

# SUSTAINABILITY INDICATORS

		5-year compound annual growth %	2018	2017	2016	2015	2014
<b>Sustainability indicators</b>							
<b>Economic</b>							
Turnover	(Rm)	10.8%	29 240	26 809	24 171	22 070	19 150
Comparable stores turnover growth	(%)		5.5	8.0	9.8	7.5	6.3
Gross profit margin	(%)		21.1	21.0	20.7	20.5	21.5
Operating margin	(%)		7.0	6.8	6.5	6.3	6.4
Headline earnings	(Rm)		1 476	1 269	1 099	960	838
Diluted headline earnings per share	(cents)	14.1%	578.0	502.1	438.5	383.9	336.8
Return on shareholders' interest	(%)	(7.2%)	38.2	44.1	49.2	53.7	57.0
Return on total assets	(%)		13.9	14.0	13.8	14.0	14.4
Net asset value per share	(cents)		1 811	1 395	1 037	839	647
Distributions per share	(cents)		380	322	272	235	190
Capital expenditure	(Rm)	16.7%	671	518	433	370	337
Depreciation and amortisation	(Rm)		339	297	264	248	230
Growth in trading space	(%)		10.6	5.6	4.6	5.5	4.0
Number of stores			837	795	689	657	632
Retail trading density	(R/m <sup>2</sup> )		64 446	64 167	59 677	55 416	53 038
In-store dispensaries			510	473	400	361	339
In-store clinics			203	195	195	157	139
Market share*							
– Clicks: retail pharmacy	(%)		23.3	22.2	19.6	18.7	18.3
– UPD: private pharmaceutical market (value)	(%)		26.0	25.6	24.1	25.2	25.2
Clicks ClubCard							
– Active members	(m)		7.8	7.0	6.2	5.0	4.7
– Annual growth in membership	(%)		11.4	12.2	22.5	6.6	14.6
– Contribution to sales	(%)		77.2	77.4	77.2	75.1	75.7
Clicks private label and exclusive products							
– Percentage of total sales	(%)		22.0	21.8	21.0	19.8	19.0
– Percentage of front shop sales	(%)		28.2	28.5	27.0	25.7	24.7
<b>Social</b>							
Permanent staff			15 067	14 673	14 093	12 805	11 404
Permanent monthly paid staff turnover	(%)		13.9	15.9	17.0	18.8	20.9
Pharmacy turnover	(%)		15.3	18.7	22.0	21.9	24.2
Percentage employee participation in share ownership scheme	(%)		70.4	70.8	80.1	92.3	99.0
Employment equity*							
– Black staff as a % of total staff	(%)		92.1	91.1	90.8	89.6	85.8
– Black senior and top management*	(%)		41.2	31.5	27.8	23.2	25.4
– Black directors	(%)		44.4	44.4	44.4	44.4	40.0
– Women as a % of total staff	(%)		63.0	62.7	61.9	61.8	63.3
– Women senior and top management*	(%)		36.8	25.9	27.8	21.4	22.0
Skills development*							
– Total expenditure	(Rm)		124.7	125.8	95.7	49.0	52.5
– Skills development as a % of basic payroll	(%)		3.4	5.6	4.8	2.9	3.3
– Number of employees trained			6 078	5 679	4 935	4 156	4 483
Preferential procurement*	(%)		64.1	72.8	75.8	80.3	71.0
Supplier and enterprise development spend*	(Rm)		31.1	27.3	11.5	93.4	101.3
Corporate social investment spend*	(Rm)		18.4	17.8	15.1	11.1	9.5
Transformation rating**	(Level)		6	5	6	3	3
Employees covered by medical aid	(%)		18.2	16.8	15.8	23.1	21.1
Employees covered by retirement benefits	(%)		99.4	97.5	97.9	98.8	100.0
Permanent monthly paid employees covered by collective bargaining agreements	(%)		12.9	18.1	17.9	35.6	38.0
<b>Environmental</b>							
Carbon emissions (CO <sub>2</sub> ) metric tons*							
Total emissions			117 176	118 434	114 044	115 159	121 560

\* Indicators have been externally assured

\*\* The 2018 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 %	2018	2017	2016	2015	2014
<b>Additional information</b>							
<b>Working capital management</b>							
Inventory days			67	65	66	68	64
Trade debtor days			38	40	43	42	44
Trade creditor days			69	68	70	76	68
Effective tax rate	(%)		27.9	28.0	27.8	28.2	28.3
<b>Solvency and liquidity</b>							
Current ratio	(times)		1.2	1.1	1.1	1.1	1.0
Interest-bearing debt, including cash, to shareholders' interest	(%)		(34.4)	(21.2)	(15.1)	(19.9)	(12.5)
<b>Share-related information</b>							
Number of shares in issue (gross)	(m)		253.9	246.0	246.1	246.1	246.1
Number of shares in issue (net of treasury shares)	(m)		244.5	236.5	236.5	239.9	242.3
Weighted average number of shares (net of treasury shares)	(m)		241.1	236.5	237.6	240.6	245.4
Weighted average diluted number of shares (net of treasury shares)	(m)		255.4	252.6	250.5	250.2	248.9
Share price							
– closing	(cents)		20 300	14 880	12 110	9 154	6 915
– high	(cents)		21 542	15 032	13 050	9 955	6 915
– low	(cents)		18 206	11 146	7 980	6 226	5 381
Market capitalisation (gross)	(Rm)	28.5%	51 551	36 600	29 807	22 531	17 020
Market capitalisation (net of treasury shares)	(Rm)	29.7%	49 635	35 195	28 643	21 959	16 752
Volume of shares traded	(m)		295.2	196.0	214.5	221.6	183.0
Percentage of shares traded	(%)		122.4	82.9	90.3	92.1	74.6
Free float (including treasury shares)			96.1	95.9	95.9	97.2	98.2
Price earnings ratio	(times)		35.1	29.6	27.6	23.8	20.5
<b>FTSE/JSE Africa share indices</b>							
All Share Index		6.8%	58 668	56 522	52 733	49 972	50 959
General Retailers Index		3.9%	7 026	6 798	7 255	8 286	6 689
Food and Drug Retailers Index		9.1%	12 450	11 637	10 683	10 053	8 363
<b>Economic information</b>							
Inflation rate							
CPI	(%)		4.9	4.8	5.9	4.6	6.4
Prime overdraft rate							
– closing	(%)		10.00	10.25	10.50	9.50	9.25
– average	(%)		10.00	10.46	10.10	9.28	8.90
Exchange rates							
Rand/US Dollar							
– closing rate	(R/US\$)		14.71	13.02	14.49	13.31	10.65
– average rate	(R/US\$)		12.97	13.46	14.74	11.79	10.50