

# SUSTAINABILITY INDICATORS

Sustainability indicators		5-year compound annual growth %	2019	2018	2017	2016	2015
<b>Economic</b>							
Turnover	(Rm)	10.4%	<b>31 352</b>	29 239	26 809	24 171	22 070
Comparable stores turnover growth	(%)		<b>6.4</b>	5.5	8.0	9.8	7.5
Gross profit margin	(%)		<b>21.3</b>	21.1	21.0	20.7	20.5
Operating margin	(%)		<b>7.4</b>	7.0	6.8	6.5	6.3
Headline earnings	(Rm)		<b>1 704</b>	1 469	1 269	1 099	960
Diluted headline earnings per share	(cents)	14.8%	<b>672.2</b>	575.3	502.1	438.5	383.9
Return on shareholders' interest	(%)	(8.5%)	<b>36.5</b>	38.0	44.1	49.2	53.7
Return on total assets	(%)		<b>13.8</b>	13.8	14.0	13.8	14.0
Net asset value per share	(cents)		<b>1 953</b>	1 809	1 395	1 037	839
Distributions per share	(cents)		<b>445</b>	380	322	272	235
Capital expenditure	(Rm)	13.9%	<b>647</b>	671	518	433	370
Depreciation and amortisation	(Rm)		<b>400</b>	339	297	264	248
Growth in trading space	(%)		<b>7.1</b>	10.6	5.6	4.6	5.5
Number of stores			<b>870</b>	837	795	689	657
Retail trading density	(R/m <sup>2</sup> )		<b>65 935</b>	64 446	64 167	59 677	55 416
In-store dispensaries			<b>545</b>	510	473	400	361
In-store clinics			<b>194</b>	203	195	195	157
<b>Market share*</b>							
– Clicks: retail pharmacy	(%)		<b>24.9</b>	23.9	22.1	19.6	18.7
– UPD: private pharmaceutical market (value)	(%)		<b>27.0</b>	26.0	25.6	24.1	25.2
<b>Clicks ClubCard</b>							
– Active members	(m)		<b>8.1</b>	7.8	7.0	6.2	5.0
– Annual growth in membership	(%)		<b>3.8</b>	11.4	12.2	22.5	6.6
– Contribution to sales	(%)		<b>77.6</b>	77.2	77.4	77.2	75.1
<b>Clicks private label and exclusive products</b>							
– Percentage of total sales	(%)		<b>21.7</b>	22.0	21.8	21.0	19.8
– Percentage of front shop sales	(%)		<b>29.1</b>	28.2	28.5	27.0	25.7
<b>Social</b>							
Permanent staff			<b>15 413</b>	15 067	14 673	14 093	12 805
Permanent monthly paid staff turnover	(%)		<b>14.5</b>	13.9	15.9	17.0	18.8
Pharmacy turnover	(%)		<b>15.3</b>	15.3	18.7	22.0	21.9
Percentage employee participation in share ownership scheme	(%)		<b>–</b>	70.4	70.8	80.1	92.3
<b>Employment equity*</b>							
– Black staff as a % of total staff	(%)		<b>92.7</b>	92.1	91.1	90.8	89.6
– Black senior and top management*	(%)		<b>42.7</b>	41.2	31.5	27.8	23.2
– Black directors	(%)		<b>56.0</b>	44.4	44.4	44.4	44.4
– Women as a % of total staff	(%)		<b>63.8</b>	63.0	62.7	61.9	61.8
– Women senior and top management*	(%)		<b>37.3</b>	36.8	25.9	27.8	21.4
<b>Skills development*</b>							
– Total expenditure	(Rm)		<b>143.8</b>	124.7	125.8	95.7	49.0
– Skills development as a % of basic payroll	(%)		<b>3.4</b>	3.4	5.6	4.8	2.9
– Number of employees trained			<b>5 781</b>	6 078	5 679	4 935	4 156
Preferential procurement*	(%)		<b>50.2</b>	64.1	72.8	75.8	80.3
Supplier and enterprise development spend*	(Rm)		<b>61.6</b>	31.1	27.3	11.5	93.4
Corporate social investment spend*	(Rm)		<b>19.8</b>	18.4	17.8	15.1	11.1
Transformation rating**	(Level)		<b>6</b>	6	5	6	3
Employees covered by medical aid/primary healthcare plan***	(%)		<b>77.0</b>	18.2	16.8	15.8	23.1
Employees covered by retirement benefits	(%)		<b>98.0</b>	99.4	97.5	97.9	98.8
Permanent monthly paid employees covered by collective bargaining agreements	(%)		<b>11.3</b>	12.9	18.1	17.9	35.6
<b>Environmental</b>							
<b>Carbon emissions (CO<sub>2</sub>) metric tons*</b>							
Total emissions			<b>132 365</b>	117 176	118 434	114 044	115 159

\* Indicators have been externally assured.

\*\* The 2019 transformation rating has been calculated in accordance with the BBBEE Amended Codes of Good Practice Gazetted on 11 October 2013.

\*\*\* Includes company-funded health insurance on the primary healthcare plan.

SUSTAINABILITY INDICATORS (CONTINUED)

		5-year compound annual growth %	2019	2018	2017	2016	2015
<b>Additional information</b>							
<b>Working capital management</b>							
Inventory days			70	67	65	66	68
Trade debtor days			37	38	40	43	42
Trade creditor days			73	69	68	70	76
Effective tax rate	(%)		27.9	27.9	28.0	27.8	28.2
<b>Solvency and liquidity</b>							
Current ratio	(times)		1.3	1.2	1.1	1.1	1.1
<b>Share-related information</b>							
Number of shares in issue (gross)	(m)		262.1	253.9	246.0	246.1	246.1
Number of shares in issue (net of treasury shares)	(m)		251.5	244.5	236.5	236.5	239.9
Weighted average number of shares (net of treasury shares)	(m)		249.1	241.1	236.5	237.6	240.6
Weighted average diluted number of shares (net of treasury shares)	(m)		253.5	255.4	252.6	250.5	250.2
Share price							
- closing	(cents)		19 900	20 300	14 880	12 110	9 154
- high	(cents)		21 822	21 542	15 032	13 050	9 955
- low	(cents)		15 614	18 206	11 146	7 980	6 226
Market capitalisation (gross)	(Rm)	25.1%	52 155	51 551	36 600	29 807	22 531
Market capitalisation (net of treasury shares)	(Rm)	24.5%	50 053	49 635	35 195	28 643	21 959
Volume of shares traded	(m)		273.8	295.2	196.0	214.5	221.6
Percentage of shares traded	(%)		109.9	122.4	82.9	90.3	92.1
Free float (including treasury shares)			95.9	96.1	95.9	95.9	97.2
Price earnings ratio	(times)		29.6	35.3	29.6	27.6	23.8
<b>FTSE/JSE Africa share indices</b>							
All Share Index		1.6%	55 260	58 668	56 522	52 733	49 972
General Retailers Index		(3.1%)	5 700	7 026	6 798	7 255	8 286
Food and Drug Retailers Index		4.3%	10 332	12 450	11 637	10 683	10 053
<b>Economic information</b>							
Inflation rate							
CPI	(%)		4.3	4.9	4.8	5.9	4.6
Prime overdraft rate							
- closing	(%)		10.00	10.00	10.25	10.50	9.50
- average	(%)		10.15	10.00	10.46	10.10	9.28
Exchange rates							
Rand/US Dollar							
- closing rate	(R/US\$)		15.32	14.71	13.02	14.49	13.31
- average rate	(R/US\$)		14.34	12.97	13.46	14.74	11.79