

# CREATING VALUE IN 2019

The Integrated Reporting Framework of the International Integrated Reporting Council (IIRC) recommends reporting to stakeholders on the six main capital resources that are applied in the creation of value. Clicks Group has chosen to adapt the IIRC capitals and apply terminology which is more commonly used in managing the business.

IIRC capitals	Financial	Manufactured	Intellectual	Human	Social and relationship	Natural
Clicks Group capitals	Financial	Infrastructure	Intellectual	People	Stakeholders	Environment

## FINANCIAL

Included in  
**FTSE/JSE Top 40 Index**

Operating profit up **14.2%** to **R2.3 billion**

**R2.9 billion** cash generated by operations

Diluted HEPS up **16.8%** to 672 cents

Dividend up **17.1%** to 445 cents per share

Return on equity of **36.5%**

Total shareholder return **28.6%** (10-year CAGR)

## INFRASTRUCTURE

Opened  
**41 Clicks stores**  
and expanded footprint to 704 stores

**R647 million** capital investment in stores, supply chain and IT



**Online** is the fastest growing store

**35** new Clicks pharmacies; total now **545**

**9** distribution centres across Clicks and UPD

## INTELLECTUAL



**8.1 million**  
active Clicks ClubCard loyalty members

Clicks increased market share in all key product categories

Private label and exclusive brands **22%** of health and beauty sales

**Over 1 900** new private label products launched, reflecting investment in innovation

Clicks remains price competitive with national retailers

Clicks independently rated as leading health and beauty retailer in SA

UPD gained share of the wholesale and distribution markets

## PEOPLE

Additional **R1.5 billion**  
paid to beneficiaries of employee share ownership programme

Recognised as Top Employer in retail sector in South Africa for third consecutive year

**15 413** permanent employees; **346** new jobs created

**R144 million** invested in employee training and development

Company-funded healthcare cover extended to all employees

Pharmacy staff turnover maintained at **15.3%**

## STAKEHOLDERS

**R1.2 billion**  
returned to shareholders in dividends and share buy-backs

Turnover of **R31.4 billion** generated from customers

**R504 million** cashback paid to ClubCard members

**R3.4 billion** paid to employees

**R26.7 billion** paid to suppliers of goods and services

## ENVIRONMENT

Included in  
**FTSE4Good Index**



**645 000** kilowatt hours renewable energy produced

**85%** of waste recycled

**3 568 tons** of recycling in the supply chain