

A BUSINESS MODEL SUPPORTING THE FOOD TRANSITION FOR ALL

CAPITAL AND RESOURCES

Financial capital

€84,916 million in gross sales
€2,656 million in other income (finance companies, real estate development, leases)
€94 million in financial income
€6.75 million budget for the Carrefour Foundation

Human and intellectual capital

360,000 employees
300 trades and professions
Worldwide agreement signed with the UNI Global Union

Land and real estate capital

12,000 stores in over 30 countries
1,600 Drive outlets
1,000 bank branches, insurance agencies and travel agencies
120 warehouses around the world
Head offices and administrative buildings

Digital capital

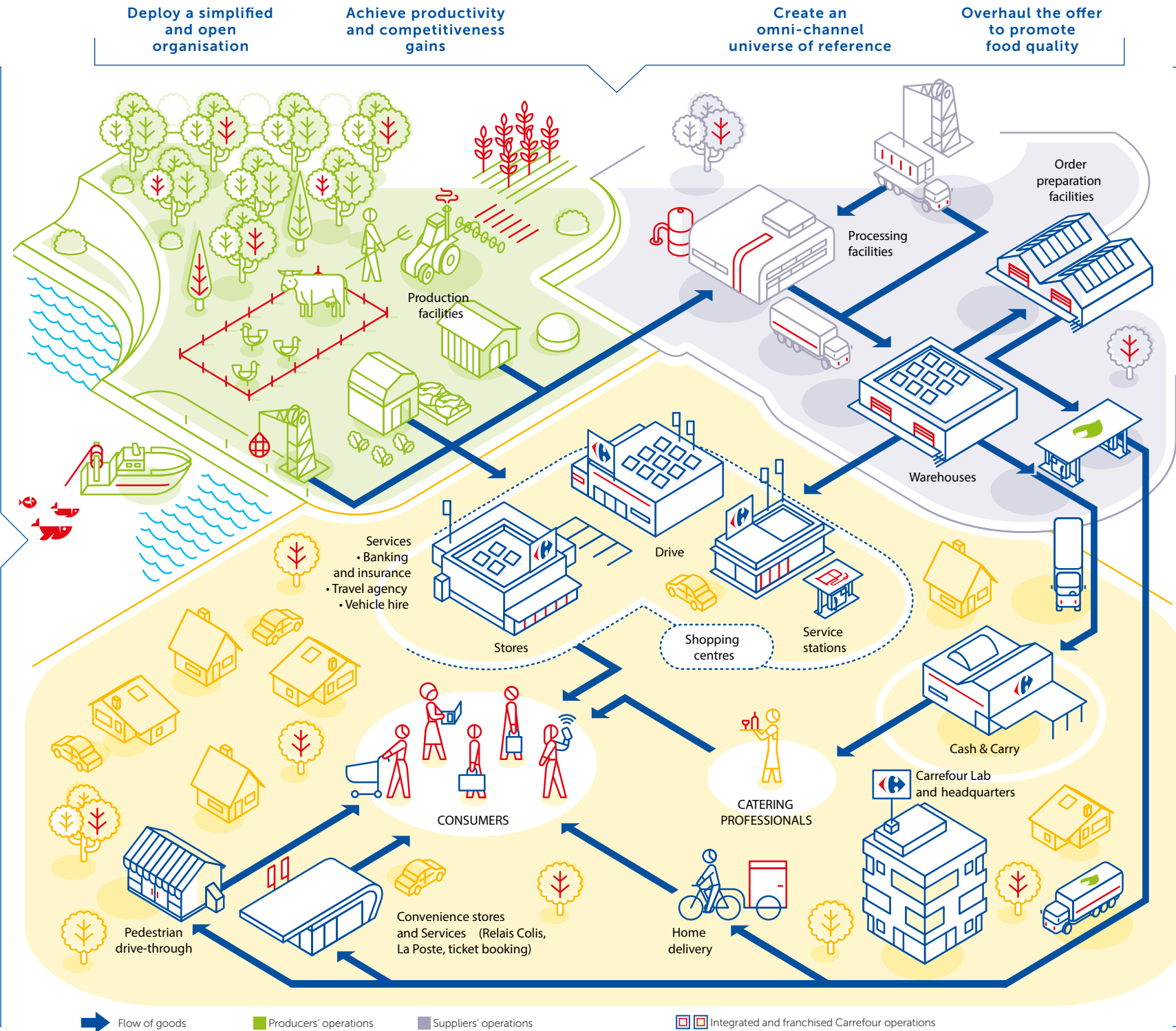
E-commerce services
A single e-commerce website in each country
1.3 million connections to the websites per day
60 million loyalty cardholders
21 million fans on social media

Relational capital

104 million customer households
Purchasing partnerships (Système U, Tesco)
Digital partnerships (Google, Tencent)
Long-standing partnerships with the WWF and the FIDH
27,800 partner producers for the Carrefour Quality Lines
2,600 production facilities to supply Carrefour own-brand products

Natural and environmental capital

Fossil and renewable energies
Natural resources from oceans, forests, land and other ecosystems



CREATING SHARED VALUE

Customers and consumers

- Nobody in France is more than 8 minutes away from a Carrefour store
- Express delivery services are being extended in 9 countries
- 53,000 quality audits and 3,000 panel studies performed
- 100 controversial substances banned from Carrefour-brand products
- 16 production chains now traceable using blockchain technology in 6 countries (at end-2018)

Direct and indirect employees

- €6,230 million in wages, salaries and payroll taxes
- 11.4 hours of training per employee per year
- 1,353 social audits performed at our suppliers

Suppliers and service providers

- €66,290 million in merchandise and services purchased
- 508 Carrefour Quality Lines (€923 million in net sales)
- 3,300 organic products (€1.8 billion in net sales)
- 210 farmers supported in transitioning to organic practices in 2018

Corporate citizenship and community development

- €1,093 million in income and other taxes
- €1,909 million in payroll taxes
- €262 million in net finance costs
- 72 projects supported by the Carrefour Foundation
- 100 million meals donated to food aid charities

Shareholders and financial institutions

- €523 million in dividends paid to parent company shareholders
- €356 million in expenses on financial transactions

Environment

- 31% reduction in CO₂ emissions (vs 2010)
- 67% of waste recovered and reused
- 37.3% of seafood products are from sustainable sources
- 1,867 tonnes of packaging avoided since 2017