

Wholesale strategy

Our ambition: METRO is a leader in the food wholesale and distribution sector. We intend to further build on our success alongside our professional HoReCa and Trader customers.

- **sCore growth strategy:** Long-term strategy with high growth ambitions defined for the group as well as for the METRO countries and delivery specialists until 2030.
- **Strategic value drivers:** Focus on HoReCa and professional Traders customers further articulated. Increasing customer value through clear wholesale alignment, multichannel customer experience and digitalisation.
- **Strategy implementation:** Wholesale transformation as a significant key enabler for the successful implementation of sCore. Multichannel business model and digitalisation further advanced.

Let's do this!



More strategy at:



Management Board



Dr Steffen Greubel
CEO



Christian Baier
CFO



Christiane Giesen
CHRO



Rafael Gasset
COO



Claude Sarrailh
CCMO

Supervisory Board

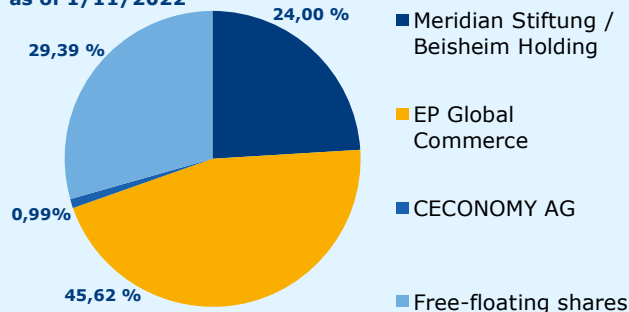
Jürgen Steinemann
Chairman

Xaver Schiller
Vice Chairman

More at: <https://www.metroag.de/en/about-us/supervisory-board>

Shareholder Structure

as of 1/11/2022



Basic Data of Share

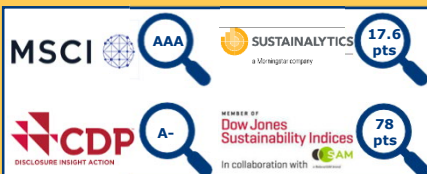
	Ordinary Shares	Preference Shares
Ticker Symbol	B4B GR	B4B3
Number of shares	360,121,736	2,975,517
Exchange	Frankfurt	Frankfurt

Guidance FY 2022/23 (Sept)

	FY 20/21	FY 21/22
Sales growth¹	~20%	5-10%
Adj.EBITDA growth^{1,2}	€1,391%	€-75 to -225m

ESG

Recognitions



Priorities



More at: <https://responsibility.metroag.de/>

¹ At constant currency, excluding Belgium

² Adj. EBITDA (guidance view) – EBITDA pre transformation costs, real estate gains.

³ Investments without monetary assets and acquisitions of subsidiaries

Long Term Ambitions

	FY 20/21	FY 21/22	AMBITION 2022 -2025	AMBITION 2030
Sales growth¹	0%	21%	5-10% CAGR	>€40 bn
Adj.EBITDA growth^{1,2}	6%	17%	5-7% CAGR	>€2 bn
Cash Inv.³ (% of sales)	1.3%	1.4%	<2.5%	<1.5%
FCF (€m)	493	190	Re-invest in growth	>€0.6 bn
Net leverage	3.0x	2.3x	2.5x	>2.5x

KEY FINANCIALS (€M)

	FY 20/21	FY 21/22	CHANGE	% CHANGE
Sales (net)	24,765	29,754	4,988	20.1%
Adj. EBITDA	1,171	1,389	219	18.7%
EBIT	197	429	232	118.0%
EPS (€)	-0.15	-0.92	-0.77	-
Dividend ¹	0.00	0.00	-	-

¹ Per ordinary and preference share, attributable to shareholders

MULTICHANNEL DEVELOPMENT (€M)

	FY 20/21	FY 21/22	CHANGE	AMBITION 2030
Store-based and other business	20,569	23,299	2,730	~1.2x vs 2020/21
FSD	4,164	6,386	2,222	>3x vs 2020/21
METRO MARKETS sales	33	69	36	-
MM. Marketplace sales ¹	50	130	80	>€3 bn

¹ Total volumes of METRO MARKETS platform (and third-party platforms) excluding VAT and after cancellations but before any deductions; includes disposal sales in full

NETWORK

	FY 20/21	FY 21/22	CHANGE
Store & Delivery (n° of countries)	34	31	-3
Marketplace (n° of countries)	2	3	1
Stores (n° of locations)	681	661	-20
thereof delivery OOS ¹	563	567	4
FSD (n° of locations)	67	64	-3

¹ OOS refers to the existing METRO store network and includes METRO stores and that supply from the store as well as stores that operate their own depot in the store



sScore KPIs

	FY 20/21	FY 21/22	AMBITION 2030
Strategic customers sales share	66%	71%	>80%
Ownbrand sales share	17%	19%	>35%
Stock availability ¹	95%	95%	>98%
FSD sales share	17%	21%	>33%
Digital sales share	6%	9%	40%

¹ Only available for Fiscal Year End period.

INCREASE SALES TO MORE THAN **€40** BILLION BY 2030

ADJ. EBITDA TO MORE THAN **€2** BILLION BY 2030

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