

How we allocate capital

The group strives to create long-term value for stakeholders through strategic clarity, financial discipline, operational excellence and strictly defined capital allocation principles.

We will release capital and sharpen executive focus, by disposing of non-core, strategically misaligned, underperforming or low return on effort assets.



Disposals of non-strategic businesses and properties during the year generated proceeds of R3,0 billion.

We will invest capital in South Africa to maintain the quality of our assets and our market leadership in our logistics and motor vehicles businesses.



Acquisitions of 55% of Itumele Bus Lines for R147 million, 70% of Sasfin Premier Logistics for R38 million and the remaining 10% of Midas for R87,5 million.

We will invest capital in the African Regions primarily to achieve our 2020 objective for the revenue and profits generated in that region to equal that of our South African logistics business, and secondarily to expand our vehicles and related businesses in the region.



Acquisition of 70% of Surgipharm in Kenya for R470 million, and expanded Imperial Managed Logistics in Nigeria and Ghana.

We will invest the cash generated from operations and divestments to grow our businesses beyond the continent, but with an emphasis on logistics.



Acquisition of 95% in Palletways for R3,0 billion.

The development and sustainability of Imperial will be underpinned by our investment in human capital and information systems.



Groupwide capital expenditure in human capital development and information systems of R371 million.



CEO's report on page 21.