

SUSTAINABILITY INDICATORS

		5-year compound annual growth %	2015	2014	2013 Restated*	2012 Restated*	2011
Economic							
Turnover	R'm	10.7	22 070	19 150	17 543	15 437	14 136
Comparable stores turnover growth	%		7.5	6.3	5.8	5.5	6.9
Gross profit margin	%		20.5	21.5	21.6	22.5	23.0
Operating margin	%		6.3	6.4	6.3	6.6	6.6
Headline earnings	R'm		960	838	756	692	655
Diluted headline earnings per share	cents	12.7	383.9	336.8	298.3	273.4	249.7
Return on shareholders' interest	%	1.1	53.7	57.0	55.5	59.9	62.2
Return on total assets	%		14.0	14.4	14.8	15.3	15.7
Net asset value per share	cents		839	647	558	533	382
Distributions per share	cents		235	190	168	152	125
Distribution cover	times		1.7	1.8	1.8	1.8	2.0
Capital expenditure	R'm	9.9	370	337	310	256	226
Depreciation and amortisation	R'm		248	230	210	181	158
Growth in trading space	%		5.5	4.0	3.3	4.7	5.3
Number of stores			657	632	607	595	590
Retail trading density	R/m ²		55 416	53 038	50 760	48 607	46 911
In-store dispensaries			361	339	331	306	283
In-store clinics			157	139	122	116	104
Market share**							
– Clicks: retail pharmacy	%		18.7	18.3	17.6	16.2	15.4
– UPD: private pharmaceutical market (value)	%		25.2	25.2	24.5	24.3	23.1
Clicks ClubCard							
– Active members	m		5.0	4.7	4.1	3.9	3.4
– Annual growth in membership	%		6.6	14.6	5.1	14.7	9.7
– Contribution to sales	%		75.1	75.7	76.1	77.1	76.7
Clicks private label and exclusive products							
– Percentage of total sales	%		19.8	19.0	18.4	18.4	18.2
– Percentage of front shop sales	%		25.7	24.7	24.1	24.2	24.2
Social							
Permanent staff			8 658	8 625	8 385	8 063	8 262
Staff turnover	%		18.8	20.9	21.5	21.7	19.4
Pharmacy turnover	%		21.9	24.2	27.6	37.3	23.0
Percentage employee participation in share ownership scheme	%		92.3	99.0	98.7	97.4	95.8
Employment equity**							
– Black staff as a % of total staff	%		89.6	85.8	85.0	85.3	84.8
– Black senior and top management****	%		23.2	25.4	27.3	22.7	19.7
– Black directors	%		44.4	40.0	44.0	44.0	40.0
– Women as a % of total staff	%		61.8	63.3	63.1	63.3	63.0
– Women senior and top management****	%		21.4	22.0	25.8	28.8	28.8
Skills development**							
– Total expenditure	R'm		49.0	52.5	45.1	40.0	47.0
– Skills development as a % of basic payroll	%		2.9	3.3	2.8	2.8	3.4
– Number of employees trained			4 156	4 483	3 735	4 687	4 356
Preferential procurement**	%		80.3	71.0	79.0	65.6	75.0
Enterprise development spend**	R'm		93.4	101.3	55.7	48.2	33.7
Corporate social investment spend**	R'm		11.1	9.5	13.8	6.0	9.0
Transformation rating**	Level		3	3	3	3	3
Employees covered by medical aid	%		23.1	21.1	19.0	18.2	16.7
Employees covered by retirement benefits	%		98.8	100.0	99.5	99.2	95.0
Employees covered by collective bargaining agreements	%		35.6	38.0	37.8	40	42
Environmental							
Carbon emissions (CO ₂) metric tons***			115 159	121 560	127 528	119 480	121 257

* 2013 and 2012 results have been restated due to the adoption in the 2014 financial year of IAS 19 (Revised) – Employee Benefits and IFRS 10 – Consolidated Financial Statements.

** Indicators have been externally assured.

*** Current year indicators are in the process of being externally assured. Prior-year figures have restated to externally assured figure.

**** The definition of top and senior management has been revised in the current year and prior year figures have been restated.

Sustainability indicators (continued)

		5-year compound annual growth %	2015	2014	2013 Restated*	2012 Restated*	2011
Additional information							
Working capital management							
Inventory days			68	64	59	63	60
Trade debtor days			42	44	48	46	46
Trade creditor days			76	68	64	61	57
Effective tax rate	%		28.2	28.3	28.5	28.2	27.5
Solvency and liquidity							
Current ratio	times		1.1	1.0	1.0	1.0	0.9
Interest-bearing debt to shareholders' interest	%		–	–	25.0	15.9	38.9
Interest-bearing debt, including cash, to shareholders' interest	%		(19.9)	(12.5)	16.6	14.0	37.1
Share-related information							
Number of shares in issue (gross)	m		246.1	246.1	268.3	276.1	270.7
Number of shares in issue (net of treasury shares)	m		239.9	242.3	246.9	253.0	253.0
Weighted average number of shares (net of treasury shares)	m		240.6	245.4	250.3	253.2	262.1
Weighted average diluted number of shares (net of treasury shares)	m		250.2	248.9	253.4	253.3	262.5
Share price							
– closing	cents		9 154	6 915	5 483	5 750	4 170
– high	cents		9 955	6 915	6 830	6 065	4 706
– low	cents		6 226	5 381	5 269	3 659	3 500
Market capitalisation (gross)	R'm	16.2	22 531	17 020	14 712	15 877	11 286
Market capitalisation (net of treasury shares)	R'm	17.1	21 959	16 752	13 536	14 550	10 548
Volume of shares traded	m		221.6	183.0	275.7	349.2	466.3
Percentage of shares traded	%		92.1	74.6	110.2	138.0	177.9
Free float (including treasury shares)			97.2	98.2	91.8	91.0	93.2
Price earnings ratio	times		23.8	20.5	18.4	21.0	16.7
FTSE/JSE Africa share indices							
All Share Index		12.9	49 972	50 959	42 228	35 389	31 006
General Retailers Index		19.3	8 286	6 689	5 816	6 352	4 555
Food and Drug Retailers Index		14.4	10 053	8 363	8 064	8 533	5 899
Economic information							
Inflation rate							
CPI	%		4.6	6.4	6.4	5.0	5.3
Prime overdraft rate							
– closing	%		9.50	9.25	8.50	8.50	9.00
– average	%		9.28	8.90	8.50	8.90	9.10
Exchange rates							
Rand/US Dollar							
– closing rate	R/US\$		13.31	10.65	10.34	8.48	7.07
– average rate	R/US\$		11.79	10.50	9.15	8.00	6.91

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