five-year review

	2006 Rm	2005 Rm (Normalised)	2004 Rm	2003 Rm (SA GAAP)	2002 Rm
Group Income Statements					
Revenue	**2 874.5**	2 511.2	2 274.7	2 037.9	1 995.8
Cost of sales	**(1 020.6)**	(885.0)	(919.6)	(813.5)	(779.1)
Operating costs	**(1 125.3)**	(1 032.7)	(849.5)	(795.1)	(855.6)
Operating profit before exceptional item	**728.6**	593.5	505.6	429.3	361.1
Exceptional item	**–**	–	–	47.9	–
Operating profit	**728.6**	593.5	505.6	477.2	361.1
Investment income	**28.9**	37.6	34.9	39.7	49.6
Profit before interest and taxes (EBITA)	**757.5**	631.1	540.5	516.9	410.7
Finance costs	**(12.8)**	(42.7)	(141.7)	(156.6)	(147.2)
Net profit before tax	**744.7**	588.4	398.8	360.3	263.5
Taxation	**(237.6)**	(182.4)	(111.5)	(108.2)	(71.2)
Normalised attributable profit	**507.1**	406.0	287.3	252.1	192.3
Normalised headline earnings	**510.4**	400.9	287.6	248.1	196.7
Group Balance Sheets					
Assets					
Non-current	**730.9**	608.8	257.4	289.9	279.4
Property, plant and equipment	**163.2**	159.5	115.4	117.5	105.7
Investments – insurance business	**478.0**	400.6	146.2	172.4	173.7
Deferred tax asset	**89.7**	48.7	–	–	–
Other	**–**	–	(4.2)	–	–
Current	**2 249.1**	2 066.9	2 562.5	2 256.9	2 286.9
Investments – insurance business	**111.9**	105.2	296.7	263.6	256.3
Inventories	**212.6**	155.8	155.3	120.2	132.8
Trade and other receivables	**1 896.5**	1 750.6	1 751.7	1 852.6	1 846.2
Cash and cash equivalents	**28.1**	55.3	358.8	20.5	45.6
Taxation	**–**	–	–	–	6.0
Total assets	**2 980.0**	2 675.7	2 819.9	2 546.8	2 566.3
Equity and Liabilities					
Capital and reserves	**2 305.4**	2 059.6	1 310.0	1 153.5	921.4
Non-current liabilities	**97.7**	86.1	747.9	1 162.2	1 255.6
Interest-bearing borrowings	**1.0**	1.7	683.8	1 016.4	1 112.4
Retirement benefits	**75.8**	72.4	36.0	33.7	26.1
Deferred taxation	**20.9**	12.0	28.1	112.1	117.1
Current liabilities	**576.9**	530.0	762.0	231.1	389.3
Trade and other payables	**283.5**	225.2	207.4	161.7	240.1
Current portion of interest-bearing borrowings	**0.8**	7.2	472.2	9.7	6.9
Short-term borrowings	**132.8**	172.0	–	36.7	142.3
Taxation	**159.8**	125.6	82.4	23.0	–
Total equity and liabilities	**2 980.0**	2 675.7	2 819.9	2 546.8	2 566.3

five-year review *... continued*

	2006 Rm	2005 Rm (Normalised)	2004 Rm	2003 Rm (SA GAAP)	2002 Rm
Group Cash Flow Statements					
Cash generated from operations	**593.2**	625.2	508.9	428.7	257.4
Dividends and interest received	**41.3**	46.9	49.5	48.1	52.8
Interest paid	**(18.7)**	(319.9)	(18.9)	(267.3)	(26.5)
Tax paid	**(244.4)**	(207.7)	(99.2)	(90.5)	(68.9)
Net cash retained from operations	**371.4**	144.5	440.3	119.0	214.8
Cash utilised in investing activities	**(45.5)**	(53.0)	(59.0)	(44.8)	(48.6)
Net effect of financing activities	**(313.9)**	(567.0)	(6.3)	6.3	(5.0)
Net cash increase/(decrease) in cash and cash equivalents	**12.0**	(475.5)	375.0	80.5	161.2

	2006	2005	2004	2003	2002
Ratios and Statistics					
Returns					
Return on average shareholders' funds	**23.2%**	22.1%	24.8%	24.3%	23.7%
After-tax return on average capital employed	**22.1%**	18.5%	17.0%	16.4%	14.2%
After-tax return on average assets managed	**18.2%**	15.9%	14.4%	14.1%	12.2%
Margins					
Gross margin	**34.9%**	34.5%	33.6%	32.3%	34.0%
Normalised operating margin	**25.3%**	23.6%	22.2%	21.1%	18.1%
Productivity					
Number of stores	**490**	475	465	444	450
Revenue per store (R000's)	**5 866**	5 287	4 892	4 590	4 435
Normalised operating profit per store (R000's)	**1 487**	1 249	1 087	967	802
Average number of employees (permanent employees only)	**5 879**	5 713	5 571	5 513	5 561
Revenue per employee (R000's)	**489**	440	408	370	359
Normalised operating profit per employee (R000's)	**124**	104	91	78	65
Trading space (sqm)	**210 201**	207 595	205 793	197 580	200 250
Revenue per sqm (R)	**13 675**	12 097	11 053	10 314	9 967
Normalised operating profit per sqm (R)	**3 466**	2 859	2 457	2 173	1 803
Inventory turn (times)	**4.8**	5.7	5.1	5.8	5.0
Credit ratios					
Cash and short-term credit sales %	**29.9%**	30.1%	23.0%	18.2%	16.7%
Bad debts and impairment charge as a % of gross trade receivables	**4.0%**	3.8%	4.4%	6.4%	7.9%
Debtors impairment provision as a % of gross trade receivables	**12.6%**	14.4%	15.6%	10.2%	10.4%
Total debtors provisions as a % of gross trade receivables	**36.3%**	35.6%	35.0%	28.2%	28.3%
Decline rate %	**22.4%**	20.5%	22.3%	23.7%	21.3%
Average age of book (months)	**14.3**	14.8	15.4	16.3	16.4
Arrear % (full contractual)	**22.0%**	25.7%	27.3%	27.9%	26.9%

five-year review *... continued*

	2006	2005	2004	2003	2002
Solvency and liquidity					
Normalised financing cover (times)	**59.2**	14.8	3.8	3.3	2.8
Dividend cover	**2.25**	3.00	n/a	n/a	n/a
Gearing ratio (%)	**4.6%**	6.1%	60.9%	90.4%	132.0%
Current ratio (times)	**3.9**	3.9	3.4	9.8	5.9
Cash conversion ratio (%)	**81.4%**	105.3%	100.7%	89.8%	71.3%
Share performance					
Normalised earnings per share (cents)	**521.2**	406.0	287.3	252.1	192.3
Normalised headline earnings per share (cents)	**524.6**	400.9	287.6	248.1	196.7
Cash flow per share (cents)	**609.7**	625.2	508.9	428.7	257.4
Net book asset per share (cents)	**2 425.0**	2 059.6	1 310.0	1 153.5	921.4
Share price:					
Closing price	**61.60**	33.51	n/a	n/a	n/a
High	**62.97**	41.50	n/a	n/a	n/a
Low	**32.75**	28.20	n/a	n/a	n/a
Normalised price-earnings ratio	**11.8**	8.3	n/a	n/a	n/a
Dividends per share for the financial year (cents)	**225**	135	n/a	n/a	n/a
Number of shares in issue (million)	**100**	100	n/a	n/a	n/a
Volume of shares traded (million)	**156.1**	61.8	n/a	n/a	n/a
Value of shares traded (million)	**6 386.8**	2 139.5	n/a	n/a	n/a
Market capitalisation (million)	**6 160**	3 351	n/a	n/a	n/a
Number of shareholders	**2 331**	2 862	n/a	n/a	n/a

Explanatory notes:

1. All ratios are based on figures at the end of the year unless otherwise disclosed.
2. All amounts for the 2002 to 2004 financial years are in accordance with South African Generally Accepted Accounting Practice ("SA GAAP"). For 2005 and 2006 financial years, the results and financial position are determined in accordance with International Financial Reporting Standards, but exclude share-based payments (IFRS 2) arising from share awards and options granted at date of listing.
3. Where a ratio is referred to as normalised, the earnings in that ratio will exclude the share-based payment of R58.4 million (2005: R10.8 million).
4. No restatement of the prior year figures for the impact of AC 133 which was applied for the first time in the 2004 financial year was made. It has resulted in significant adjustments to the debtors impairment provision, carrying value of investments and opening shareholders' equity. All ratios using these items have, consequently, not been restated for the prior years.
5. The return on equity for the 2005 financial year has been restated to exclude the effect of the restructuring prior to the listing.
6. The solvency/liquidity ratios for 2004 and prior years have been affected by the group structure prior to its listing.