

Sustainability INDICATORS

Sustainability indicators		5-year compound annual growth %	2021	2020 ¹	2019 ²	2018 ³	2017 ³
Economic							
Turnover	(Rm)	9.1%	37 339	33 889	31 352	29 239	26 809
Comparable stores turnover growth	(%)		5.1	4.1	6.4	5.5	8.0
Gross profit margin	(%)		19.5	20.9	21.3	21.1	21.0
Operating margin	(%)		7.8	8.3	8.0	7.0	6.8
Headline earnings from continuing operations	(Rm)		1 961	1 925	1 682	1 469	1 269
Headline earnings	(Rm)		1 912	1 887	1 682	1 469	1 269
Diluted headline earnings per share from continuing operations	(cents)	12.6%	793.7	769.2	663.6	575.3	502.1
Return on shareholders' interest	(%)		38.2	37.8	37.0	38.0	44.1
Return on total assets	(%)		11.8	12.4	12.6	13.8	14.0
Net asset value per share	(cents)		1 957	2 089	1 903	1 767	1 395
Distributions per share	(cents)		490	450	445	380	322
Capital expenditure	(Rm)	9.8%	690	591	647	671	518
Depreciation and amortisation	(Rm)		1 260	1 177	1 036	339	297
Growth in trading space	(%)		3.9	6.5	7.1	10.6	5.6
Number of stores			841	884	870	837	795
Retail trading density	(R/m ²)		67 647	66 733	65 935	64 446	64 167
In-store dispensaries			621	585	545	510	473
In-store clinics			192	195	194	203	195
Market share⁴							
– Clicks: retail pharmacy	(%)		23.4	23.6	24.1	23.9	22.1
– UPD: private pharmaceutical market (value)	(%)		31.2	28.9	27.0	26.0	25.6
Clicks ClubCard							
– Active members	(m)		9.2	8.6	8.1	7.8	7.0
– Annual growth in membership	(%)		7.5	5.9	3.8	11.4	12.2
– Contribution to sales	(%)		80.2	78.2	77.6	77.2	77.4
Clicks private label and exclusive products							
– Percentage of total sales	(%)		24.5	23.7	21.7	22.0	21.8
– Percentage of front shop sales	(%)		30.1	29.2	29.1	28.2	28.5
Social							
Permanent staff			15 871	15 582	15 413	15 067	14 673
Permanent monthly paid staff turnover	(%)		10.3	11.3	14.5	13.9	15.9
Pharmacy turnover	(%)		15.0	13.2	15.3	15.3	18.7
Percentage employee participation in share ownership scheme	(%)		–	–	–	70.4	70.8
Employment equity⁵							
– Black staff as a % of total staff	(%)		95.0	93.0	92.7	92.1	91.1
– Black senior and top management ⁴	(%)		50.0	46.8	42.7	41.2	31.5
– Black directors	(%)		63.6	55.6	55.6	44.4	44.4
– Women as a % of total staff	(%)		64.0	64.0	63.8	63.0	62.7
– Women senior and top management ⁴	(%)		31.7	35.1	37.3	36.8	25.9
Skills development⁴							
– Total expenditure	(Rm)		217.0	140.1	143.8	124.7	125.8
– Skills development as a % of basic payroll	(%)		6.4	6.6	3.4	3.4	5.6
– Number of employees trained			4 062	4 776	5 781	6 078	5 679
Preferential procurement ⁴	(%)		74.3	70.1	59.0	64.1	72.8
Supplier and enterprise development spend ⁴	(Rm)		72.5	69.2	61.6	31.1	27.3
Corporate social investment spend ⁴	(Rm)		23.3	18.7	19.8	18.4	17.8
Transformation rating ⁵	(Level)		4	5	6	6	5
Employees covered by medical aid	(%)		77.0	79.2	77.0	18.2	16.8
Employees covered by retirement benefits	(%)		98.6	97.9	98.0	99.4	97.5
Permanent monthly paid employees covered by collective bargaining agreements	(%)		13.0	9.9	11.3	12.9	18.1
Environmental							
Carbon emissions (CO ₂) metric tons ⁴							
Total emissions			146 873	143 706	132 365	117 176	118 434

¹ Restatement relating to the disclosure of the Musica business as a discontinued operation.

² Restated for the adoption of IFRS 16 in the prior year.

³ 2017 – 2018 not restated in the prior year due to IFRS only requiring restatement of one year's comparative on the statement of comprehensive income.

⁴ Indicators have been externally assured.

⁵ The transformation rating has been calculated in accordance with the BBBEE Amended Codes of Good Practice Gazetted on 31 May 2019.

SUSTAINABILITY INDICATORS (CONTINUED)

		5-year compound annual growth %	2021	2020	2019	2018	2017
Additional information							
Working capital management							
Inventory days			66	66	70	67	65
Trade debtor days			38	31	37	38	40
Trade creditor days			74	60	73	69	68
Effective tax rate	(%)		27.5	27.2	27.9	27.9	28.0
Solvency and liquidity							
Current ratio	(times)		1.1	1.2	1.2	1.1	1.1
Interest-bearing debt (including cash) to shareholders' interest	(%)		14.9	10.3	(5.7)	(34.4)	(21.2)
Share-related information							
Number of shares in issue (gross)	(m)		245.6	248.7	262.1	253.9	246.0
Number of shares in issue (net of treasury shares)	(m)		245.6	248.7	251.5	244.5	236.5
Weighted average number of shares (net of treasury shares)	(m)		247.1	250.2	249.1	241.1	236.5
Weighted average diluted number of shares (net of treasury shares)	(m)		247.1	250.2	253.5	255.4	252.6
Share price							
- closing	(cents)		30 256	23 000	19 900	20 300	14 880
- high	(cents)		30 256	27 289	21 822	21 542	15 032
- low	(cents)		21 863	19 550	15 614	18 206	11 146
Market capitalisation (gross)	(Rm)	20.0%	74 296	57 192	52 155	51 551	36 600
Market capitalisation (net of treasury shares)	(Rm)	21.0%	74 296	57 192	50 053	49 635	35 195
Volume of shares traded	(m)		217.0	304.9	273.8	295.2	196.0
Percentage of shares traded	(%)		87.8	121.9	109.9	122.4	82.9
Free float (including treasury shares)			99.9	99.9	95.9	96.1	95.9
Price-earnings ratio	(times)		39.1	30.5	29.5	35.3	29.6
FTSE/JSE Africa share indices							
All Share Index		5.0%	67 428	51 225	55 260	58 668	56 522
General Retailers Index		(0.7%)	6 992	3 459	5 700	7 026	6 798
Food and Drug Retailers Index		3.9%	12 943	9 672	10 332	12 450	11 637
Economic information							
Inflation rate							
CPI	(%)		4.9	3.1	4.3	4.9	4.8
Prime overdraft rate							
- closing	(%)		7.00	7.00	10.00	10.00	10.25
- average	(%)		7.00	8.71	10.15	10.00	10.46
Exchange rates							
Rand/US Dollar							
- closing rate	(R/US\$)		14.60	16.58	15.32	14.71	13.02
- average rate	(R/US\$)		14.78	16.08	14.34	12.97	13.46