

Q2 2020 Sales H1 2020 Results

July 28, 2020



PRIX ENGAGÉ

**PETIT PRIX,
GRANDS
ENGAGEMENTS**

sur nos produits
Carrefour


LES PRODUITS
Carrefour



Q2 and H1 Highlights

SUSTAINED COMMERCIAL ACTIVITY AND STRONG GROWTH IN RESULTS

- › **Exceptional mobilization** of all Carrefour employees in the face of the crisis
- › **+6.3% LFL** in Q2 despite lockdown measures
- › **Strong rise in ROI⁽¹⁾: +29.1%** at constant FX, to €718m
- › **Further improvement in net free cash flow** restated for exceptional items: +€95m

RELEVANCE OF CARREFOUR 2022 PLAN CONFIRMED

- › **Resilience** of the multi-format and omnichannel model throughout the crisis
- › **Marked improvement in NPS®** (+3 points in H1)
- › **Commercial activity driven by investments** in price and non-price competitiveness
- › Continued strong **cost-reduction momentum** (€480m in H1)
- › **Strategic orientations confirmed and cost-savings plan raised to €3.0bn**



01

*Carrefour, a
committed company*



Exceptional mobilization in the face of the crisis

Carrefour responsibly ensured its essential mission as a food distributor in the face of the COVID-19 pandemic

- › **Employee and customer protection as an absolute priority:** Strong measures taken regarding social distancing, hygiene protocols, employee protection equipment, etc.
- › **Adaptation of offering and price freeze on thousands of prices in all countries** to help customers cope with purchasing power constraints
- › **Social responsibility measures and concrete solidarity actions:** Creation of dedicated services for priority customers, donations from the Carrefour Foundation, support for local producers



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Relevance of Carrefour 2022 plan and confirmation of strategic orientations



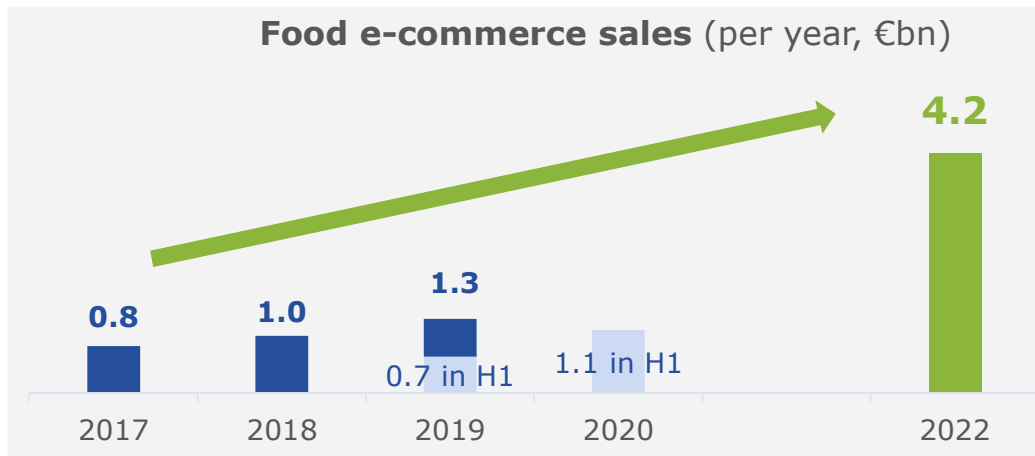
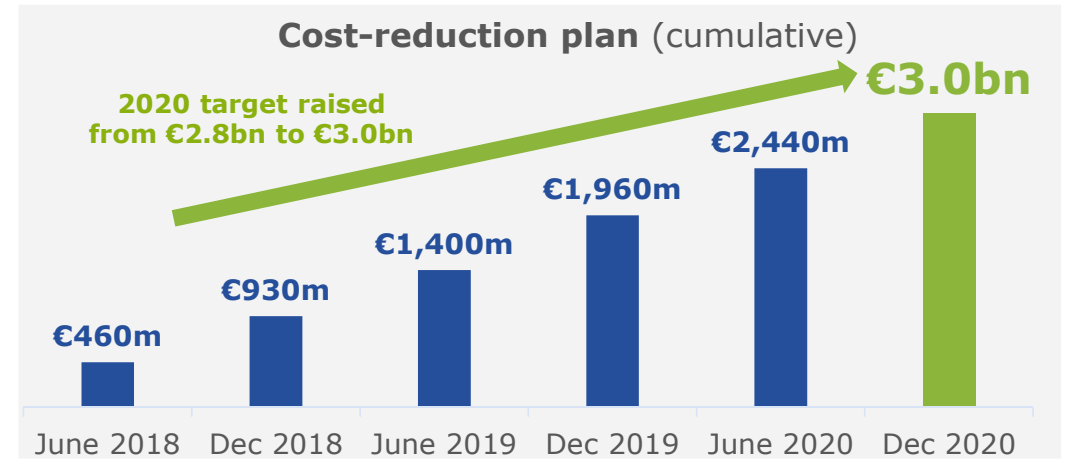
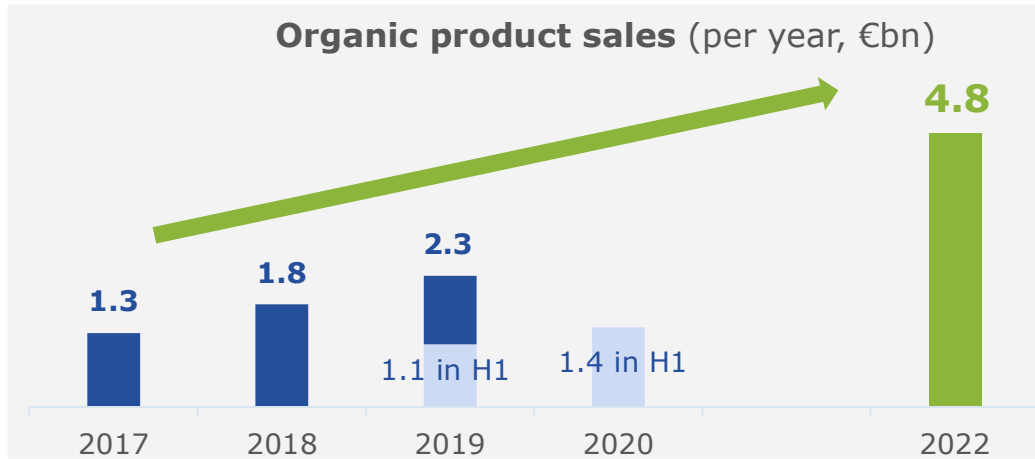
The Group is accelerating, supported by the pillars of the Carrefour 2022 plan

- › **Resilience of the multi-format and omnichannel model throughout the crisis**
- › **Customer satisfaction:** Further three-point increase in NPS®
- › **Food e-commerce:** Growth of above +100% in Q2 2020 (c. +70% in H1)
- › **Price competitiveness:** Continuation of price investments
- › **Organic and local:** Organic sales up by c.+25% in H1 2020
- › **Cost-reduction momentum and financial discipline:** Cost-savings plan raised to €3.0bn
- › **Consolidation strategy through targeted acquisitions:** First achievements in Brazil and Taiwan



Confirmation of strategic orientations

Financial objectives



Disposal of non-strategic real estate assets

First objective of €500m achieved one year ahead of plan, in 2019

€40m out of the new objective of €300m additional disposals by 2022

Confirmation of strategic orientations

Operational objectives

<i>Since beginning of the plan</i>	End 2019	End June 2020	Objective
Improvement in the Group NPS®	+8 points	+11 points	+23 points by 2022
Reduction of hypermarkets sales area	115,000 sq.m	133,000 sq.m	350,000 sq.m by 2022
Reduction in assortments	-10.1%	-10.3%	-15% in 2020
Sales of Carrefour branded-products	27% of sales +2 points yoy	29% of sales +2 points yoy	One third of sales in 2022
Convenience store openings	+1,042	+1,563	+2,700 by 2022

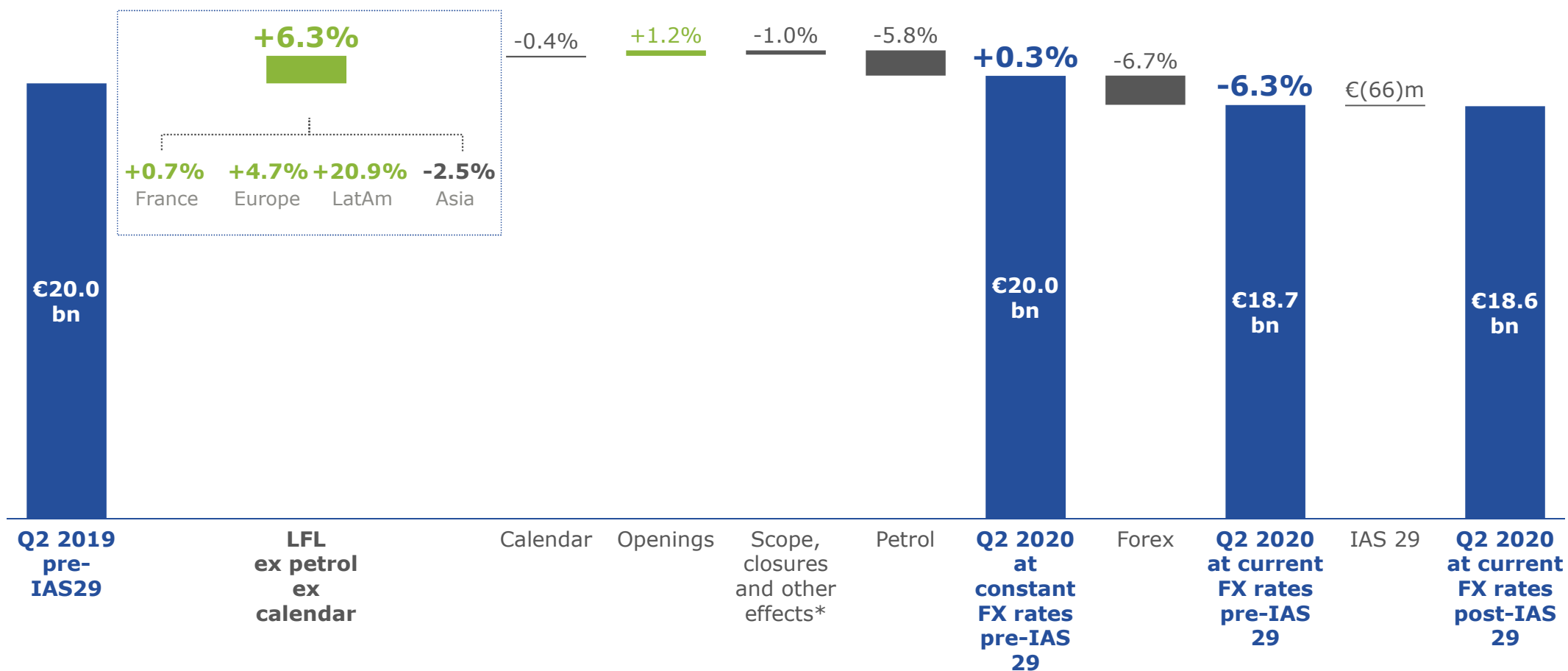


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Financial analysis

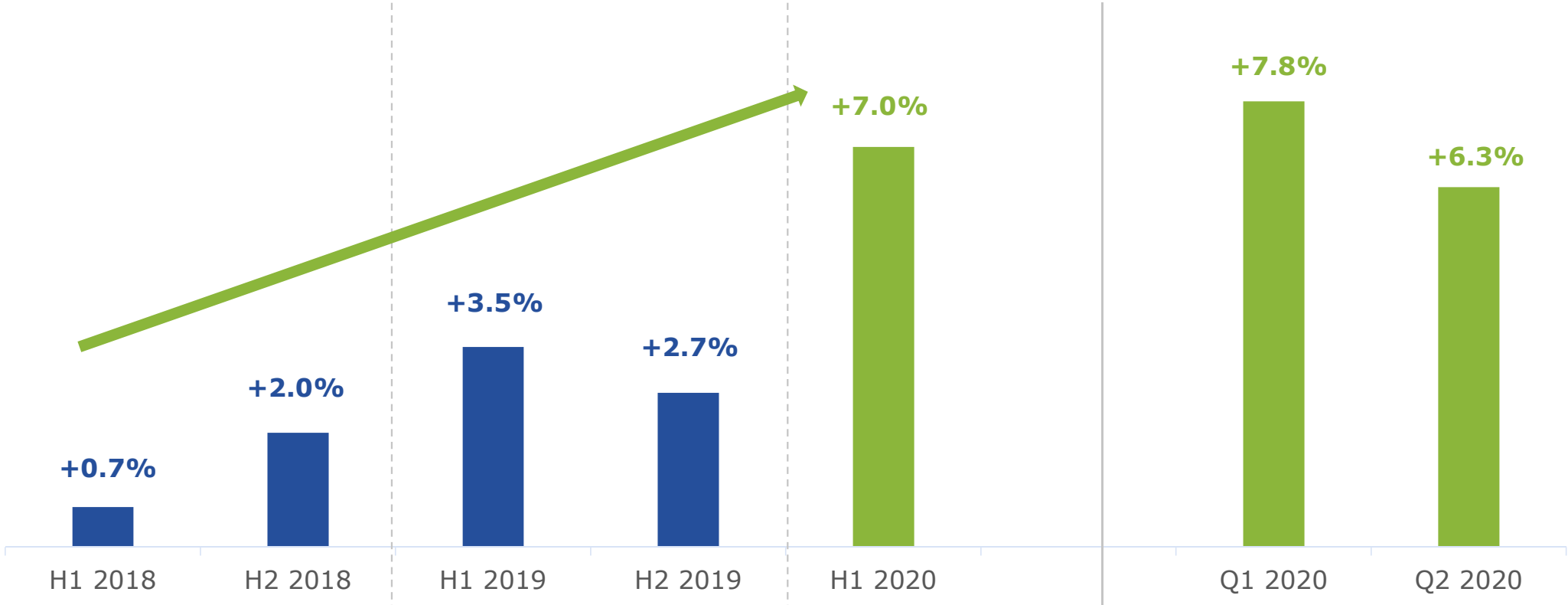


Q2 2020 Sales (+6.3% LFL): Sustained commercial activity



Sequential acceleration in LFL

Reported Group LFL



Second quarter: Atypical activity, marked by the sanitary crisis

LFL evolution

Group	April	May/June	Q2
	+0.3%	+9.4%	+6.3%
o/w hypermarkets	-4.6%	+8.0%	+3.9%
o/w supermarkets	+8.3%	+5.5%	+6.4%
o/w convenience	+19.0%	+8.9%	+12.2%
Food	+1.6%	+7.5%	+5.5%
Non-food	-7.9%	+19.9%	+11.0%

Resilience of the multi-format and omnichannel model

› April: A month marked by lockdown

- Consumers favored convenience and supermarkets, which were more accessible, at the expense of hypermarkets
- Non-food was penalized, in particular certain categories, which were deemed non-essential

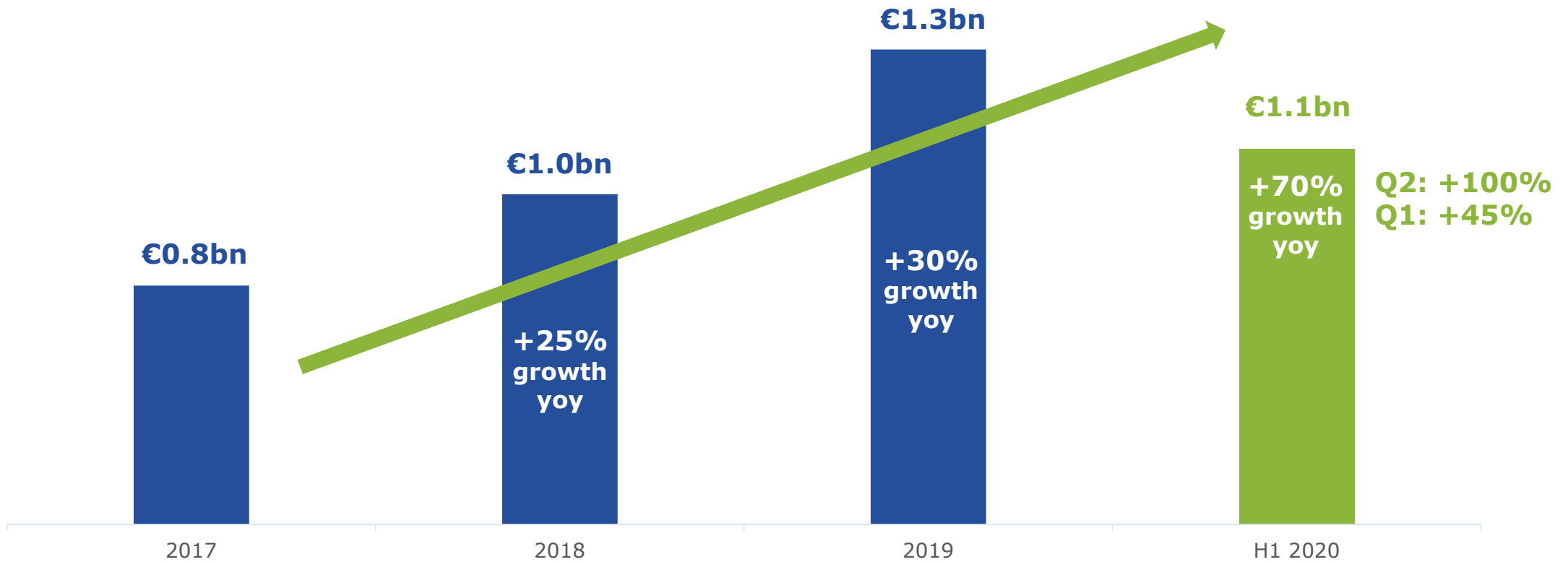
› May and June: Good post-lockdown momentum

- Food markets were generally buoyant, benefiting from shift from out-of-home consumption to in-home consumption
- Convenience and supermarket formats confirmed their attractiveness. Hypermarkets, once again fully accessible, experienced sustained activity
- Non-food regained momentum



Acceleration in food e-commerce growth

Food e-commerce sales



Results unfavorably impacted by FX

CURRENCY	H1 2020 Evolution
Brazilian Real	-19.7%
Argentine Peso	-34.2%
Polish Zloty	-2.8%
Romanian Leu	-1.6%
Taiwanese Dollar	+5.8%

-5.5%
negative FX impact on
H1 2020 Gross Sales

-€86m
negative FX impact on
H1 2020 ROI



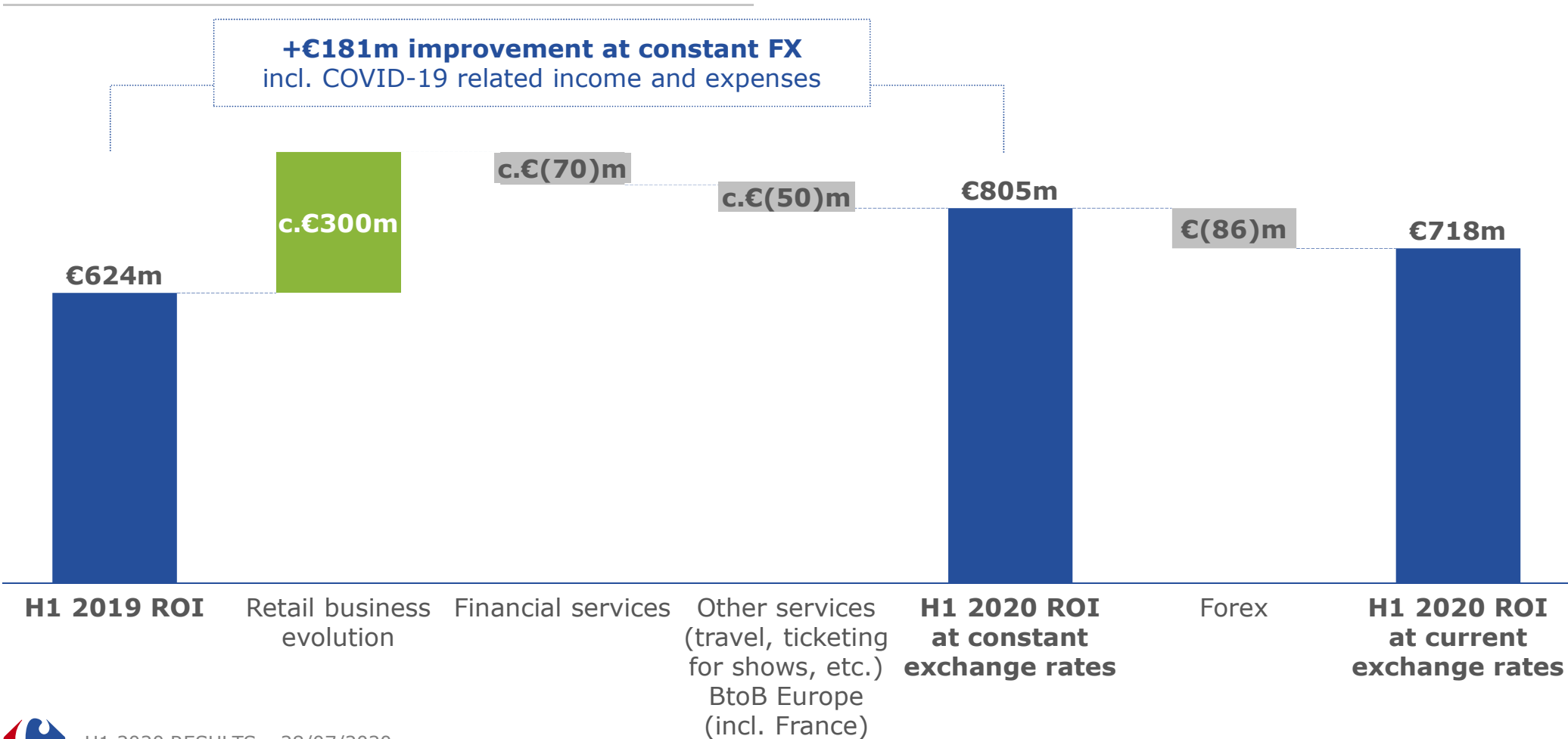
H1 2020 ROI growth of +29.1% (at constant exchange rates)

<i>in €m</i>	H1 2019	H1 2020	Evolution at constant FX (€m / %)
Net sales	34,885	34,265	+7.0% LFL
Gross margin from recurring operations as a % of net sales	22.0%	21.8%	
Total distribution costs⁽¹⁾	(6,015)	(5,700)	
<i>As a % of net sales</i>	17.2%	16.6%	
<i>Depreciation and amortization as a % of net sales</i>	2.9%	3.0%	
Recurring operating income (ROI)	624	718	+€181m / +29.1%
<i>As a % of net sales</i>	1.8%	2.1%	

- **Gross margin** down 21bps, taking into account price investments, the momentary increase in logistics costs and the evolution of the integrated/franchisee mix, partly offset by purchasing gains
- **Distribution costs** down 61bps, benefiting from cost-savings and including costs related to store openings and new services offered to customers, notably in digital



H1 2020 ROI evolution in specific COVID-19 context



Cost-reduction target raised once again to €3.0bn; €2,440m to date, ahead of plan



COGS	Distribution costs
<p>✓ ✓</p> <ul style="list-style-type: none"> › Gains recorded from joint purchasing across Carrefour geographies › Benefits of purchasing alliances (Tesco, Système U, etc.) 	<p>✓ ✓</p> <ul style="list-style-type: none"> › Simplified and agile organisations › Efficiency measures implemented on SG&A › Know-how developed with recruitment of experts in purchasing protocols and process simplification

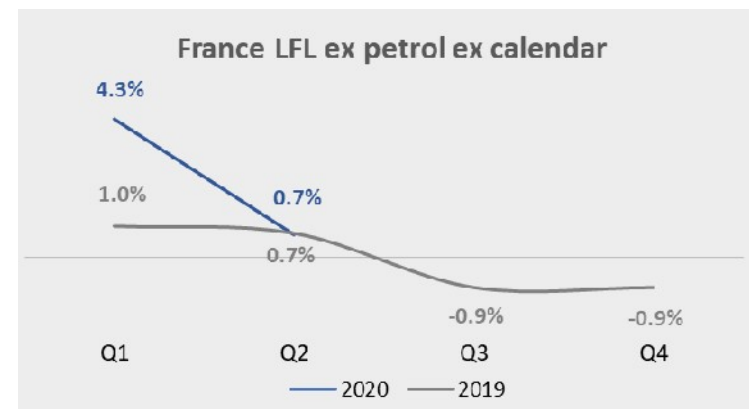
Costs savings part of daily operations, momentum will continue beyond 2020



France

LFL growth driven by convenience and supermarkets

Q2 - in €m	Total Sales	Hypermarkets	Supermarkets	Convenience & other formats
Sales inc. VAT	8,896	4,327	3,052	1,516
Total variation	-8.4%	-12.6%	-6.3%	+0.6%
LFL ex. petrol ex. calendar*	+0.7%	-3.6%	+4.3%	+6.3%



› **Hypermarkets** (-3.6% LFL):

- Marked improvement in performance since mid-May, after having particularly suffered during lockdown due to mobility restrictions

› **Supermarkets** (+4.3% LFL):

- Solid performance; continued to benefit from the repositioning initiated in 2018

› **Excellent momentum in Convenience** (+11.4% LFL)

- Carrefour is continuing to expand this growth format for the Group with +79 openings in H1 2020

› **Promocash's** activities were penalized by restaurant closures and lockdown



France

Increase in profitability

<i>in €m</i>	H1 2019	H1 2020	% change
Net sales	16,789	16,357	-2.6%
LFL ex. petrol ex. calendar			+2.4%
ROI	120	125	+4.2%
ROI margin	0.7%	0.8%	+5bps

› **France** H1 2020 ROI at €125m, up +4.2%. Operating margin increase of +5bps

› It reflects:

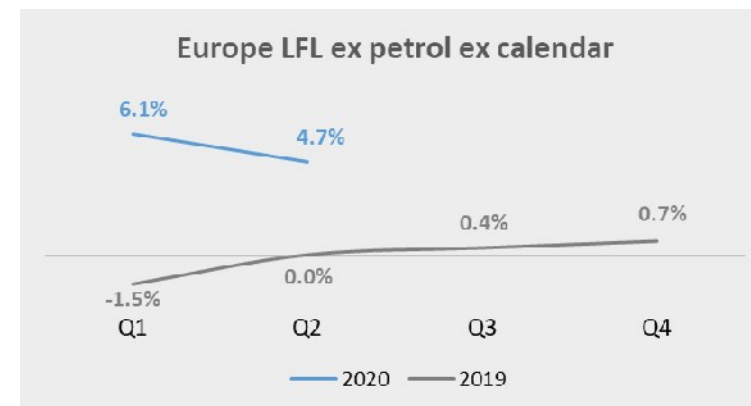
- Good dynamics of retail activities, despite the drop in hypermarket sales during lockdown
- c.€(70) million impact of the sharp slowdown in financial services, service activities and Promocash



Other European countries

Solid +4.7% LFL growth in Q2

Q2 - in €m	Total Sales	Spain	Italy	Belgium	Poland	Romania
Sales inc. VAT	5,717	2,355	1,150	1,193	479	540
Total variation	-0.1%	+1.7%	-11.1%	+16.0%	-10.3%	-1.7%
LFL ex. petrol ex. calendar	+4.7%	+9.8%	-7.4%	+15.9%	-4.2%	-2.2%



- **Spain** (+9.8% LFL): Market benefiting from a shift away from eating out-of-home; increased attractiveness, including in hypermarkets; excellent momentum confirmed; food e-commerce sales doubled
- **Italy** (-7.4% LFL): Market entered negative territory in June; penalized by exposure to shopping centers, closed until May 18th, and to tourist areas, which were particularly affected by the crisis
- **Belgium** (+15.9% LFL): Dynamic market benefiting from border closures; continued market share gains; capitalization on a well-adapted store network and on price investments
- **Poland** (-4.2% LFL) and **Romania** (-2.2% LFL): Penalized by strong exposure to stores located in shopping centers, which have reopened only gradually since May



Other European countries

Sharp ROI increase

<i>in €m</i>	H1 2019	H1 2020	% change at current FX	% change at constant FX
Net sales	9,988	10,246	+2.6%	+3.0%
LFL ex. petrol ex. calendar				+5.4%
ROI	126	199	+58.9%	+59.0%
ROI margin	1.3%	1.9%	+69bps	+68bps

- › **Europe** H1 2020 ROI increased by +59.0% (+€74m) at constant FX to €199m
- › Operating margin improved by +69bps to 1.9%
- › All countries saw an increase in ROI
- › Profitability in Europe benefited from a significant increase in activity as well as good cost-cutting dynamics across all geographies

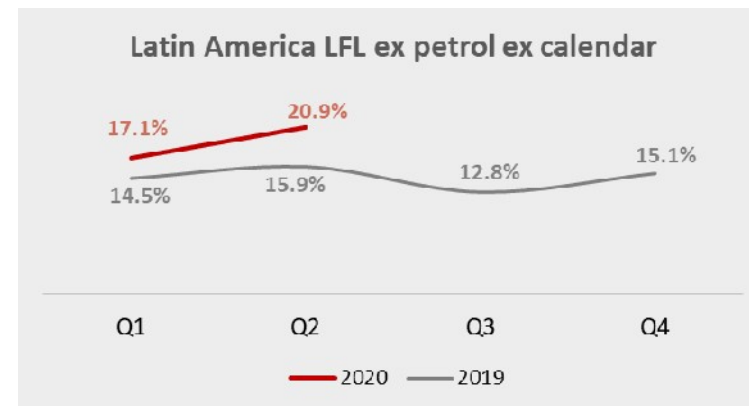


Latin America

Remarkable momentum

Q2 - in €m	Total Sales	Brazil	Carrefour Retail	Atacadão	Argentina*
Sales inc. VAT	3,586	2,982	988	1 995	603
Total variation	-11.8%	-14.1%	-11.3%	-15.4%	+1.4%
LFL ex. petrol ex. calendar	+20.9%	+14.9%	+30.3%	+8.6%	+54.0%

* pre-IAS 29



- ▶ **Brazil** (+14.9% LFL): Sales up at +15.4% at constant FX, with +4.5% contribution from openings and an unfavorable petrol effect of -2.9%
 - **Carrefour Retail** (+30.3% LFL): Remarkable momentum driven by both food and non-food; reflects the repositioning of hypermarkets since 2018, allowing significant market share gains; food e-commerce posted growth of more than +360%
 - **Atacadão** (+8.6% LFL): Sales are up +13.5% at constant exchange rates with a contribution from openings of +6.3%; opening of 1 new store in Q2 and 5 in the first half
 - **Financial services**: Broadly stable billing (+0.3%), given greater selectivity in granting credit since Q1
- ▶ **Argentina** (+54.0% LFL): Strong commercial momentum continued with an increase in volumes; good commercial positioning and proximity to customers



Latin America

Very strong increase in ROI

<i>in €m</i>	H1 2019	H1 2020	<i>% change at current FX</i>	<i>% change at constant FX</i>
Net sales	7,134	6,569	-7.9%	+20.0%
LFL ex. petrol ex. calendar				+19.0%
ROI	362	373	+2.9%	+27.5%
ROI margin	5.1%	5.7%	+60bps	+31bps

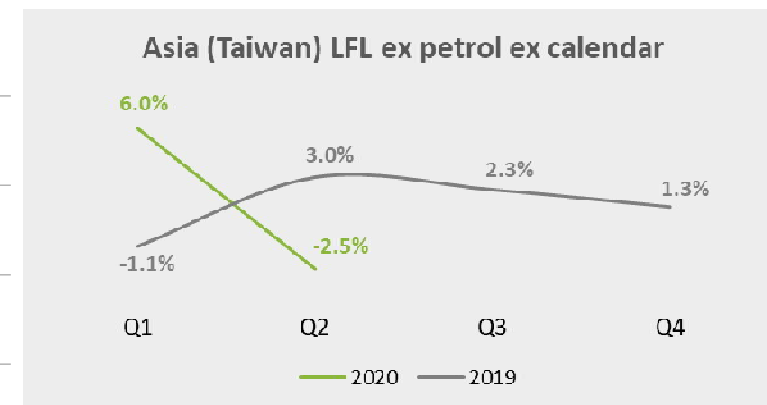
- › **Latin America** H1 2020 ROI at €373m, up +27.5% at constant exchange rates
- › In Brazil, ROI up by +20.3% at constant exchange rates, reinforcing Carrefour's leading position in the country
- › Positive ROI in Argentina in H1, a first since 2012, underscoring the turnaround based on customer satisfaction initiated in 2018



Asia (Taiwan)

Sales growth at constant FX

Q2 - in €m	Total Sales	Taiwan
Sales inc. VAT	511	511
Total variation	+8.7%	+8.7%
LFL ex. petrol ex. calendar	-2.5%	-2.5%



› **Taiwan** (-2.5% LFL): Sales up at +2.2% at constant FX

- Stable market share in a decreasing market
- Consumers have postponed certain non-food purchases in view of the distribution of coupons from the government scheduled for July



Asia (Taiwan)

Continued growth in profitability

<i>in €m</i>	H1 2019	H1 2020	% change at current FX	% change at constant FX
Net sales	974	1,092	+12.1%	+6.0%
LFL ex. petrol ex. calendar				+2.1%
ROI	40	49	+21.6%	+15.0%
ROI margin	4.1%	4.5%	+35bps	+35bps

- › **Taiwan** H1 2020 ROI up +15.0% at constant exchange rates
- › ROI of €49m, i.e. an increase in operating margin to 4.5% vs 4.1% in H1 2019
- › Good expansion and tight cost control



Increase in adjusted net income, Group share, from continuing operations to €253m

in €m	H1 2019	H1 2020
Recurring operating income	624	718
Net income from associates and JV's	(1)	(2)
Non-recurring income and expenses, net	(610)	(234)
EBIT	12	482
Net financial expenses	(165)	(173)
Income before taxes	(153)	308
Income tax expense	(192)	(238)
<i>Normative tax rate</i>	33.9%	32.1%
Net income from discontinued operations	(45)	3
Consolidated Net income	(390)	73
Net income, Group share	(458)	(21)
<i>Net income from continuing operations, Group share</i>	(415)	(23)
<i>Net income from discontinued operations, Group share</i>	(43)	3
Non-controlling interests	68	94
<i>Net income from continuing operations, Non-controlling interests</i>	70	94
<i>Net income from discontinued operations, Non-controlling interests</i>	(2)	-
Adjusted net income, Group share, from continuing operations	155	253

Significant reduction in non-recurring expenses

H1 2020 includes payment of exceptional bonuses and similar benefits for €(128)m

Tax expenses increase reflects higher income before taxes

Normative rate reflects the geographic mix evolution and a reduction in income tax rate in Belgium

+€98m



Significant reduction in non-recurring expenses

<i>in €m</i>	H1 2019	H1 2020	
Restructuring costs	(342)	(42)	•
Impairment and asset write-offs	(92)	(55)	•
Results from asset disposals	17	(31)	•
Other non-current items	(194)	(106)	•
Non-recurring income and expenses, net	(610)	(234)	

H1 2019 included France hypermarkets and Italy transformation initiatives

Incl. write-down by Carrefour Banque following C-Zam discontinuation

Incl. loss incurred on the sale of Rue du Commerce (completed on April 30, 2020)

Incl. payment of exceptional bonuses and similar benefits for €(128)m



Improvement of +€95m in net free cash-flow generation (excl. exceptional items and discontinued operations)

<i>in €m</i>	H1 2019	H1 2020	Variation
EBITDA	1,770	1,886	116
Income tax paid	(231)	(227)	4
Financial result (excl. cost of debt and interest related to leases obligations)	7	(34)	(41)
Others (incl. cash impact of restructuring items)	(283)	(365)	(82)
Gross cash-flow (excl. discontinued)	1,263	1,260	(3)
Change in working capital	(2,159)	(2,102)	57
Discontinued operations	(9)	(27)	(18)
Operating cash-flow (incl. exceptional items and discontinued)	(904)	(869)	35
Capital expenditure	(628)	(449)	179
Change in net payables to fixed asset suppliers	(183)	(328)	(145)
Net asset disposals (business-related)	50	51	1
Discontinued operations	(23)	-	23
Free cash-flow	(1,689)	(1,595)	94
Free cash-flow from continuing operations, excl. exceptional items	(1,350)	(1,241)	109
Operating leases payment (incl. interests) (finance lease IAS 17) – Excl. China	(24)	(19)	5
Operating leases payment (incl. interests) net of financial sub-lease payment received – Excl. China	(448)	(488)	(40)
Operating leases payment (incl. interests) - China	(117)	-	117
Cost of debt	(112)	(91)	21
Net free cash-flow	(2,390)	(2,193)	197
Net free cash-flow from continuing operations, excl. exceptional items	(1,934)	(1,839)	95
<i>Exceptional items and discontinued operations⁽¹⁾</i>	<i>(456)</i>	<i>(354)</i>	<i>102</i>

Lower cash-out from restructuring (€184m vs €269m last year). €128m cash-out related to exceptional bonuses and similar benefits in H1 2020. Absence of dividend payment from Carmila (vs. €73m last year)

Dynamic activity. Stable level of inventories. Negative calendar impact on trade payables. Lower petrol sales

Capex reduced in the crisis context and benefiting from selectivity and productivity measures

2020 Capex expected to be contained below €1.5bn

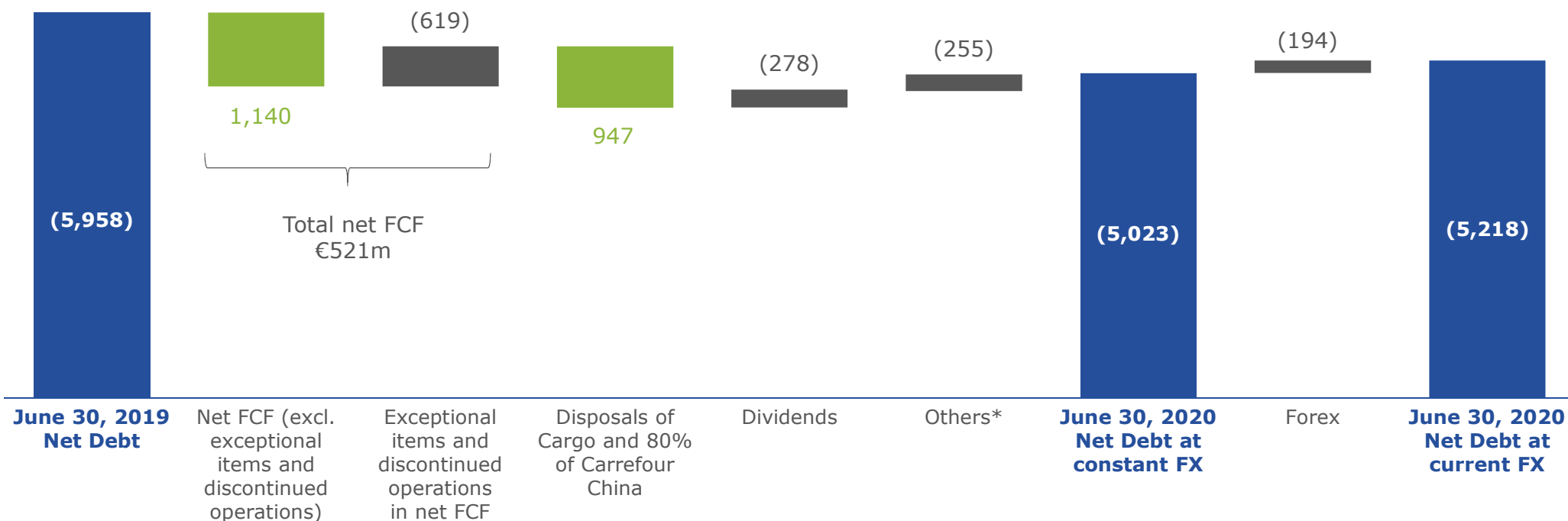
Better refinancing of bond issues



Decrease in net debt

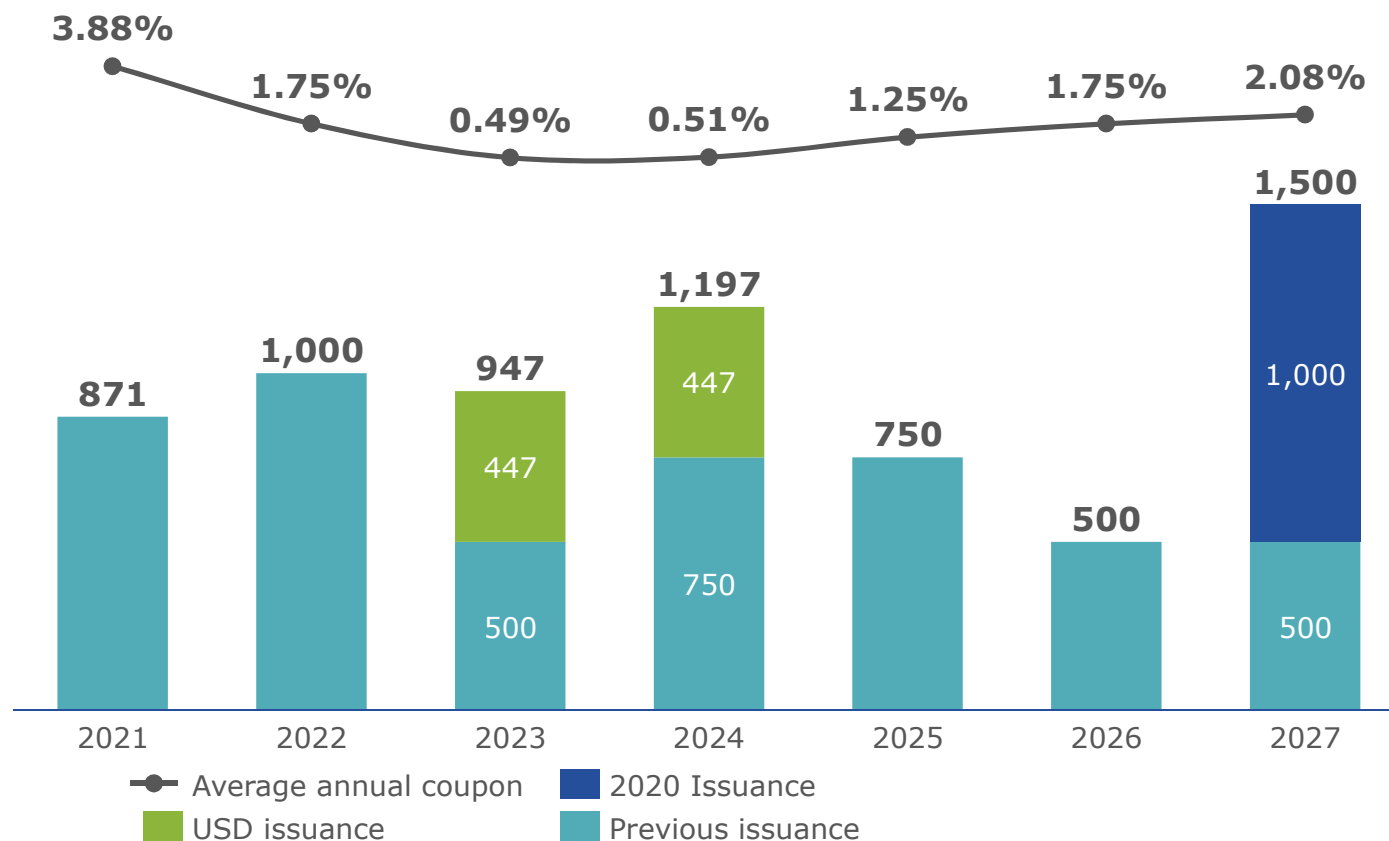
in €m

+€935m improvement at constant FX
inc. €619m cash-out related to exceptional items and discontinued operations



Enhanced liquidity and solid balance sheet

Debt redemption schedule (in €m)



- › Credit Rating as of June 30, 2020: **BBB stable outlook (S&P) and Baa1 negative outlook (Moody's)**
- › March 2020: Successful **issuance of €1bn bonds** with a maturity of 8 years and 2.625% coupon
- › April 2020: **Bond redemption for €802m**
- › At June 30, 2020, average debt maturity is at **4.1 years**
- › **2 credit facilities for €3.9bn undrawn to date**, extended to June 2025 for 95% of total amount
- › **Solid balance sheet is an important asset in the current context**, marked by rapid changes in the food retail sector, the COVID-19 pandemic and an economic slowdown



Strategic orientations and objectives confirmed

- › Carrefour is continuously working on precisely assessing the impact of the COVID-19 pandemic, notably on the evolution of consumer purchasing behavior
- › The Group reiterates the orientations of the Carrefour 2022 strategic plan, is raising its cost-reduction plan objective and confirms all of its operational and financial objectives
- › Operational objectives
 - Group NPS® up +15 points over 2020-2022 period
 - Reduction of 350,000 sq.m hypermarket sales area worldwide by 2022
 - -15% reduction in assortments by 2020
 - Carrefour-branded products accounting for one-third of sales in 2022
 - 2,700 convenience stores openings by 2022

FINANCIAL OBJECTIVES

**Cost reduction plan
raised to €3.0bn**

on an annual basis by end 2020

**€4.2bn of food
e-commerce sales**

in 2022

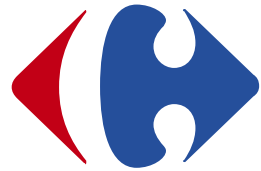
**€4.8bn sales in
organic products**

in 2022

**€300m additional disposals of
non-strategic
real estate assets**

by 2022





Appendix

July 28, 2020



PRIX ENGAGÉ

**PETIT PRIX,
GRANDS
ENGAGEMENTS**

sur nos produits
Carrefour

 **LES PRODUITS
Carrefour**



Impact of the COVID-19 on the interim financial statements

Impact in Income Statement:

- › Income and expenses for first-half 2020 have been recorded and are presented using the same principles as those applied in the 2019 Consolidated Financial Statements. As a result, the effects of the COVID-19 crisis are reflected at all levels of the income statement. The costs incurred in connection with the COVID-19 health crisis were recognized in recurring operating income for first-half 2020, including necessary costs relating to logistics or product distribution in stores or to customers' homes, as well as costs relating to protecting the health of employees, customers and service providers. In accordance with the Group's accounting principles, exceptional bonuses and similar benefits have been recognized in non-current expenses for a total amount of €128m.

Others:

- › For further detail, please refer to note 3.1 of the Condensed Consolidated Financial statements.



H1 2020 gross sales

	Gross sales (in €m)	Change at current exch. rates inc. petrol	Change at constant exch. rates inc. petrol	LFL ex. petrol ex. calendar	Organic growth ex. petrol ex. calendar
France	18,188	-3.0%	-3.0%	+2.4%	+1.6%
Hypermarkets	8,952	-6.8%	-6.8%	-1.4%	-2.0%
Supermarkets	6,235	-0.4%	-0.4%	+6.2%	+4.5%
Others, inc. convenience	3,001	+4.2%	+4.2%	+6.6%	+7.3%
Other European countries	11,364	+2.6%	+3.0%	+5.4%	+5.1%
Spain	4,636	+3.5%	+3.5%	+8.3%	+8.1%
Italy	2,376	-5.3%	-5.3%	-2.6%	-4.1%
Belgium	2,247	+11.5%	+11.5%	+11.2%	+11.1%
Poland	1,005	-2.2%	+0.5%	+2.0%	+1.7%
Romania	1,101	+4.8%	+6.4%	+3.5%	+6.0%
Latin America (pre-IAS 29)	7,463	-6.1%	+20.7%	+19.0%	+22.2%
Brazil	6,224	-8.2%	+13.8%	+11.4%	+15.3%
Argentina (pre-IAS 29)	1,239	+6.0%	+60.6%	+61.4%	+60.4%
Asia	1,140	+12.1%	+6.0%	+2.1%	+7.0%
Taiwan	1,140	+12.1%	+6.0%	+2.1%	+7.0%
Group total (pre-IAS 29)	38,155	-1.6%	+3.8%	+7.0%	+7.3%
IAS 29 impact	-76				
Group total (post-IAS 29)	38,079				



Q2 2020 gross sales

	Gross sales (in €m)	Change at current exch. rates inc. petrol	Change at constant exch. rates inc. petrol	LFL ex. petrol ex. calendar	Organic growth ex. petrol ex. calendar
France	8,896	-8.4%	-8.4%	+0.7%	-0.0%
Hypermarkets	4,327	-12.6%	-12.6%	-3.6%	-4.2%
Supermarkets	3,052	-6.3%	-6.3%	+4.3%	+2.9%
Others, inc. convenience	1,516	+0.6%	+0.6%	+6.3%	+7.0%
Other European countries	5,717	-0.1%	+0.5%	+4.7%	+4.5%
Spain	2,355	+1.7%	+1.7%	+9.8%	+9.8%
Italy	1,150	-11.1%	-11.1%	-7.4%	-8.5%
Belgium	1,193	+16.0%	+16.0%	+15.9%	+15.9%
Poland	479	-10.3%	-5.6%	-4.2%	-4.5%
Romania	540	-1.7%	+0.1%	-2.2%	+0.2%
Latin America (pre-IAS 29)	3,586	-11.8%	+20.9%	+20.9%	+24.2%
Brazil	2,982	-14.1%	+15.4%	+14.9%	+19.0%
Argentina (pre-IAS 29)	603	+1.4%	+52.8%	+54.0%	+53.5%
Asia	511	+8.7%	+2.2%	-2.5%	+1.6%
Taiwan	511	+8.7%	+2.2%	-2.5%	+1.6%
Group total (pre-IAS 29)	18,710	-6.3%	+0.3%	+6.3%	+6.6%
IAS 29 impact	-66				
Group total (post-IAS 29)	18,644				



Q2 technical effects

	Calendar	Petrol	Forex
France	-0.2%	-7.9%	-
Hypermarkets	-0.2%	-8.2%	-
Supermarkets	-0.2%	-9.3%	-
Others, inc. convenience	-0.4%	-4.0%	-
Other European countries	-0.5%	-3.5%	-0.6%
Spain	-0.6%	-7.5%	-
Italy	-0.9%	-1.7%	-
Belgium	+0.1%	-	-
Poland	-0.4%	-0.8%	-4.7%
Romania	+0.1%	-0.1%	-1.9%
Latin America	-0.7%	-2.7%	-32.7%
Brazil	-0.7%	-2.9%	-29.5%
Argentina	-0.7%	-	-51.4%
Taiwan	+0.6%	-	+6.5%
Group total	-0.4%	-5.8%	-6.7%



Net sales and recurring operating income per region

in €m	NET SALES				RECURRING OPERATING INCOME			
	H1 2019	H1 2020	Variation at constant exch. rates	Variation at current exch. rates	H1 2019	H1 2020	Variation at constant exch. rates	Variation at current exch. rates
France	16,789	16,357	(2.6%)	(2.6%)	120	125	+4.2%	+4.2%
Other European countries	9,988	10,246	+3.0%	+2.6%	126	199	+59.0%	+58.9%
Latin America	7,134	6,569	+20.0%	(7.9%)	362	373	+27.5%	+2.9%
Asia	974	1,092	+6.0%	+12.1%	40	49	+15.0%	+21.6%
Global functions	-	-	-	-	(25)	(28)	(13.4%)	(12.7%)
TOTAL	34,885	34,265	+3.9%	(1.8%)	624	718	+29.1%	+15.2%



H1 2020 income statement

<i>in €m</i>	H1 2019	H1 2020
Net Sales	34,885	34,265
Net sales, net of loyalty program costs	34,549	33,949
Other revenue	1,204	1,121
Total revenue	35,752	35,070
Cost of goods sold	(28,086)	(27,612)
Gross margin	7,667	7,457
SG&A	(6,015)	(5,700)
Recurring operating income before D&A (EBITDA)	1,770	1,886
Depreciation and amortization	(1,029)	(1,039)
Recurring operating income (ROI)	624	718
Recurring operating income including income from associates and joint ventures	622	716
Non-recurring income and expenses	(610)	(234)
EBIT	12	482
Financial expense	(165)	(173)
Income before taxes	(153)	308
Income tax expense	(192)	(238)
Net income from continuing operations, Group share	(415)	(23)
Net income from discontinued operations, Group share	(43)	3
Net income, Group share	(458)	(21)
Adjusted net income, Group share	155	253
Depreciation from supply chain (in COGS)	(118)	(129)



Tax expense

<i>in €m</i>	H1 2019	H1 2020
Income before taxes	(153)	308
Non-recurring income and expenses, net	(610)	(234)
Income before taxes (excl. non-recurring income and expense)	457	543
Normative tax rate ⁽¹⁾	33.9%	32.1%
Normative tax expense	(155)	(174)
<i>Non income-based taxes (incl. CVAE ⁽²⁾)</i>	<i>(29)</i>	<i>(33)</i>
<i>Others ⁽³⁾</i>	<i>(8)</i>	<i>(31)</i>
Total tax expense	(192)	(238)
Effective tax rate	(125.0%)	77.2%

Mainly reflects a geographic mix effect as well as reduction in income tax rate in Belgium

H1 2019 was strongly affected by a high level of non-current expenses in pre-tax income and the major part of DTA is depreciated

(1) Half-year normative tax rate:

- Reflects Carrefour's geographic footprint and the relative weighting of each country
- Calculation based on local corporate income tax rate applied to pre-tax income excluding non-current items

(2) CVAE: local business tax in France assessed on the basis of the value-added generated by the business, recorded as corporate income tax.

(3) The major part of DTA generated by non-current expenses in June 2020 are depreciated.



Earnings per share

	H1 2019	H1 2020
(€ per share)		
Net income from continuing operations, Group share	(0.53)	(0.03)
Net income from discontinued operations, Group share	(0.06)	0.00
Net income, Group share	(0.59)	(0.03)
Adjusted net income, Group share	0.20	0.32
Weighted average number of shares pre-dilution (in millions) ⁽¹⁾	781.6	801.3



Stores under banners at end Q2 2020

(#)	Hypermarkets	Supermarkets	Convenience	Cash & Carry	Total
France	248	1,073	3,933	146	5,400
Other European countries	455	1,823	3,078	62	5,418
Spain	205	111	838	25	1,179
Italy	49	494	929	13	1,485
Belgium	40	440	309	-	789
Poland	90	154	679	-	923
Romania	38	195	107	24	364
Others	33	429	216	-	678
Latin America	185	151	528	200	1,064
Brazil	100	53	126	191	470
Argentina	85	98	402	9	594
Asia	174	9	69	0	252
Taiwan	68	-	69	-	137
Others	106	9	-	-	115
Others⁽¹⁾	145	319	57	14	535
Total	1,207	3,375	7,665	422	12,669

(1) Africa, Middle-East and Dominican Republic





Disclaimer

This presentation contains both historical and forward-looking statements. These forward-looking statements are based on Carrefour management's current views and assumptions. Such statements are not guarantees of future performance of the Group. Actual results or performances may differ materially from those in such forward-looking statements as a result of a number of risks and uncertainties, including but not limited to the risks described in the documents filed with the Autorité des Marchés Financiers as part of the regulated information disclosure requirements and available on Carrefour's website (www.carrefour.com), and in particular the Annual Report (Document de Référence). These documents are also available in the English language on the company's website. Investors may obtain a copy of these documents from Carrefour free of charge. Carrefour does not assume any obligation to update or revise any of these forward-looking statements in the future.