

SUSTAINABILITY INDICATORS

Sustainability indicators		5-year compound annual growth %	2017	2016	2015	2014	2013
							Restated*
Economic							
Turnover	(Rm)	11.7	26 809	24 171	22 070	19 150	17 543
Comparable stores turnover growth	(%)		8.0	9.8	7.5	6.3	5.8
Gross profit margin	(%)		21.0	20.7	20.5	21.5	21.6
Operating margin	(%)		6.8	6.5	6.3	6.4	6.3
Headline earnings	(Rm)		1 269	1 099	960	838	756
Diluted headline earnings per share	(cents)	12.9	502.1	438.5	383.9	336.8	298.3
Return on shareholders' interest	(%)	(5.9)	44.1	49.2	53.7	57.0	55.5
Return on total assets	(%)		14.0	13.8	14.0	14.4	14.8
Net asset value per share	(cents)		1 395	1 037	839	647	558
Distributions per share	(cents)		322	272	235	190	168
Capital expenditure	(Rm)	15.1	518	433	370	337	310
Depreciation and amortisation	(Rm)		297	264	248	230	210
Growth in trading space	(%)		5.6	4.6	5.5	4.0	3.3
Number of stores			795	689	657	632	607
Retail trading density	(R/m ²)		64 167	59 677	55 416	53 038	50 760
In-store dispensaries			473	400	361	339	331
In-store clinics			195	195	157	139	122
Market share***							
- Clicks: retail pharmacy	(%)		22.2	19.6	18.7	18.3	17.6
- UPD: private pharmaceutical market (value)	(%)		25.6	24.1	25.2	25.2	24.5
Clicks ClubCard							
- Active members	(m)		7.0	6.2	5.0	4.7	4.1
- Annual growth in membership	(%)		12.2	22.5	6.6	14.6	5.1
- Contribution to sales	(%)		77.4	77.2	75.1	75.7	76.1
Clicks private label and exclusive products							
- Percentage of total sales	(%)		21.8	21.0	19.8	19.0	18.4
- Percentage of front shop sales	(%)		28.5	27.0	25.7	24.7	24.1
Social							
Permanent staff**			14 673	14 093	12 805	11 404	10 963
Permanent monthly paid staff turnover	(%)		15.9	17.0	18.8	20.9	21.5
Pharmacy turnover	(%)		18.7	22.0	21.9	24.2	27.6
Percentage employee participation in share ownership scheme	(%)		70.8	80.1	92.3	99.0	98.7
Employment equity***							
- Black staff as a % of total staff	(%)		91.1	90.8	89.6	85.8	85.0
- Black senior and top management***	(%)		31.5	27.8	23.2	25.4	27.3
- Black directors	(%)		44.4	44.4	44.4	40.0	44.0
- Women as a % of total staff	(%)		62.7	61.9	61.8	63.3	63.1
- Women senior and top management***	(%)		25.9	27.8	21.4	22.0	25.8
Skills development***							
- Total expenditure	(Rm)		125.8	95.7	49.0	52.5	45.1
- Skills development as a % of basic payroll	(%)		5.6	4.8	2.9	3.3	2.8
- Number of employees trained			5 679	4 935	4 156	4 483	3 735
Preferential procurement ***	(%)		72.8	75.8	80.3	71.0	79.0
Supplier and enterprise development spend***	(Rm)		27.3	11.5	93.4	101.3	55.7
Corporate social investment spend***	(Rm)		17.8	15.1	11.1	9.5	13.8
Transformation rating [^]	(Level)		5	6	3	3	3
Employees covered by medical aid	(%)		16.8	15.8	23.1	21.1	19.0
Employees covered by retirement benefits	(%)		97.5	97.9	98.8	100.0	99.5
Permanent monthly paid employees covered by collective bargaining agreements	(%)		18.1	17.9	35.6	38.0	37.8
Environmental							
Carbon emissions (CO ₂) metric tons***			118 434	114 044	115 159	121 560	127 528

* 2013 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

** Number of permanent employees have been restated to include full-time, part-time and flexi-time employees

*** Indicators have been externally assured

[^] The 2017 transformation rating has been calculated in accordance with the BBBEE Amended Codes of Good Practice Gazetted on 11 October 2013

SUSTAINABILITY INDICATORS (CONTINUED)

		5-year compound annual growth %	2017	2016	2015	2014	2013 Restated*
Additional information							
Working capital management							
Inventory days			65	66	68	64	59
Trade debtor days			40	43	42	44	48
Trade creditor days			68	70	76	68	64
Effective tax rate	(%)		28.0	27.8	28.2	28.3	28.5
Solvency and liquidity							
Current ratio	(times)		1.1	1.1	1.1	1.0	1.0
Interest-bearing debt to shareholders' interest	(%)		-	-	-	-	25.0
Interest-bearing debt, including cash, to shareholders' interest	(%)		(21.2)	(15.1)	(19.9)	(12.5)	16.6
Share-related information							
Number of shares in issue (gross)	(m)		246.0	246.1	246.1	246.1	268.3
Number of shares in issue (net of treasury shares)	(m)		236.5	236.5	239.9	242.3	246.9
Weighted average number of shares (net of treasury shares)	(m)		236.5	237.6	240.6	245.4	250.3
Weighted average diluted number of shares (net of treasury shares)	(m)		252.6	250.5	250.2	248.9	253.4
Share price							
- closing	(cents)		14 880	12 110	9 154	6 915	5 483
- high	(cents)		15 032	13 050	9 955	6 915	6 830
- low	(cents)		11 146	7 980	6 226	5 381	5 269
Market capitalisation (gross)	(Rm)	18.2	36 600	29 807	22 531	17 020	14 712
Market capitalisation (net of treasury shares)	(Rm)	19.3	35 195	28 643	21 959	16 752	13 536
Volume of shares traded	(m)		196.0	214.5	221.6	183.0	275.7
Percentage of shares traded	(%)		82.9	90.3	92.1	74.6	110.2
Free float (including treasury shares)			95.9	95.9	97.2	98.2	91.8
Price earnings ratio	(times)		29.6	27.6	23.8	20.5	18.4
FTSE/JSE Africa share indices							
All Share Index		9.8	56 522	52 733	49 972	50 959	42 228
General Retailers Index		1.4	6 798	7 255	8 286	6 689	5 816
Food and Drug Retailers Index		6.4	11 637	10 683	10 053	8 363	8 064
Economic information							
Inflation rate							
CPI	(%)		4.8	5.9	4.6	6.4	6.4
Prime overdraft rate							
- closing	(%)		10.25	10.50	9.50	9.25	8.50
- average	(%)		10.46	10.10	9.28	8.90	8.50
Exchange rates							
Rand/US Dollar							
- closing rate	(R/US\$)		13.02	14.49	13.31	10.65	10.34
- average rate	(R/US\$)		13.46	14.74	11.79	10.50	9.15

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