|---|---|---|---|---|---|
| 2008 | 5 | 13,123,000 | 22,036,000 | 2,624,600 | 4,407,200 |
| 2009 | 5 | 14,456,000 | 20,537,000 | 2,891,200 | 4,107,400 |
| 2010 | 6 | 12,166,000 | 21,369,000 | 2,027,667 | 3,561,500 |
| 2011 | 3 | 11,413,000 | 18,921,000 | 3,804,333 | 6,307,000 |
| 2012 | 3 | 11,511,000 | 19,960,000 | 3,837,000 | 6,653,333 |
| 2013 | 3 | 12,131,000 | 23,629,000 | 4,043,667 | 7,876,333 |
| 2014 | 5 | 19,224,400 | 37,290,400 | 3,844,880 | 7,458,080 |
| 2015 | 4 | 15,103,000 | 32,560,000 | 3,775,750 | 8,140,000 |
| 2016 | 3 | 12,456,000 | 18,448,000 | 4,152,000 | 6,149,333 |
| 2017 | 3 | 13,228,000 | 23,387,000 | 4,409,333 | 7,795,667 |
| 2018 | 3 | 12,860,000 | 20,893,000 | 4,286,667 | 6,964,333 |
| 2019 | 3 | 13,025,000 | 19,269,000 | 4,341,667 | 6,423,000 |
| 2020 | 4 | 17,637,000 | 17,637,000 | 4,409,250 | 4,409,250 |

# Company Directors Fee Changes

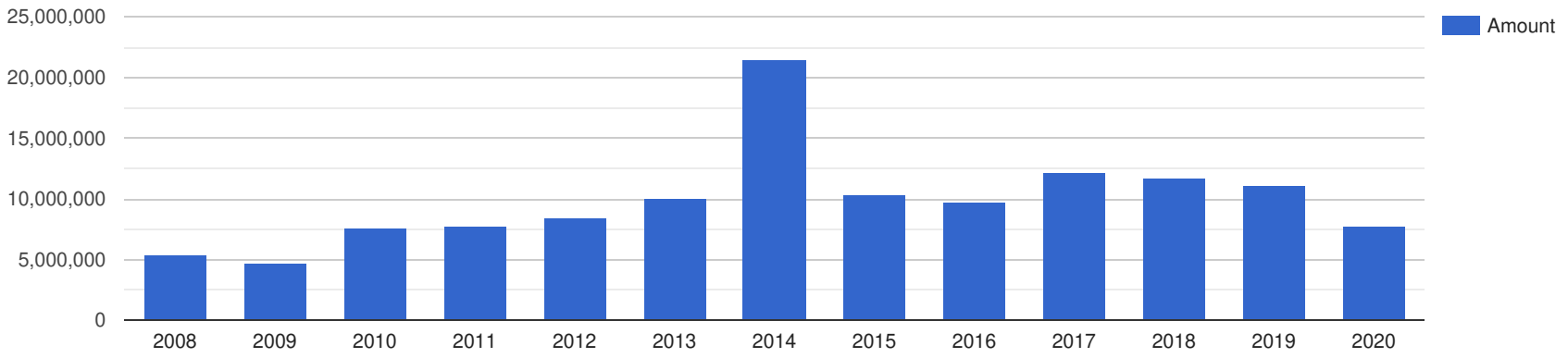
**CEO Salary - ZAR**



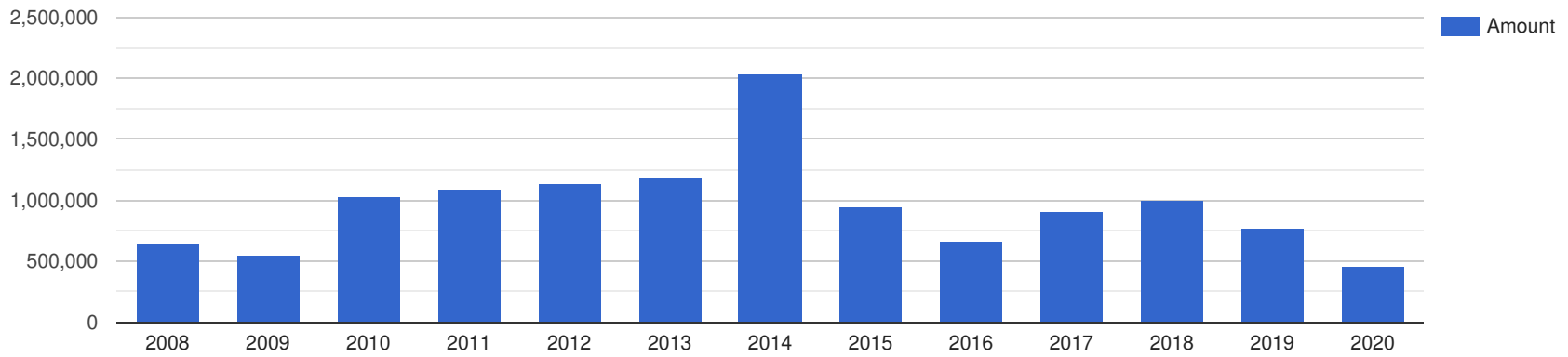
**CEO Salary - USD**



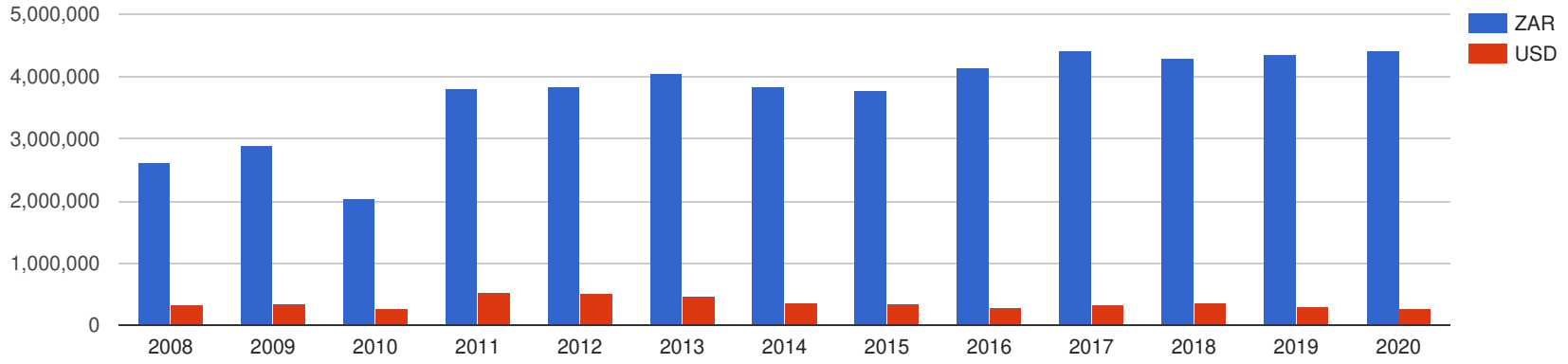
**CEO Remuneration - ZAR**



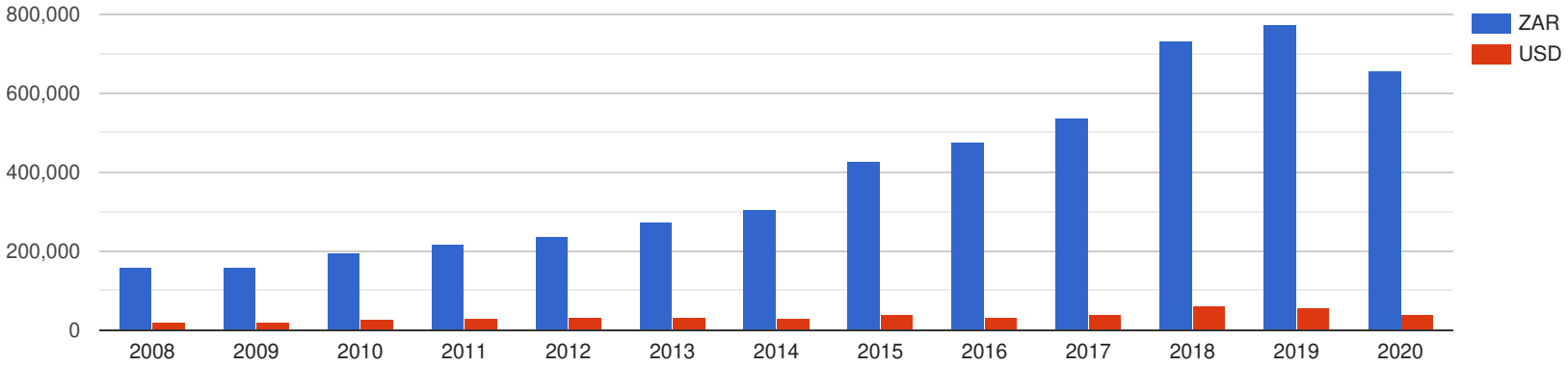
**CEO Remuneration - USD**



**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 | 0 |
| 2009 | 0 | 0 | 0 |
| 2010 | 0 | 0 | 2835 |
| 2011 | 0 | 0 | 3098 |
| 2012 | 0 | 0 | 0 |
| 2013 | 0 | 0 | 0 |
| 2014 | 0 | 0 | 0 |
| 2015 | 0 | 0 | 0 |
| 2016 | 0 | 0 | 0 |
| 2017 | 0 | 0 | 0 |
| 2018 | 0 | 0 | 0 |

**Countries of Operation:**

| Country of Operation: | Is This the Home Country? | Is There a Recognition Agreement? | Country notes |
|---|---|---|---|
| South Africa | Yes | No | The level of trade union activity and the existence of formal collective bargaining arrangements vary from subsidiary to subsidiary, with between 10% and 90% of employees in the different subsidiaries being covered by collective bargaining agreements. |
| Australia | No | No | the Company has shares in Tsogo sun, Vukani gaming corporation; Galaxy Bingo; Sabido; Golden Arrows Bus service; Montauk Energy Capital; Seardel Investment Corporation; KWV Holdings; Formex Industries; Syntell; HCI Coal; Limtech HCI Australia, BSG Africa and Three Blind Mice Communication. These companies have operations across the world. |

**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 | 0 | 0 | 0 | 0 | No |
| Australia | 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |