



Levallois, June 25th, 2008

**After a successful trial period,
the Carrefour group announces the roll-out of the Carrefour Market banner
across its supermarkets in France**

Following positive results of recent store trials, the Carrefour group has decided to launch the roll-out of the Carrefour Market banner across its supermarket format in France. As a result, from September 2008, Champion stores will be gradually transferred to the Carrefour or Carrefour Market banners. All the Champion stores will be switched to the new banner over the next 24 months. Following similar projects in Spain, Argentina, Poland, Brazil and Turkey, this initiative constitutes another stage in Carrefour group's multi-format single-brand strategy.

Satisfactory tests : a popular concept

Since 2007, the Carrefour group has been testing its Carrefour brand development plans in 13 Champion stores, which were transferred to the Carrefour and Carrefour Market banners as part of the trial. These pilot stores were chosen by the Carrefour group to test a new commercial transformation programme which aims to provide customers with the best of the Champion and Carrefour brands : a wider range of products, enhanced assortments, a single loyalty programme, a more modern layout and easier access for the customer.

After operating under the programme for several months, the feedback is positive : customers have been satisfied with the changes and have placed their confidence in the Carrefour brand. This satisfaction has led to an increase in store visits. The results of this trial are also persuasive in commercial terms, with an increase in local market share and a uplift in sales. Building on these results, the Carrefour group has decided to extend its Carrefour brand development initiative to other stores.

Deployment : an ambitious project

From September 2008, Carrefour group's Champion integrated stores will gradually be transferred to the Carrefour banner or the new Carrefour Market banner. The transformation of more than 100 stores is expected to be completed by the end of 2008. An additional 700 other stores are set to be transferred by the end of 2009 and all remaining stores by mid-2010. The 420 Champion franchisee partners will be able to switch to these banners, based on the on-going support of the Carrefour group, ensuring the successful operation of their stores.

The speed of this ambitious project, its coverage and the number of stores involved, will be dependent on the support of all Champion and Carrefour employees, both at our head offices and in our stores. As our "frontline ambassadors", our 60,000 employees will play a decisive role in helping customers familiarise themselves with these developments on a day-to-day basis.

Much more than a change of banner

These developments will enable the Carrefour brand to offer new opportunities to :

- Our customers, by offering the best range of products and services adapted to local needs and still at the best prices,
- Our franchisees, by providing new profitable growth opportunities generated by the potential of the Carrefour brand, and in particular our own-brand products,
- Our suppliers, by providing additional outlets, based on a broad offering and an increase in sales, but also the strong reputation and quality image of the Carrefour brand,
- Our employees, by opening up the possibility of taking part in a large scale commercial initiative that will enhance the appeal of our stores and enable employees to develop their careers,
- Local authorities, by making an on-going commitment to the local community, stimulating the local economy, fulfilling our duty as a socially responsible business, and helping to protect the environment,
- Our shareholders, by strengthening prospects for profitable and sustainable growth.

Strategy : a new growth lever

This value-creating project draws on the strengths of the Carrefour and Champion brands, combining the dynamism and forward-thinking culture of the Carrefour group with the friendly, welcoming reputation of Champion stores. This project will enable the Carrefour brand to achieve its full potential ¹ and benefit from its extremely strong reputation and quality image.

Already successfully deployed in other countries, including Spain, Turkey and Brazil, or currently in the process of completion, as in Argentina and Poland, the deployment of the Carrefour brand forms part of the Carrefour group's multi-format single-brand strategy and represents an essential growth lever for the future.

Carrefour Market : changes in stores

- Product range : wider (an increase in own-brand products of almost 20% under Carrefour brands) and more diversified (development of apparel ranges, culture and leisure, and tableware in particular).
- Store layout : customer flow will be simplified through the use of new signage, a more modern layout and a clearer presentation. This new atmosphere will offer customers a completely new store experience.
- Services : customers will benefit from a common loyalty programme, following a decision to make the benefits offered by the Carrefour card available across the Carrefour network (supermarkets and hypermarkets).

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¹ According to the most recent Interbrand ranking, Carrefour is Europe's leading food retail brand. Référence 2007 described Carrefour as a valued brand and popular with consumers for the range, quality and freshness of its products and its modernity.