

## REMUNERATION REPORT

### BACKGROUND

Trustco Group Holdings as an investment holding company and its unlisted investee companies, all have their individual remuneration committees. The focus of the holding company is to ensure the growth of its investments to secure sustainable medium- to long-term value creation for all shareholders.

The group remuneration committee (remco) oversees and strives to ensure that the reward practices of the group and its investee companies are sustainable and aligned with shareholders' interests while recognising the lasting contribution of employees to the overall growth of the group. The group remco also provides guidance to the remuneration committees of unlisted investee companies of the larger Trustco group.

The group promotes entrepreneurship and strives to optimise employee performance by providing a working environment conducive to extraordinary performance, characterised by passion and energy that results in a positive contribution to the success of the group and ultimately the economy it operates in.

The individuals the company aims to attract and employ are characterised by intellect, innovation, integrity and initiative, which impart the ability to adapt to an ever-changing work environment and a unique and ethical culture, all of which are crucial to the group's pursuit of excellence.

Trustco Group holds investments in a diverse range of industries. An investment holding company is distinctly different from an operational company and Trustco's investees are separately and independently managed with their own remuneration committees specific to the business and the industry in which they operate. Trustco is committed to invest in companies that act responsibly in respect of fair and responsible remuneration practices to both the employee and the company whilst reporting in a transparent manner. This report contains an overview of some of the remuneration statistics and initiatives undertaken by Trustco as well as its investees and illustrates and gives an overview of the commitment to responsible remuneration and human resources practices.

### REMUNERATION PHILOSOPHY

Trustco's remuneration philosophy ensures that employees are fairly, equitably and responsibly rewarded for their individual value, merit, performance and contribution over a meaningful period to the overall operational and financial success of the group.

The company recognises that lasting growth is what ultimately builds shareholder value and accordingly the remuneration philosophy is used as a management tool that, when aligned with an effective communication plan, is designed to support, reinforce and align values, business strategy, operational and financial needs with a goal of growth, profitability and ultimately the creation of wealth for all stakeholders.

The group is committed to a balanced remuneration philosophy that consists of the following components:

- individual performance related remuneration which positively influences and supports the creation of an exceedingly high performing organisation
- rewarding of sustained performance and exceeded performance expectations through extraordinary increases, bonuses, incentives, additional benefits and company shares
- rewards and recognition in the form of promotions and added responsibility
- providing a balanced mix of remuneration, including above industry average salaries, innovative benefits, short-term cash incentives and long-term retention rewards
- creating a competitive total remuneration opportunity which aids in competing for the best talent locally and abroad among companies with global operations and global consumers
- prudent application of incentive schemes to safeguard and promote shareholder interests and create a direct and recognisable alignment between remuneration and risk exposure
- remuneration practices that are transparent, aligned with strategy and managed to ensure responsible, equal and fair pay
- employee growth and development through measured performance management that is cemented in simplicity, transparency and structured to operate effectively and
- unparalleled working environment where performance is rewarded and linked to achieving demanding performance conditions where employees can fulfil their potential.

### GOVERNANCE OF REMUNERATION

Remuneration is governed by the remco and the remuneration report provides an overview and understanding of Trustco's remuneration principles, policies and practices. The information in this report has been approved by the board on recommendation from the remuneration committee. Detailed information on the roles and responsibilities of the committee can be found in the governance report. Executives attend the meetings by invitation only and in the interest of governance. The executives recuse themselves when the board discusses matters specifically relating to them. The remuneration committee confirms that it has discharged the functions and complied with its terms of reference for the financial period ended August 2022.

### SHAREHOLDER ENGAGEMENT AND VOTING

As prescribed by the Companies Act, King IV and the JSE Listings Requirements, the resolutions that will be tabled for shareholder approval at the AGM can be found in the notice of the AGM of this report.

### SHAREHOLDERS' VOTING RESULTS

%	'22	'21	'20
REMUNERATION POLICY	99.94	99.61	99.49
IMPLEMENTATION REPORT	99.61	99.61	99.49
NON-EXECUTIVE DIRECTORS REMUNERATION	99.94	100	99.49

The voting results indicate support for the remuneration policy and the implementation thereof. No changes were made to the policy.

There was no formal engagement with shareholders on the remuneration policy or implementation report.

### REMUNERATION IMPLEMENTATION REPORT

The group remuneration committee continues to apply the King IV principles to its remuneration practices and disclosures and engages actively with senior executives for advice on local and global remuneration trends. The committee remains confident that the remuneration philosophy of the group as well as its policies are aligned with shareholder values, market best practice and are subject to robust review each year.

### REMUNERATION STRUCTURE

The group rewards and provides a level of compensation that not only attracts and incentivises employees, but also retains and motivates existing employees to reach their full potential.

Remuneration packages are designed and administered to balance and align directors' and employees' interests in relation to those of all stakeholders. Overall rewards are considered and determined within an effective risk management environment in line with short-, medium- and long-term successes, strategies and goals of the group. The group is confident that including equity in performance and retention schemes for employees is the best way to align their interests with the long-term success and strategy of the group, thus creating optimal shareholder value.

The group participates in and makes use of several industry related salary surveys to substantiate its remuneration data and to position itself competitively against comparable peers.

Individual salaries are benchmarked and reviewed internally and externally to ensure fairness and competitiveness.

Benefits and awards are granted on the basis that they aid employee retention and/or provide a resourceful work environment for the employee. The company regularly reviews these benefits for affordability, flexibility and perceived value to employees.

## REMUNERATION REPORT

(CONTINUED)

All deferred awards are restricted and subject to specific long-term approved periods and continued employment.

The basic salary of each employee is reviewed annually on an individual basis. Annual increases are inflation linked based on personal key performance indicators, achieving set individual goals, quarterly employee self-assessments, improved skills or qualifications and market related benchmarking.

### KEY FEATURES OF TRUSTCO'S REMUNERATION POLICY

Trustco rewards and provides a level of compensation that not only attracts and incentivises employees, but also retains and motivates existing employees to reach their full potential.

### KEY FEATURES

#### FIXED REMUNERATION

Benchmarking of salaries	√
Commission	√
Lifestyle benefits	√

#### RETENTION INCENTIVES

Short-term incentives	√
Long-term incentives	√
Trustco performance and retention incentive scheme	√

### COMPONENTS OF REMUNERATION

#### FIXED REMUNERATION

<b>Participation:</b>	Executive directors, prescribed officers, management and employees.
<b>Purpose:</b>	Competitive base salaries to attract and retain top talent.
<b>Performance conditions:</b>	Annual inflation linked adjustments based on individual performance and key performance indicators aligned with group values and strategic focus areas.
<b>Performance period:</b>	Ongoing and reviewed on an annual basis.
<b>Salary</b>	<ul style="list-style-type: none"> <li>Guaranteed base salary determined by role, experience, qualifications, responsibilities, skills and industry rates.</li> <li>The group has a minimum monthly salary of NAD 3 500 per month for a 40-hour work week across all employee levels in Namibia and South Africa which is above industry average minimum wages.</li> </ul>
<b>Commission</b>	Commission on sales performance for monthly sales targets.
<b>Lifestyle benefits</b>	Friday Afternoons Off Policy, long service appreciation bonuses, corporate wellness programme, shares gift, free parking, transport allowance, in-house training and mentoring, external training, recruitment gift, team building events and flexi time. Certain benefits are applicable to certain job levels and countries only.

#### VARIABLE REMUNERATION AND REWARDS

<b>Participation:</b>	Executive directors, prescribed officers, management and employees.
<b>Purpose:</b>	Short-term incentives encourage and reward the achievement of business targets in the financial year. Long-term incentives retain and align interests of employees with shareholders.
<b>Performance conditions:</b>	Quarterly and annual allocations based on financial performance targets.
<b>Performance period:</b>	Ongoing and reviewed annually and on a quarterly basis.
<b>Short-term incentives</b>	<ul style="list-style-type: none"> <li>Short-term cash incentives for quarterly extraordinary sales targets.</li> <li>Quarterly short-term cash incentives, in terms of the approved Group Performance and Retention Incentive Scheme, with measured and set board approved financial, budget and other operational targets.</li> <li>Annual increases.</li> </ul>
<b>Long-term incentives:</b>	<ul style="list-style-type: none"> <li>Quarterly long-term equity incentives, in terms of the approved Group Performance and Retention Incentive Scheme, with set board approved financial, budget and other operational targets.</li> <li>Long service appreciation awards at five-year intervals.</li> <li>Company equity gift to the value of NAD 50 000 for employees with one year of service purchased on behalf of the employee, subject to a five year trading restriction.</li> <li>A shares-based recruitment gift bought upfront for a new employee on appointment.</li> </ul>
<b>Trustco performance and retention incentive scheme</b>	<ul style="list-style-type: none"> <li>The group currently has a 50:50 based incentive and retention scheme. 50% of this incentive is allocated in cash and paid directly to the employee and the remaining 50% is used to purchase Trustco shares for the employee. This incentive scheme aims to retain key skills and to motivate employees over the long-term which is essential for sustainable business.</li> </ul>

# REMUNERATION REPORT

(CONTINUED)

## ANNUAL SALARY INCREASES

Employees, management and executive directors whose performance is satisfactory and who achieve the minimum requirements as set out in the guidelines for the specific remco approved performance evaluation system that are in force at the time of the increase, receive an annual basic Cost Of Living Adjustment (COLA). The COLA is calculated as the average inflation rate of the preceding 12 months in which an employee is appraised. If it is established that the expected performance of the employee is more than satisfactory and the employee achieves and exceeds the minimum requirements as stipulated in the performance guidelines, standards and procedures that are in force

at the time of the increase, an employee may be entitled to receive an above basic COLA increase but limited to a maximum of COLA plus 2%.

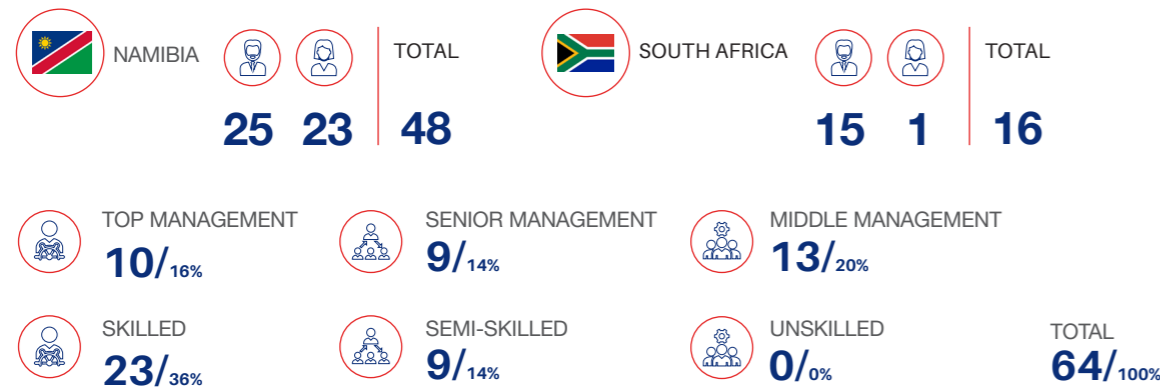
The average COLA over the current reporting period ending August 2022 was 3.96% in Namibia.

Due to the protracted adverse economic climate and recession in Namibia, combined with the COVID-19 post-pandemic effects and market conditions, the annual salary increases of all employees remained suspended during the reporting period and will be reviewed during the next reporting period.

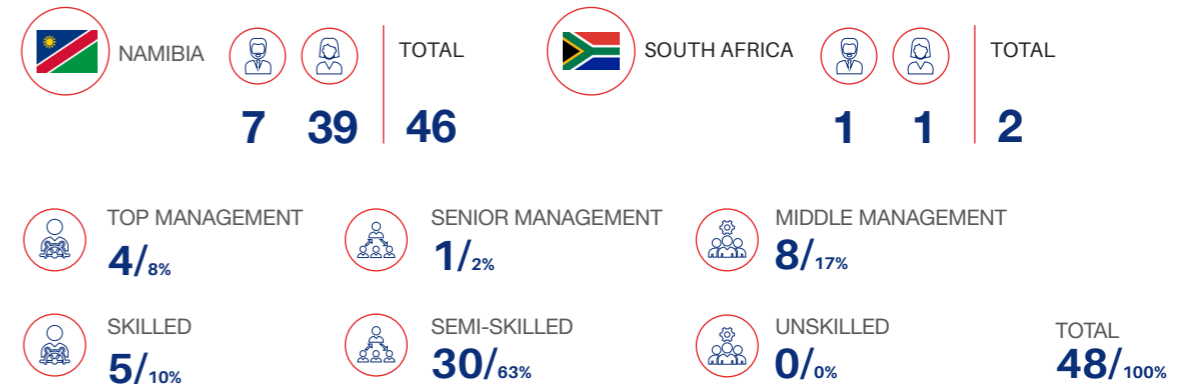
## WORKFORCE STATISTICS

PORTFOLIO COMPANIES AND SHARED SERVICES AS AT 31 AUGUST 2022

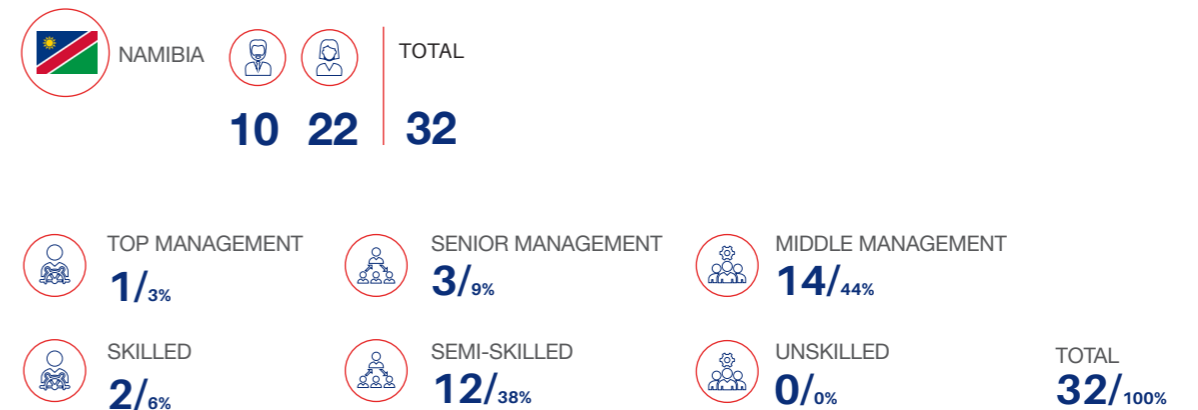
### SHARED SERVICES



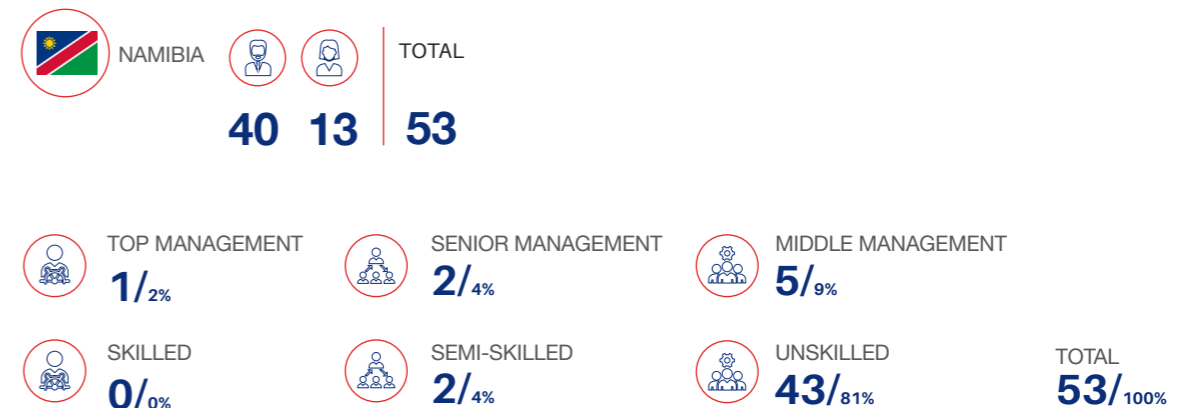
## INSURANCE



## BANKING AND FINANCE



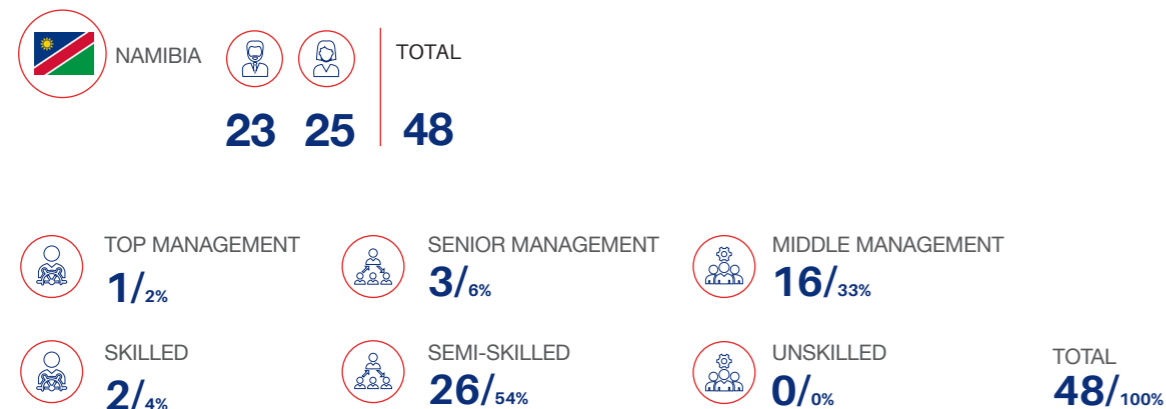
## REAL ESTATE



# REMUNERATION REPORT

(CONTINUED)

## EDUCATION



## RESOURCES



## TOP THREE SALARY EARNERS (AS AT 31 AUGUST 2021)

	NAD 2022	NAD 2021	% Change
<b>EMPLOYEE (MONTHLY EARNINGS)</b>			
EMPLOYEE 1	300 000	300 000	0%
EMPLOYEE 2	258 265	242 958	6%
EMPLOYEE 3	196 035	209 260	-6%

## EMPLOYEE WELLNESS

The company remains committed to the continuous investment in the wellbeing of its valued employees and also supports the holistic health and happiness of employees.

## HEALTH AND SAFETY

The group values, provides support and protects the health and safety of its employees.

The occupational health and safety management programme and system across the group and its investee companies is aligned with, operated and maintained according to the local regulatory and legislative requirements. Dedicated occupational health and safety officers manage employee health and safety daily on an ongoing basis.

Health and safety officers who also serve as members of the health and safety committee are stationed in each office building to aid and provide information to employees at any given time.

## COMMUNICATION AND CONSULTATION

The company is committed to and strives to ensure that all employees are heard and maintains an open communication channel environment where employees feel free to raise issues, air concerns and ask any questions.

A key focus area remains to maintain consultation and communication capabilities from the top structure down to employee level. This approach ensures all communication and engagement focuses on driving the behaviours necessary to deliver on strategic business objectives.

## DIVERSITY AND INCLUSION

The company promotes and values diversity at all levels and strives to eliminate any employment barriers or any other practices and processes which may result in unfair discrimination in any form. The group does not discriminate based on race or gender, therefore there is no pay differentiation.

## EMPLOYMENT EQUITY

Employment equity is viewed by the group and its investee companies as an integral component of its overall strategy, from board to employee level, to ensure diversity in the workforce.

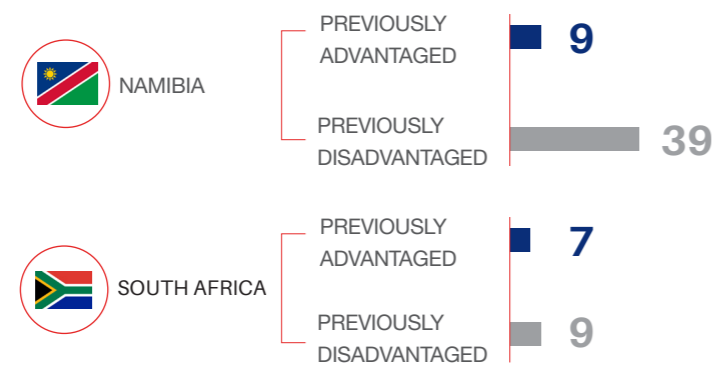
The company is committed to maintain a workforce that reflects country demographics in respect of race and gender. Employees are recognised for their intellectual value and commitment as an important component to the success of the group. During the financial period under review the group was issued its compliance certificate from the Employment Equity Commission in Namibia.

# REMUNERATION REPORT

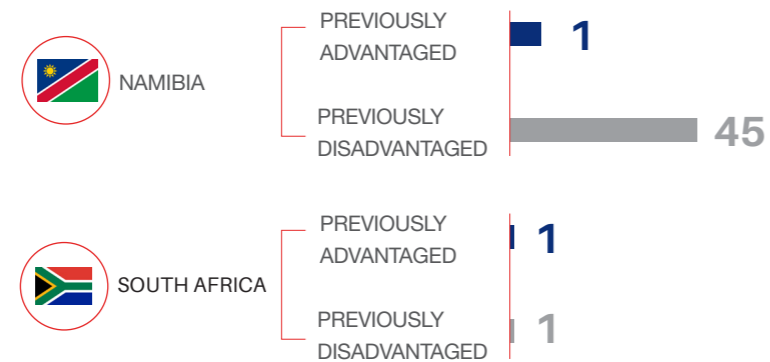
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## EMPLOYMENT EQUITY AND EMPOWERMENT PORTFOLIO COMPANIES AND SHARED SERVICES AS AT 31 AUGUST 2022

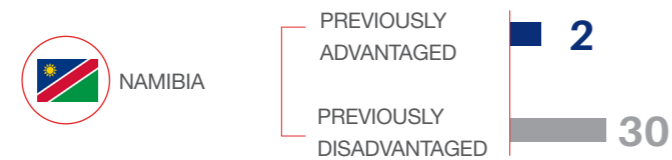
### SHARED SERVICES



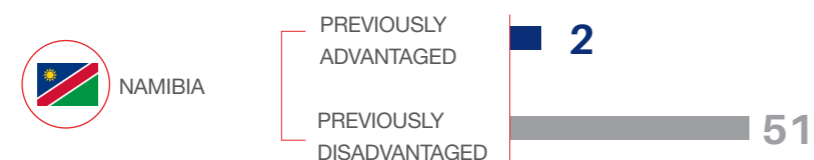
### INSURANCE



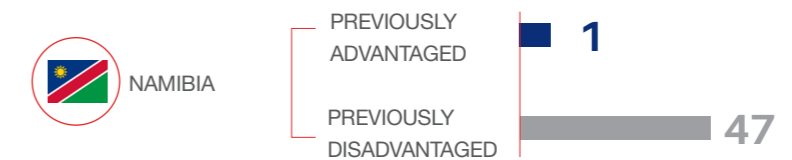
### BANKING AND FINANCE



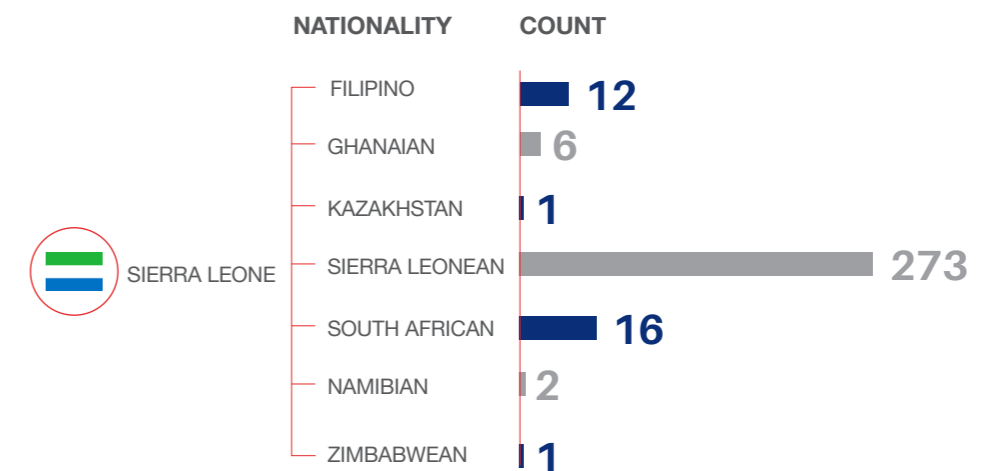
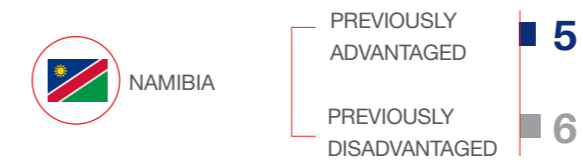
### REAL ESTATE



## EDUCATION



## RESOURCES



### WORKFORCE RESTRUCTURING

During the reporting period, due to the continued economic downturn in Namibia, a total of twenty six (26) employees were retrenched in the shared services subsidiaries and investee companies. The employees that were affected by the ongoing restructuring processes were treated in accordance with the applicable labour legislation and directives and more beneficial terms than required by the labour

act were negotiated, mutually agreed to and executed.

### TRAINING AND DEVELOPMENT

The internal culture of the group enforces a strong emphasis on leadership, skills development and training. Ongoing and targeted training needs analysis and performance management measures are in place and maintained to ensure and manage sustainable performance of staff.

# REMUNERATION REPORT

(CONTINUED)

In-house training offered to new employees includes the opportunity to unlimited consultation, training, mentoring and advice with any of the senior employees of the group to ensure that the employee will be able to perform at an optimal standard.

The company is also committed to ensuring that a sound balance remains between experience, which is crucial to the operations of the group and opportunities for younger employees. The company takes into consideration that the average life expectancy of individuals is increasing locally and globally and the policy of the group is that the compulsory retirement age for all employees is 60 years, but may be extended beyond the age of 60 up to a maximum age of 70 years.

## LEADERSHIP AND SUCCESSION PLANNING

The company recognises the important role that current leaders play in developing high potential employees for future leadership roles in the company. Succession, skills transfer and development will remain a key focus.

## EXCO SUPPORT GROUP

The exco support executives are employees displaying high potential who are carefully selected and offered special guidance, mentorship and support by the group exco. These support executives are earmarked to join the group exco and provide essential support and advice as well as enhance the skills pool of the exco.

In addition, selected senior employees from investee companies are invited to join the exco support executives' group from time to time for a fixed period, ranging from three to six months or up to a year as decided, depending on mentoring needs.

This affords them the opportunity to gain experience at top executive level by attending daily and monthly group exco meetings, coffee tables as well as liaising and working under the daily mentorship of group exco members for the designated period. This mentorship programme serves to ensure that essential boardroom, business and management skills as well as experience are gained by senior management employees of investee companies.

## JUNIOR BOARD MENTORSHIP PROGRAMME

Trustco continued with the junior board mentorship programme which was implemented during 2019. The mentorship programme was initiated to educate and empower young successful Namibian individuals who showed strong leadership qualities, who have impressive curriculum vitae et al, but who lack essential boardroom experience.

The scope of the programme was subsequently broadened to also include identified employees with the same potential within the group. The junior board members receive amongst others training, guidance and mentorship on all aspects of good corporate governance and ethical leadership.

The leadership and talent assessment processes and programmes of the group are continuously reviewed to evolve to more accurately identify high potential employees and potential successors for key positions. The importance of coaching and mentoring is also emphasised as an important capability in any leader, and accordingly managerial employees and senior executives are required to identify successors and transfer skills on an ongoing basis.

## SUSTAINABILITY

The company will;

- maintain objectives set for talent development, succession planning and organisational development to ensure sustainable growth as well as to remain an employer of choice;
- continue to identify opportunities to improve people management as well as optimise best practices to ensure employee productivity with optimum employee morale;
- continue to focus on paying remuneration packages that are competitive to attract, motivate and retain top performers who deliver sustainable results;
- strengthen its succession plan and broaden the diversity of its potential successors' list; and
- continue to enhance HR support systems and procedural effectiveness to leverage HR analytics to enhance employee productivity and engagement.

## NON-EXECUTIVE DIRECTORS

Non-executive directors' fees are reviewed annually by remco with the assistance of executive management and after review recommended to the board for endorsement. The proposed fees are submitted at the AGM for shareholder approval. Market benchmarks among companies of similar size and complexity are researched and considered. In addition, non-executive directors are reimbursed for travel expenses on official business. Non-executive directors do not participate in the company's variable pay plans in order to maintain independence.

The non-executive directors do not have employment agreements with the company as their appointments are made in terms of the company articles of association and were confirmed initially at the first AGM of the group, following their appointment and thereafter on rotation.

## EXECUTIVE DIRECTORS' REMUNERATION

Executive directors and prescribed officers have permanent employment contracts with the group. The contracts prescribe notice periods in terms of applicable labour legislation and include restraint of trade clauses. Performance measures are in place and any awards or incentives are subject and conditional to stretch performance targets for the group. The conditions are measured over three-year or five-year periods and commensurate with the financial years of the group. Base salary adjustments are done annually based on inflation and linked to individual performance. Senior executives and directors' performance conditions and awards are reviewed by the group remco and recommended to the board for ratification.

The executive director's annual salary increases, which were suspended with effect 1 April 2020, remained suspended during the reporting period and will be reviewed during the next reporting period.

## GROUP MD AND DEPUTY CEO

Dr Q van Rooyen, the group CEO and MD, is remunerated in terms of a management agreement between Trustco and Next Capital Ltd (Next), of which Dr van Rooyen is the sole shareholder. Mr QZ van Rooyen, the deputy CEO of the group and Mr L van Rooyen, CEO of the real estate investee, are also remunerated by Next.

## REMUNERATION REPORT

(CONTINUED)

Next previously had a management agreement with Trustco which expired on 31 March 2021. In terms of this management agreement, Next was remunerated on the following basis:

- 0.5% of the turnover of the group
- 1% of the headline earnings of the group and
- 1% of the basic earnings of the group.

If these targets were not met, the management fee would be halved, while if

growth exceeds the average inflation rate of Namibia plus 5%, the management fees were doubled. Inflation in Namibia was recorded at 2.3% for the period to 31 March 2021 (30 September 2021: 2.8%)

Next has entered into a new management agreement with Trustco in terms of which a management fee will be earned on annual performance of the group on the following measurements:

### CORPORATE PERFORMANCE METRICS

MEASURE	GROWTH TARGET	COMPENSATION
Total income per share	> Namibian CPIX + 5%	1% of total income
Adjusted earnings per share	> Namibian CPIX + 5%	2% of adjusted earnings
Cash generated from operations after working capital changes	> Namibian CPIX + 5%	2% of cash generated from operations after working capital changes
Net Asset Value per share	> Namibian CPIX + 5%	2% per annum of net asset value after reaching a floor of NAD 2 731 222 000

\* CPIX in Namibia was recorded at 5% for the period 31 August 2022.

\* Adjusted earnings mean the simple average of headline earnings and basic earnings of the group excluding management fees.

### SHAREHOLDER RETURN BASED METRICS

If the share price of a Trustco share remains at the agreed levels set out below for a period of at least 90 days on a Volume

Weighted Average Price (VWAP) basis and subject to high water mark principles, a once off payment in Trustco shares will be effected per category of share price target reached as set out below:

SHARE PRICE	EQUIVALENT MARKET CAPITALISATION	COMPENSATION (ONCE OFF SHARE PAYMENT PER CATEGORY REACHED)
NAD 9.75	15.7 billion	4 040 096 Trustco Shares
NAD 15.00	24.4 billion	5 656 135 Trustco Shares
NAD 19.00	30.7 billion	7 272 174 Trustco Shares
NAD 25.00	40 billion	8 888 212 Trustco Shares
NAD 30.00	50 billion	10 504 251 Trustco Shares
For each +25% share issued price increase above NAD 30.00	Various	+25% from previously number of shares

### PLEDGE OF ASSETS, SURETIES AND GUARANTEES PROVIDED

- 1.5% per annum of the value of assets pledged during the Measurement Period;
- 1.5% per annum of value of sureties and guarantees provided as well as subordination of loans, during the Measurement Period.

This agreement is subject to shareholders approval, which will be the closing date. The effective date of the new management agreement is 1 April 2021 irrespective of the closing date and will continue for a fixed period of 10 years from the effective date.

# REMUNERATION REPORT

(CONTINUED)

## BOARD REMUNERATION

The tables below present the detail of the remuneration and fee structure of executive directors, non-executive directors and prescribed officers in 2022 and 2021.

### BOARD REMUNERATION 2022 FOR THE 12 MONTH PERIOD (TO 31 AUGUST 2022)

FIGURES IN NAMIBIA DOLLAR THOUSAND

	FEES	BASIC	BONUS	SHARES	BENEFITS	TOTAL
<b>HOLDING COMPANY DIRECTORS NON-EXECUTIVE DIRECTORS AND BOARD COMMITTEE MEMBERS</b>						
ADV R HEATHCOTE	539	-	-	-	-	539
R TALJAARD	305	-	-	-	-	305
W GEYSER	546	-	-	-	-	546
R MARNEY (RESIGNED 5 AUGUST 2022)	476	-	-	-	-	476
T NEWTON (APPOINTED 1 FEBRUARY 2022)**	117	-	-	-	-	117
R CHETWODE (APPOINTED 1 FEBRUARY 2022)**	117	-	-	-	-	117
J VAN DEN HEEVER (APPOINTED 1 NOVEMBER 2021)	202	-	-	-	-	202
<b>TOTAL</b>	<b>2 302</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2 302</b>
<b>EXECUTIVE DIRECTORS</b>						
DR Q VAN ROOYEN*	-	-	-	-	-	-
FJ ABRAHAMS	-	2 353	-	-	476	2 829
Q Z VAN ROOYEN*	-	-	-	-	-	-
	<b>-</b>	<b>2 353</b>	<b>-</b>	<b>-</b>	<b>476</b>	<b>2 829</b>
<b>INVESTEE COMPANY DIRECTORS NON-EXECUTIVE DIRECTORS</b>						
B SIMILO	247	-	-	-	-	247
J VAN DEN HEEVER	231	-	-	-	-	231
R CHETWODE	307	-	-	-	-	307
R TALJAARD	393	-	-	-	-	393
T NEWTON	339	-	-	-	-	339
W GEYSER	713	-	-	-	-	713
<b>TOTAL</b>	<b>2 230</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2 230</b>
<b>GRAND TOTAL</b>	<b>4 532</b>	<b>2 353</b>	<b>-</b>	<b>-</b>	<b>476</b>	<b>7 361</b>

\* Refer to note 30 in the consolidated financial statements

\*\* Mr T Newton and Mr R Chetwode serve on the Trustco board committees and also as independent non-executive directors on investee entities.

### BOARD REMUNERATION 2021 FOR THE 11 MONTH PERIOD (TO 31 AUGUST 2021)

FIGURES IN NAMIBIA DOLLAR THOUSAND

	FEES	BASIC	BONUS	SHARES	BENEFITS	TOTAL
<b>HOLDING COMPANY DIRECTORS NON-EXECUTIVE DIRECTORS</b>						
ADV R HEATHCOTE	526	-	-	-	-	526
R TALJAARD	281	-	-	-	-	281
W GEYSER	283	-	-	-	-	283
R MARNEY (APPOINTED 25 MARCH 2021)	76	-	-	-	-	76
<b>TOTAL</b>	<b>1 166</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1 166</b>
<b>EXECUTIVE DIRECTORS</b>						
DR Q VAN ROOYEN*	-	-	-	-	-	-
FJ ABRAHAMS	-	2 157	-	-	510	2 667
Q Z VAN ROOYEN*	-	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>2 157</b>	<b>-</b>	<b>-</b>	<b>510</b>	<b>2 667</b>
<b>SUBSIDIARY COMPANY DIRECTORS NON-EXECUTIVE DIRECTORS</b>						
W GEYSER	1 181	-	-	-	-	1 181
R TALJAARD	706	-	-	-	-	706
T NEWTON	378	-	-	-	-	378
B SIMILO	155	-	-	-	-	155
J VAN DEN HEEVER	331	-	-	-	-	331
R CHETWODE	301	-	-	-	-	301
<b>TOTAL</b>	<b>3 052</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3 052</b>
<b>EXECUTIVE DIRECTORS</b>						
E JANSE VAN RENSBURG	-	1 610	-	-	97	1 707
A LAMBERT	-	836	-	-	53	888
I CALITZ	-	887	-	-	66	953
A BRAND	-	970	-	-	55	1 025
IBRAHAM SORIE KAMARA	-	2 673	-	-	-	2 673
J JOUBERT	3 300	-	-	-	-	3 300
M ERASMUS	-	1 550	-	-	106	1 657
T SLABBERT (RESIGNED 31 DECEMBER 2020)	-	373	-	-	7	380
<b>TOTAL</b>	<b>3 300</b>	<b>8 899</b>	<b>-</b>	<b>-</b>	<b>384</b>	<b>12 583</b>
<b>GRAND TOTAL</b>	<b>7 518</b>	<b>11 056</b>	<b>-</b>	<b>-</b>	<b>894</b>	<b>19 468</b>

\* Refer to note 30 in the consolidated financial statements