

## APPENDIX 3: CONSOLIDATED PERFORMANCE TABLE

Performance indicator	% CHANGE	2017	2016
<b>Economic and related core baseline indicators</b>			
Retail turnover (Rm)	11,6	<b>23 548,7</b>	21 107,5
Operating profit before finance costs and acquisition costs (Rm)	6,0	<b>3 811,2</b>	3 596,1
EBITDA (Rm)*	7,2	<b>4 351,5</b>	4 060,8
Adjusted headline earnings (Rm)	6,8	<b>2 332,8</b>	2 185,2
Earnings per ordinary share excluding acquisition costs (cents)	3,2	<b>1 108,0</b>	1 073,3
Headline earnings per ordinary share excluding acquisition costs (cents)	4,1	<b>1 099,2</b>	1 055,8
Distribution declared per ordinary share (cents)	4,2	<b>720,0</b>	691,0
Value added (Rm)	9,2	<b>8 059,7</b>	7 377,6
Total number of outlets	6,5	<b>3 328</b>	3 125
Total number of distribution centres^	-	<b>8</b>	8
Number of environmental, health and safety and/or governance legal incidents	-	<b>zero</b>	zero
<b>Employee indicators</b>			
<b>Total number of employees</b>			
Permanent full-time employees	(0,4)	<b>14 987</b>	15 053
Permanent part-time employees	4,1	<b>2 297</b>	2 207
Flexitime employees	2,4	<b>4 834</b>	4 721
Contract employees	72,4	<b>1 288</b>	747
Casual employees	(57,9)	<b>64</b>	152
Employee turnover (excluding contractors) (%)	1,9	<b>37,8</b>	37,1
<b>Employment equity (% representation of previously disadvantaged groups among permanent employees) – South Africa only</b>			
Top management	(9,9)	<b>10,0</b>	11,1
Senior management	6,6	<b>24,1</b>	22,6
Specialists and middle management	5,2	<b>52,4</b>	49,8
Skilled technical and junior management	4,5	<b>90,0</b>	86,1
Semi-skilled and unskilled employees	0,4	<b>98,6</b>	98,2
<b>Investment in employee training and development</b>			
Total expenditure (Rm)	10,6	<b>138,2</b>	124,9
% of payroll	(2,6)	<b>3,8</b>	3,9
Total number of employees trained#	9,3	<b>126 806</b>	116 043
Work-related fatalities	-	<b>zero</b>	zero
<b>Number of classified injuries</b>			
Number of days lost	18,1	<b>1 671</b>	1 415
Number of incidents	134,8	<b>1 263</b>	538
Number of incidents where days off three or less	173,8	<b>1 024</b>	374
Number of work days lost due to industrial action	-	<b>zero</b>	zero
<b>Corporate social investment – TFG Africa</b>			
CSI total spend (Rm)	21,4	<b>8,5</b>	7,0
Merchandise donations for the benefit of the Feel Good Project (Rm)	(8,0)	<b>25,2</b>	27,4

\* Excludes acquisition costs.

^ South Africa only.

# Refers to attendees and not individual employees.

Performance indicator	% CHANGE	2017	2016
<b>Environmental matters - TFG Africa</b>			
Purchased electricity usage (kilowatt-hours) (stores, distribution centres and offices) (millions)	5,1	<b>164,1</b>	156,1
<b>Carbon footprint (tonnes CO<sub>2</sub>e) - TFG Africa</b>			
Total emissions	9,5	<b>226 921</b>	207 301
Scope 1	(1,5)	<b>3 519</b>	3 574
Scope 2	3,4	<b>157 120</b>	152 020
Scope 3	30,0	<b>64 442</b>	49 585
Non-Kyoto	(13,3)	<b>1 840</b>	2 122
Intensity: emissions per m <sup>2</sup> (including stores)	(3,8)	<b>0,25</b>	0,26
Water consumption (kilolitres) (head offices and distribution centres)	17,6	<b>69 301</b>	58 924