



Carrefour

ANALYST DAY

*Reinventing
the hypermarket!*

SEPTEMBER 16th, 2010





***Reinventing the hypermarket
through improved purchasing
and enhanced offer***

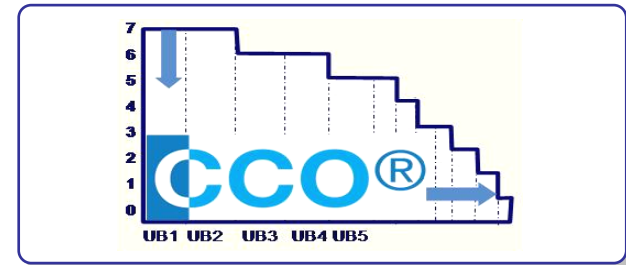
IGNACIO GONZALEZ HERNANDEZ

Reinventing the hypermarket!

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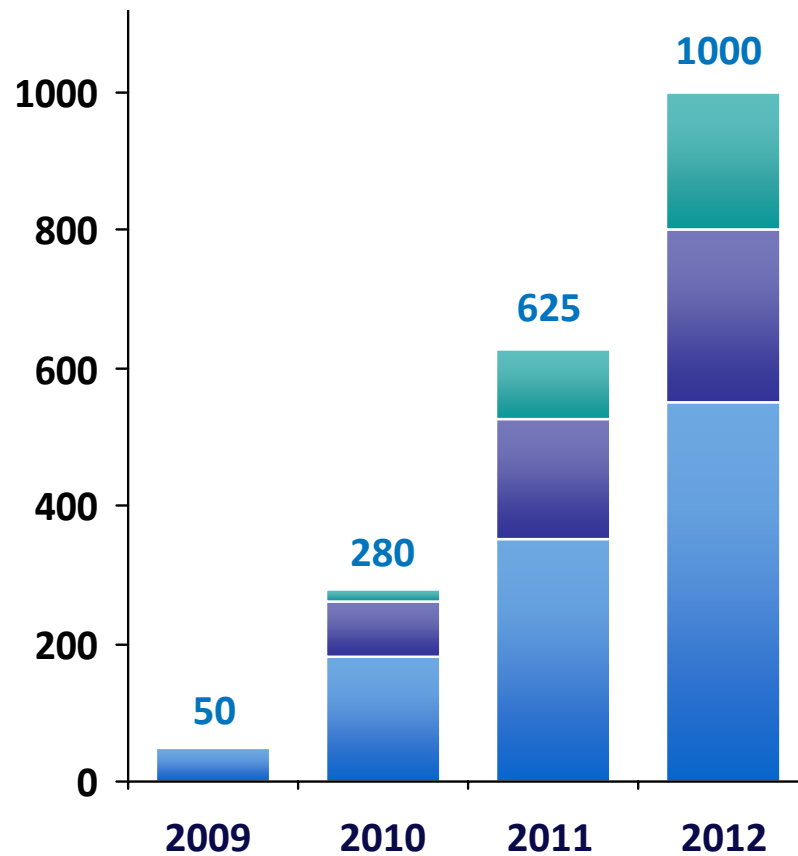
Four major projects to improve purchasing performances

Achieve the best purchasing performance to create sustainable growth



Purchasing gains at the heart of our Transformation Plan

Cumulative gains in €m



Levers

Non-food
Global Sourcing

Own brand
value sourcing
(TCI)[®]

Carrefour
Category
Optimization
+
BDP[®]



- 1. Sell better to buy better**
2. Choose better to sell better
3. Produce better to buy better
4. Source better to sell better



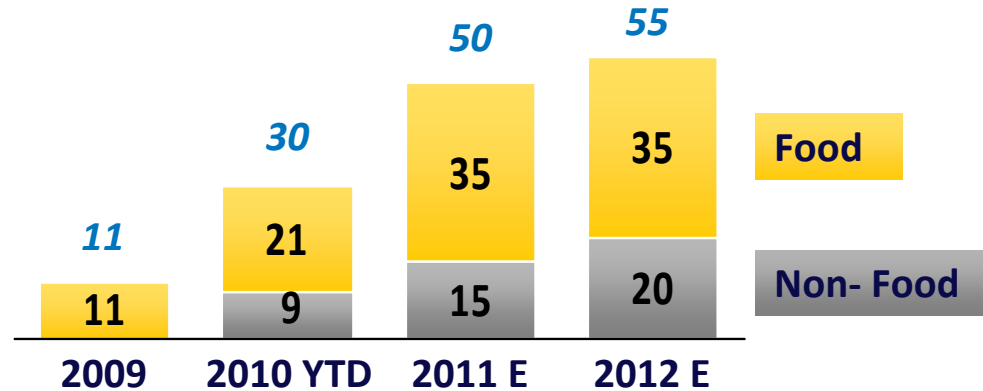
Successful deployment of the Business Development Program



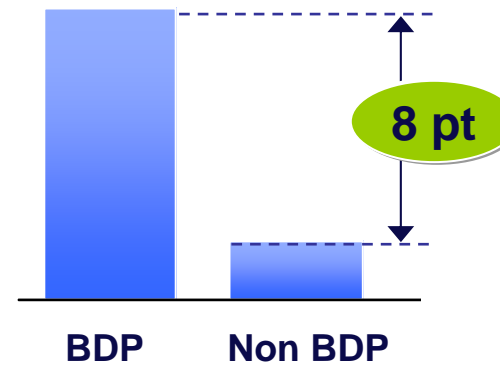
Committed to growth:

- A privileged partnership at the highest level
- Sustainable growth for both partners
- Simplified and efficient partnerships
- A global approach, a growth plan by country

Number of suppliers, 2009 – 2012E



Comparative sales growth: BDP partners / Non BDP



2010 YTD, Fast Moving Consumer Goods

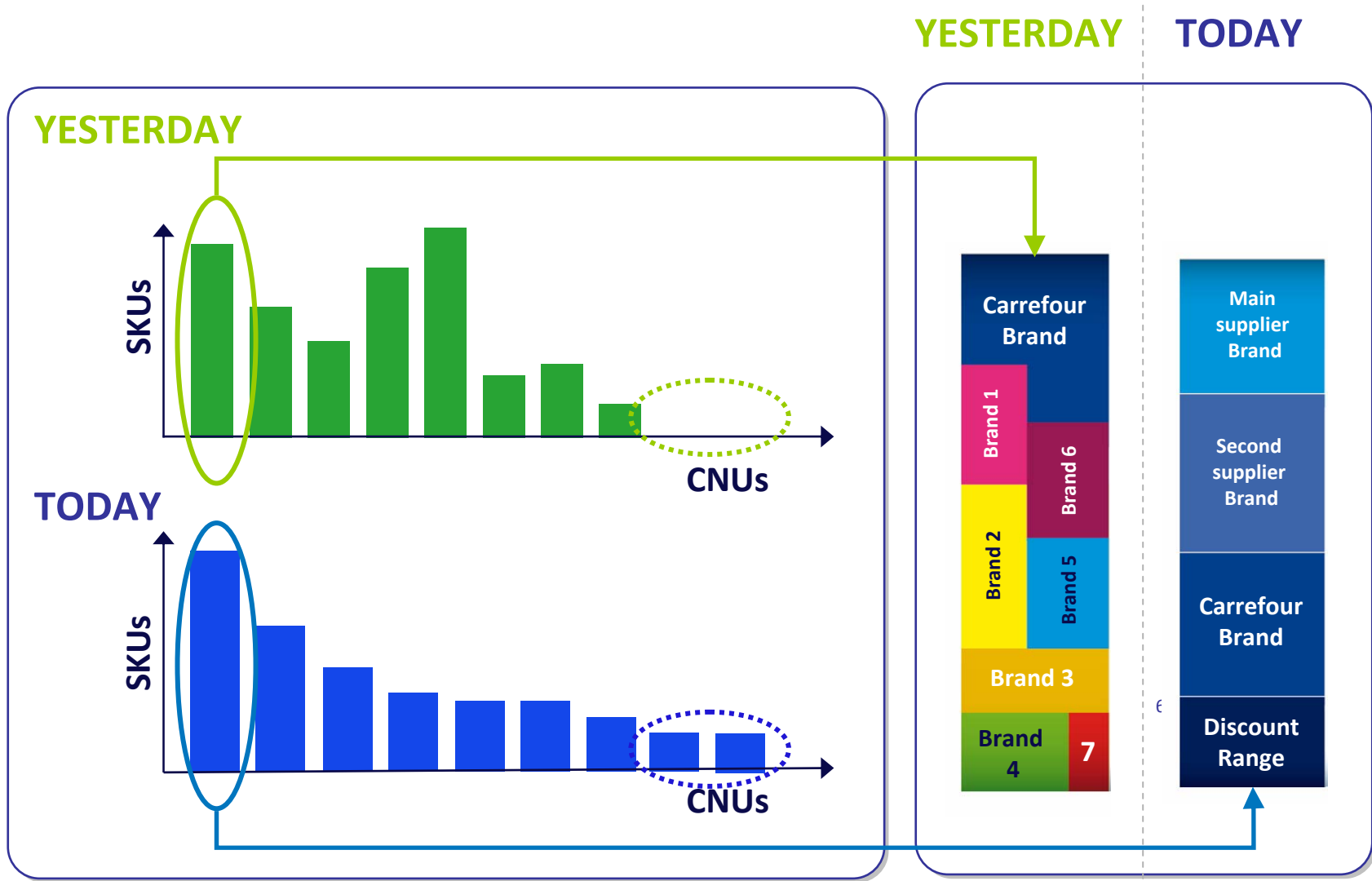
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Reinventing the hypermarket!

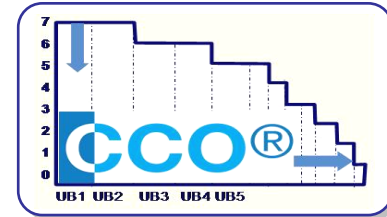
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Carrefour Category Optimization: Consumer Needs Units with fewer brands



CCO[®] implementation at Carrefour Planet

Assortment evolution at Vénissieux



NON - FOOD

% change SKUs	General Merchandise	EPCS	Textile	Non Food <i>Ex. Culture</i>
	-30 %	-12 %	-26 %	-27 %

FOOD

% change SKUs	Dry grocery	Fresh
Manufacturer brands	-8 %	
Increase of Own Brand	+2 %	
Our choices: organic, beauty, frozen	+6 %	
Total	0 %	-13 %

Total Store

-15 %

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Total Cost for Innovation (TCI[®]), an innovating approach...

YESTERDAY

A short-term commercial relationship

No difference between small and big suppliers or long-term and recent suppliers

Decentralized relationships by country

Product managers centered on negotiation

TODAY

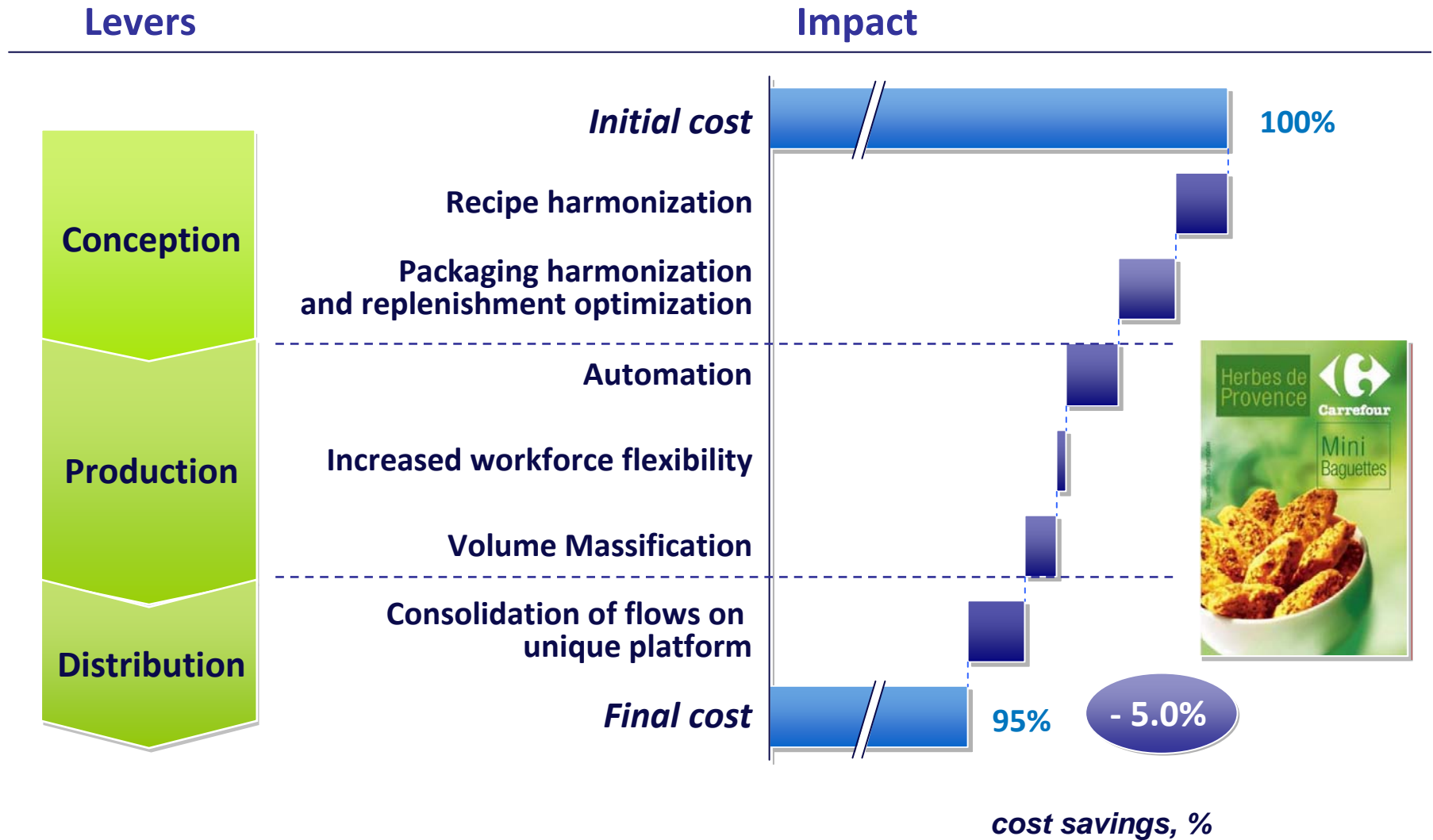
A long-term commitment to optimize costs

Differentiated relationships, based on an analysis of jointly-created value

A centralized CRF Group / Dia % team to pull purchasing

Develop skills to accelerate innovation

TCI® illustration: herb crackers



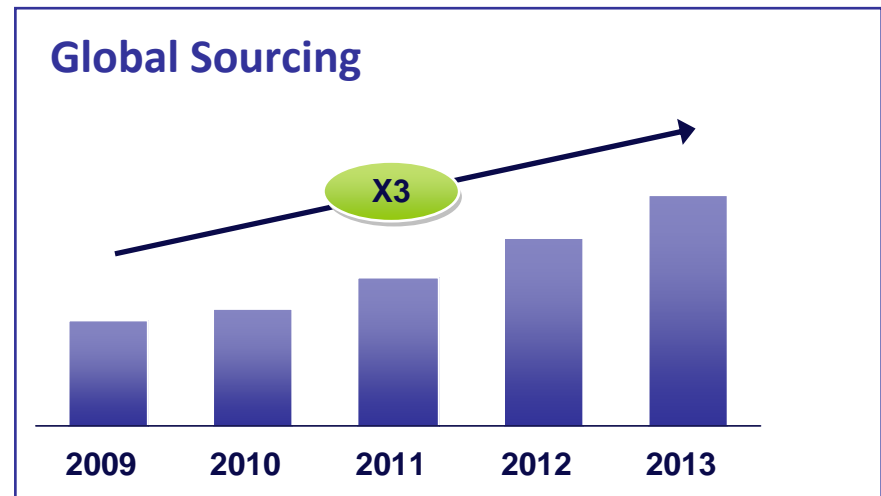
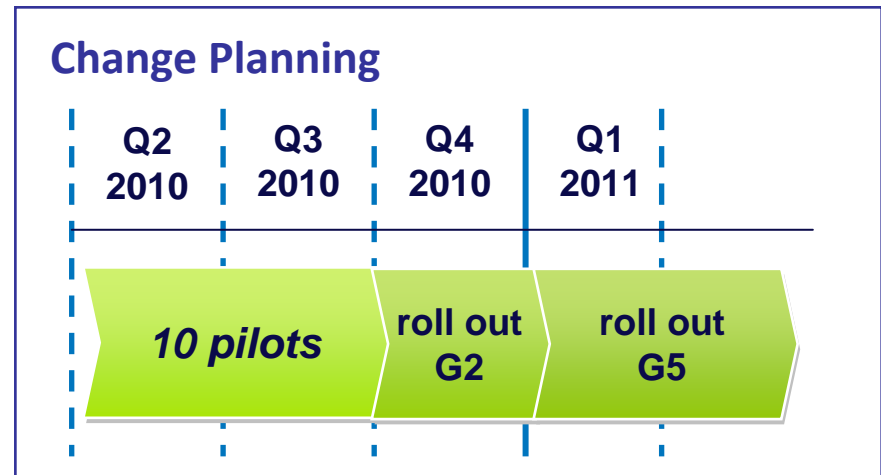
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Category management Europe, A key asset in Non Food...

Leverage the Group's scale and guarantee efficient delivery

	Country	Center
Strategy		<input checked="" type="checkbox"/>
Sourcing		<input checked="" type="checkbox"/>
Purchasing		<input checked="" type="checkbox"/>
Assortment		<input checked="" type="checkbox"/>
Merchandising		<input checked="" type="checkbox"/>
Pricing	<input checked="" type="checkbox"/>	
Trade plans	<input checked="" type="checkbox"/>	
Store	<input checked="" type="checkbox"/>	



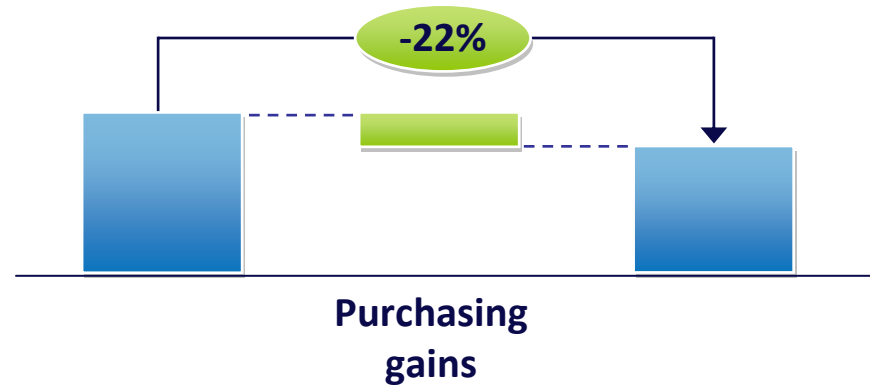
Category management: significant purchasing gains in merchandise

Example of permanent Home range

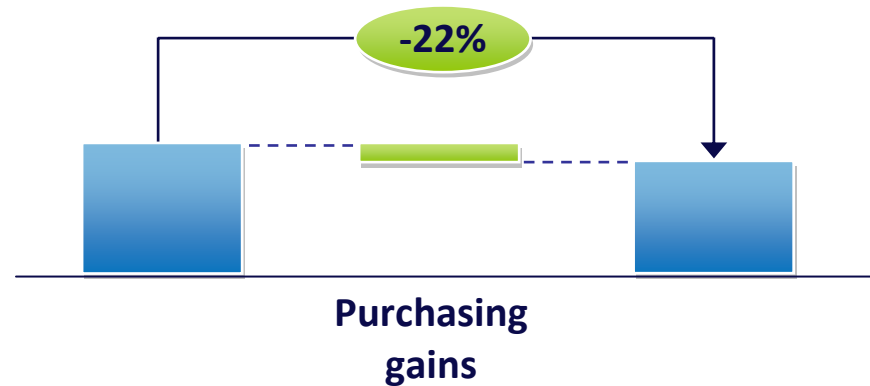
G2 perimeter



Hangers
(36 SKUs G2)

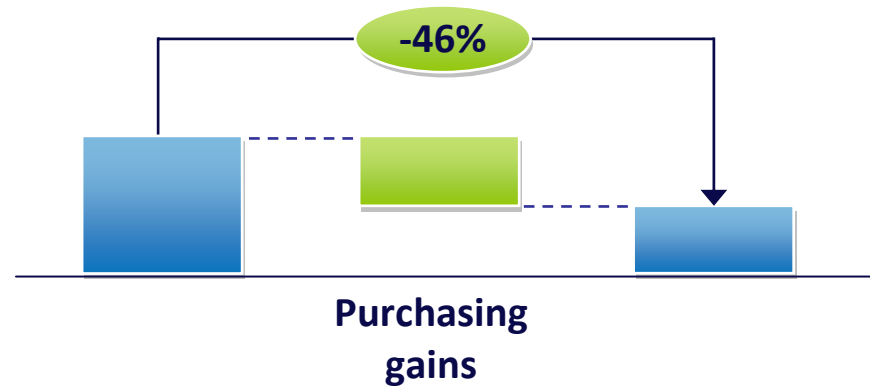
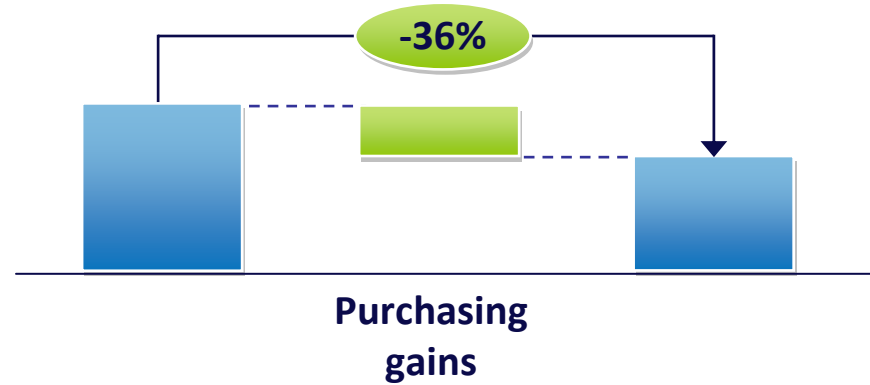


Frying Pans
(20 SKUs G2)



Category management: significant purchasing gains in services

Example of service purchasing



Purchasing: The enabler to be the preferred retailer in France



DELIGHT

Joint work with suppliers focused on the customer (BDP)
Better assortment covering more consumer needs

CULTURE & PEOPLE

New category management
Europe organization

EFFICIENCY

Global sourcing
TCI

*By ensuring efficient execution
and sustainable growth*