

SUSTAINABILITY INDICATORS

Sustainability indicators		5-year compound annual growth %	2020	2019 ²	2018 ³	2017 ³	2016 ³
Economic							
Turnover	(Rm)	9.3	34 364	31 352	29 239	26 809	24 171
Comparable stores turnover growth	(%)		3.4	6.4	5.5	8.0	9.8
Gross profit margin	(%)		21.0	21.3	21.1	21.0	20.7
Operating margin	(%)		8.1	8.0	7.0	6.8	6.5
Headline earnings	(Rm)		1 887	1 682	1 469	1 269	1 099
Diluted headline earnings per share	(cents)	14.5	754.3	663.6	575.3	502.1	438.5
Return on shareholders' interest	(%)		37.8	37.0	38.0	44.1	49.2
Return on total assets	(%)		12.4	12.6	13.8	14.0	13.8
Net asset value per share	(cents)		2 089	1 903	1 767	1 395	1 037
Distributions per share	(cents)		450	445	380	322	272
Capital expenditure	(Rm)	9.8	591	647	671	518	433
Depreciation and amortisation	(Rm)		1 177	1 036	339	297	264
Growth in trading space	(%)		6.5	7.1	10.6	5.6	4.6
Number of stores			884	870	837	795	689
Retail trading density	(R/m ²)		66 733	65 935	64 446	64 167	59 677
In-store dispensaries			585	545	510	473	400
In-store clinics			195	194	203	195	195
Market share¹							
– Clicks: retail pharmacy	(%)		23.8	24.1	23.9	22.1	19.6
– UPD: private pharmaceutical market (value)	(%)		29.4	27.0	26.0	25.6	24.1
Clicks ClubCard							
– Active members	(m)		8.6	8.1	7.8	7.0	6.2
– Annual growth in membership	(%)		5.9	3.8	11.4	12.2	22.5
– Contribution to sales	(%)		78.2	77.6	77.2	77.4	77.2
Clicks private label and exclusive products							
– Percentage of total sales	(%)		23.7	21.7	22.0	21.8	21.0
– Percentage of front shop sales	(%)		29.2	29.1	28.2	28.5	27.0
Social							
Permanent staff			15 582	15 413	15 067	14 673	14 093
Permanent monthly paid staff turnover	(%)		11.3	14.5	13.9	15.9	17.0
Pharmacy turnover	(%)		13.2	15.3	15.3	18.7	22.0
Percentage employee participation in share ownership scheme	(%)		–	–	70.4	70.8	80.1
Employment equity¹							
– Black staff as a % of total staff	(%)		93.0	92.7	92.1	91.1	90.8
– Black senior and top management ¹	(%)		46.8	42.7	41.2	31.5	27.8
– Black directors	(%)		55.6	55.6	44.4	44.4	44.4
– Women as a % of total staff	(%)		64.0	63.8	63.0	62.7	61.9
– Women senior and top management ¹	(%)		35.1	37.3	36.8	25.9	27.8
Skills development¹							
– Total expenditure	(Rm)		140.1	143.8	124.7	125.8	95.7
– Skills development as a % of basic payroll	(%)		6.6	3.4	3.4	5.6	4.8
– Number of employees trained			4 776	5 781	6 078	5 679	4 935
Preferential procurement ¹	(%)		70.1	59.0	64.1	72.8	75.8
Supplier and enterprise development spend ¹	(Rm)		69.2	61.6	31.1	27.3	11.5
Corporate social investment spend ¹	(Rm)		18.7	19.8	18.4	17.8	15.1
Transformation rating	(Level)		5	6	6	5	6
Employees covered by medical aid	(%)		79.2	77.0	18.2	16.8	15.8
Employees covered by retirement benefits	(%)		97.9	98.0	99.4	97.5	97.9
Permanent monthly paid employees covered by collective bargaining agreements	(%)		9.9	11.3	12.9	18.1	17.9
Environmental							
Carbon emissions (CO₂) metric tons¹							
Total emissions			143 706	132 365	117 176	118 434	114 044

¹ Indicators have been externally assured.

² Comparative restated for the adoption of IFRS 16.

³ The statement of comprehensive income for 2016 – 2018 and statement of financial position for 2016 – 2017 have not been restated, due to IFRS only requiring the disclosure of one year's comparative on the statement of comprehensive income and two years' comparative on the statement of financial position.

SUSTAINABILITY INDICATORS (CONTINUED)

		5-year compound annual growth %	2020	2019 ¹	2018 ²	2017 ²	2016 ²
Additional information							
Working capital management							
Inventory days			66	70	67	65	66
Trade debtor days			31	37	38	40	43
Trade creditor days			60	73	69	68	70
Effective tax rate	(%)		27.2	27.9	27.9	28.0	27.8
Solvency and liquidity							
Current ratio	(times)		1.2	1.2	1.1	1.1	1.1
Interest-bearing debt (including cash) to shareholders' interest	(%)		10.3	(5.7)	(34.4)	(21.2)	(15.1)
Share-related information							
Number of shares in issue (gross)	(m)		248.7	262.1	253.9	246.0	246.1
Number of shares in issue (net of treasury shares)	(m)		248.7	251.5	244.5	236.5	236.5
Weighted average number of shares (net of treasury shares)	(m)		250.2	249.1	241.1	236.5	237.6
Weighted average diluted number of shares (net of treasury shares)	(m)		250.2	253.5	255.4	252.6	250.5
Share price							
- closing	(cents)		23 000	19 900	20 300	14 880	12 110
- high	(cents)		27 289	21 822	21 542	15 032	13 050
- low	(cents)		19 550	15 614	18 206	11 146	7 980
Market capitalisation (gross)	(Rm)	20.5	57 192	52 155	51 551	36 600	29 807
Market capitalisation (net of treasury shares)	(Rm)	21.1	57 192	50 053	49 635	35 195	28 643
Volume of shares traded	(m)		304.9	273.8	295.2	196.0	214.5
Percentage of shares traded	(%)		121.9	109.9	122.4	82.9	90.3
Free float (including treasury shares)			99.9	95.9	96.1	95.9	95.9
Price earnings ratio	(times)		30.5	29.5	35.3	29.6	27.6
FTSE/JSE Africa share indices							
All Share Index		0.5	51 225	55 260	58 668	56 522	52 733
General Retailers Index		(16.0)	3 459	5 700	7 026	6 798	7 255
Food and Drug Retailers Index		(0.8)	9 672	10 332	12 450	11 637	10 683
Economic information							
Inflation rate							
CPI	(%)		3.1	4.3	4.9	4.8	5.9
Prime overdraft rate							
- closing	(%)		7.00	10.00	10.00	10.25	10.50
- average	(%)		8.71	10.15	10.00	10.46	10.10
Exchange rates							
Rand/US Dollar							
- closing rate	(R/US\$)		16.58	15.32	14.71	13.02	14.49
- average rate	(R/US\$)		16.08	14.34	12.97	13.46	14.74

¹ Comparative restated for the adoption of IFRS 16.

² The statement of comprehensive income for 2016 – 2018 and statement of financial position for 2016 – 2017 have not been restated, due to IFRS only requiring the disclosure of one year's comparative on the statement of comprehensive income and two years' comparative on the statement of financial position.