

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 6077	Parow East	Cape Town	7501	+27 21 929-4780	info@invictaholdings.co.za	http://www.invictaholdings.co.za	1966/01/01	2023/03/31	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

Five Major Shareholders

42% Titan Premier Investments (Pty) Ltd
6% Coronation Fund Managers
5% Foord Asset Management
3% Sades Holdings (Pty) Ltd
3%

PSG

Company Performance Report

Company Performance in US Dollars - USD

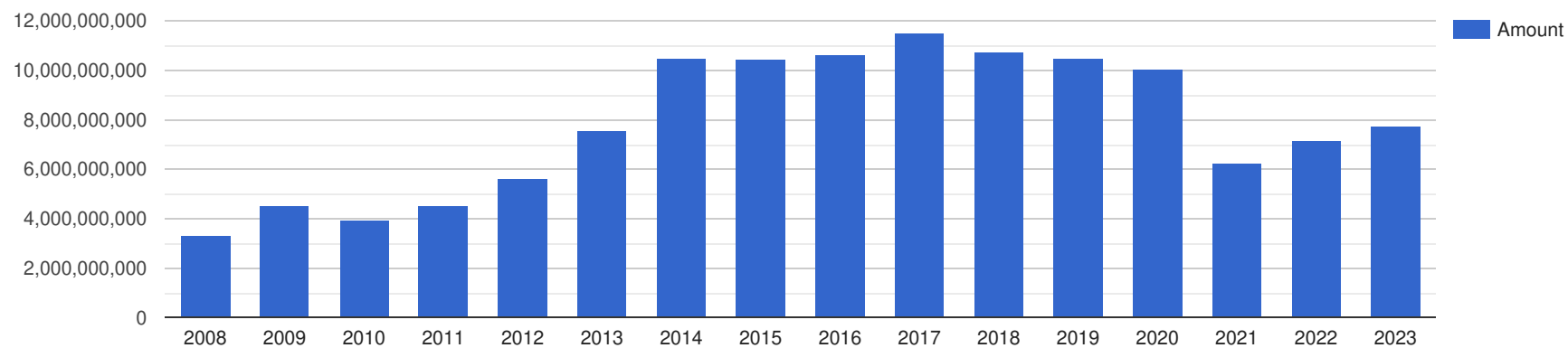
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	403,324,788	43,954,292	630,741,596	495,585,852
2009	535,963,863	56,250,237	711,460,900	553,137,322
2010	536,551,575	58,070,028	802,638,097	584,541,165
2011	631,448,607	62,848,747	959,452,228	701,116,713
2012	754,644,744	74,217,790	1,126,607,278	855,494,340
2013	889,164,588	96,324,235	1,435,860,118	1,071,717,529
2014	1,036,138,614	84,257,426	1,331,551,683	979,173,465
2015	945,711,302	76,100,633	1,292,149,819	873,013,110
2016	722,053,632	41,751,392	1,011,210,726	668,366,870
2017	857,728,646	72,988,393	1,210,191,815	818,219,271
2018	907,469,972	64,840,780	871,259,819	441,344,201
2019	729,804,963	42,708,834	783,499,131	423,308,959
2020	602,575,115	-29,779,384	625,725,151	347,507,789
2021	416,735,039	30,499,430	578,244,595	263,195,166
2022	479,429,073	45,859,059	526,701,345	213,749,275
2023	425,237,960	39,626,259	480,413,365	188,210,267

Company Performance in South African Rand - ZAR

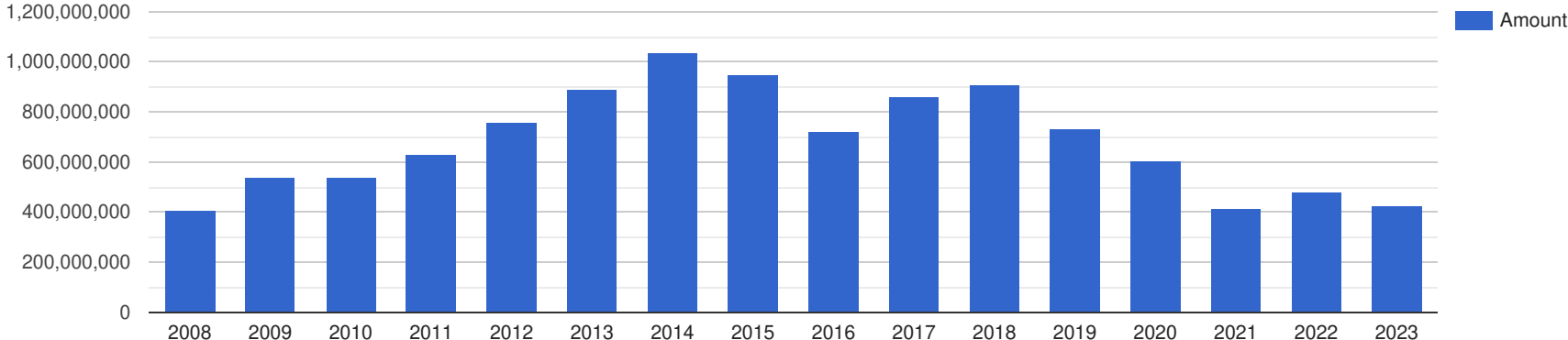
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	3,335,496,000	363,502,000	5,216,233,000	4,098,495,000
2009	4,523,535,000	474,752,000	6,004,730,000	4,668,479,000
2010	3,968,872,000	429,544,000	5,937,114,000	4,323,851,000
2011	4,533,801,000	451,254,000	6,888,867,000	5,034,018,000
2012	5,599,464,000	550,696,000	8,359,426,000	6,347,768,000
2013	7,557,899,000	818,756,000	12,204,811,000	9,109,599,000
2014	10,465,000,000	851,000,000	13,448,672,000	9,889,652,000
2015	10,459,567,000	841,673,000	14,291,177,000	9,655,525,000
2016	10,635,850,000	614,998,000	14,895,134,000	9,845,044,000
2017	11,527,873,000	980,964,000	16,264,978,000	10,996,867,000
2018	10,743,537,000	767,650,000	10,314,845,000	5,225,074,000
2019	10,499,704,000	614,452,000	11,272,202,000	6,090,146,000
2020	10,037,636,000	-496,062,000	10,423,267,000	5,788,750,000
2021	6,251,484,000	457,525,000	8,674,305,000	3,948,217,000
2022	7,188,991,000	687,652,000	7,897,834,000	3,205,149,000
2023	7,769,948,000	724,051,000	8,778,113,000	3,438,978,000

Company Performance Changes Report

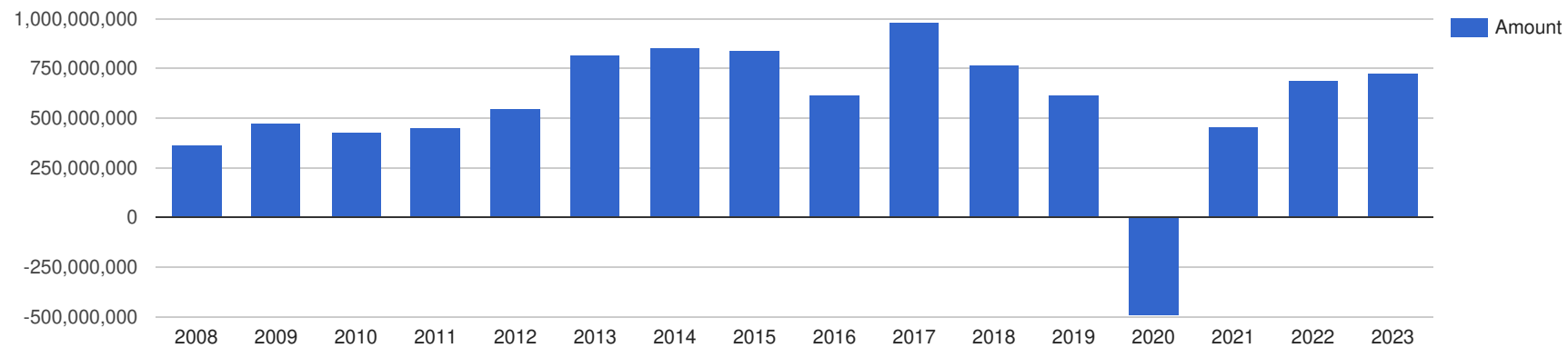
Company Revenue - ZAR



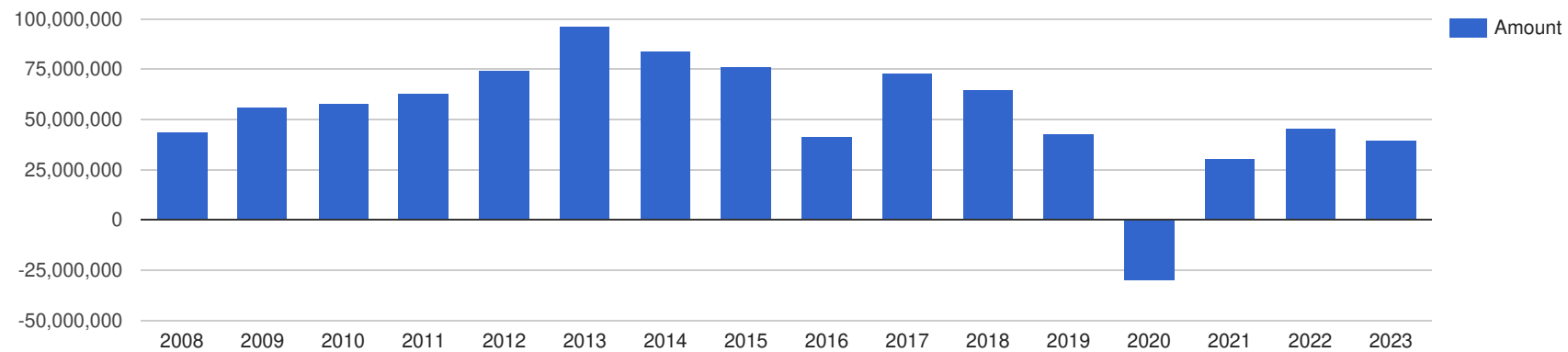
Company Revenue - USD



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?:
2009	Goldstone	A	Male	Yes	Yes
2010	Goldstone	A	Male	Yes	Yes
2011	Goldstone	A	Male	Yes	Yes
2012	Goldstone	A	Male	Yes	Yes
2013	Goldstone	A	Male	Yes	Yes
2014	Goldstone	A	Male	Yes	Yes
2015	Goldstone	A	Male	No	No
2015	Walters	CE	Male	Yes	No
2016	Goldstone	A	Male	Yes	No
2016	Walters	CE	Male	Yes	Yes
2017	Goldstone	A	Male	Yes	Yes
2018	Goldstone	A	Male	Yes	Yes
2019	Goldstone	A	Male	Yes	Yes
2020	Goldstone	A	Male	Yes	Yes
2020	Joffe	Steven Brian	Male	No	No
2021	Joffe	Steven Brian	Male	Yes	Yes
2022	Joffe	Steven Brian	Male	No	No
2023	Joffe	Steven Brian	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2009	170,473	25,169	650,198	0	845,840	0	845,840
2010	189,266	27,173	675,950	0	892,389	0	892,389
2011	284,680	35,515	278,552	0	598,747	2,368,384	2,967,131
2012	269,542	36,927	26,954	0	333,423	2,082,210	2,415,633
2013	255,294	33,647	258,824	0	547,765	0	547,765
2014	214,653	28,416	287,129	0	530,198	862,871	1,393,069
2015	527,396	52,893	163,291	0	743,580	1,270,960	2,014,540
2016	376,850	36,864	0	0	413,714	0	413,714
2017	161,682	21,131	372,024	0	554,836	0	554,836
2018	399,020	36,827	304,080	0	739,927	0	739,927
2019	344,200	32,390	0	0	376,590	0	376,590
2020	375,255	0	28,815	0	404,070	0	404,070
2021	380,508	21,265	66,462	0	468,235	0	468,235
2022	431,677	32,277	513,304	0	977,259	0	977,259
2023	373,905	25,777	0	490,915	890,598	0	890,598

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	4	602,660	2,028,295	150,665	507,074
2009	4	663,016	2,396,411	165,754	599,103
2010	4	814,655	1,870,218	203,664	467,554
2011	4	1,152,786	2,164,485	288,196	541,121
2012	4	1,148,248	2,166,307	287,062	541,577
2013	4	1,121,412	2,183,294	280,353	545,824
2014	4	943,168	2,124,851	235,792	531,213
2015	5	1,209,403	1,503,165	241,881	300,633
2016	6	1,053,089	1,148,744	175,515	191,457
2017	5	971,057	1,980,729	194,211	396,146
2018	4	1,279,078	2,297,153	319,769	574,288
2019	5	1,264,336	1,376,103	252,867	275,221
2020	6	1,340,977	1,571,677	223,496	261,946
2021	5	1,377,175	1,858,409	275,435	371,682
2022	5	1,524,241	3,025,742	304,848	605,148
2023	5	1,332,859	2,737,960	266,572	547,592

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	3	120,435	40,145
2009	3	134,701	44,900
2010	3	191,294	63,765
2011	6	237,326	39,554
2012	6	258,491	43,082
2013	6	171,059	28,510
2014	8	186,040	23,255
2015	6	143,942	23,990
2016	5	79,158	15,832
2017	7	158,036	22,577
2018	7	184,897	26,414
2019	7	127,407	18,201
2020	6	147,497	24,583
2021	9	195,787	21,754
2022	7	259,622	37,089
2023	7	299,639	42,806

CEO Remuneration - ZAR:

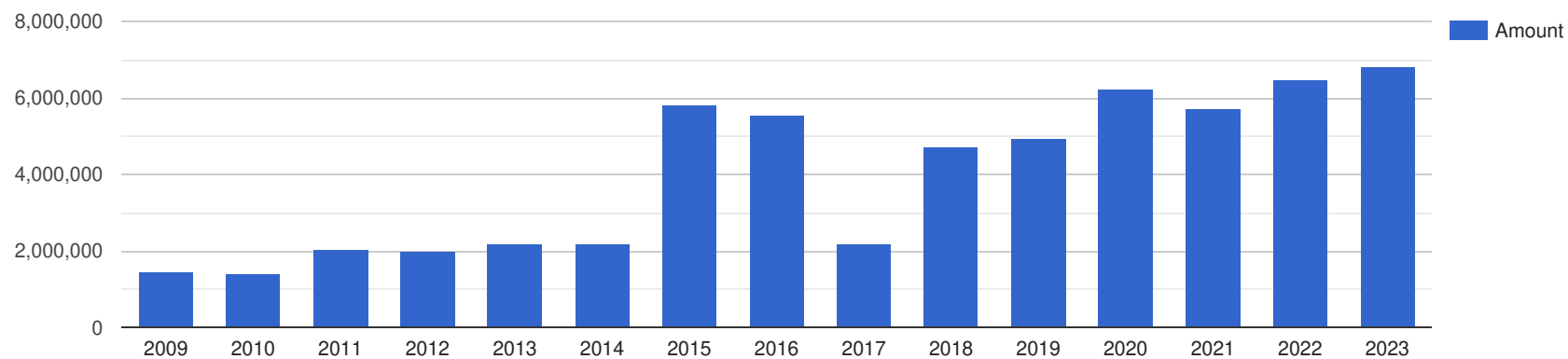
Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2009	1,463,000	216,000	5,580,000	0	7,259,000	0	7,259,000
2010	1,400,000	201,000	5,000,000	0	6,601,000	0	6,601,000
2011	2,044,000	255,000	2,000,000	0	4,299,000	17,005,000	21,304,000
2012	2,000,000	274,000	200,000	0	2,474,000	15,450,000	17,924,000
2013	2,170,000	286,000	2,200,000	0	4,656,000	0	4,656,000
2014	2,168,000	287,000	2,900,000	0	5,355,000	8,715,000	14,070,000
2015	5,833,000	585,000	1,806,000	0	8,224,000	14,056,817	22,280,817
2016	5,551,000	543,000	0	0	6,094,000	0	6,094,000
2017	2,173,000	284,000	5,000,000	0	7,457,000	0	7,457,000
2018	4,724,000	436,000	3,600,000	0	8,760,000	0	8,760,000
2019	4,952,000	466,000	0	0	5,418,000	0	5,418,000
2020	6,251,000	0	480,000	0	6,731,000	0	6,731,000
2021	5,708,000	319,000	997,000	0	7,024,000	0	7,024,000
2022	6,473,000	484,000	7,697,000	0	14,654,000	0	14,654,000
2023	6,832,000	471,000	0	8,970,000	16,273,000	0	16,273,000

Executive Director Remuneration - ZAR:

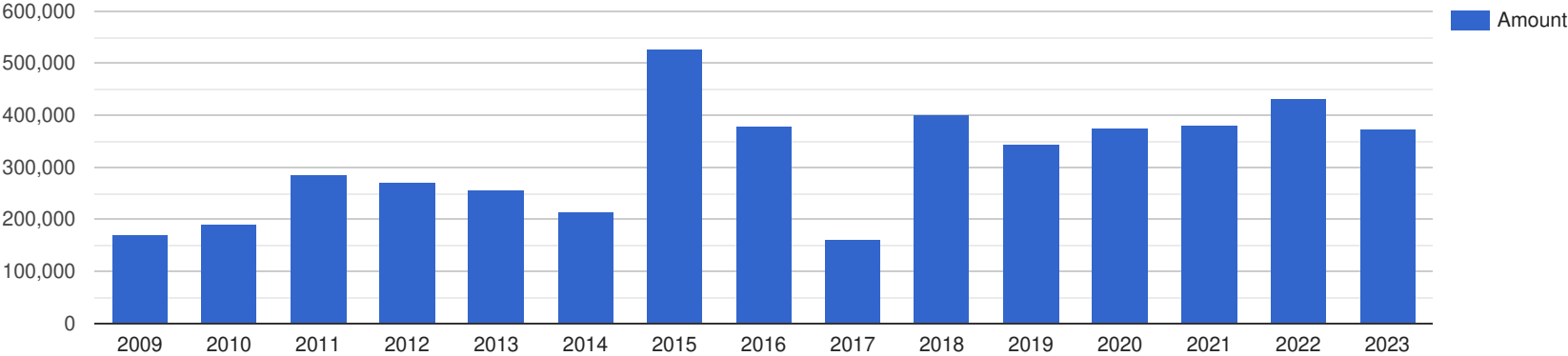
Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration:	Average Salary:	Average Remuneration:
2008	4	4,984,000	16,774,000	1,246,000	4,193,500
2009	4	5,690,000	20,566,000	1,422,500	5,141,500
2010	4	6,026,000	13,834,000	1,506,500	3,458,500
2011	4	8,277,000	15,541,000	2,069,250	3,885,250
2012	4	8,520,000	16,074,000	2,130,000	4,018,500
2013	4	9,532,000	18,558,000	2,383,000	4,639,500
2014	4	9,526,000	21,461,000	2,381,500	5,365,250
2015	5	13,376,000	16,625,000	2,675,200	3,325,000
2016	6	15,512,000	16,921,000	2,585,333	2,820,167
2017	5	13,051,000	26,621,000	2,610,200	5,324,200
2018	4	15,143,000	27,196,000	3,785,750	6,799,000
2019	5	18,190,000	19,798,000	3,638,000	3,959,600
2020	6	22,338,000	26,181,000	3,723,000	4,363,500
2021	5	20,659,000	27,878,000	4,131,800	5,575,600
2022	5	22,856,000	45,371,000	4,571,200	9,074,200
2023	5	24,354,000	50,028,000	4,870,800	10,005,600

Company Directors Fee Changes

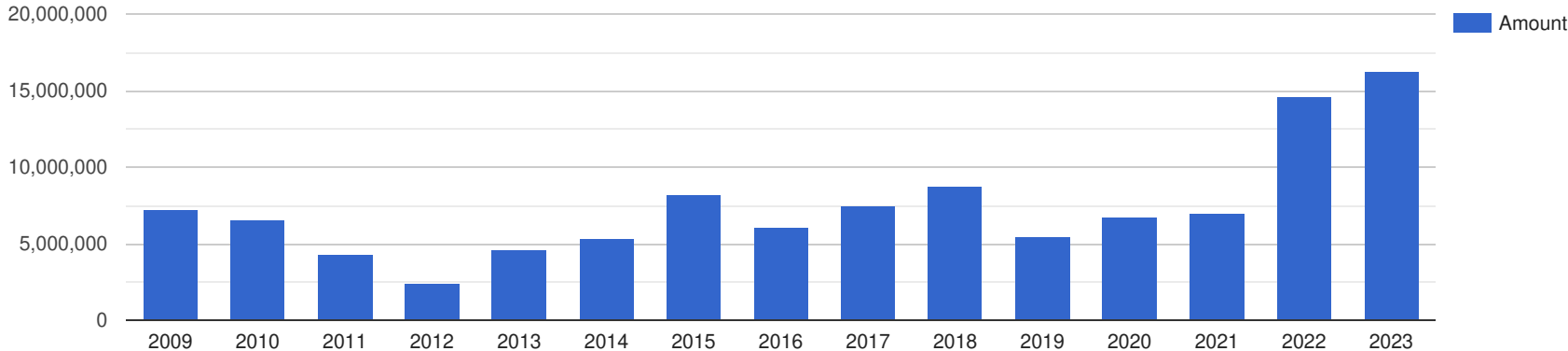
CEO Salary - ZAR



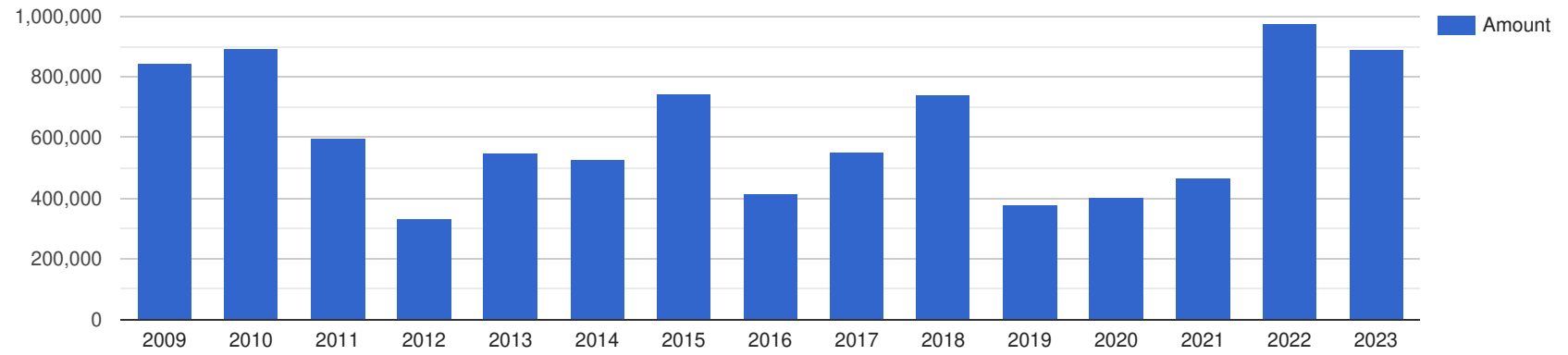
CEO Salary - USD



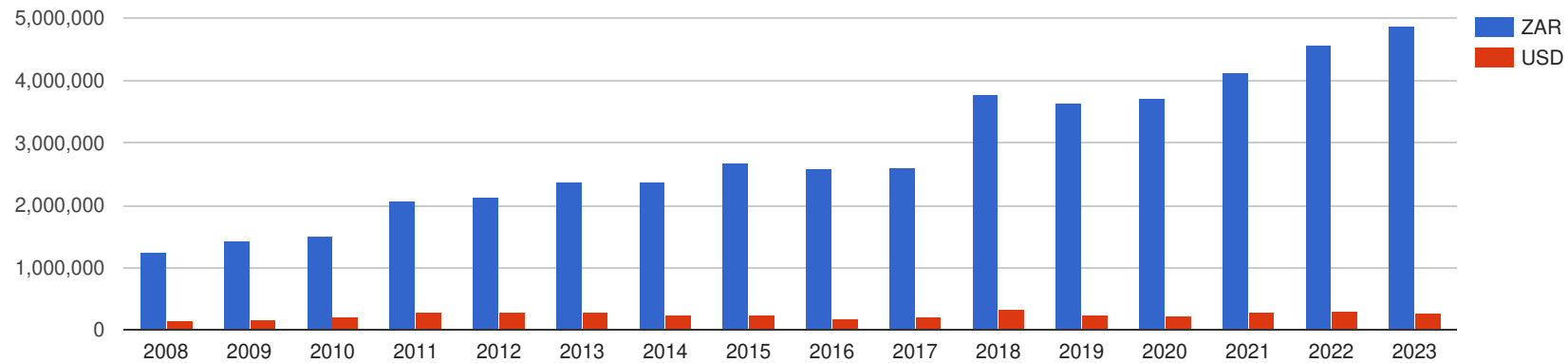
CEO Remuneration - ZAR



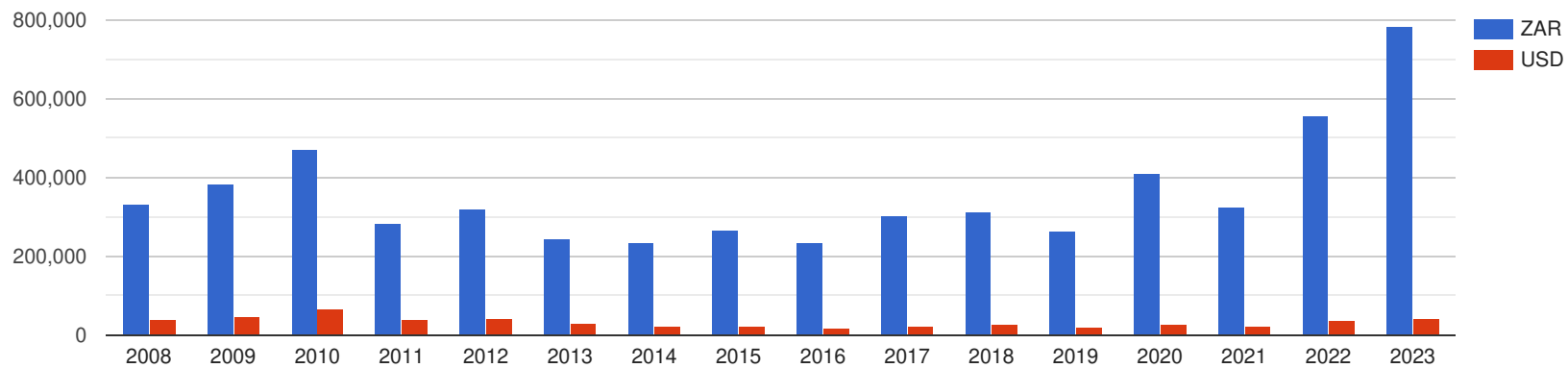
CEO Remuneration - USD



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	1841
2009	0	0	2110
2010	0	0	2240
2011	0	0	3279
2012	0	0	3911
2013	0	0	4498
2014	0	0	4853
2015	4871	121	4992
2016	0	0	5300
2017	5300	0	5300
2018	0	0	4500
2019	4046	0	4046
2020	0	0	3823
2021	2402	129	2531
2022	2531	0	2531
2023	3000	0	3000

Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
South Africa	Yes	No	The group also has indirect holdings in Botswana, Namibia, Swaziland, Zambia and Mozambique.

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	4853	0	0	0	0	No