

# Creating stakeholder VALUE IN 2021

The group demonstrated its resilience throughout the Covid-19 pandemic. The challenging trading conditions were compounded by the outbreak of civil unrest across KwaZulu-Natal and Gauteng in July 2021. However, despite these severe headwinds, **the group continued to create value for stakeholders**, including shareholders, customers, employees, suppliers and communities.

## SHAREHOLDERS

Shareholders are the group's principal providers of financial capital.

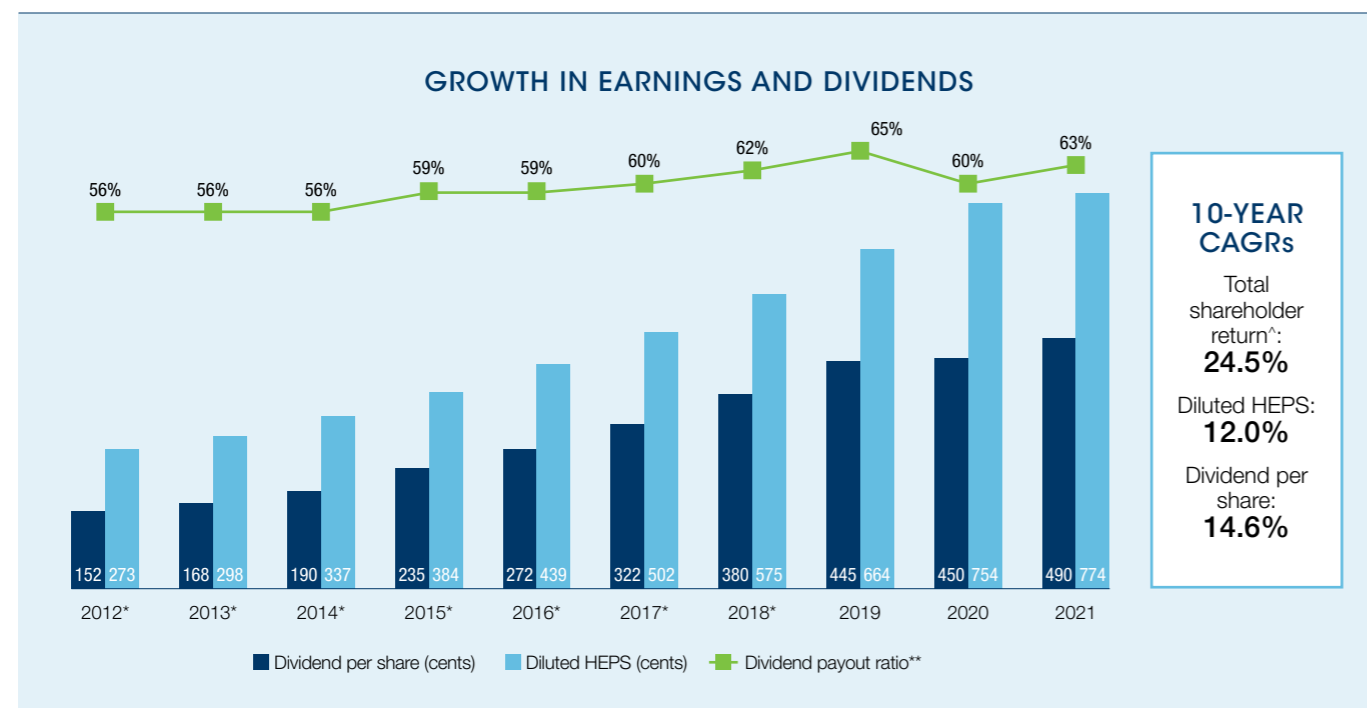
Diluted headline earnings per share up **2.6%** to **774 cents**

Diluted headline earnings per share adjusted for impact of civil unrest up **8.8%** to **837 cents**

**R2.2 billion** returned to shareholders in dividends and share buy-backs

Dividend per share **490 cents**

Reinvested **R690 million** in capital expenditure



\* Pre-IFRS 16 \*\* Based on HEPS ^ Based on reinvestment of dividends paid and the closing share price

## CUSTOMERS

Retail and wholesale customers are the group's primary source of revenue.

Opened **39 Clicks stores** and expanded footprint to **782 stores**

**36 new Clicks pharmacies**, increased network to **621 pharmacies**

50% of customers now live within 5.5 km of a Clicks pharmacy

**596 180** vaccinations administered across 300 Clicks stores

**R545 million** cashback paid to ClubCard members

## EMPLOYEES

All permanent and part-time employees across the group.

**R3.8 billion** paid to employees

**R217 million** invested in **employee training** and development

Company-funded healthcare cover available to all employees

## SUPPLIERS

Local and international suppliers of products and services, including landlords.

**R33 billion** paid to suppliers of goods and services, including landlords

**74% weighted BEE procurement expenditure**, with continued transformation of the supplier base

Launched **SMME supplier listing portal** and purchased more than **R1.2 billion** from small and medium-sized businesses

**R73 million** invested in **enterprise and supplier development** programmes

**R44 million** paid to **65 small enterprise owner-drivers** contracted to UPD

## COMMUNITIES

Beneficiaries of social investment in the communities in which the group operates.

**R23 million** invested in **socio-economic development** projects aligned to the group's focus on health and well-being

**100 bursaries** awarded to pharmacy students in 2021

**Free clinic services** for customers with no medical cover extended to five days a week at the start of the Covid-19 lockdown