

# OUR CORPORATE PROFILE

TFG is a diverse group with a successful portfolio of 22 leading fashion retail brands across various lifestyle and merchandise categories. We are one of the foremost independent chain-store groups in South Africa, with the company established in 1924 and listed on the Johannesburg Stock Exchange (JSE) in the general retailers sector since 1941.

Our retail brands detailed on pages 31 to 37 offer clothing, jewellery, cellphones, accessories, cosmetics, sporting and outdoor apparel and equipment, and homeware and furniture from value to upper market segments. The majority of our turnover is in the form of cash sales to customers, with the balance being from our own in-house credit offering. Currently, credit is offered to our customers in South Africa as well as in Namibia, Botswana, Lesotho and Swaziland. In addition to retail turnover, revenue is also generated from interest received on customers' store cards and through various customer

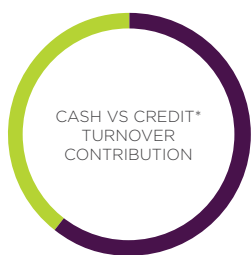
value-added products. For a graphical representation of our 2017 turnover split by cash and credit turnover, as well as by merchandise category, market segment and geography, please refer to the graphs below.

TFG's footprint comprises 3 328 outlets in 34 countries spanning five continents with more than 23 400 employees. In addition, 10 of our brands offer goods for sale through our e-commerce channels. South Africa and Namibia are TFG Africa's most significant markets, with the United Kingdom, including Ireland, being the most significant market for TFG International.

Our product offering is sourced both locally and offshore. A key differentiator is our in-house design and manufacturing facility, which coordinates production through our own factories and various independent cut, make and trim (CMT) factories.

## KEY FACTS:

	31 MARCH 2017	31 MARCH 2016
Market capitalisation (Rm)	<b>33 912,9</b>	30 459,2
Market price per share at year end (cents)	<b>15 449</b>	14 144
Average market price per share for the year (cents)	<b>14 832</b>	14 452
Average daily trade volume for the year (number of shares)	<b>1 451 242</b>	1 148 194
Number of beneficial shareholdings	<b>7 935</b>	7 572



CASH  
60,7%  
CREDIT  
39,3%

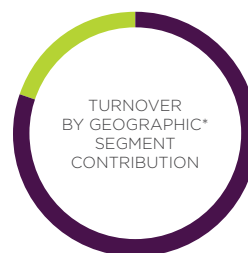


CLOTHING  
74,6%  
JEWELLERY  
6,3%  
CELLPHONES  
8,2%  
HOMEWARE  
AND FURNITURE  
6,1%  
COSMETICS  
4,8%

\* Credit turnover in TFG Africa only.



UPPER MARKET  
28,4%  
MID TO UPPER  
MARKET  
26,0%  
MID MARKET  
33,7%  
VALUE MARKET  
11,9%



TFG AFRICA  
80,3%  
TFG  
INTERNATIONAL  
19,7%

\* Includes online turnover as well as turnover from outlets.

## OUR VISION, MISSION AND VALUES



At TFG, we believe that the success of our vision and mission, as defined in our Investment case on the inside front cover, will be determined by how we treat our customers as well as fellow employees. We have taken those values that we regard as most important and created PRIDE<sup>2</sup>.

We believe that teamwork, coupled with professionalism in all aspects of retailing, will continue to be the foundation for the future.



- **Passionate about service**  
We passionately and truly believe that the customer comes first
- **Resilience**  
We have the courage of our convictions and the boldness to constructively challenge
- **Integrity**  
Our word is our honour, we are honest and ethical
- **Dignity & respect**  
We treat everyone the way we want to be treated
- **Empowerment**  
We embrace diversity and create equal opportunity for all in a supportive environment
- **Excellent performance**  
We are accountable and drive performance in a creative and innovative way

## OUR STRATEGY AT A GLANCE

Our Group strategic objectives, focused on achieving our vision and mission, are centred around four key pillars. These strategic objectives are:

STRATEGIC PILLAR	CUSTOMER	LEADERSHIP	PROFIT	GROWTH
STRATEGIC OBJECTIVE	<p>We will deliver superior customer experiences across our retail brands</p> <p>We will enhance customer insights through the intelligent use of data</p>	<p>We are committed to embedding a performance-based culture that will ensure that we attract, retain and develop the best talent in the industry</p>	<p>Our brands will optimise their supply chain capability, including their suppliers, buying processes and quick response</p> <p>We will optimise the flow of goods from source to customer to enhance the customer experience</p> <p>We will enhance return on capital employed (ROCE) by optimising profitability and capital management</p>	<p>We will be the leading lifestyle retailer in Africa whilst growing our international footprint</p> <p>We will deliver an integrated, secure omnichannel customer experience across our various brands</p>

Linked to our business strategy is our shared value sustainability strategy. The focus area of our sustainability strategy is local supply chain development, supported by four enablers, namely:

- employee empowerment;
- resource efficiency;
- socio-economic development; and
- governance, ethics and accountability.



Further information on our strategy and our performance against our strategic objectives can be found in our Strategy performance review on page 64, while further information on our sustainability strategy can be found in our Sustainability overview report, which is available on our website.