KEY PERFORMANCE INDICATORS

The chapter "Key performance indicators" provides information about METRO GROUP's sustainability commitment in the form of key performance indicators (KPIs). It includes KPIs relating to the Company's economic performance and our 4 fields of action.

The KPIs reported here are based on data that is gathered through a range of internal systems and central guidelines. The data is usually collected systematically every quarter for each sales line and country, and in some cases every month. The KPIs presented are generally based on data gathered for the whole METRO GROUP. For some consumption data, however, extrapolations are needed if only incomplete primary data is available. In very limited cases no reliable primary data is available that we can use to extrapolate consumption. Such consumption is therefore not included in the KPIs. The table "Data range" provides information about the coverage level of the respective KPI (see p. 44).

Some of the figures presented in previous sustainability reports differ from those contained in this report. In the reporting year we have also been able to retrospectively close data gaps for 2011 and thus further enhance the data quality. We also update data retrospectively if changes to methodology substantially impact the data reported. For this report we have included other companies or consumption levels not previously recorded in some KPIs. Wherever possible we present these KPIs with extended coverage, including for previous years. We have made it clear where measured or read-out data is not available for the previous years.

We do not have all measured or read-out data for energy consumption by the Media Markt and Saturn consumer electronics stores which are tenants in shopping malls. For that reason the coverage level of the energy-related KPIs is less than 100 percent. Similarly, there is no data relating to the quantities of paper not procured centrally by Media-Saturn. Correspondingly, the coverage level of the carbon footprint KPIs is less than 100 percent.

To date we have only been able to present the KPIs on work-related accidents, continuing professional development and vocational trainees for employees in Germany. For that reason the coverage level of those is just 36 percent. We present the KPIs "continuing professional development" and "vocational trainees" from the reporting year 2011 onwards. Community investments has been included in 2012 for the first time.

The selling space figures used as a basis for a number of key performance indicators are average figures for the year. They differ from the reporting date figures given in the annual report.

We are constantly enhancing our data collection techniques to improve transparency and management of our sustainability commitment.

Data range

2010–2012
in %

	2010	2011	2012
Economic value (value creation)	—	100	100
Community investment	—	—	100
Suppliers who passed the social audit	100	100	100
Carbon footprint	89	97	97
Energy	96	98	98
Waste	85	100	100
Recycling rate for waste	85	100	100
Water	83	100	100
Refill rate for refrigerants	88	100	100
Share of eco-friendly paper	96	100	100
Own fleet of lorries in Germany	100	100	100
Employees	100	100	100
Gender distribution in managerial positions	100	100	100
Staff turnover	100	100	100
Work-related accidents	39	39	36
Continuing professional development	—	39	36
Vocational trainees	—	39	36

Company

Economic value (value creation)

in € million

Key performance indicator	2011	2012
Revenue from sales	65,926	66,739
Interest yields	133	123
Rent yields	488	489
Cost of sales	–51,924	–52,798
Selling expenses	–11,928	–12,393
Administration costs	–1,587	–1,664
Write-downs	–1,351	–1,636
Personnel expenses	–7,286	–7,495
Dividend payments	–442	–442
Interest expenditure	–713	–685
Income taxes	–732	–709
Investments (capex total)	2,095	1,437
Disinvestments (disposals of tangible assets and sales of companies)	566	817
Indebtedness (if any)	4,075	3,245
EBITDA	3,429	3,014
EBITDA (before special items)	3,651	3,292
EBIT	2,113	1,391
EBIT (before special items)	2,372	1,976
Pre-tax profits	1,473	810
Net profit for the period	741	101
Net profit for the period attributable to shareholders of METRO AG	631	3
Net profit for the period attributable to non-controlling shareholders	110	98
Profit per share in €	1.93	0.01
Sum of cash flows	–1,421	1,993

Community investment

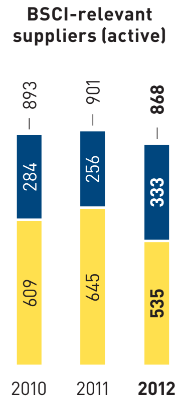
in € thousand

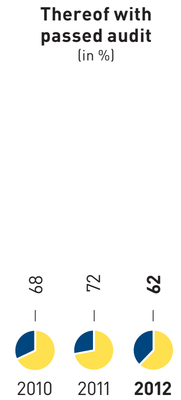
Charitable donations	2,315
Community investments	534
Commercial initiatives	4,790
Total	7,639

Supply chain and products

Social audits relating to own imports by MGB Hong Kong

Suppliers who passed the audit



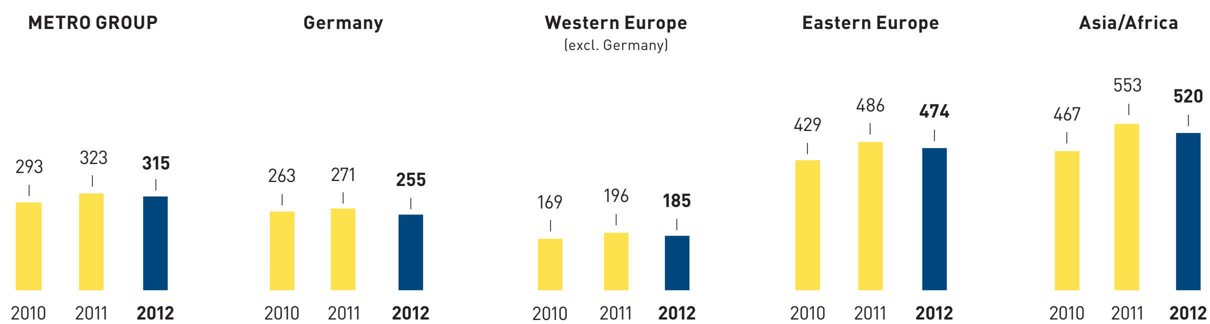


Definition:
Status of BSCI audits of active suppliers for own imports by MGB Hong Kong from countries defined as risk areas by the BSCI. Active suppliers are defined as those who provided METRO GROUP with clothing, shoes, toys and hardware for the EU market as of 31 December of the year under review and generated actual sales as of this date. Suppliers who have passed the audit can demonstrate their successful compliance with the BSCI standard by presenting a certificate awarded by an independent third party. Alternatively, suppliers may produce a certificate issued by an independent third party attesting to successful compliance with an equivalent social standard system.

Explanation:
The audit is performed every 3 years. During this period the extent to which the standard requirements are fulfilled may fluctuate. For that reason future monitoring intervals will be shorter and we will provide regular training for our manufacturers as part of the ILO SCORE (Sustaining Competitive and Responsible Enterprises) project.

Energy and resource management*

Climate protection target – greenhouse gas emissions in kg CO_2 (CO_2 equivalent) per m^2 selling space**



Definition:
Greenhouse gas emissions from METRO GROUP's stores, administrative units and warehouses (by selling space) included within the climate protection target. Included are the emissions from electricity and heat energy consumption, also counting upstream chains and grid losses, coolant emissions from commercial cooling and air conditioning, fuel consumption by company cars, paper consumption for advertising material and photocopying paper as well as business trips. The calculation is done by METRO PROPERTIES Energy Management (see also the section on data recording, p. 43).

Explanation:
Given the revised climate protection target, the information in this report is only comparable to that in earlier reports to a limited extent. See the chapter "METRO GROUP's carbon footprint". Emissions are declining for most emission sources. The energy-saving measures are having an impact in the energy context, although these need to be carried forward. Further successes have also been achieved in terms of paper. Despite a reduction of the leakage rate, there has been an increase of emissions in the area of coolants. This is attributable mainly to a shift in the type of coolant leakage towards cooling agents with higher greenhouse gas emissions.

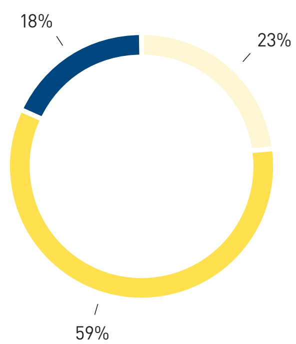
*The KPIs and goals relating to energy and resource management have been audited by the auditing firm KPMG AG Wirtschaftsprüfungsgesellschaft. The assurance report is part of the online version of the METRO GROUP sustainability report.

**In 2011 we altered the scope of the emission sources recorded. For the years before 2011, however, some primary data is not available. The reporting year 2010 therefore does not include emissions from company cars, some upstream chain emissions and network losses from direct and indirect energy sources and coolant losses from air-conditioning equipment.

Energy and resource management

Carbon footprint – emission sources included in the climate protection target

- Scope 1 = heating oil, natural gas, liquefied petroleum gas (LPG), refrigerant losses from commercial cooling, refrigerant losses from air conditioning, fuel consumption of company cars, emergency power generators
- Scope 2 = electricity consumption, long-distance heating and cooling
- Scope 3 = paper consumption for advertising materials and copying paper, business trips, upstream chain emissions and grid losses for all direct and indirect energy sources

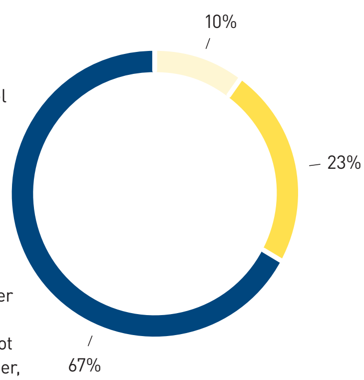


Definition:
Distribution of the emissions relevant to the "20% by 2020" climate protection target to the respective scope in line with the methodology of the Greenhouse Gas Protocol. The new climate protection target covers the main emissions that can be influenced by us.

Explanation:
In 2012 the total quantity of CO_2 emissions included in the climate protection target amounted to around 4.0 million tonnes, of which Scope 2 made up the largest proportion with 59 percent.

Carbon footprint – all emission sources recorded

- Scope 1 = heating oil, natural gas, liquefied petroleum gas (LPG), refrigerant losses from commercial cooling, refrigerant losses from air conditioning, fuel consumption from our own fleet of lorries and company cars, emergency power generators
- Scope 2 = electricity consumption, district heating/cooling
- Scope 3 = all external logistics (incl. shipping and airfreight) paper consumption, business travel, purchased goods and services (not for sale) with the exception of paper, capital assets, upstream chain emissions and grid losses for all direct and indirect energy sources, waste, staff commutes, leased assets



Definition:
Distribution of the amount of all CO_2 emissions by Scope in line with the methodology of the Greenhouse Gas Protocol.

Explanation:
In 2012 the total quantity of greenhouse gases emitted amounted to around 10.3 million tonnes, of which Scope 3 made up the largest proportion with 67 percent.

Changes in the emissions included in the climate protection target

Ermission sources	2011	2012	Change in %
Electricity consumption	211.9	205.8	-2.9
Thermal energy consumption	28.1	27.3	-2.6
Company cars	7.1	7.2	2.3
Refrigerant leakage	48.8	50.2	2.8
Paper consumption	23.4	21.3	-8.6
Business travel	3.8	3.0	-22.2
	323.1	**314.8**	**-2.5**

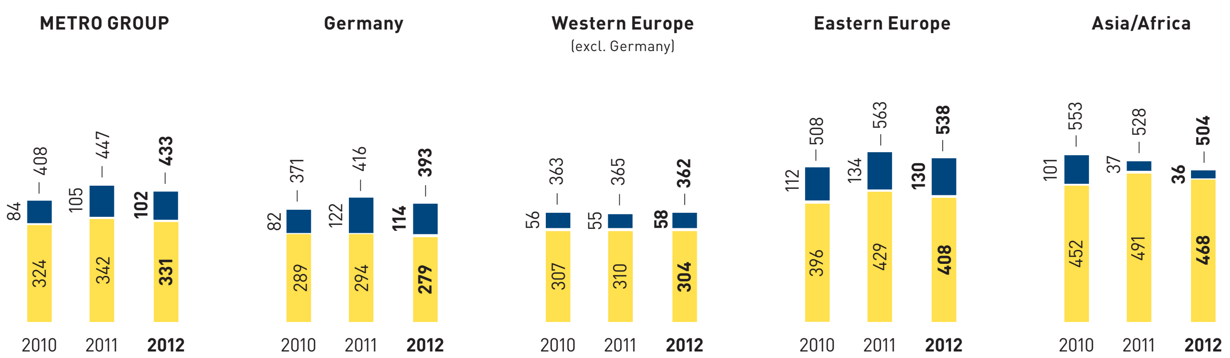
Definition:
Comparison of the area-specific CO_2 emissions of the emission sources included in the climate protection target over the base year 2011.

Explanation:
The climate protection target was revised in 2012. By 2020 METRO GROUP intends to reduce its area-specific emissions by 20 percent as compared to the base year 2011. In the first year we were able to save as much as 2.5 percent, which means we are within the target range we have set ourselves. For further details also see the KPI climate protection target – greenhouse gas emissions in kg CO_2 (CO_2 equivalent) per m^2 selling space.

Energy and resource management

Energy – electricity consumption in kwh per m² selling space/thermal energy consumption in kWh per m² selling space

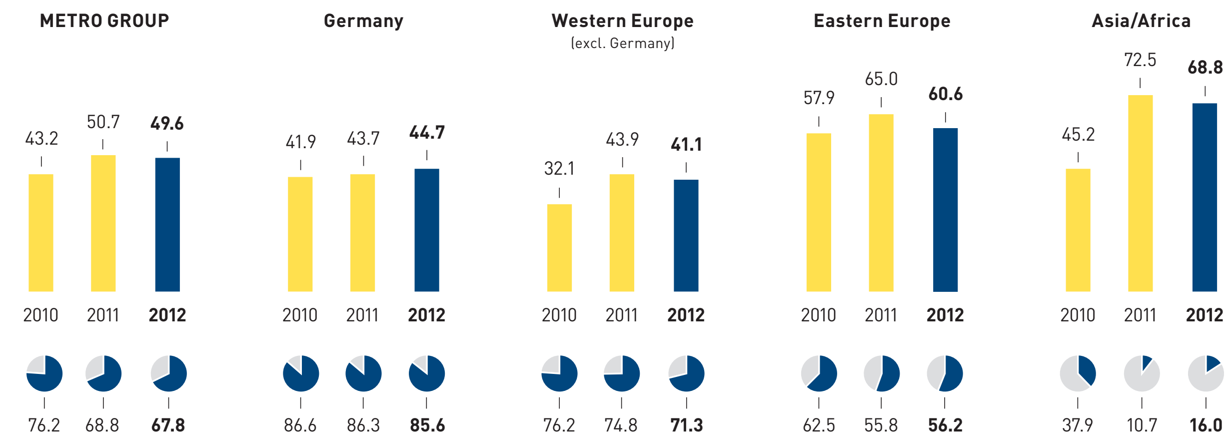
■ Thermal energy ■ Electricity



Definition:
Specific energy consumption of METRO GROUP's sites by selling space. The energy consumption consists of electricity consumption and heating and cooling energy consumption (heating oil, natural gas, liquefied petroleum gas [LPG], emergency power generators and long-distance heating/cooling).

Explanation:
The specific energy consumption in kWh per m² selling space was reduced by 3.4 percent as compared to 2011. This is partly due to measures from the energy-saving programmes. Examples are the fitting of glassdoors to refrigerators, changing the lighting system or fitting energy-efficient fans in the refrigerators. Overall the direct energy consumption from heating oil, natural gas and LPG was 1,014,916 MWh. 4,541,648 MWh was attributable to electricity, long-distance heating and cooling (indirect energy consumption).

Waste – amount of waste in kg per m² selling space/recycling rate in %

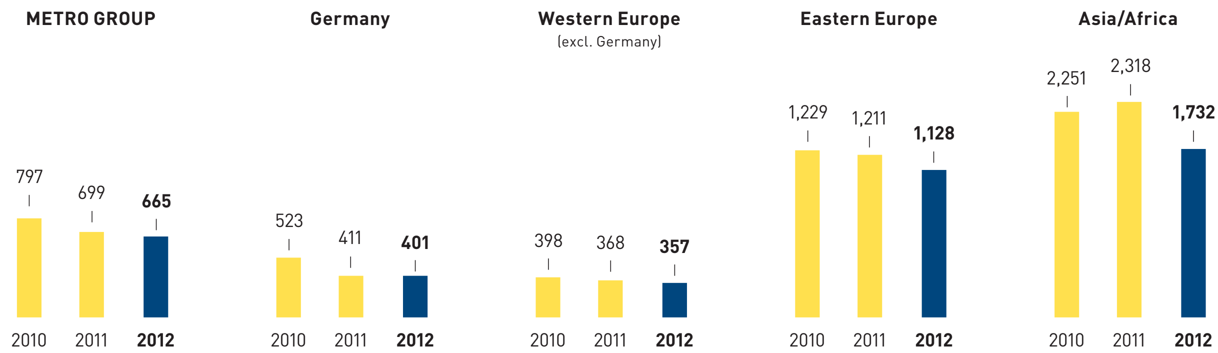


Definition:
Specific amount of waste (sum of waste for disposal, for recycling or heat recovery, hazardous and organic waste) of the METRO GROUP sites by selling space. The recycling rate is calculated from the sum of waste for recycling and heat recovery and the organic waste as compared to the overall quantity of waste.

Explanation:
The specific amount of waste in 2010 is not comparable to 2011 and 2012 due to the improved data quality. In Asia/Africa in particular quantities had to be extrapolated for 2010. The space-specific amount of waste in 2012 declined slightly as compared to the previous year. However, the proportion of recycled waste also fell somewhat. In absolute terms 637,310 tonnes of waste were produced within METRO GROUP in the reporting year. This can be apportioned as follows: waste for disposal 144,674 tonnes, waste for recycling or heat recovery 358,518 tonnes, organic waste 73,758 tonnes, hazardous waste 60,360 tonnes.

Energy and resource management

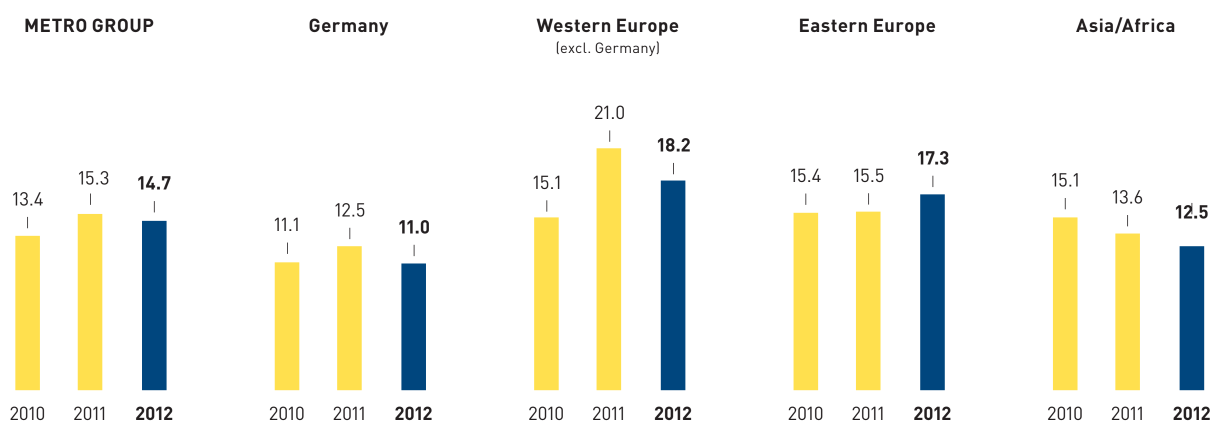
Water – water consumption in l per m² selling space



Definition:
Specific water consumption by METRO GROUP sites by selling space.

Explanation:
The specific water consumption fell by 5 percent over the previous year. This was achieved, for example, through improved recording of consumption and associated increased greater awareness among employees, identification and eradication of unnecessary water use and adjustments to the keeping of live fish. In absolute terms METRO GROUP consumed 8.5 billion l of fresh water. This is usually procured from the public drinking water supply. The quantity of fresh water roughly corresponds to the quantity of wastewater, which is usually drained into the public sewage system.

Refrigerants – refill rate in %*



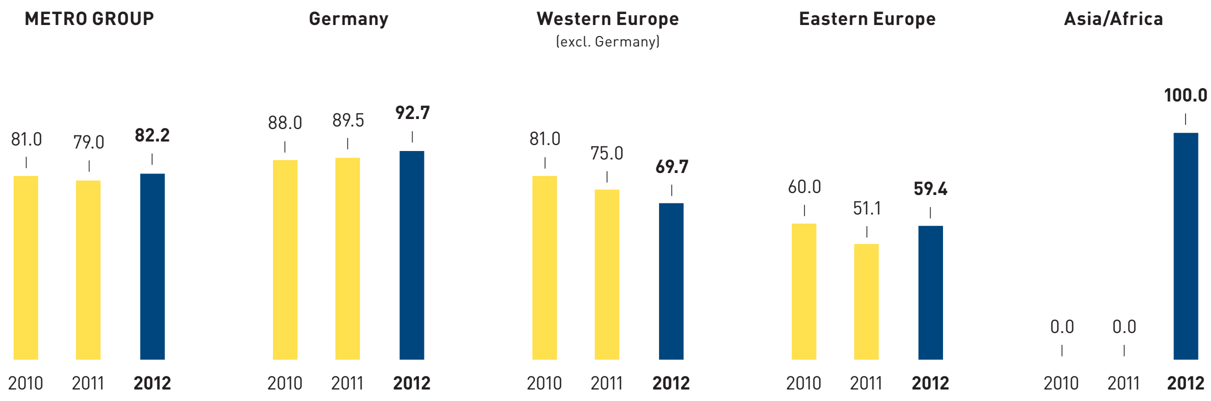
Definition:
Quantity of refrigerants refilled in existing commercial refrigeration systems by the total filling quantities of the systems, excluding scheduled refrigerant replacement. Refrigerants must be refilled following emissions due to leaks or malfunctions caused by damage to pipes, for example. The Media-Saturn sales line has no commercial refrigeration systems.

Explanation:
The refill rate fell in Germany and Western Europe. This points to a successful implementation of the "Refrigerants" directive. The lower leakage rate in Asia/Africa was influenced above all by the increased number of new systems. Overall, however, the refill rate is not satisfactory.

*The reporting year 2010 does not include METRO LOGISTICS. This was included in the data gathering from 2011 onwards. No primary data is available for the years before 2011.

Energy and resource management

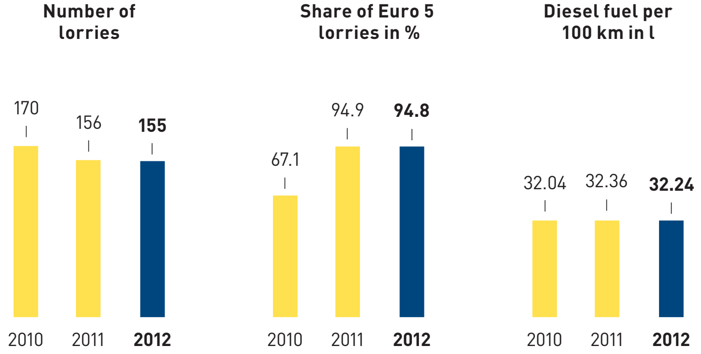
Paper – share of eco-friendly paper in %



Definition:
The following paper types are considered eco-friendly: newsprint (containing 65–100 percent recovered paper fibres) and magazine paper (FSC®-certified or made of pulp bleached without the use of chlorine and/or with a minimum recovered paper content of 20 percent). The percentage of these types of paper is calculated in relation to the total quantity of paper purchased via METRO GROUP Advertising (MGA). Office paper and paper not procured centrally by the sales lines are not included. The KPI therefore applies to 66 percent of the total paper quantity purchased by METRO GROUP.

Explanation:
We extended the use of eco-friendly paper in the reporting year. For example, paper for Asia/Africa was purchased centrally for the first time, and this was 100 percent eco-friendly. Overall MGA and the sales lines procured 266,758 tonnes of paper (excluding quantities not procured centrally by Media-Saturn) in the reporting year 2012. In the previous year this was 287,884 tonnes. The proportion of paper made from recovered paper fibres was 58 percent.

Own fleet of lorries in Germany

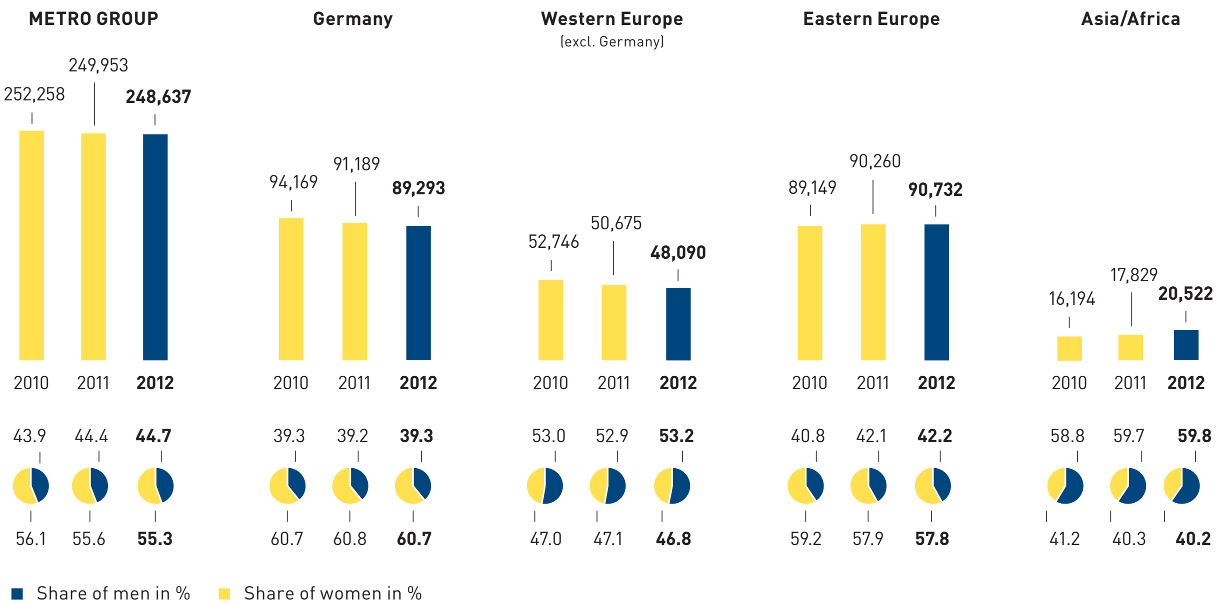


Definition:
Share of vehicles among the entire fleet of own company lorries of METRO LOGISTICS Germany GmbH (MGL) in Germany compliant with the European emission standard and the average diesel consumption per 100 kilometres driven.

Explanation:
The share of lorries that satisfy the Euro 5 emission standard and the average diesel consumption remained constant in the reporting year. The planned expansion and replacement of the fleet with Euro 6 lorries has had to be postponed due to delivery issues with the suppliers. The total Group-wide consumption of fuel for the own fleet of lorries and company cars was 56,885,584 litres in the reporting year. This corresponds to an energy consumption of 2,014,703 GJ. The kilometres driven are only available as reliable figures for Germany.

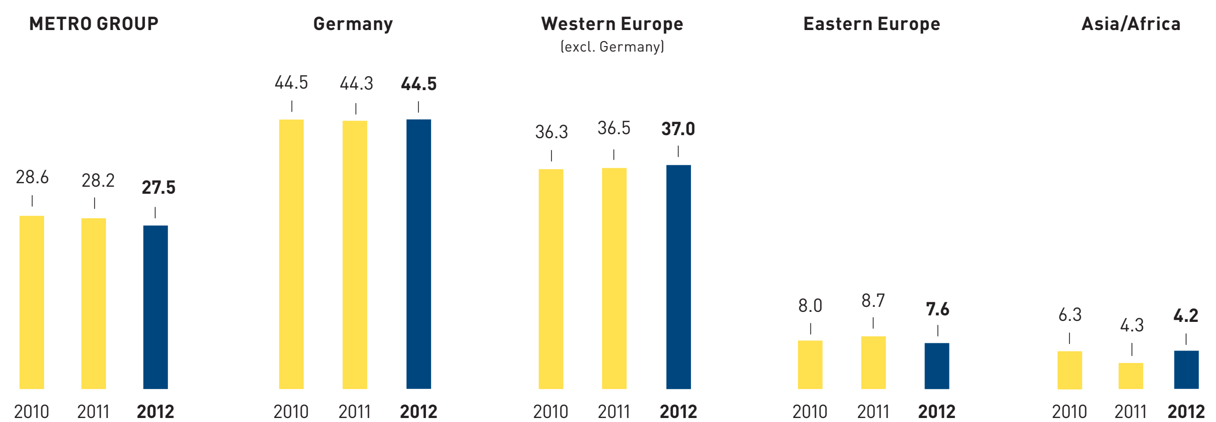
Employees and social affairs

Employees



Definition:
Full-time employees, average for the year, excluding trainees.

Part-time rate in %

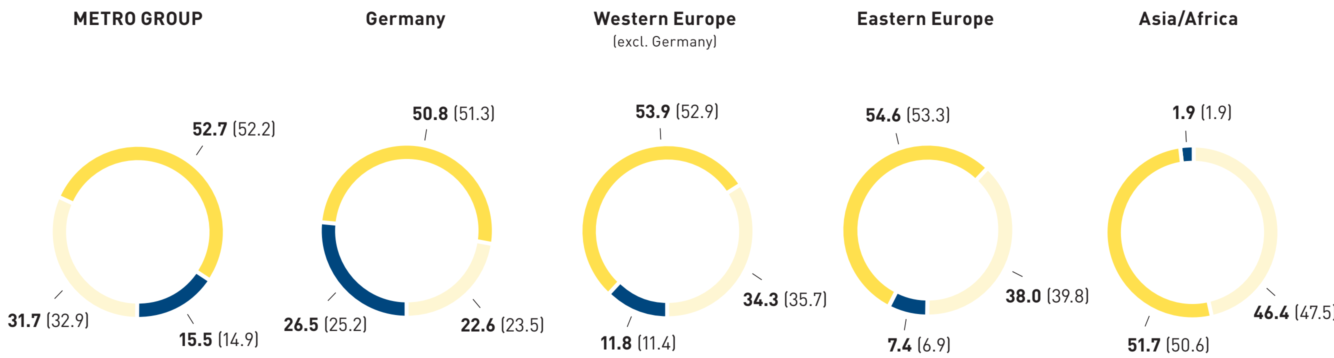


Definition:
Share of part-time employees, average for the year, excluding trainees.

Employees and social affairs

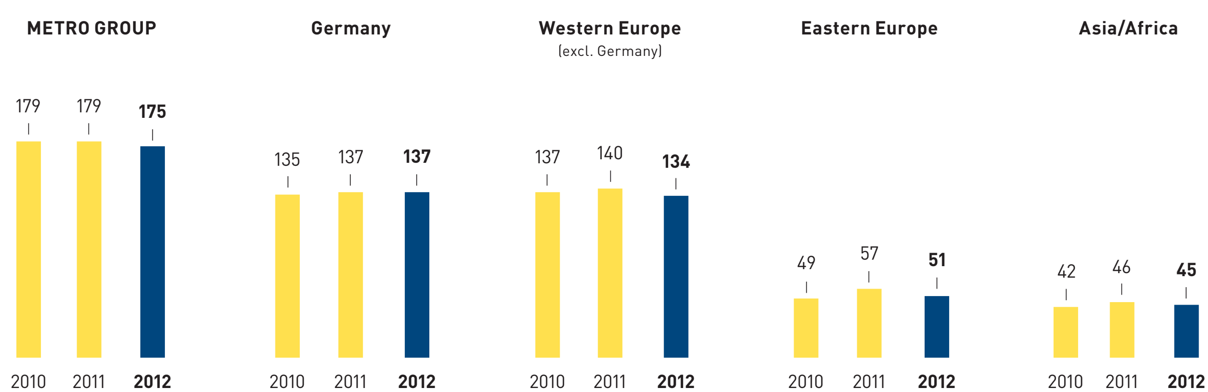
Employees by age group in %

< 30 years old   30–50 years old   > 50 years old   **2012** (2011)



Definition:
Distribution of employees by age group, average for the year, including trainees.

Number of nationalities

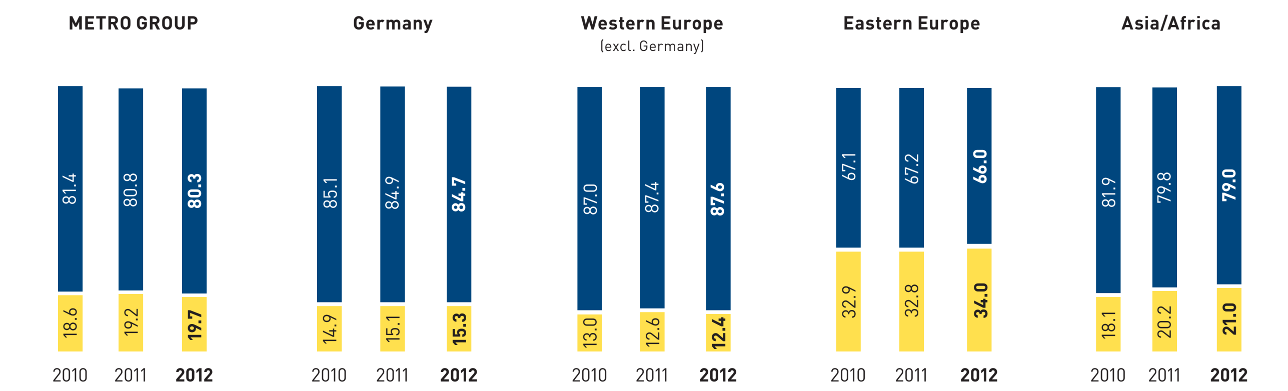


Definition:
Number of different nationalities among our employees, excluding trainees. As of closing date (31 December).

Employees and social affairs

Gender distribution in managerial positions in %

■ Share of men ■ Share of women

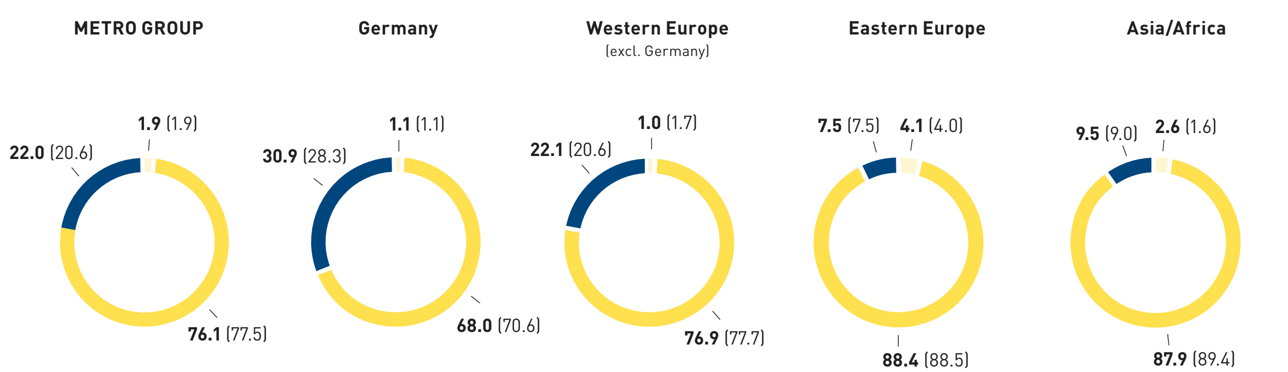


Definition:
Managerial positions are those in levels 1–3 (Management Board, General Management, Divisional Management, Departmental Management and Store Management). The proportion of male and female employees in these positions is calculated (per capita as of 31 December).

Explanation:
The proportion of women in managerial positions rose once again in the reporting year. METRO GROUP has pledged to increase the percentage of women to 25 percent worldwide by the end of 2015.

Managerial positions by age group in %

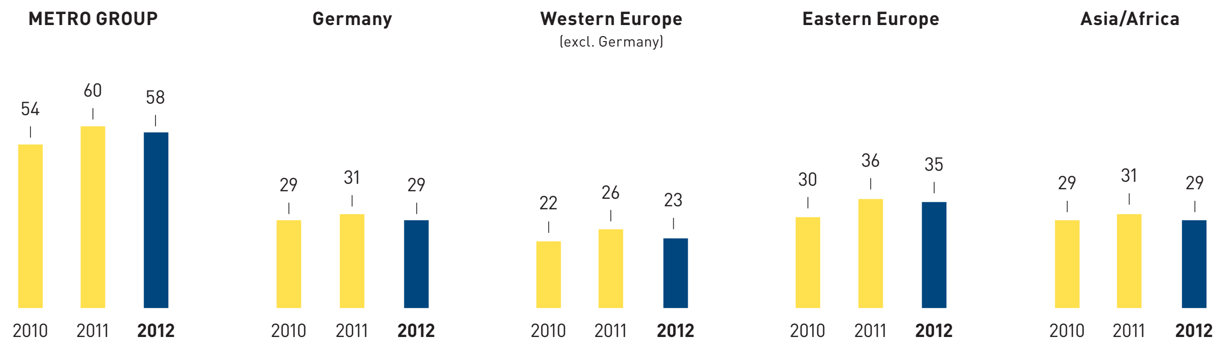
■ < 30 years old ■ 30–50 years old ■ > 50 years old **2012** (2011)



Definition:
Distribution of managerial positions by age group. As of closing date (31 December).

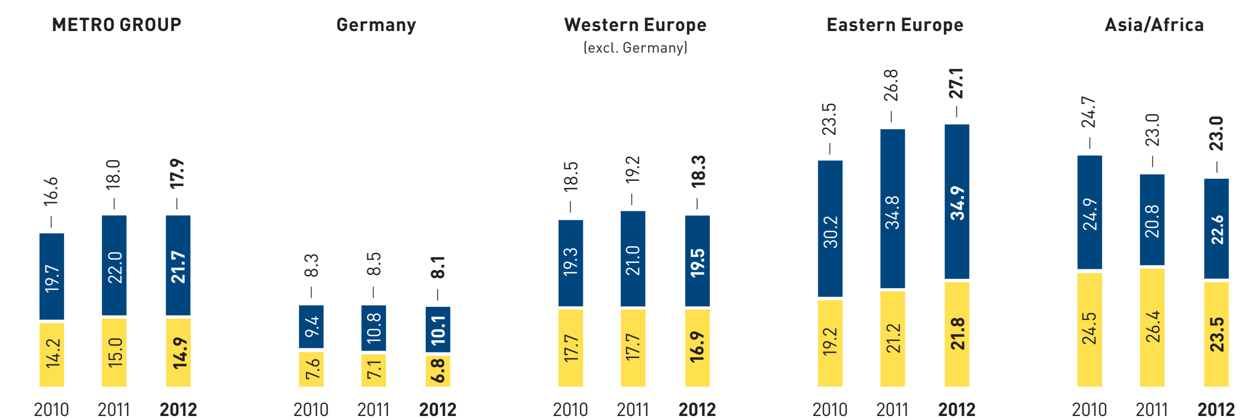
Employees and social affairs

Number of nationalities in managerial positions



Definition:
Number of different nationalities among our managerial staff. As of closing date (31 December).

Staff turnover by region and gender in %

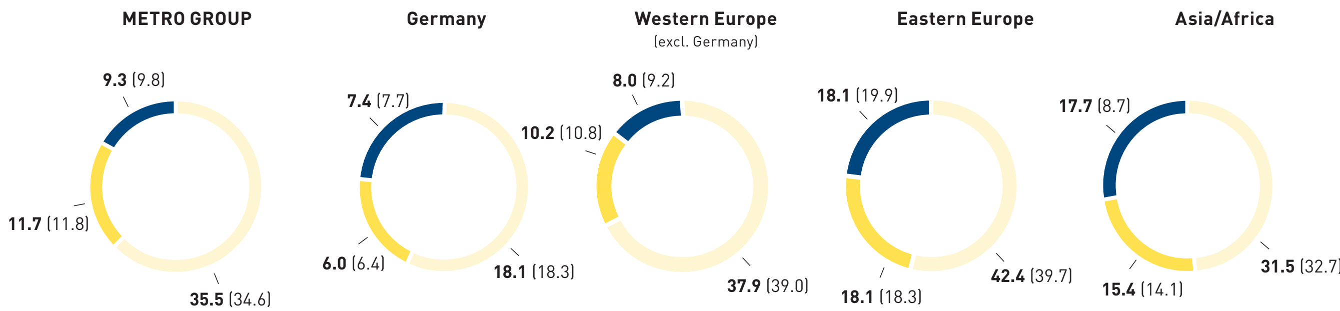


Definition:
Staff turnover is defined as all employees leaving, i.e. those who retire, die or resign/are dismissed. The staff turnover rate is the number of workers leaving in relation to the average number of employees. All employees currently on permanent contracts are included.

Employees and social affairs

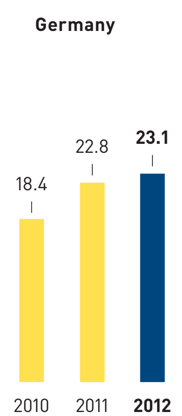
Staff turnover by region and age group in %

< 30 years old 30–50 years old > 50 years old **2012** (2011)



Definition:
Employees leaving due to retirement, death or resignation/dismissal, broken down by age and region. The staff turnover rate is the number of workers leaving in relation to the average number of employees.

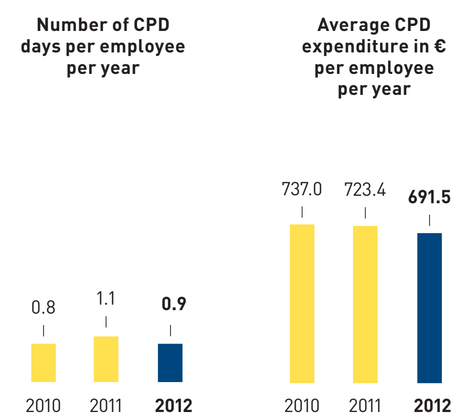
Work-related accidents
per 1,000 employees



Definition:
Number of reportable work-related accidents per 1.000 employees as compared to the number of full-time employees, average for the year.

Explanation:
Because of the widely varying definitions of "work-related accident" in the countries in which METRO GROUP operates, we are currently only reporting on this KPI for Germany. We are working on a Group-wide KPI.

Continuing professional development in Germany*



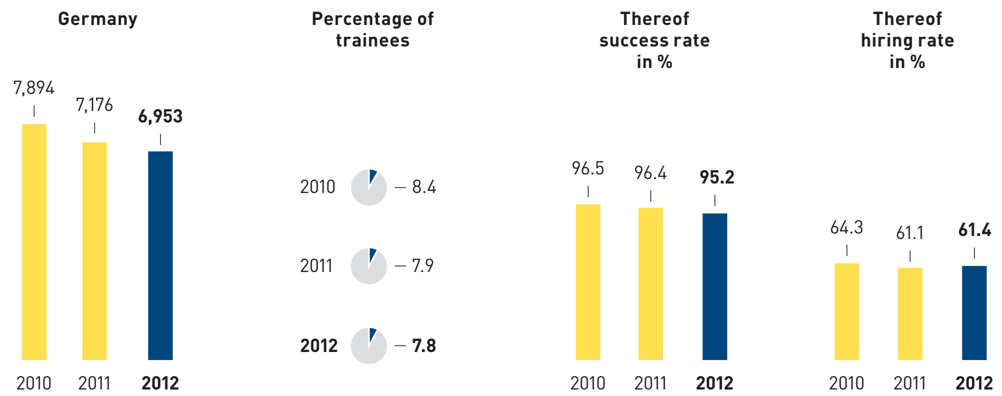
Definition:
Training (hygiene, occupational safety, etc.) and courses focusing on ongoing operations plus medium-/long-term CPD opportunities that are offered with a view to enhancing the course of business.

Explanation:
For METRO GROUP, CPD is important from the perspective of a sustainable staffing policy. However, to date we have only been able to collate this KPI for Germany.

*Excluding Media Markt and Saturn

Employees and social affairs

Vocational trainees



Definition:
Based on the definition issued by the German Federal Statistical Office, trainees are people completing vocational training to qualify in a recognised occupation as per the German Vocational Training Act (Berufsbildungsgesetz).

Explanation:
Due to the widely varying definitions of "traineeship" we are currently only reporting on this KPI for Germany.

Social policies and stakeholder dialogue

This report includes KPIs for the "social policies and stakeholder dialogue" field of action for the first time.

Evaluation in relevant sustainability indices and rankings

Index/ranking	Current evaluation
Dow Jones Sustainability Index (DJSI)	63 points
Oekom Corporate Rating	Prime status rating C+
Carbon Disclosure Project (CDP)	Disclosure score 84 Performance Band C Listed in the Carbon Disclosure Leadership Index Germany, Austria, Switzerland
Forest Footprint Disclosure	Above sector average in 10 out of 12 segments
CDP Water Disclosure	Participating. There is no individual assessment, just an overall assessment of the input.

Explanation:
As part of our stakeholder dialogue we notify the capital market about our sustainability management. In this way we obtain an evaluation of our sustainability activities from an independent third party.