

CARREFOUR

2026

Strategic Plan

November 8, 2022





Carrefour: A retail powerhouse





Leveraging two key geographies

South America

1,500 stores
~30% of sales (incl. Grupo BIG)
~40% of operating income
>150,000 direct employees



Europe

11,000 stores
~70% of sales
~60% of operating income
>175,000 direct employees



Presence in ~40 markets
with international partners



Major achievements since 2018

+20pts

in Net Promoter Score[®]

33%

of food sales from private labels (vs 25%)

x4

e-commerce GMV

+3,500

convenience stores

+130

Atacadão

Reinforced positions in France, Brazil and Spain with **sustained market share gains**

Strong presence in 2 regions

(Europe & Latin America) after successful exit from Asia¹

¹ Disposal of China in 2019 (€1.4bn EV) and Taiwan (€2.0bn EV – closing expected by mid-2023)



A strong financial performance

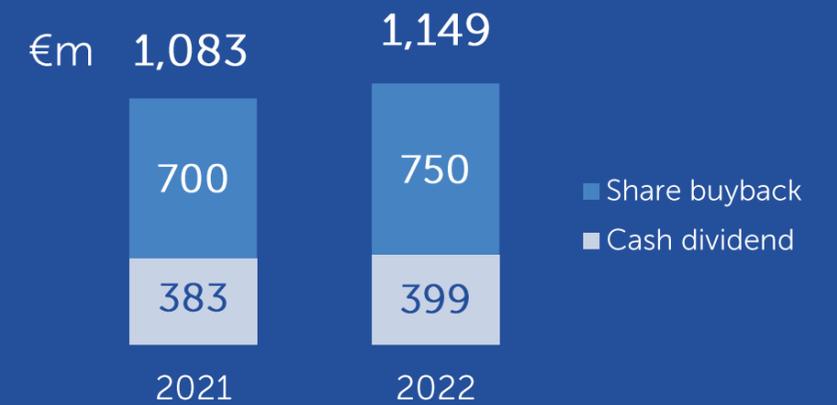
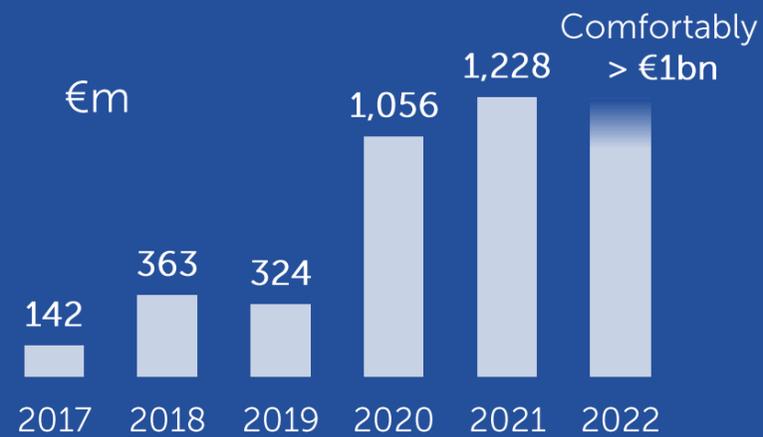
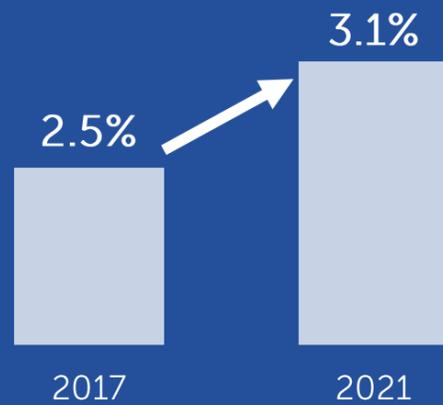
€5bn
cost savings
over 2018-2022

One of the
**strongest
balance sheets**
in the industry

+60bps
gain in
Recurring Operating Income
margin

>€1bn
Net Free Cash Flow
since 2020

€1.1bn
annual cash return to
shareholders in 2021 & 2022



Recognized best-in-class extra-financial performance



Dow Jones
Sustainability
Indexes

71/100



DRIVING SUSTAINABLE ECONOMIES

A Grade

for climate



> 100%

#1 French retailer
Among top 5% companies worldwide

Carrefour in 2022

Building on a solid asset base

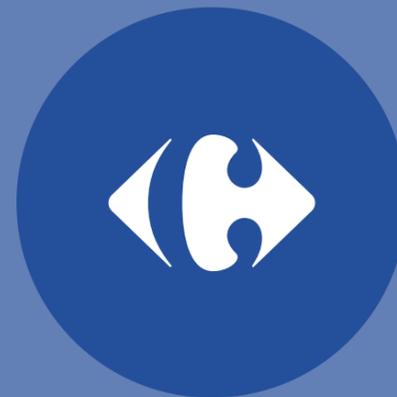


Reinforced **leadership**
positions

A strong portfolio of
recognized **private labels**

A management team with proven
transformation **track-record**

A broad ecosystem of **e-commerce,**
financial and merchant services



Unifying purpose;
committed **teams**

Multi-format franchisor
know-how

A **solid**
balance sheet

Unique **real estate**
assets

Successfully navigating in a challenging context



Geopolitical
tensions

Climate
change

Food
sovereignty

Inflation
growing

Supply chains
under pressure

Purchasing power
crisis

Spending
trade-off

Subdued
consumer confidence



Carrefour 2026

Strategic Plan structure



Our purpose

Food Transition for All



Our model

"Digital Retail Company"

Carrefour 2026

Our two pillars

**Committed to
making the best
accessible to all
our customers**

**Building a
cutting-edge
Group**

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**Committed to making
the best accessible
to all our customers**

A distinctive offer

Unique omnichannel model

**Mobilize to fight
climate change**

**Building a
cutting-edge Group**

**Simpler and better
performing**

**Unlocking full value
from all assets**

More inclusive

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**Committed to making
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Mobilize to fight
climate change

Placing our private labels at the heart of our commercial model

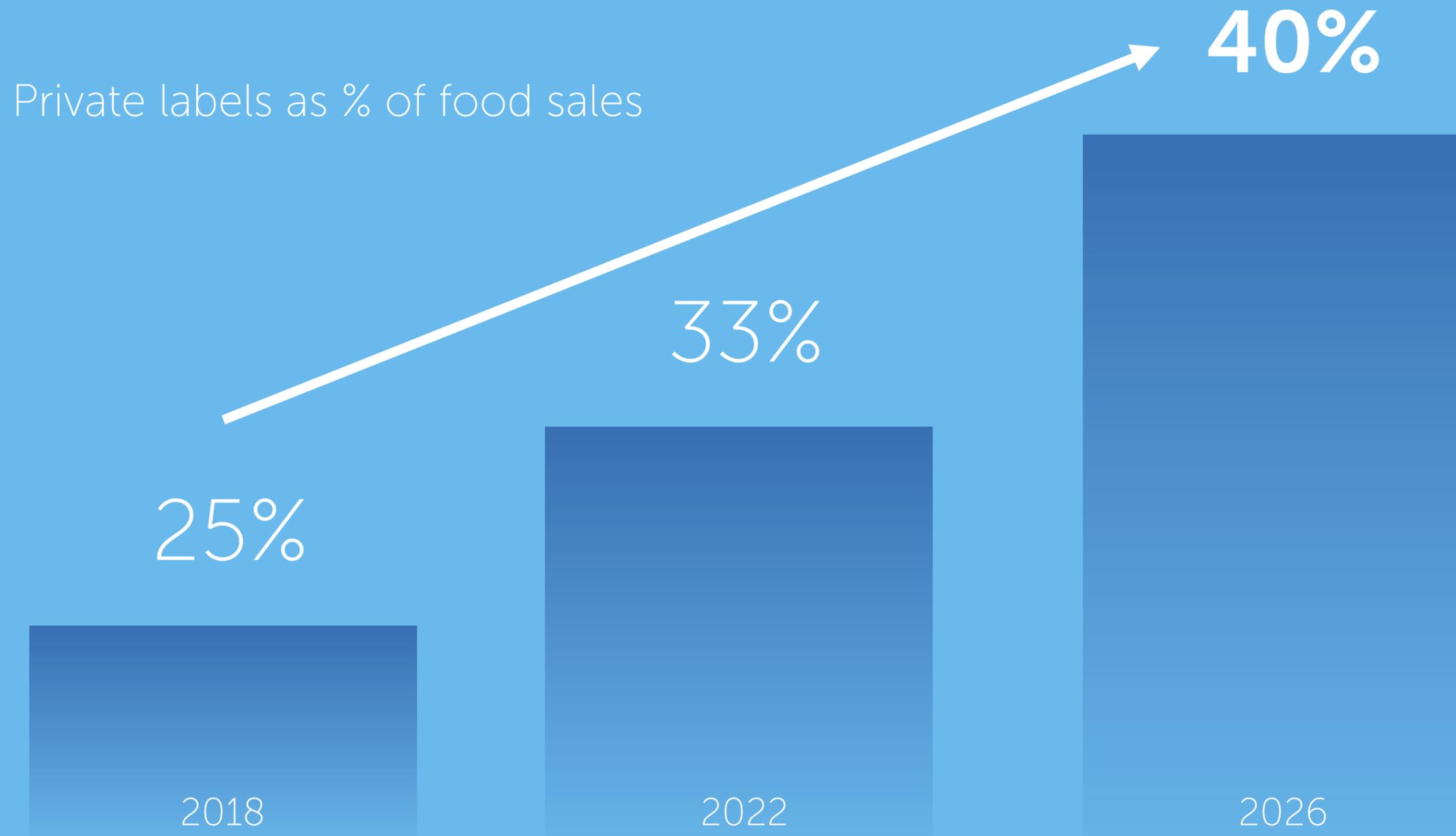
Leading the way in accessible fresh products

Continuing to lead the food transition for all

A large range of private labels to meet all customer needs



Placing Carrefour private labels at the heart of our commercial model





Carrefour private labels developed like FMCG brands

Clear brand strategy

Dedicated marketing

Offer segmentation

**Continuously improving quality
as key differentiator**

New sourcing strategy

Product design "to cost"
Direct sourcing and purchasing

**Dedicated supply chain approach
to maximize availability**



500+ innovations

Organic – Vegan – International – "Family size"



Accelerating our Act for Food program



-2,600
tons of sugar

-250
tons of salt

-20
controversial
substances
(on top of 100 already
removed since 2018)

removed from our food private labels
in all markets by 2026



Our discount private label
to protect our customers' purchasing power



**Increased
availability
and visibility**
in store

**Assortment
rollout**
in all geographies



Heightened ambition on certified sustainable products and new responsible consumption trends



€8 bn sales in certified sustainable products

↑ **+40%**
vs 2022

2026

- Organic
- Carrefour Quality Lines
- Agroecology
- Sustainable fishing (ASC/MSC)
- Sustainable forest sourcing (FSC)

€500_m

sales in plant-based food
in Europe

€150_m

sales in bulk products



Leading the way in accessible fresh products

Double

the sourcing of ultra-local fruits and vegetables (produced 50km or less from store)

Guarantee freshness & quality

through optimized supply chain and logistics



New convenience banner specialized in fresh



#1 partner for the agricultural sector



50,000

partner producers
by 2026

+11,000 vs 2022

of
which

7,000

organic producers
by 2026

+2,000 vs 2022



Carrefour 2026



Committed to making
the best accessible
to all our customers

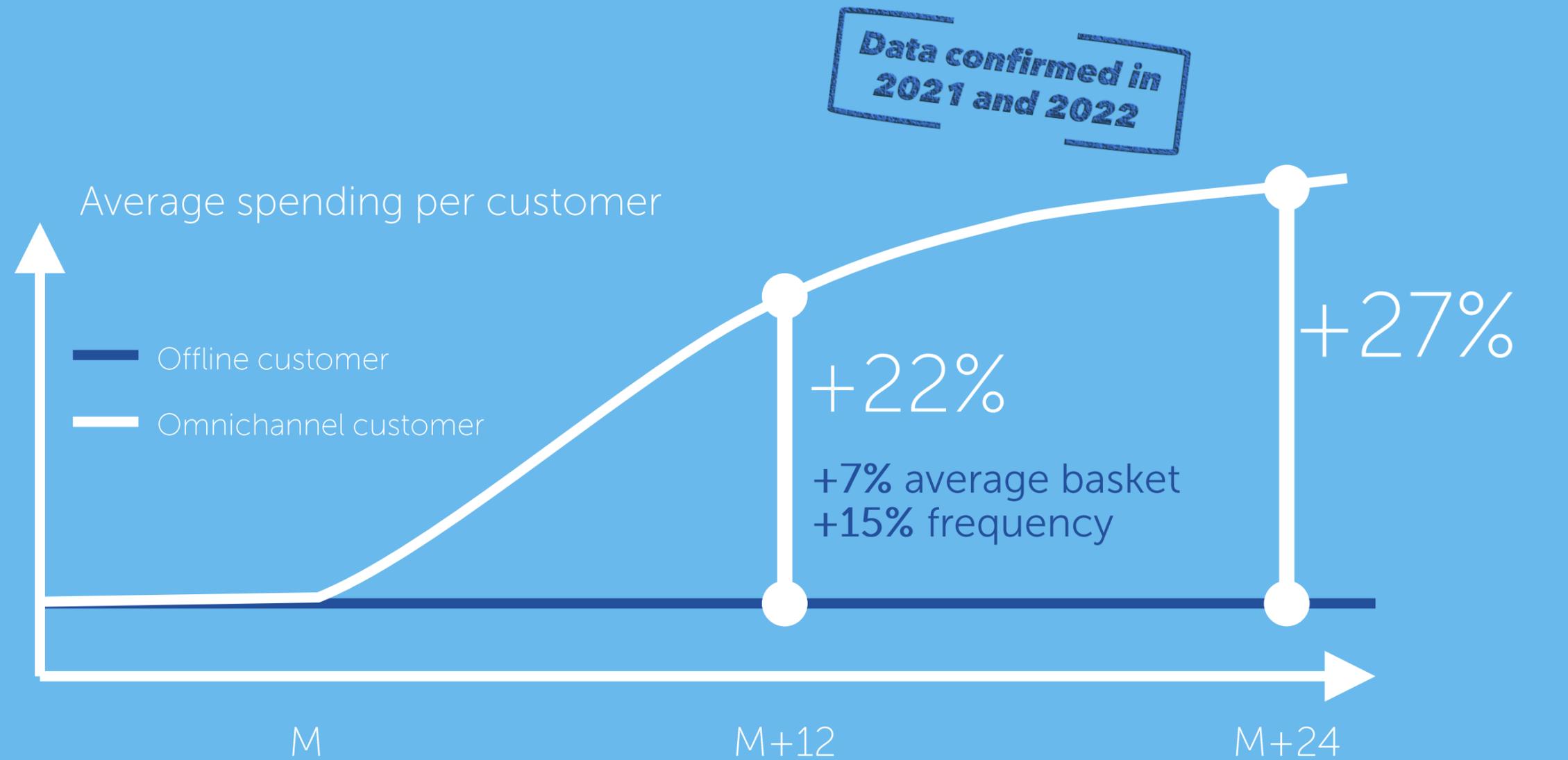
A distinctive offer

Unique omnichannel model

Mobilize to fight
climate change

Closer to our customers through digital
Reinforcing our discount formats
Densifying our network of growth formats

Value creation from omnichannel customers validated since 2021 Digital Day





Enhanced loyalty and customer retention





An ecosystem of services creating value

Carrefour Rental



Electric charging stations



Insurance



Carrefour Travel



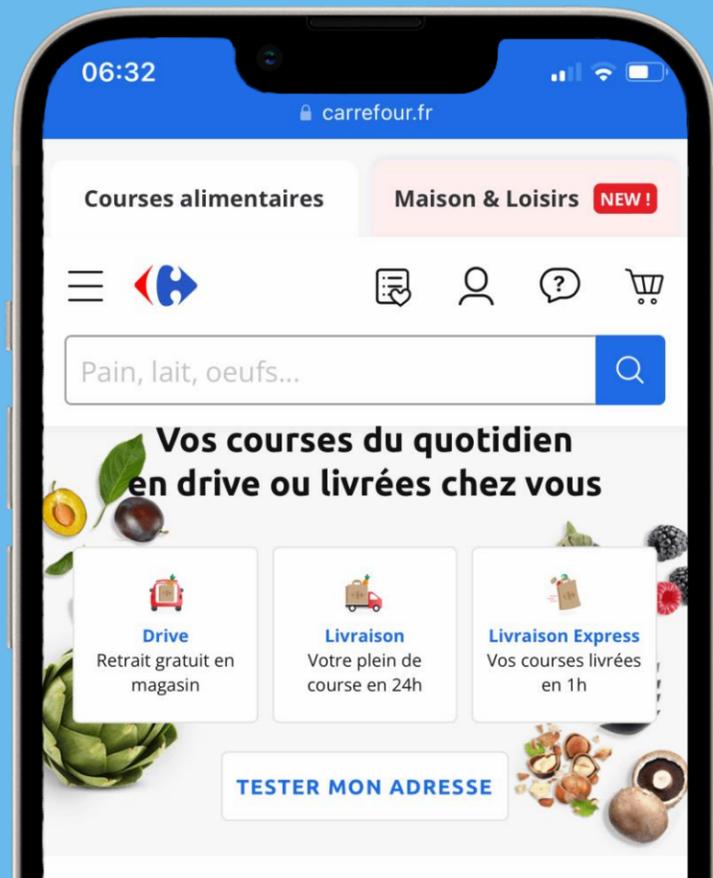
Financial services

New services:

- Buy Now Pay Later
- Targeted credit offers
- APAG



"Digital Retail" targets confirmed



€10bn

e-commerce GMV
in 2026

e-commerce
+€200m

additional Recurring
Operating Income
in 2026 vs 2021

Financial services

+€200m

additional Recurring
Operating Income from
digital in 2026 vs 2021



Hypermarkets: The “first” discount format



The “Maxi” method

-20%
food assortment
reduction

Emphasize
private labels
&
entry-price
products

Enhanced
productivity
in store with
“ready for sale”
and pallets

Hypermarkets

at the heart of our omnichannel ecosystem

➔ Positive impact on NPS[®], sales and profitability



A new paradigm on non-food

-40%

reduction in non-food permanent assortment

50%

private labels in non-food sales (permanent assortment)

"In & Out"

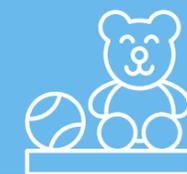
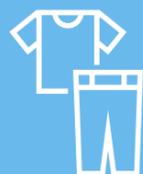
corners rollout

70%

offer & purchasing massification across Europe

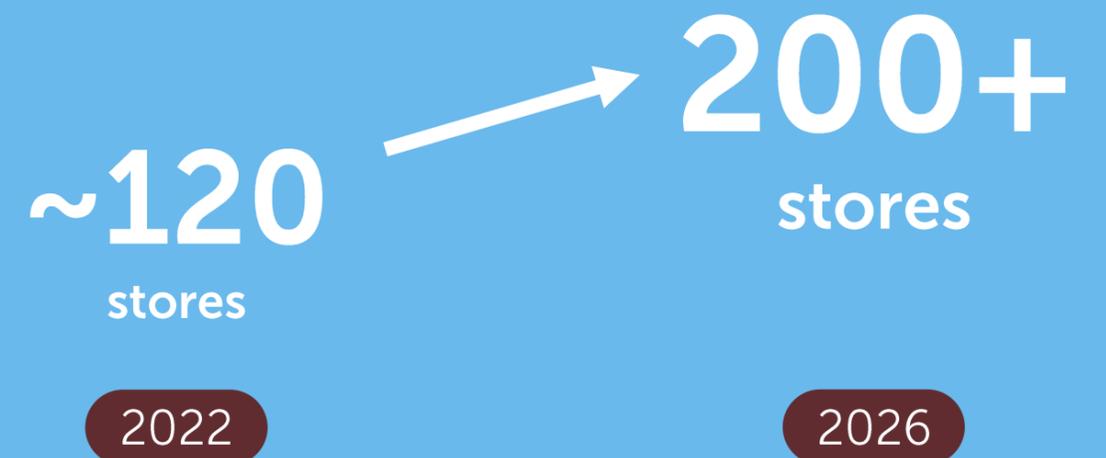
Lead on **new trends** and **seasonal** offers

Increase **online visibility** of non-food





Rapid expansion of most affordable formats



Launch of **ATACADÃO** in France in 2023





Densifying our convenience store network

+2,400

store openings by 2026

 *city*

Carrefour 
express

Carrefour 
contact

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**Committed to making
the best accessible
to all our customers**

A distinctive offer

Unique omnichannel model

**Mobilize to fight
climate change**

Fighting all forms of waste

Involving our ecosystem for climate transition



Fighting all forms of waste

-50%

food waste

by 2025
(vs 2016)

100%

store waste recovery

by 2025

100%

private label packaging
recyclable, reusable or
compostable

by 2025

80%

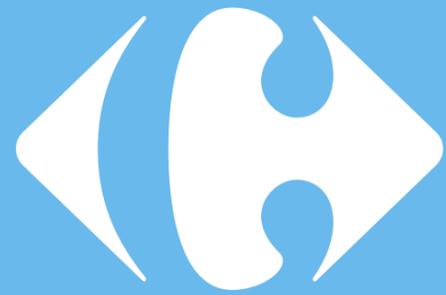
digital catalogs
in France

by 2024

**Circular
economy
services**



Strong commitment on climate



**Carbon
neutrality**



by

2030 in e-commerce
2040 in all stores

Involve our suppliers

100%



of top **100** suppliers required
to commit to **1.5°C** trajectory
by 2026, failing which they will
be delisted

Fighting against deforestation in Latin America



100%
of **Carrefour-branded
beef** deforestation-free
by 2026

All brands:
100% by 2030
(50% by 2026)

Forest Committee
dedicated to forest
protection

€10m
invested in actions to
preserve biodiversity in
Brazil

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**Mobilize to fight
climate change**

**Building a
cutting-edge Group**

**Simpler and better
performing**

**Unlocking full value
from all assets**

More inclusive

Carrefour 2026



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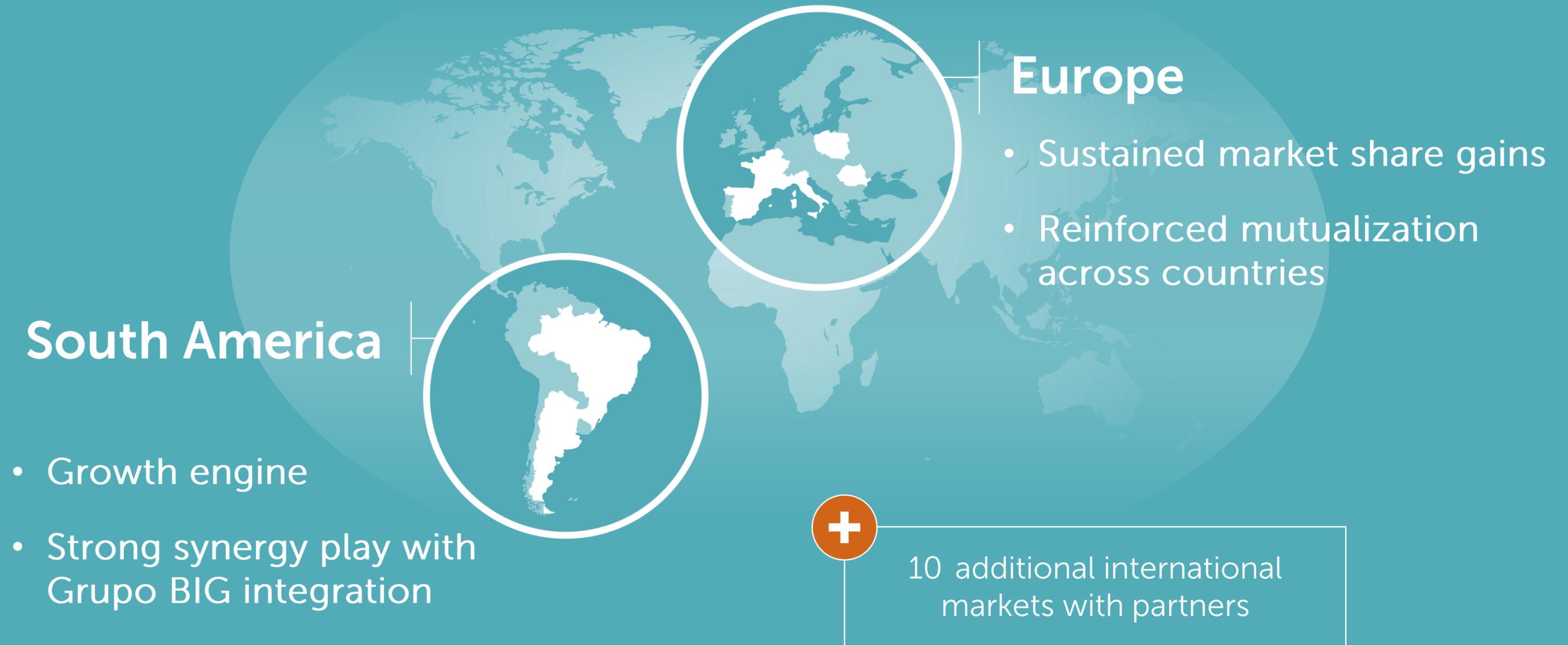
Mutualizing and making
the organization leaner

Improving our performance with digital

Developing the franchise model



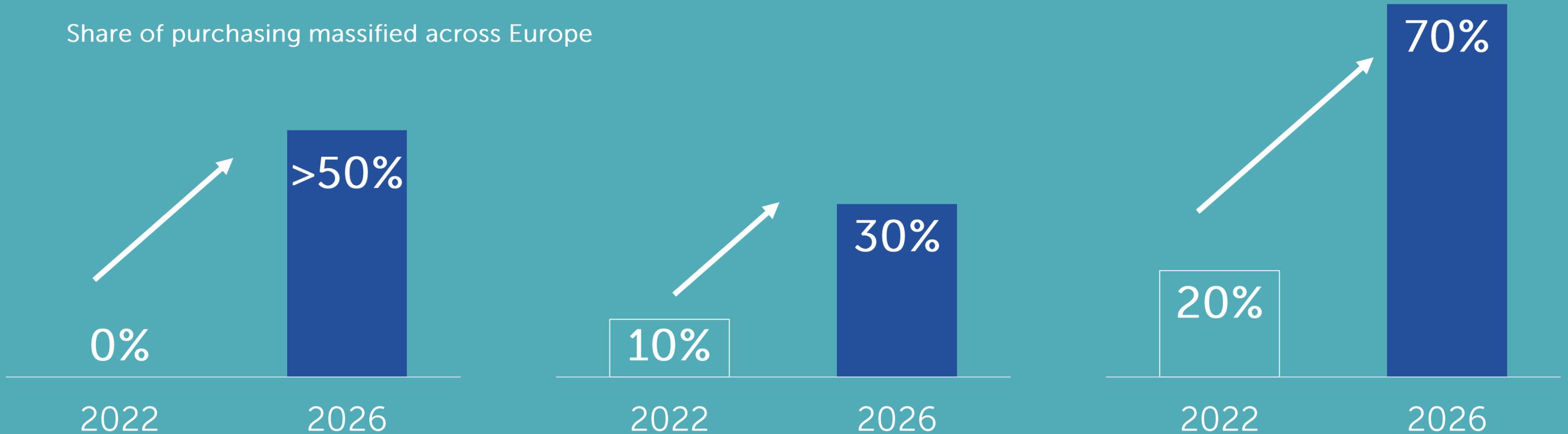
Strong value creation levers





Mutualizing merchandise purchasing across Europe

Share of purchasing massified across Europe



FMCG
(excl. private labels)

FRESH

NON-FOOD

EURECA
European purchasing
center for FMCG

For imported products



Reinforce integration across European countries

Mutualization and centralization

- Expert functions
- Support functions
- Purchasing of merchandise and goods not for resale
- Lighter head-offices

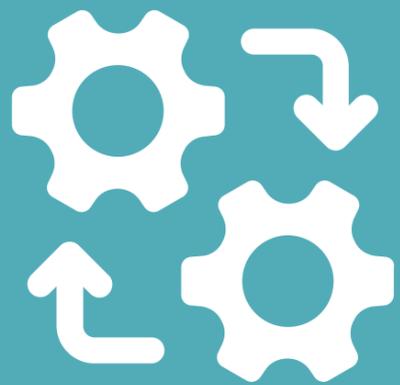
Countries **focused** on operations

- Commercial policy and development
- Day-to-day operations
- Country specifics



Putting tech into retail

Reshape core processes with **Lean** and **Digital** to **optimize performance**



- **Stores:** Leaner through digital
- **Supply chain:** Order processing, flow control, warehouse automation
- **Merchandise and support functions:** Automation of processes and assortments, digitalization of catalogs

40% of technologies in 2026 (vs 10% to date) common among our countries with the creation of a **“Global Tech Center”**



Franchise at the heart of our model

>90%
of store openings
under franchise
in Europe

**Continue shift
to franchise**

**International
development**
via partners

An increasingly
deeply-rooted
**franchisor
culture**

+10
markets
by 2026

Focus on
Latin America,
Africa
& Middle East



Further cost-savings initiatives to nurture competitiveness

€4bn

cost savings over
2023-2026
(€1bn/year)

~50%

Cost of goods sold

- Mutualization of our offer and purchasing across countries
- Industrial approach to private labels
- Assortment rationalization

~50%

Distribution costs and logistics

- Operating processes reshaped
- Mutualization of expert and support functions
- Lighter head-offices
- Massification of goods not for resale
- Energy costs savings

Digitization of processes

Carrefour 2026



Becoming a leader in Retail media
in Europe & Latin America
Producing renewable energy
Leveraging our real estate assets

**Building a
cutting-edge Group**

Simpler and better
performing

**Unlocking full value
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More inclusive

Joint venture with Publicis to scale up Data & Retail media



Data

- 8bn Carrefour transaction data

Geographical reach

- 8 Carrefour countries

Customer base

- **Carrefour suppliers** (mainly FMCG)

Tech

- Relying on third parties

- Enlarged data lake with Carrefour transactions & Publicis Core ID

- Continental Europe, Brazil & Argentina

- **Extended addressable client base** (incl. other retailers and e-commerce platforms willing to leverage customer data base)

- **Best-in-class technology tools of Publicis and development of additional leading technology solutions**



A leading retail player in the energy transition

€200_m

invested per year
(x2 vs. 2022)

-27.5%

energy consumption
by 2030

-20%
in France
by 2024

-20%
at Group level
by 2026

Producing renewable energy on Carrefour sites



4.5m
sqm photovoltaic panels installed

1
TWh production capacity per year

Consultation starting to identify partner(s)

3
countries



Urban transformation: Leveraging our assets to create value



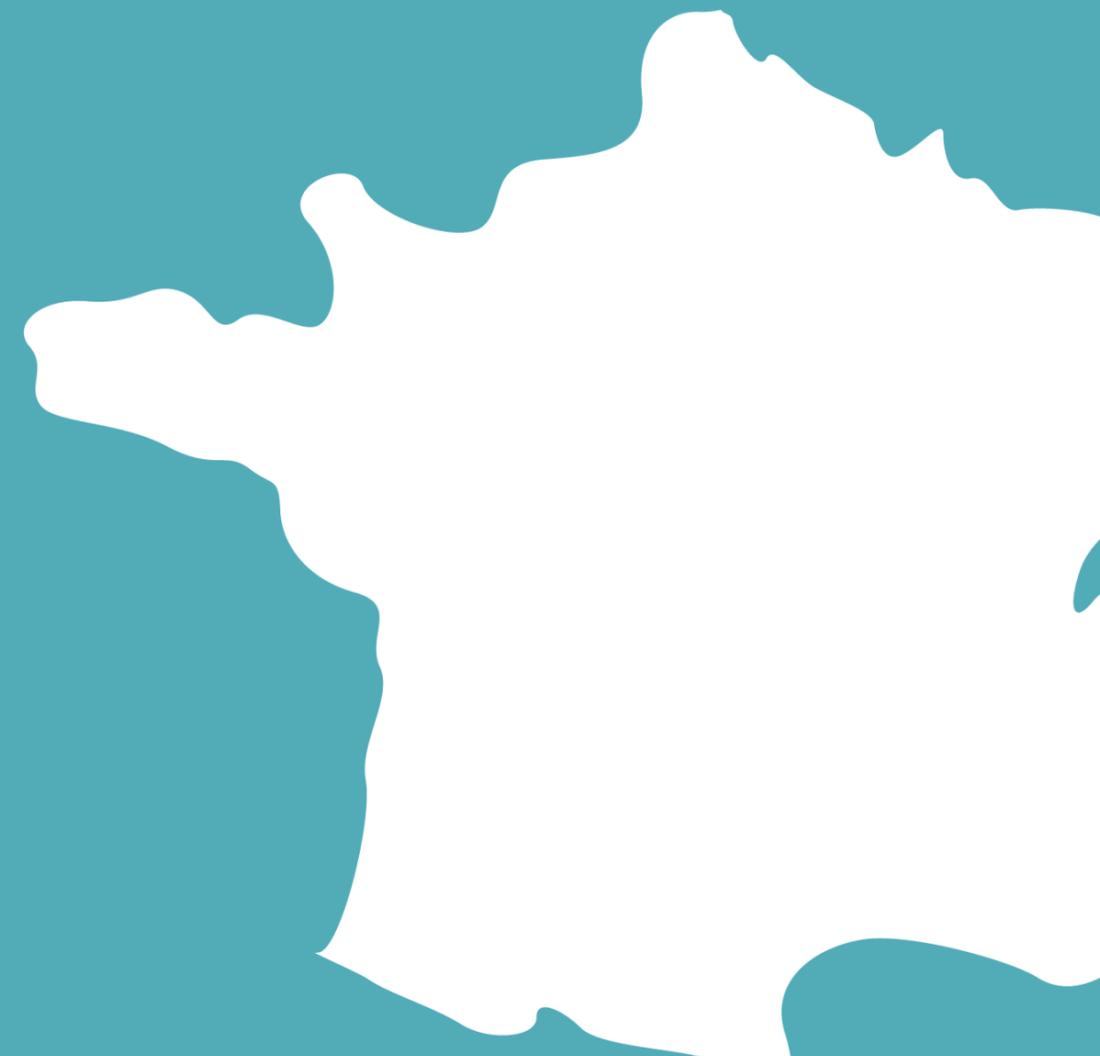
~100
sites
in France

Housing
Leisure areas
Offices
(2022-2030)

Equivalent
to **1.5m**
sqm

Selection of
co-promoters
launched
at end-2022

€500m
value creation
potential



Creating the largest private property company in South America



~500
sites
in Brazil



BRL ~1.5bn
annual
rental income



Open capital
to **minority
partner
investors**

Open to **value
crystallization**
opportunities

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Building a cutting-edge Group

Simpler and better performing

Unlocking full value from all assets

More inclusive

Making the Group more inclusive
Creating more opportunities for all
Embark all employees into
Carrefour 2026 success

Accelerating on diversity and inclusion



**Promoting
gender
equality**

**Promoting
diversity
of origins**

15,000
employees with
disabilities by 2026
(+50% vs. 2022)



Creating more opportunities for all

Digital Retail Academy

+5,000

100%

of Carrefour employees
trained in digital by 2024

x2

alumni from
"School of Leaders" by 2026



Embark all employees into Carrefour 2026 success



Carrefour Invest



An employee shareholding Plan (implemented in 2023)

**Strengthening employee
commitment**

**Benefiting all Carrefour
employees**

**Proceeds notably
allocated to CSR projects**

Carrefour 2026



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A distinctive offer

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CARREFOUR 2026

Financial wrap-up



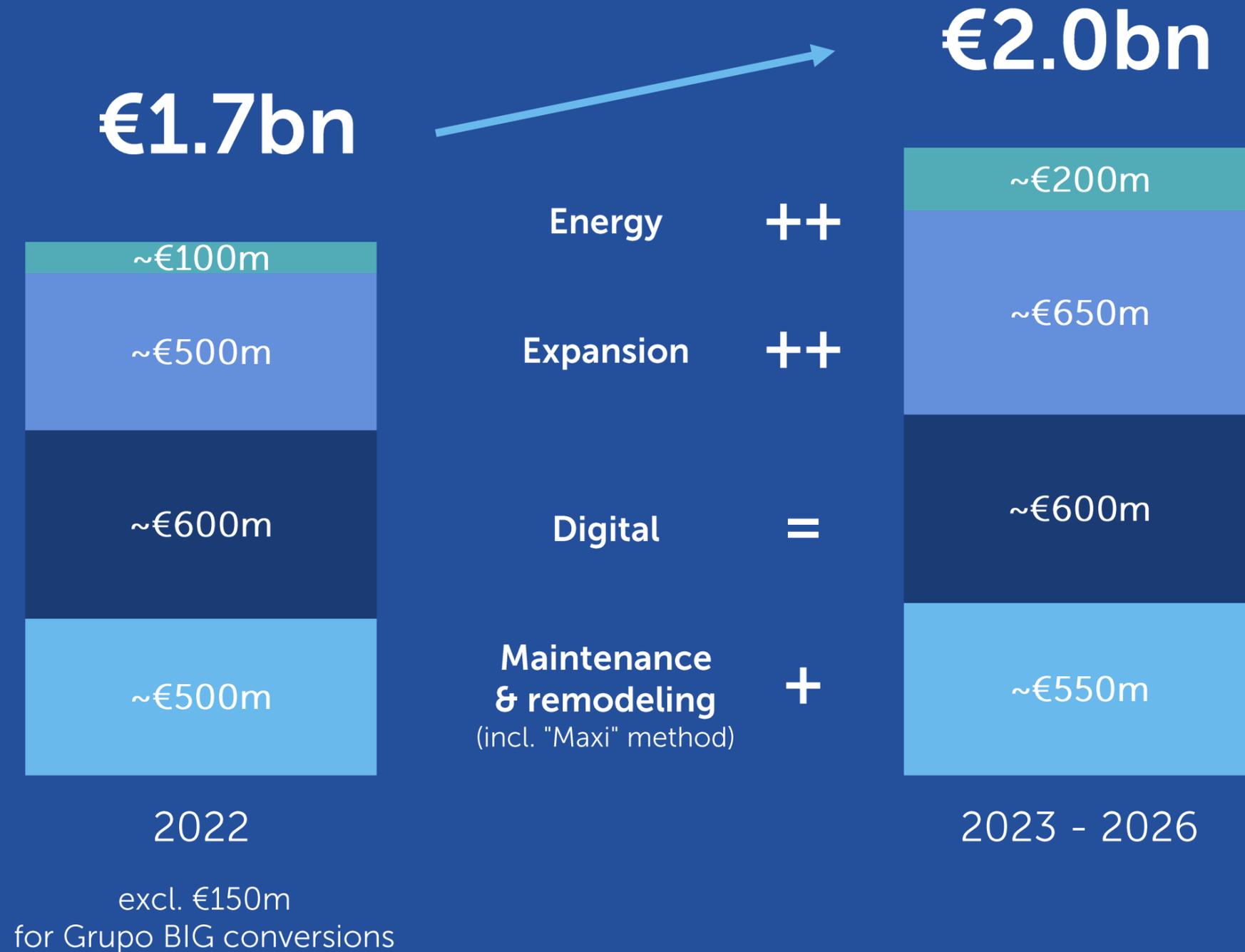


Stepping up our operating performance





Capex increasing to €2.0bn per year





Growth in **EBITDA**

Market share gains, operational initiatives and cost discipline

Positive contribution from **working capital**

Topline growth from market share gains and expansion

Stable **Capex** policy

€2.0bn per year

Net Free Cash Flow reaching

>€1.7bn

in 2026



Net free cash flow generation - Key building blocks

- EBITDA —● Year-on-year growth
- Taxes —● Broadly stable tax rate
- Restructuring —● Additional exceptionals in 2023-24
- Working Capital —● Positive contribution
- Capex —● Stable at €2bn per year
- Asset disposals —● Continued real estate asset rotation
- Cost of debt —● Likely increase due to rising interest rates

Net Free Cash Flow

>€1.7bn in 2026



A well-balanced capital allocation policy

- 1 **Investments** in operations and customer value proposition
- 2 **Solid** investment grade **rating**
- 3 **Growth** in ordinary **dividend** of **at least +5%** per year
- 4 Additional **returns to shareholders every year**
- 5 Opportunistic **bolt-on M&A**



Carrefour 2026 dashboard

Operational targets

by 2026

- | | |
|--|-------------------------------------|
| • Market share
in key markets | Sustained gains |
| • e-commerce GMV | €10bn |
| • Sales of certified sustainable products | €8bn |
| • Private labels
as % of food sales | 40% |
| • Number of openings
in growth formats | +2,400 convenience
+200 Atacadão |

Financial targets

- | | |
|--------------------------------|--------------------------------------|
| • Cost savings | €4bn
(2023-2026) |
| • CAPEX | €2bn/year |
| • Net free cash Flow | >€1.7bn
in 2026 |
| • Ordinary dividend | >5%
increase every year |
| • Share buyback program | Annual |

CSR Index

CSR index will be updated early 2023 to reflect the latest commitments



Investment case

Leading market positions and best-in-class operational excellence

- #1 or #2 positions in key countries, with solid market share gain dynamics
- Unparalleled multiformat and omnichannel proposition for customers, fostering loyalty
- State-of-the-art digital solutions supporting performance & growth
- Solid track-record of margin enhancement based on topline dynamics & strong cost discipline
- Reservoir of synergies from Grupo BIG integration

Strategic capital allocation based on value creation

- Disciplined Capex allocation targeting high returns
- Accretive real-estate rotation policy
- Steady ordinary dividend policy with at least 5% growth per year
- Annual incremental returns to shareholders through share buyback
- Strong track record of disciplined and accretive M&A

Strong balance sheet and steady cash-flow generation

- Widespread cash-focus across the Group, supporting strong net free cash flow generation, increasing to >€1.7bn in 2026
- Solid Investment Grade rating
- Efficient balance sheet structure offering security and flexibility



Disclaimer

This document 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 Universal Registration Document. These documents are also available in English 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.

CARREFOUR

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