

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 | Private Bag X200 | Bryansto | | 2012 | | +27 11 510 7800 | http://www.tsogosun.com/Pages/default.aspx | 0000/00/00 | 2023/03/31 | ZAR |

GUF Information

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

Sector Information

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

Five Major Shareholders

| |
|--|
| 39% Tsogo Investment Holding Company (Pty) Ltd |
| 9% Hosken Consolidated Investments Limited |
| 5% Allan Gray Balanced Fund |
| 4% MANDG SA Equity Fund |
| 2% |

Company Performance Report

Company Performance in US Dollars - USD

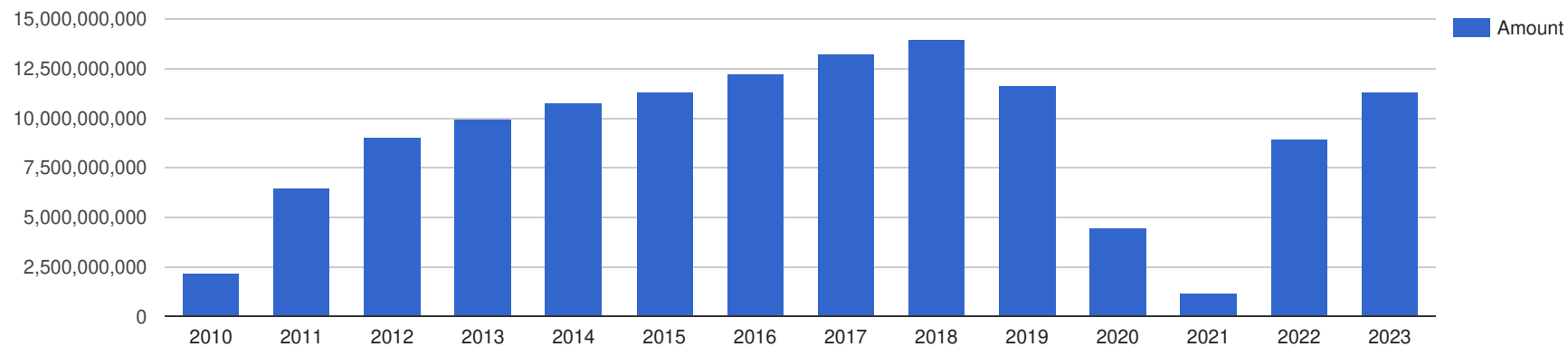
| Year End: | Revenue: | Profit Before Tax: | Assets: | Liabilities: |
|-----------|---------------|--------------------|---------------|-----------------|
| 2010 | 302,859,178 | 62,778,082 | 606,341,643 | 223,017,808 |
| 2011 | 898,462,604 | 157,894,737 | 2,256,863,158 | 827,616,897,507 |
| 2012 | 1,217,115,903 | 351,482,480 | 2,341,644,205 | 1,203,234,501 |
| 2013 | 1,165,882,353 | 288,823,529 | 2,050,588,235 | 978,235,294 |
| 2014 | 1,066,039,604 | 272,178,218 | 2,045,643,564 | 1,003,861,386 |
| 2015 | 1,025,587,703 | 215,732,369 | 2,227,124,774 | 1,532,188,065 |
| 2016 | 833,876,443 | 175,152,749 | 1,740,529,532 | 1,132,993,890 |
| 2017 | 983,779,762 | 276,339,286 | 2,420,610,119 | 1,419,419,643 |
| 2018 | 1,180,420,644 | 216,910,212 | 2,853,281,527 | 1,654,362,700 |
| 2019 | 807,604,087 | 161,604,226 | 2,438,103,844 | 1,496,628,901 |
| 2020 | 268,639,693 | -67,775,243 | 923,400,168 | 401,428,743 |
| 2021 | 77,527,648 | -75,327,809 | 940,197,719 | 444,234,090 |
| 2022 | 596,065,355 | 127,509,170 | 1,052,350,784 | 834,144,715 |
| 2023 | 619,417,688 | 131,074,869 | 875,109,457 | 623,084,501 |

Company Performance in South African Rand - ZAR

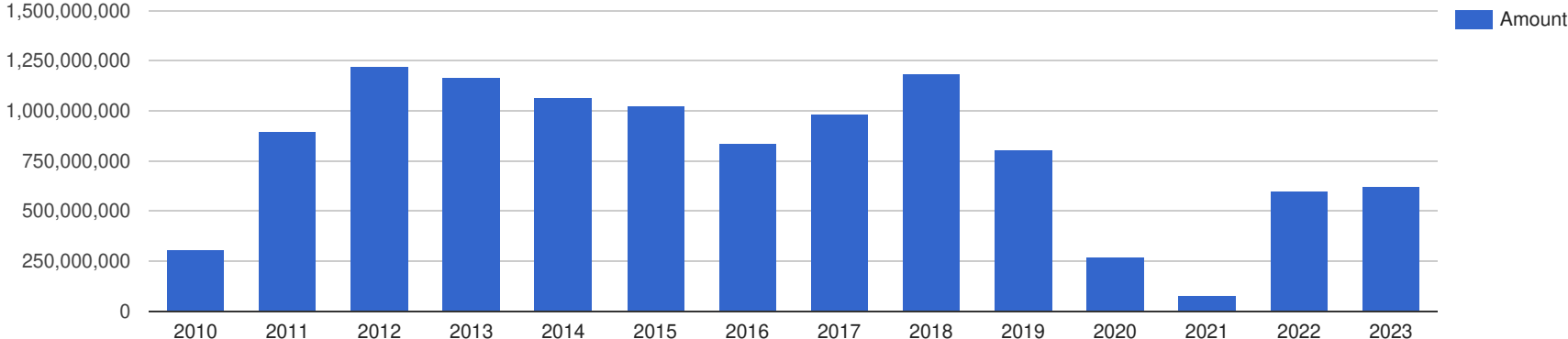
| Year End: | Revenue: | Profit Before Tax: | Assets: | Liabilities: |
|-----------|----------------|--------------------|----------------|-------------------|
| 2010 | 2,210,872,000 | 458,280,000 | 4,426,294,000 | 1,628,030,000 |
| 2011 | 6,486,900,000 | 1,140,000,000 | 16,294,552,000 | 5,975,394,000,000 |
| 2012 | 9,031,000,000 | 2,608,000,000 | 17,375,000,000 | 8,928,000,000 |
| 2013 | 9,910,000,000 | 2,455,000,000 | 17,430,000,000 | 8,315,000,000 |
| 2014 | 10,767,000,000 | 2,749,000,000 | 20,661,000,000 | 10,139,000,000 |
| 2015 | 11,343,000,000 | 2,386,000,000 | 24,632,000,000 | 16,946,000,000 |
| 2016 | 12,283,000,000 | 2,580,000,000 | 25,638,000,000 | 16,689,000,000 |
| 2017 | 13,222,000,000 | 3,714,000,000 | 32,533,000,000 | 19,077,000,000 |
| 2018 | 13,975,000,000 | 2,568,000,000 | 33,780,000,000 | 19,586,000,000 |
| 2019 | 11,619,000,000 | 2,325,000,000 | 35,077,000,000 | 21,532,000,000 |
| 2020 | 4,475,000,000 | -1,129,000,000 | 15,382,000,000 | 6,687,000,000 |
| 2021 | 1,163,000,000 | -1,130,000,000 | 14,104,000,000 | 6,664,000,000 |
| 2022 | 8,938,000,000 | 1,912,000,000 | 15,780,000,000 | 12,508,000,000 |
| 2023 | 11,318,000,000 | 2,395,000,000 | 15,990,000,000 | 11,385,000,000 |

Company Performance Changes Report

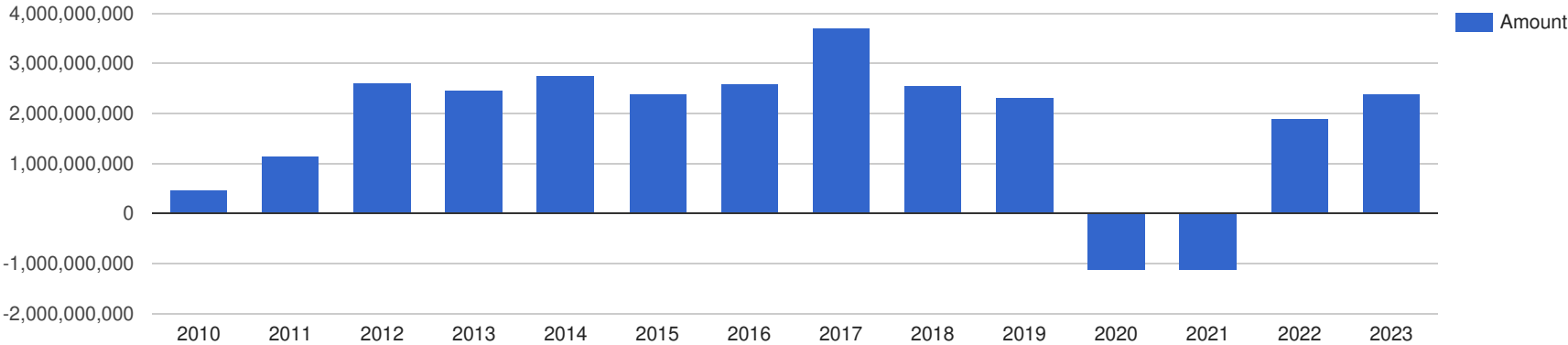
Company Revenue - ZAR



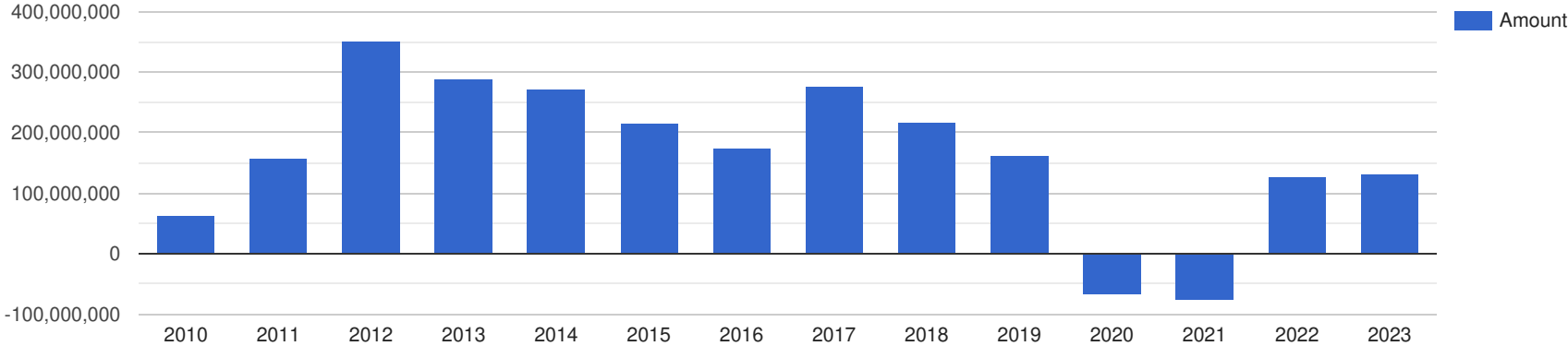
Company Revenue - USD



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?: |
|-----------|-------------------|-----------------|------------------|----------------------|-------------------------|
| 2010 | Joffe | Steven Brian | Male | Yes | Yes |
| 2012 | Mabuza | Busisiwe (Busi) | Female | No | No |
| 2012 | von Aulock | Marcel N | Male | No | No |
| 2013 | von Aulock | Marcel N | Male | Yes | Yes |
| 2014 | von Aulock | Marcel N | Male | Yes | Yes |
| 2015 | von Aulock | Marcel N | Male | Yes | Yes |
| 2016 | von Aulock | Marcel N | Male | Yes | Yes |
| 2017 | Randall | Keith | Male | No | No |
| 2017 | von Aulock | Marcel N | Male | Yes | Yes |
| 2018 | Randall | Keith | Male | Yes | Yes |
| 2018 | von Aulock | Marcel N | Male | No | No |
| 2019 | Booyesen | Jacques | Male | Yes | Yes |
| 2020 | von Aulock | Marcel N | Male | No | No |
| 2021 | von Aulock | Marcel N | Male | Yes | Yes |
| 2022 | von Aulock | Marcel N | Male | Yes | Yes |
| 2022 | du Toit | Chris | Male | Yes | Yes |
| 2023 | du Toit | Chris | Male | Yes | Yes |

CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|---------|-----------|------------|-----------|---------------|--------------|----------------------|
| 2010 | 362,055 | 68,082 | 301,096 | 0 | 731,233 | 70,959 | 802,192 |
| 2012 | 724,259 | 173,720 | 1,120,755 | 0 | 2,018,733 | 0 | 2,018,733 |
| 2013 | 530,471 | 113,765 | 652,941 | 0 | 1,297,176 | 304,824 | 1,602,000 |
| 2014 | 475,050 | 102,277 | 827,822 | 0 | 1,405,149 | 0 | 1,405,149 |
| 2015 | 462,387 | 99,458 | 431,103 | 0 | 992,948 | 712,206 | 1,705,154 |
| 2016 | 373,184 | 76,035 | 152,953 | 0 | 602,172 | 419,484 | 1,021,656 |
| 2017 | 530,353 | 42,560 | 401,971 | 0 | 974,883 | 980,283 | 1,955,166 |
| 2018 | 354,929 | 37,503 | 329,842 | 1,043,754 | 1,766,028 | 2,541,177 | 4,307,205 |
| 2019 | 486,342 | 24,467 | 178,077 | 33,641 | 722,527 | 79,099 | 801,626 |
| 2020 | 407,072 | 32,777 | 160,764 | 24,133 | 624,745 | 0 | 624,745 |
| 2021 | 147,723 | 9,733 | 0 | 0 | 157,456 | 0 | 157,456 |
| 2022 | 842,948 | 26,275 | 0 | 36,145 | 905,368 | 0 | 905,368 |
| 2023 | 345,994 | 20,742 | 302,375 | 7,607 | 676,718 | 0 | 676,718 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|-----------------|-------------|---------------|------------|---------|---------------|
| 2010 | 4 | 1,004,521 | 2,005,068 | 251,130 | 501,267 |
| 2012 | 5 | 1,277,628 | 3,121,429 | 255,526 | 624,286 |
| 2013 | 2 | 795,176 | 1,851,647 | 397,588 | 925,824 |
| 2014 | 2 | 722,574 | 1,957,426 | 361,287 | 978,713 |
| 2015 | 2 | 703,165 | 1,472,694 | 351,582 | 736,347 |
| 2016 | 2 | 566,599 | 917,651 | 283,299 | 458,826 |
| 2017 | 4 | 836,579 | 1,517,210 | 209,145 | 379,302 |
| 2018 | 5 | 1,199,003 | 2,962,919 | 239,801 | 592,584 |
| 2019 | 2 | 752,207 | 1,116,008 | 376,103 | 558,004 |
| 2020 | 7 | 645,696 | 978,329 | 92,242 | 139,761 |
| 2021 | 2 | 255,250 | 272,848 | 127,625 | 136,424 |
| 2022 | 5 | 1,193,331 | 1,292,364 | 238,666 | 258,473 |
| 2023 | 2 | 492,776 | 904,335 | 246,388 | 452,167 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2010 | 7 | 327,260 | 46,751 |
| 2012 | 12 | 885,849 | 73,821 |
| 2013 | 11 | 1,347,647 | 122,513 |
| 2014 | 10 | 1,123,663 | 112,366 |
| 2015 | 11 | 263,201 | 23,927 |
| 2016 | 7 | 199,671 | 28,524 |
| 2017 | 8 | 242,336 | 30,292 |
| 2018 | 8 | 82,862 | 41,431 |
| 2019 | 7 | 258,636 | 36,948 |
| 2020 | 7 | 229,559 | 32,794 |
| 2021 | 10 | 185,788 | 18,579 |
| 2022 | 13 | 285,162 | 21,936 |
| 2023 | 7 | 232,870 | 33,267 |

CEO Remuneration - ZAR:

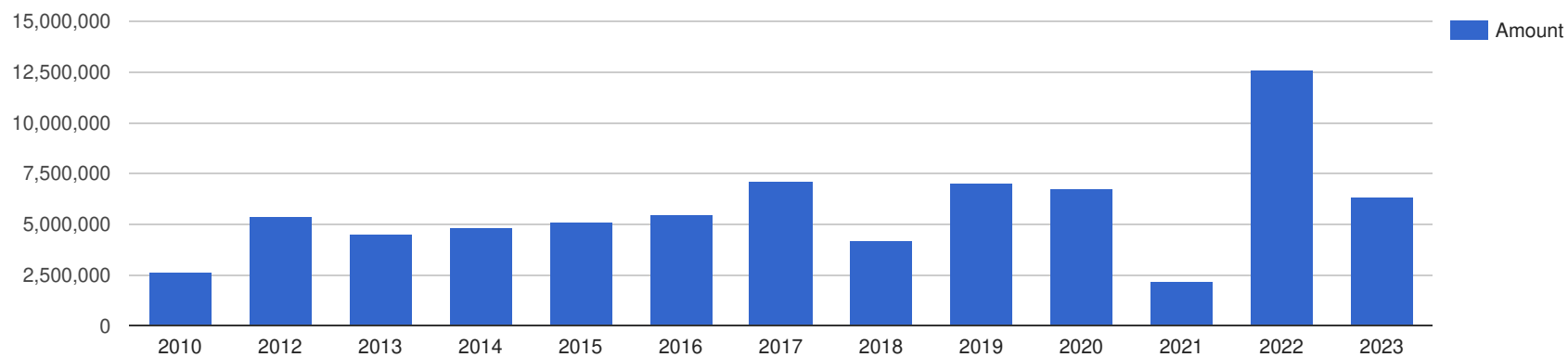
| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|-----------------|------------|-----------|------------|------------|--------------|-------------|---------------------|
| 2010 | 2,643,000 | 497,000 | 2,198,000 | 0 | 5,338,000 | 518,000 | 5,856,000 |
| 2012 | 5,374,000 | 1,289,000 | 8,316,000 | 0 | 14,979,000 | 0 | 14,979,000 |
| 2013 | 4,509,000 | 967,000 | 5,550,000 | 0 | 11,026,000 | 2,591,000 | 13,617,000 |
| 2014 | 4,798,000 | 1,033,000 | 8,361,000 | 0 | 14,192,000 | 0 | 14,192,000 |
| 2015 | 5,114,000 | 1,100,000 | 4,768,000 | 0 | 10,982,000 | 7,877,000 | 18,859,000 |
| 2016 | 5,497,000 | 1,120,000 | 2,253,000 | 0 | 8,870,000 | 6,179,000 | 15,049,000 |
| 2017 | 7,126,000 | 572,000 | 5,402,000 | 0 | 13,100,000 | 13,175,000 | 26,275,000 |
| 2018 | 4,202,000 | 444,000 | 3,905,000 | 12,357,000 | 20,908,000 | 30,085,000 | 50,993,000 |
| 2019 | 6,997,000 | 352,000 | 2,562,000 | 484,000 | 10,395,000 | 1,138,000 | 11,533,000 |
| 2020 | 6,781,000 | 546,000 | 2,678,000 | 402,000 | 10,407,000 | 0 | 10,407,000 |
| 2021 | 2,216,000 | 146,000 | 0 | 0 | 2,362,000 | 0 | 2,362,000 |
| 2022 | 12,640,000 | 394,000 | 0 | 542,000 | 13,576,000 | 0 | 13,576,000 |
| 2023 | 6,322,000 | 379,000 | 5,525,000 | 139,000 | 12,365,000 | 0 | 12,365,000 |

Executive Director Remuneration - ZAR:

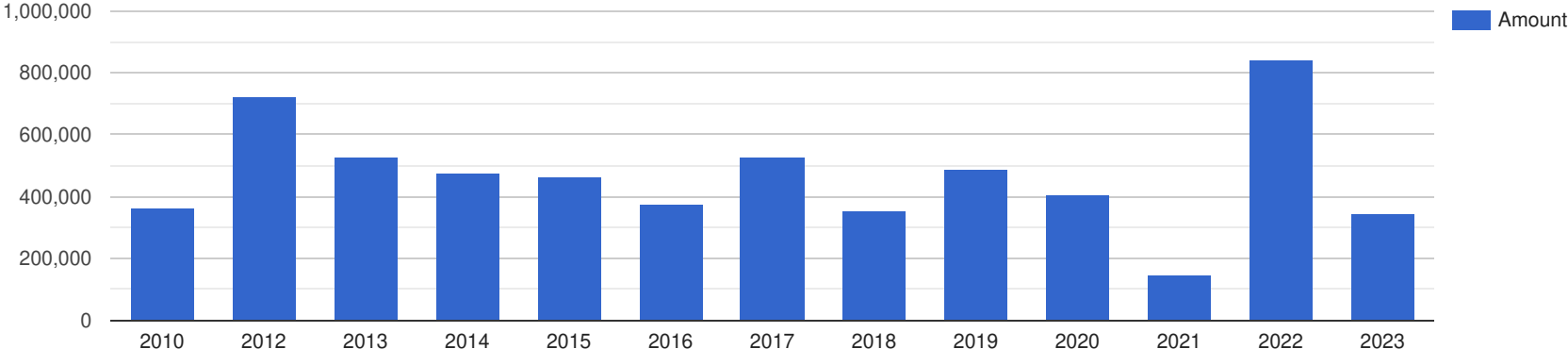
| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2010 | 4 | 7,333,000 | 14,637,000 | 1,833,250 | 3,659,250 |
| 2012 | 5 | 9,480,000 | 23,161,000 | 1,896,000 | 4,632,200 |
| 2013 | 2 | 6,759,000 | 15,739,000 | 3,379,500 | 7,869,500 |
| 2014 | 2 | 7,298,000 | 19,770,000 | 3,649,000 | 9,885,000 |
| 2015 | 2 | 7,777,000 | 16,288,000 | 3,888,500 | 8,144,000 |
| 2016 | 2 | 8,346,000 | 13,517,000 | 4,173,000 | 6,758,500 |
| 2017 | 4 | 11,239,000 | 20,385,000 | 2,809,750 | 5,096,250 |
| 2018 | 5 | 14,195,000 | 35,078,000 | 2,839,000 | 7,015,600 |
| 2019 | 2 | 10,822,000 | 16,056,000 | 5,411,000 | 8,028,000 |
| 2020 | 7 | 10,756,000 | 16,297,000 | 1,536,571 | 2,328,143 |
| 2021 | 2 | 3,829,000 | 4,093,000 | 1,914,500 | 2,046,500 |
| 2022 | 5 | 17,894,000 | 19,379,000 | 3,578,800 | 3,875,800 |
| 2023 | 2 | 9,004,000 | 16,524,000 | 4,502,000 | 8,262,000 |

Company Directors Fee Changes

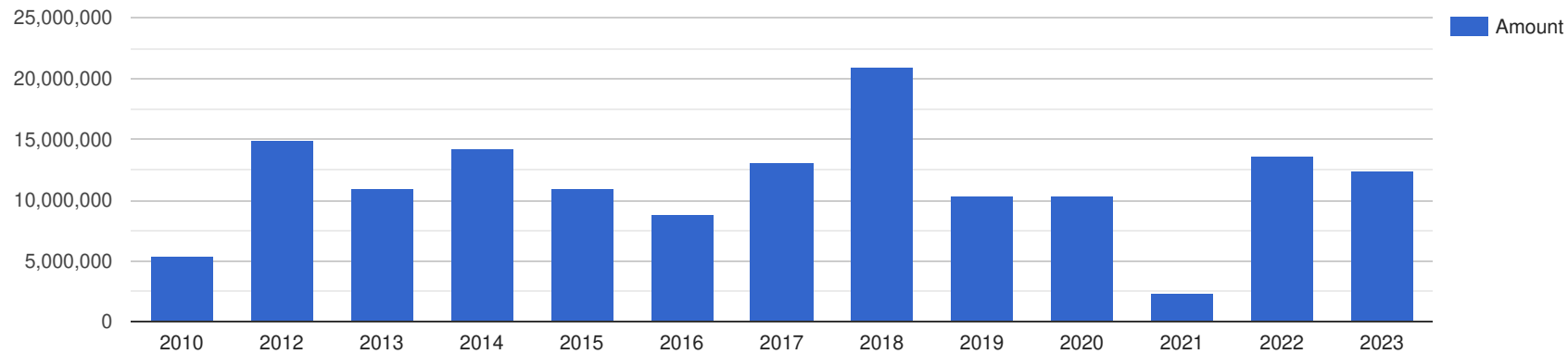
CEO Salary - ZAR



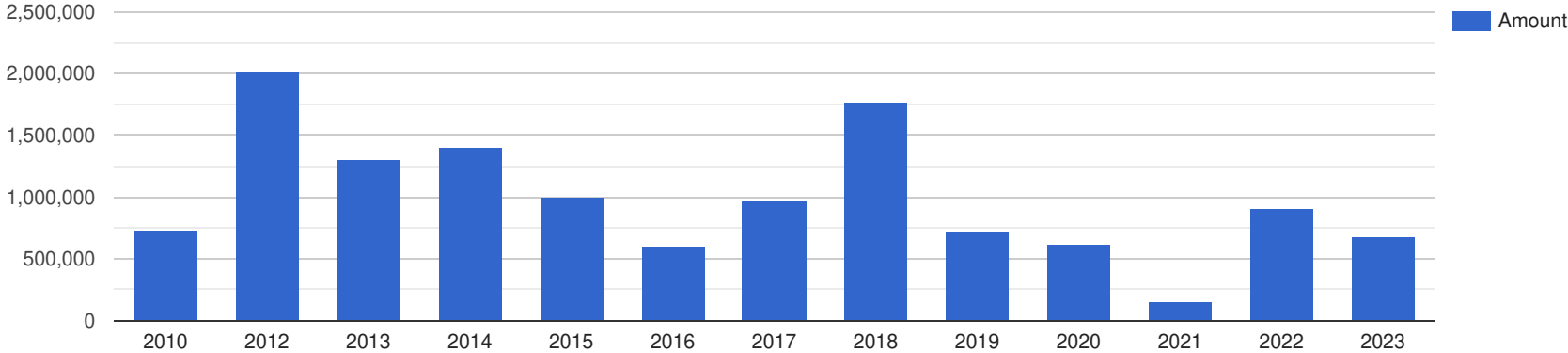
CEO Salary - USD



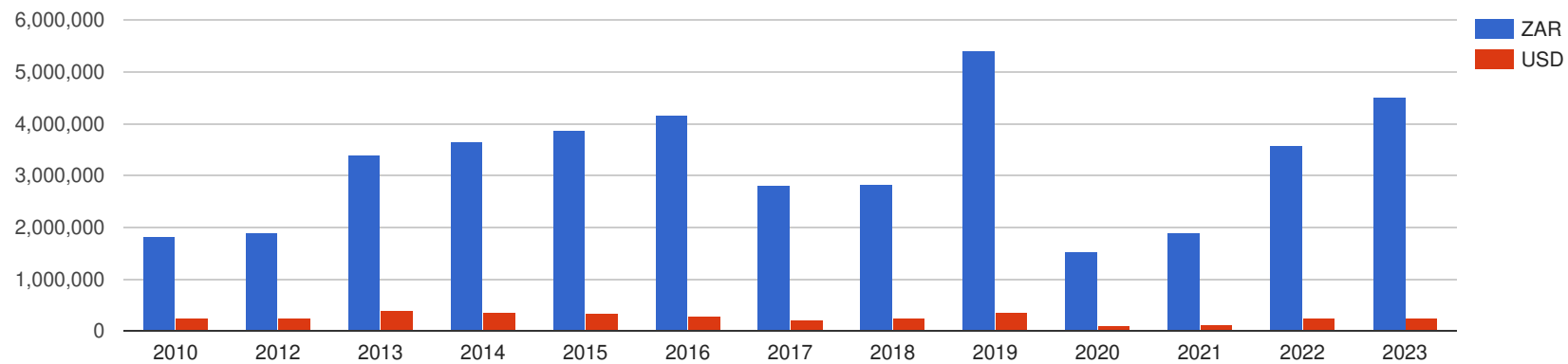
CEO Remuneration - ZAR



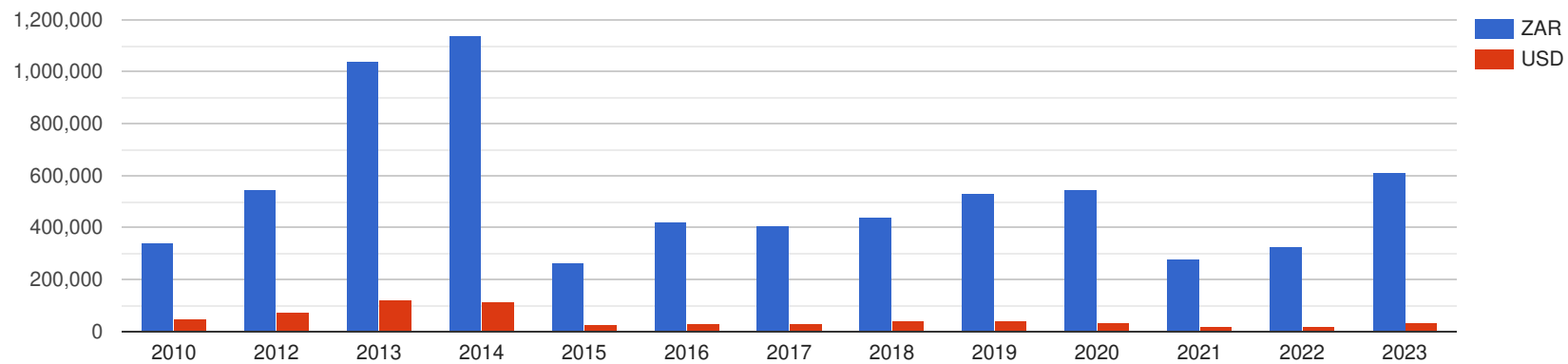
CEO Remuneration - USD



Average Executive Director Salary



Average Non-Executive Director



Company Employees Report

Total Employee Count:

| Year End: | No. Employees: | No. Contractors | Total Workforce |
|-----------|----------------|-----------------|-----------------|
| 2010 | 0 | 0 | 2969 |
| 2011 | 0 | 0 | 12829 |
| 2012 | 0 | 0 | 12871 |
| 2013 | 0 | 0 | 12500 |
| 2014 | 9492 | 3480 | 12972 |
| 2015 | 9079 | 3768 | 12847 |
| 2016 | 10887 | 3468 | 14355 |
| 2017 | 0 | 0 | 22700 |
| 2018 | 0 | 0 | 0 |
| 2019 | 15800 | 0 | 0 |
| 2020 | 6596 | 0 | 6596 |
| 2021 | 5844 | 0 | 5844 |
| 2022 | 7013 | 0 | 7013 |
| 2023 | 8303 | 0 | 8303 |

Countries of Operation:

| Country of Operation: | Is This the Home Country? | Is There a Recognition Agreement? | Country notes |
|-----------------------|---------------------------|-----------------------------------|---|
| South Africa | Yes | No | Only located in South Africa. The group was undergoing a merger in 2011 and released only the financial data. |
| Mozambique | No | No | Maputo Southern Sun |
| Tanzania | No | No | Dar Es Salaam Southern Sun |
| Nigeria | No | No | Souther Sun Ikoyi Lagos |
| Zambia | No | No | Souther Sun Ridgeway Lusaak / Stay Easy Lusaka Opened November 2011 |
| Kenya | No | No | Southern Sun Mayfair Nairobi |
| Seychelles | No | No | 0 |

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 | 14 | 9492 | 3480 | 12972 | 0 | 22.400 | 0 | 0 | No |
| Tanzania | 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Kenya | 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Mozambique | 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Nigeria | 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Seychelles | 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Zambia | 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |