

# FIVE-YEAR PERFORMANCE REVIEW

30 June		2015	2014	2013	2012	2011*
Group Income Statement		52 weeks	52 weeks	52 weeks	53 weeks	52 weeks
Revenue	R'm	<b>7 693</b>	6 781	6 377	6 310	5 667
Profit before tax	R'm	<b>502</b>	380	352	433	320
Earnings attributable to owners of the Company	R'm	<b>359</b>	266	245	287	206
Group Statement of Financial Position						
Total assets	R'm	<b>3 068</b>	2 616	2 069	1 926	2 136
Total equity	R'm	<b>1 363</b>	1 239	1 116	988	894
Total liabilities	R'm	<b>1 705</b>	1 377	953	938	1 242
Group Cash Flow						
Net cash from/(used in) operations	R'm	<b>593</b>	859	42	(18)	372
Working capital movements	R'm	<b>133</b>	467	(255)	(329)	155
Capital investment	R'm	<b>(169)</b>	(269)	(198)	(111)	(147)
Key performance statistics						
<i>Returns and profitability</i>						
Revenue per employee	R'000	<b>1 553</b>	1 447	1 401	1 417	1 294
Operating profit margin	%	<b>6.0</b>	5.3	5.1	6.3	5.1
Profit before tax on revenue	%	<b>6.5</b>	5.6	5.5	6.9	5.6
Profit before tax per employee	R'000	<b>101</b>	81	77	97	73
Basic EPS	cents	<b>1 557</b>	1 148	1 063	1 261	909
Basic HEPS	cents	<b>1 528</b>	1 145	1 028	1 256	916
Total dividend per share	cents	<b>712</b>	528	487	569	296
NAV per share <sup>o</sup>	cents	<b>5 329</b>	4 858	4 379	3 877	3 109
Return on shareholders' funds	%	<b>27.9</b>	20.8	22.3	29.7	25.9
Return on average capital employed	%	<b>28.0</b>	22.9	23.6	32.6	27.9
Total asset turn	times	<b>2.5</b>	2.6	3.1	3.3	2.7
Total assets per employee	R'000	<b>620</b>	558	455	430	488
<i>Solvency and liquidity</i>						
Dividend cover	times	<b>2.0</b>	2.0	2.0	2.0	2.0
Current ratio	times	<b>1.3</b>	1.4	1.6	1.6	1.3
Total liabilities to total shareholders' funds	times	<b>1.3</b>	1.1	0.9	1.0	1.7
Interest-free liabilities to total assets	times	<b>0.6</b>	0.5	0.5	0.5	0.6
<i>Share performance</i>						
Market value per share						
– At year end	cents	<b>30 100</b>	12 500	13 300	13 700	9 500
– Highest (year to 30 June)	cents	<b>31 479</b>	16 216	16 800	13 800	10 000
– Lowest (year to 30 June)	cents	<b>12 162</b>	11 854	11 491	8 980	6 500
PE ratio at year end	times	<b>19.3</b>	10.9	12.5	10.8	10.5
Market capitalisation – at year end	R'm	<b>7 582</b>	3 149	3 350	3 451	2 393
Volume traded (year to 30 June)	'000	<b>12 286</b>	11 183	17 140	7 651	5 844
Weighted number of shares	'000	<b>23 055</b>	23 171	23 091	22 742	22 707
Issued shares at 30 June	'000	<b>25 190</b>	25 190	25 190	25 190	25 190
Other statistics						
Number of employees		<b>4 953</b>	4 687	4 552	4 453	4 381
Number of stores <sup>^</sup>		<b>222</b>	215	200	191	191

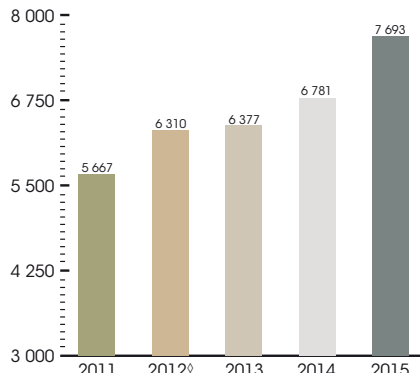
\*Excludes BEE transaction

<sup>^</sup>Excludes Cashbuild DIY stores

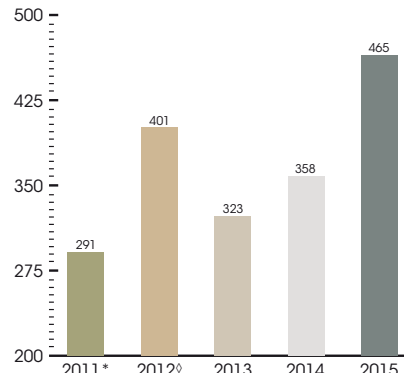
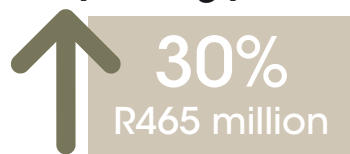
<sup>o</sup>Based on ordinary number of shares in issue



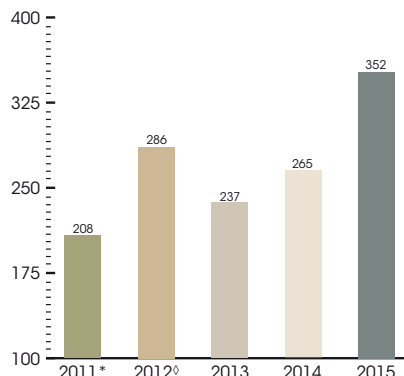
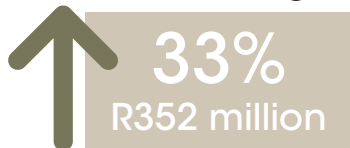
### Revenue



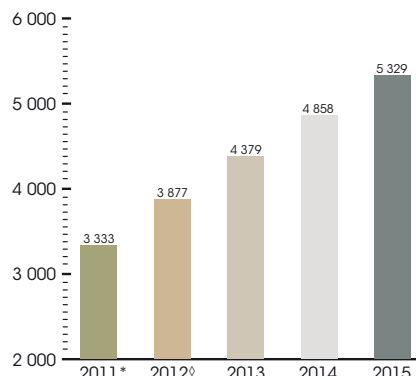
### Operating profit



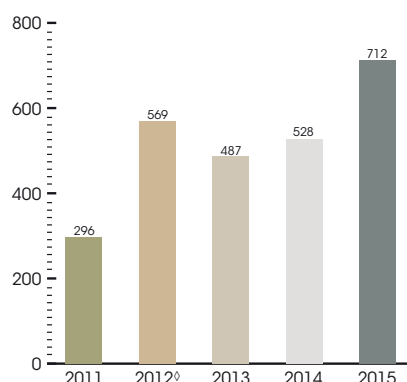
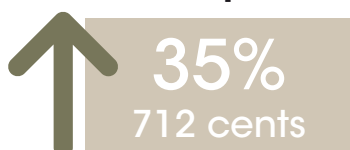
### Headline earnings



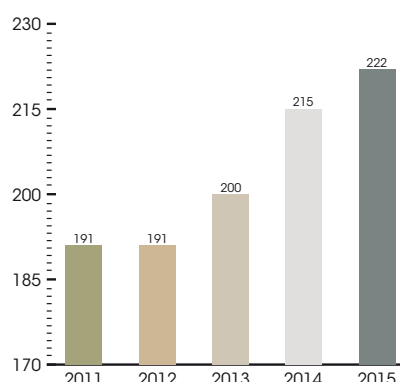
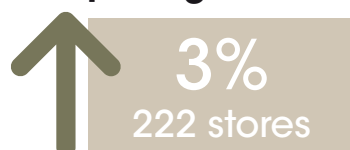
### Net asset value per share



### Total dividend per share



### Space growth



\* Excludes BEE transaction    ◇ Includes 53<sup>rd</sup> week