



Stakeholder Survey 2012 Evaluation and Findings

As a family-owned business, Tchibo has always pursued long-term goals. Our actions centre not only on economic success, but also on social and environmental responsibility. Since 2006, sustainability has been an integral part of Tchibo's business strategy. On its path to becoming a 100% sustainable business, Tchibo is continuously improving its products and processes. With the integration of sustainability in all organisational units and across all processes, sustainability has become an integral part of Tchibo's product and process quality. Day after day, we work on implementing it in many areas. Dialogue with our stakeholders is of key importance for Tchibo. With their knowledge and a critical look at Tchibo's sustainability issues, our stakeholders help us develop the path to 100% sustainable business.

In recent years, our stakeholders have helped us to identify critical points. We are now working on resolving them with a whole range of measures and are seeing initial successes. At the same time, dialogue helps us to jointly set the course for the future and prioritise key issues. This will help us to better respond to future challenges.

On the following pages we present the key findings from our Stakeholder Survey 2012 and the lessons we draw from it. We would also like to take this opportunity to thank our stakeholders for their active participation and interest. Their constructive and far-sighted assessments are a significant contribution in determining the strategic direction of Tchibo's sustainability efforts.

Results at a glance

Our stakeholders were asked to give their opinions on 34 sustainability-related issues in Tchibo's seven overarching fields of action: that is, their relevance and the degree to which they feel Tchibo has progressed on them. They were also invited to state their expectations of Tchibo.

Response and participants:

- Participation: nearly a third of the 420 stakeholders we invited.
- Strongly represented: Suppliers, business partners and NGOs.

Relevance and level of development of the overarching fields of action:

- Highest relevance: fields of action related to the coffee supply chain and customers.
- Highest level of development: fields of action related to employees and customers.
- Critical: coffee and consumer goods supply chains, as well as environmental protection.

Relevance of topics in each field of action:

- Highest relevance: Issues related to customers (customer focus) and products (product quality, social and environmental standards in the coffee supply chain, procurement of sustainable green coffee grades).
- First and foremost: all topics related to the coffee supply chain.

Level of development of topics:

- Highest level of development: in addition to economic stability, issues related to customers (customer focus), products (product quality) and employees (health and safety, training).
- Low level of development: environment-related issues (resource-saving product design, nature conservation and biodiversity, sustainable mobility).



Expectations and suggestions:

- Focus on:
 - Integrating sustainability into all products and services
 - More sustainably sourced coffee, to higher standards
 - Necessity and longevity of consumer goods
 - Consumer communication at POS
 - Environmental protection in the coffee and consumer goods supply chains



The results in detail

1. Extensive preparation formed the basis of the survey.

In autumn 2012, Tchibo identified and recorded 1,200 stakeholders as relevant to Tchibo GmbH. Based on various criteria we conducted a materiality analysis and classified the stakeholders accordingly.

We then invited 420 representative stakeholders to participate in an anonymous online survey, and around 30 of them for an additional in-person interview with a neutral person. We made this selection to obtain as uniform a distribution as possible – for example in relation to stakeholders' expertise on coffee and consumer goods and closeness or distance to the company.

In the survey, our stakeholders were asked to give their opinion of the existing relevance based on their assessments and their perceived level of development of 34 sustainability issues in Tchibo's seven fields of action. In addition, they could express their expectations of Tchibo in the respective fields of activity.

2. Our stakeholders are very interested in dialogue with Tchibo.

Over 130 stakeholders – nearly 32 percent of those contacted – accepted our invitation and participated in the online survey. In addition, 29 people made themselves available for in-depth interviews. From this we conclude that our stakeholders have a strong interest in dealing with Tchibo's sustainability topics and providing information about them. This encourages us to continue to practice a culture of open dialogue and consistently involve our stakeholders in our actions.

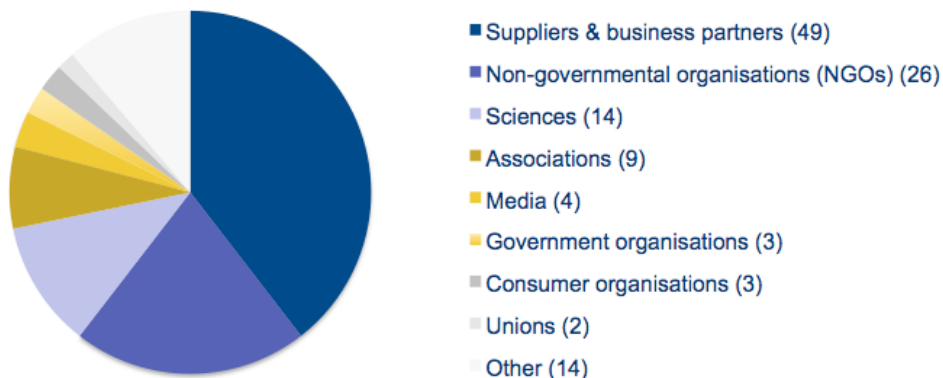


Figure 1: distribution of respondents by stakeholder group

Two stakeholder groups are strongly represented among the survey participants and together make up 60.5% of the respondents: Suppliers and business partners, and as non-governmental organisations. Both are particularly relevant stakeholder groups for Tchibo, because in their role they have close ties to our core business. At the same time, the weight of these participants reflects the importance of our supply chains to 100% sustainable business operations.

3. Our most important action areas: the coffee supply chain and our customers.

From the perspective of our stakeholders, fields of action related to our core business have the greatest relevance. The coffee supply chain comes first, followed by customers and the consumer goods supply chain. After that, our employees, sustainability management and environmental protection.



The action area our stakeholders considered least relevant by far is society – although they rated all action areas as being of medium to high relevance.

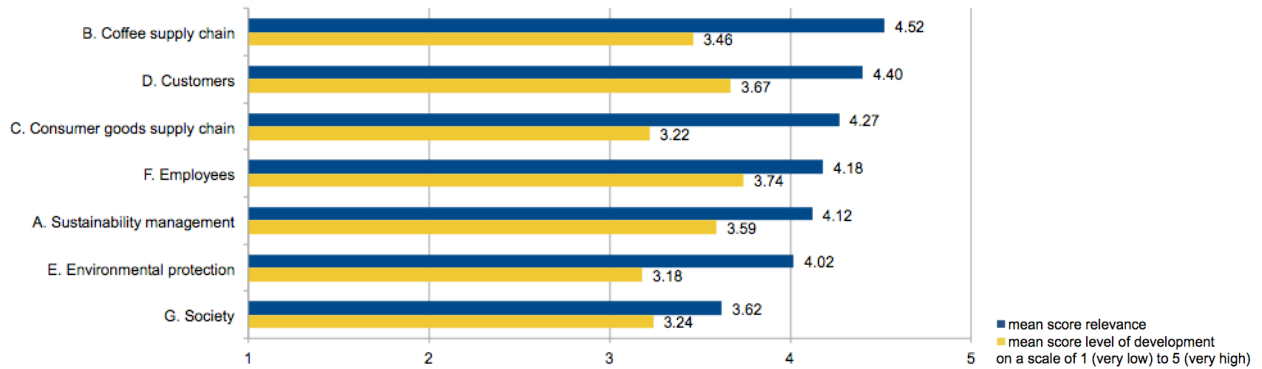


Figure 2: relevance and level of development of the fields of action

Our stakeholders are more critical in assessing the perceived level of development. In general, they evaluate it lower than the relevance – an incentive for us to improve, but also to communicate our successes better. Tchibo is perceived to be particularly advanced in the action field of ‘employees’, followed by ‘customers’. The supply chains and environmental protection are seen as more critical – and this is also where our biggest challenges lie. However, our stakeholders do perceive a medium to high level of development across all fields of action.

4. Topics related to customers and products (especially coffee) have the highest relevance.

For our stakeholders, topics related to our customers and products are especially relevant. Tchibo continues to be strongly associated with the coffee supply chain. This causes other topics to be displaced from the top five action areas. For instance, topics from action areas of sustainability management or the consumer goods supply chain are only in sixth place or lower.

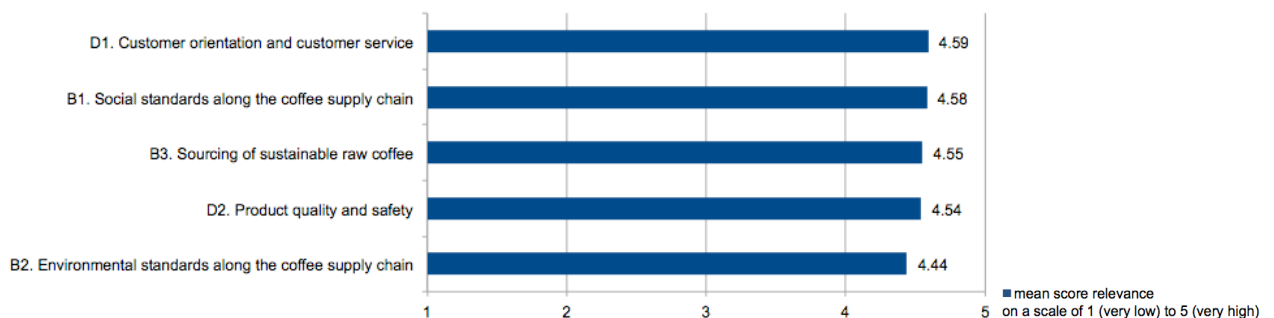


Figure 3: Most relevant sustainability issues

Social and politically related topics, meanwhile, are seen as less relevant by our stakeholders – society-oriented topics in particular fall behind in comparison.

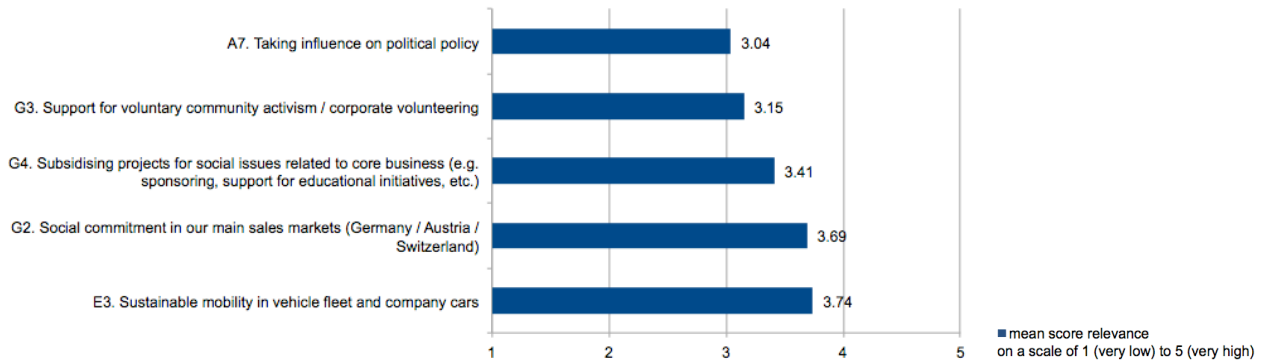


Figure 4: Sustainability issues with the lowest relevance

5. Our level of development: high for customers, products and employees – room for improvement in environmental matters.

Our stakeholders regard Tchibo as especially advanced when it comes to employee-related matters and topics that are directly related to customers and products. Our focus on the long term becomes evident here as elsewhere: overall Tchibo is positively associated with quality, security and stability.

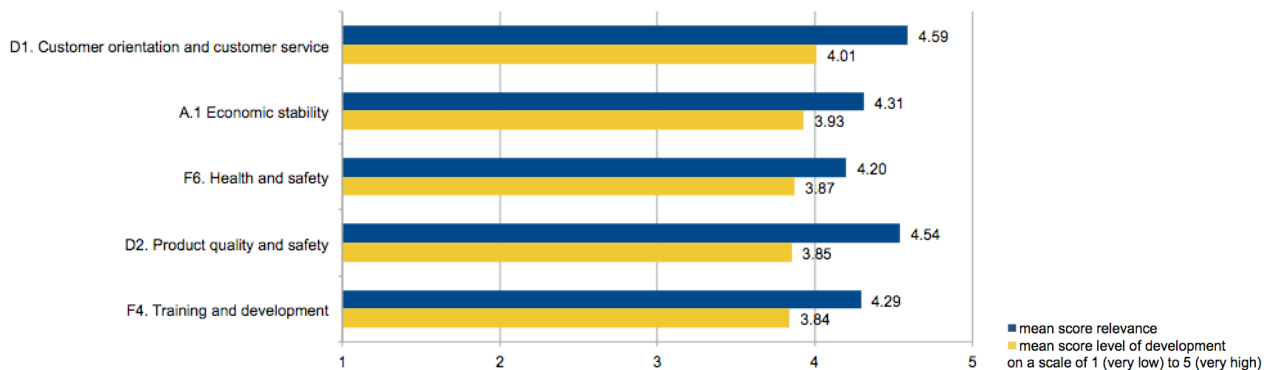


Figure 5: Sustainability issues with the highest level of development

However, our stakeholders feel that various environment-related matters are not very well developed. It seems that we need to tackle the challenges here more – or communicate our actions better. At the same time we noted that in other topics with a lower level of development, relevance was also rated as lower. This tells us that we already have a good feeling for the necessity and scope of our efforts.

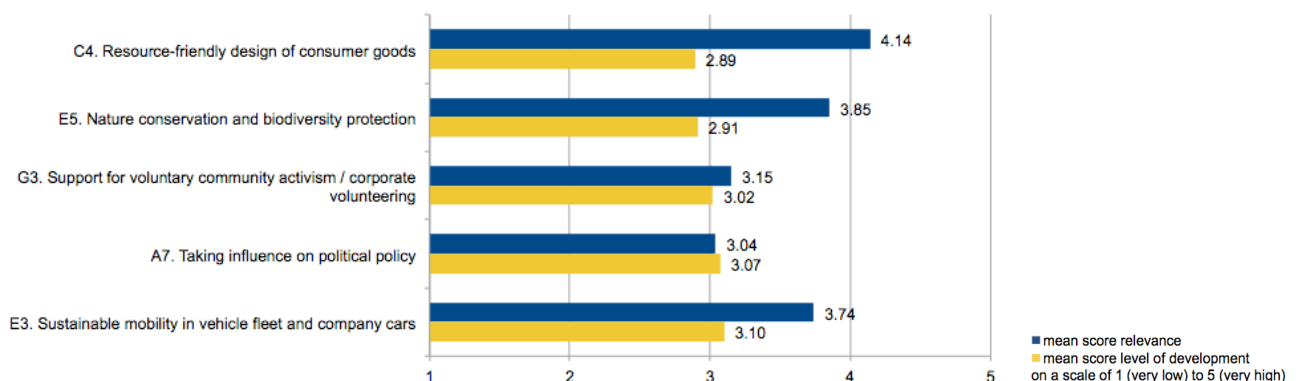


Figure 6: Sustainability issues with lowest level of development



Our key findings

The survey provided us with important insights into the external assessment of our business activities. Some points surprised us; others encourage us in our actions:

- Our stakeholders confirmed our belief that sustainability must be embedded in the core business in order to have an impact across all areas of the business. This encourages us to continue on our path to becoming a 100% sustainable business.
- Tchibo is expected and trusted to take a pioneering role in sustainability. This is a challenge we gladly accept.
- Our stakeholders take a more critical view of us in environmental matters than on other topics. This is a sign that we should intensify our efforts, but should also better communicate our achievements and successes.
- Tchibo continues to be strongly associated with coffee, and our commitment to sustainability here is in fact tangible and visible. But there are high expectations for sustainable consumption in consumer goods as well. This was clearly confirmed by our stakeholders. Our goal: to make both value chains sustainable.

Initial measures and an outlook

The results of the Stakeholder Survey provide us with much important impetus that we want to use effectively and efficiently. Only if dialogue is followed by action can we maintain a constructive relationship with our stakeholders. We have already implemented some of the suggestions or are planning to. We invite you to read about this in our [Sustainability Report 2012](#):

- In preparing the Sustainability Report, we crosschecked the topics it covers with our stakeholders' expectations, and added content wherever possible and necessary.
- With the [UmweltPlus concept](#) and our measures in the area of climate protection, we have taken important steps regarding the ecological aspects of consumer goods and for environmental protection in the supply chains.
- We will take [further measures](#) to meet the desire for greater sustainability-related consumer communications at the POS.
- We are increasingly focussing our efforts and are pursuing innovative approaches such as the [WE programme](#) and our education projects at the origin, which serve as local drivers of sustainable development – both in the [coffee value chain](#) and in the [consumer goods value chain](#).

We will continue to rely on a constructive dialogue as partners with our stakeholders. On our way to becoming a 100% sustainable business, we will focus on the key challenges and are planning to introduce dialogue formats focusing on specific issues. These will enable us to work with our stakeholders on developing solutions with a clear objective – we want the cooperation to result in innovative projects with appreciable reach and measurable success.