

# METRO RUSSIA AT A GLANCE - FY 2017 ACTUAL

## BECOME CHAMPION FOR INDEPENDENT BUSINESS

Trader Market (sell-out value) <sup>1</sup>	€76B	Horeca Market (sell-out value) <sup>1</sup>	€15B
Expected CAGR (2016-2020) <sup>1</sup>	3.9%	Expected CAGR (2016-2020) <sup>1</sup>	5.6%

EEI 85%      NPS Full Roll-Out      LfL -3.1%

Sales EURbn	Ebitda margin
€3.4bn	10.3%

Nr FasoL Stores	Out-of-store
263	87

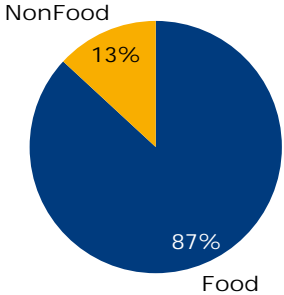
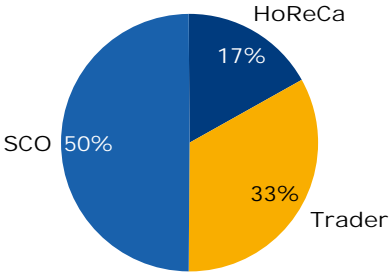
### Geographical Coverage

Over 5 000km

Stores	Regions
89	50



### Sales Shares



<sup>1</sup> Source: Internal, Market data: Metro from Euromonitor Passport Retailing and Consumer Foodservice Sell out values for 2017



# METRO RUSSIA - KEY MESSAGES

HoReCa	Traders	SCO
		
<p>Every pillar of our strategy is aimed at becoming a Champion for Independent Businesses, we only do what adds value to the customer.</p> <ul style="list-style-type: none"><li>• Russia has very sizable Horeca and Trader Markets of EUR 15 billion and EUR 76 billion, respectively (Trader Market growth at ~4% CAGR 2016-2020).</li><li>• Share of large modern retail below 60%, leaving an opportunity of more than 40% of the whole market which is growing at almost 4%.</li><li>• As of today, we already have a strong underpin of professional customers. For the future, growth will be mainly coming from Trader and Horeca. The recurring customer base is the highest in the group at 30% vs the group average at 19%.</li><li>• Share of Horeca and Trader is targeted to be at around 60% in 3 to 4 years vs current 50%.</li><li>• Open 3000+ Fasel stores by 2020.</li></ul>		

# AGENDA

Date	Time	Name	Place
21/03	12.00 - 15.30	Arrival to airport	Sheremetievo
	15.30 - 16.00	Transfer to DC Lobnya from airport	Sheremetievo/Domodovovo
	15.15 - 16.00	Transfer to DC Lobnya from hotel	Double Tree Hilton - Leningradskoe Shosse 39
	16.00 - 17.00	DC Visit	Lobnya
	17.00 - 18.00	Transfer to competition	Magnit. Moskovskaia ulitsa 7A Lenta Store. Dmitrovskoe Shosse 116d X5 Karusel. Leningradskoe Shosse 5
	18.00 - 19.00	Transfer to Hotel	Double Tree Hilton - Leningradskoe Shosse 39

22/03	8.30 - 9.00	Breakfast	Double Tree Hilton - Leningradskoe Shosse 39
	9.00 - 9.30	Transfer to warehouse	
	9.30 - 10.30	Warehouse Visit	Store 10 - Leningradskoe shosse 71G
	10.30 - 11.30	Transfer/arrival to Expo	Expo - Crocus Expo, 66oi km MKAD (Pavillion 3, Hall 13)
	11.30 - 12.30	Observation tour Expo	Expo - Crocus Expo, 66oi km MKAD (Pavillion 3, Hall 13)
	12.30 - 13.30	Round table with Management	VIP (meeting room)
	13.30 - 14.00	Lunch	VIP rooms + Food Court
	14.00 - 15.30	IR team transfer & Fasol Store	Gas Station Fasol. Pyatni tscoe shosse 20ii km iz Moskv
	15.30 - 16.30	Transfer to hotel	
	19.00	Expo - Dinner + Party	Expo - Crocus Expo, 66oi km MKAD (Pavillion 3, Hall 13)