

SUSTAINABILITY INDICATORS

Sustainability indicators		5-year compound annual growth %	2016	2015	2014	2013	2012
			2016	2015	2014	Restated*	Restated*
Economic							
Turnover	(Rm)	11.3	24 171	22 070	19 150	17 543	15 437
Comparable stores turnover growth	(%)		9.8	7.5	6.3	5.8	5.5
Gross profit margin	(%)		20.7	20.5	21.5	21.6	22.5
Operating margin	(%)		6.5	6.3	6.4	6.3	6.6
Headline earnings	(Rm)		1 099	960	838	756	692
Diluted headline earnings per share	(cents)	11.9	438.5	383.9	336.8	298.3	273.4
Return on shareholders' interest	(%)	(4.6)	49.2	53.7	57.0	55.5	59.9
Return on total assets	(%)		13.8	14.0	14.4	14.8	15.3
Net asset value per share	(cents)		1 037	839	647	558	533
Distributions per share	(cents)		272	235	190	168	152
Distribution cover	(times)		1.7	1.7	1.8	1.8	1.8
Capital expenditure	(Rm)	13.9	433	370	337	310	256
Depreciation and amortisation	(Rm)		264	248	230	210	181
Growth in trading space	(%)		4.6	5.5	4.0	3.3	4.7
Number of stores			689	657	632	607	595
Retail trading density	(R/m ²)		59 677	55 416	53 038	50 760	48 607
In-store dispensaries			400	361	339	331	306
In-store clinics			195	157	139	122	116
Market share**							
– Clicks: retail pharmacy	(%)		19.6	18.7	18.3	17.6	16.2
– UPD: private pharmaceutical market (value)	(%)		24.1	25.2	25.2	24.5	24.3
Clicks ClubCard							
– Active members	(m)		6.2	5.0	4.7	4.1	3.9
– Annual growth in membership	(%)		22.5	6.6	14.6	5.1	14.7
– Contribution to sales	(%)		77.2	75.1	75.7	76.1	77.1
Clicks private label and exclusive products							
– Percentage of total sales	(%)		21.0	19.8	19.0	18.4	18.4
– Percentage of front shop sales	(%)		27.0	25.7	24.7	24.1	24.2
Social							
Permanent staff***			14 093	12 805	11 404	10 963	8 063
Permanent monthly paid staff turnover	(%)		17.4	18.8	20.9	21.5	21.7
Pharmacy turnover	(%)		22.0	21.9	24.2	27.6	37.3
Percentage employee participation in share ownership scheme	(%)		80.1	92.3	99.0	98.7	97.4
Employment equity**							
– Black staff as a percentage of total staff	(%)		90.8	89.6	85.8	85.0	85.3
– Black senior and top management**	(%)		27.8	23.2	25.4	27.3	22.7
– Black directors	(%)		44.4	44.4	40.0	44.0	44.0
– Women as a % of total staff	(%)		61.9	61.8	63.3	63.1	63.3
– Women senior and top management**	(%)		27.8	21.4	22.0	25.8	28.8
Skills development**							
– Total expenditure	(Rm)		57.8	49.0	52.5	45.1	40.0
– Skills development as a percentage of basic payroll	(%)		2.9	2.9	3.3	2.8	2.8
– Number of employees trained			4 935	4 156	4 483	3 735	4 687
Preferential procurement**	(%)		75.8	80.3	71.0	79.0	65.6
Supplier and enterprise development spend**	(Rm)		11.5	93.4	101.3	55.7	48.2
Corporate social investment spend**	(Rm)		15.1	11.1	9.5	13.8	6.0
Transformation rating [^]	(Level)		6	3	3	3	3
Employees covered by medical aid	(%)		15.8	23.1	21.1	19.0	18.2
Employees covered by retirement benefits	(%)		97.9	98.8	100.0	99.5	99.2
Permanent monthly paid employees covered by collective bargaining agreements	(%)		29.6	35.6	38.0	37.8	40.0
Environmental							
Carbon emissions (CO ₂) metric tons^^							
Total emissions			114 044	115 159	121 560	127 528	119 480

* 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.

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

[^] The 2016 transformation rating has been conducted in accordance with the B-BBEE Amended Codes of Good Practice Gazetted on 11 October 2013 which has replaced the Generic Codes Gazetted on 9 February 2007.

^{^^} Current year indicators are in the process of being externally assured.

SUSTAINABILITY INDICATORS (CONTINUED)

		5-year compound annual growth %	2016	2015	2014	2013 Restated*	2012 Restated*
Additional information							
Working capital management							
Inventory days			66	68	64	59	63
Trade debtor days			43	42	44	48	46
Trade creditor days			70	76	68	64	61
Effective tax rate	(%)		27.8	28.2	28.3	28.5	28.2
Solvency and liquidity							
Current ratio	(times)		1.1	1.1	1.0	1.0	1.0
Interest-bearing debt to shareholders' interest	(%)		-	-	-	25.0	15.9
Interest-bearing debt, including cash, to shareholders' interest	(%)		(15.1)	(19.9)	(12.5)	16.6	14.0
Share-related information							
Number of shares in issue (gross)	(m)		246.1	246.1	246.1	268.3	276.1
Number of shares in issue (net of treasury shares)	(m)		236.5	239.9	242.3	246.9	253.0
Weighted average number of shares (net of treasury shares)	(m)		237.6	240.6	245.4	250.3	253.2
Weighted average diluted number of shares (net of treasury shares)	(m)		250.5	250.2	248.9	253.4	253.3
Share price							
- closing	(cents)		12 110	9 154	6 915	5 483	5 750
- high	(cents)		13 050	9 955	6 915	6 830	6 065
- low	(cents)		7 980	6 226	5 381	5 269	3 659
Market capitalisation (gross)	(Rm)	21.4	29 807	22 531	17 020	14 712	15 877
Market capitalisation (net of treasury shares)	(Rm)	22.1	28 643	21 959	16 752	13 536	14 550
Volume of shares traded	(m)		214.5	221.6	183.0	275.7	349.2
Percentage of shares traded	(%)		90.3	92.1	74.6	110.2	138.0
Free float (including treasury shares)			95.9	97.2	98.2	91.8	91.0
Price earnings ratio	(times)		27.6	23.8	20.5	18.4	21.0
FTSE/JSE Africa share indices							
All Share Index		11.2	52 733	49 972	50 959	42 228	35 389
General Retailers Index		9.8	7 255	8 286	6 689	5 816	6 352
Food and Drug Retailers Index		12.6	10 683	10 053	8 363	8 064	8 533
Economic information							
Inflation rate							
CPI	(%)		5.9	4.6	6.4	6.4	5.0
Prime overdraft rate							
- closing	(%)		10.50	9.50	9.25	8.50	8.50
- average	(%)		10.10	9.28	8.90	8.50	8.90
Exchange rates							
Rand/US Dollar							
- closing rate	(R/US\$)		14.49	13.31	10.65	10.34	8.48
- average rate	(R/US\$)		14.74	11.79	10.50	9.15	8.00

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