



# Employment at Carrefour and managerial transformation

1. **Managerial transformation at Carrefour**
2. **The Carrefour Group's action plans**



# 1. Managerial transformation at Carrefour

## 1.1 Background

Carrefour is now launching its new strategic plan – Carrefour 2026 – designed to accelerate its transformation in an unprecedented macroeconomic, geopolitical and climate context. Having succeeded in getting self back onto an even keel, Carrefour is in a strong position to handle any crises and increase its leadership by building on its *raison d'être* – the food transition for all – and its digital-based omni-channel model, first unveiled in 2021. With Carrefour 2026, the Group is accelerating its transformation and re-viving its pioneering customer-centric ethos, underpinned by two pillars: committing to ensuring all our customers have access to the best and inventing the group of tomorrow.

The international “Act for Change” programme was implemented by Carrefour to align management behaviours with the goals of the “Carrefour 2022” and “Carrefour 2026” strategic plans designed to meet the expectations of Carrefour customers and to support them in the food transition. This programme is aimed at all employees and managers and should enable the Group to move forward and grow together. It involves four major commitments structured around specific initiatives to:

- Growing up and moving forward together: everyone must have every opportunity to succeed at Carrefour, and all profiles and backgrounds are welcome. Carrefour works every day to promote its internal promotion model by giving everyone the opportunity to learn and develop, by promoting diversity across its workforce and by valuing the contribution that everyone can make to the Group.
- Serving customers with passion: Carrefour knows the importance of the customer in retail. This

constant customer-centric approach is not just something on which the teams that are in direct contact with the Group's customers are focused. It is everyone's business. This means putting the customer at the centre of everything that Carrefour does, knowing how to listen to them and ensuring that Carrefour delivers an impeccable level of service in its stores, warehouses and at the Group's head offices.

- Simplicity: to continuously improve Carrefour's service to customers, the Group needs to simplify its ways of working, sharing and making decisions. It is a core quality that Carrefour must pursue if it is to succeed in its transformation.
- “Being proud of transforming what we do”: Carrefour has set itself the aim of becoming the world leader in the food transition for everyone. To support this aim, which is core to our purpose, Carrefour is transforming its role in retail by innovating and experimenting, striving to act as pioneers in the food transition on a day-to-day basis.

The Group is also committed to promoting “Superhero” food transition, diversity and inclusion ambassadors among its employees, people who are capable of mobilising their teams around the challenges facing a company that is inclusive for everyone and raising customers' awareness of the new challenges of the food transition.

The culture of social dialogue at Carrefour is also a factor in stepping up the transformation of business lines. Carrefour has long been committed to collaboration through strengthened national and international social dialogue. An essential part of the Group's culture, it contributes to the company's performance and ensures a good social climate in all of its formats.

## 1.2 The Carrefour Group's aim

### 1.2.1 Working at Carrefour

Carrefour employs 305,533 employees worldwide in more than 300 different jobs. These Carrefour jobs are all geared towards a goal that gives meaning to each person's role: successfully deliver the food transition for all. The expertise of all of its employees is what enables Carrefour to provide the services, products and high-quality food that everybody can afford via all its distribution channels in the Group's nine integrated countries, as well as across the 30 international franchise countries.

## 1.2.2 The Act For Change programme

In order to equip itself with the means necessary for its aim of becoming a leader in the food transition, the Group has rethought its business model, both financially and organisationally. In 2023, the implementation of the Act for Change managerial and cultural transformation plan continued, which is the Group's

raison d'être is a set of managerial initiatives. It comprises four major commitments structured around specific initiatives designed to: "Grow and move forward together", "Serve customers with passion", "Keep it simple" and "Be proud of transforming our profession".

## 1.2.3 Leading the transformation

The Group is searching for food transition and inclusion "superheroes" among its employees. These "Superheroes" need to be able to inspire their colleagues, raise awareness among consumers of the

issues involved in healthier eating and devise concrete solutions in support of the food transition and an inclusive approach to all our employees and customers across the Group.

## 1.2.4 The culture of social dialogue

The Group aims to simplify its organisational structure and seek greater efficiency. In keeping with its tradition of social dialogue, Carrefour has chosen to support these changes by giving priority to negotiation and by offering internal mobility, redeployment and training to the employees affected. The Group aims to maintain a strong, constructive and regular

social dialogue and has made doing so a pillar of its commitment to "Keep it simple" within the Act for Change transformation programme. This dialogue happens at three levels: international, European and national. The approach is adapted to all Group countries and entities to cover all labour and other issues specific to the local context.

# 1.3 Objectives and performance of the Group

## 1.3.1 Working at Carrefour

As a leading food retailer, Carrefour welcomes its customers directly into its integrated outlets and to its digital platforms in all of its integrated countries. To do this, the Group employs 335,533 employees worldwide (as of 2023).

- **Changes in workforce numbers** In 2023, the global workforce fell (305,533 employees at the end of 2023 vs 334,640 employees at the end of 2022). The decrease in numbers is due in particular to the changes in lease management in 2023, changes in scope and the voluntary retirement plan initiated across the Group.

- **Breakdown by store format**

Format	2023	2022	2021	2020	Change
Total hypermarket formats	68%	68%	71%	70%	-
Total hypermarket formats	15%	16%	15%	16%	(1)pt
Total other formats and activities	17%	16%	14%	14%	+1 pt

Scope: 100% of consolidated sales on 31/12/2023.

Explanation of data.

- **Workforce by region** A pioneer in countries such as Brazil, Carrefour is active in Europe, Latin America and Asia. The Group is often one of the leading private employers in the countries in which it operates: France (in which it has been operating for decades), as well as Brazil, Argentina or Italy. In 2023, the number of staff fell in Carrefour's main geographical areas of activity.

Zones	2023	2022	2021	2020	Change
Zone America	141,261	159,949	115,310	111,031	(11.7)%
Zone Europe	163,695	174,319	191,707	197,978	(6.1)%
Zone Asia	377	372	12,548	13,155	1.3%
Total for the Zone	305,533	334,640	319,565	322,164	(8.8)%

Scope: 100% of total sales excluding VAT, consolidated as of 31/12/2023

- **Type of employment contract** The majority of Carrefour Group's employees are employed on permanent contracts (92%).

Contract type	2023	2022	2021	2020	Change
Percentage of permanent contracts	92%	92%	91.5%	91.9%	-
Number of employees with permanent contracts	288,643	307,869	292,402	296,069	(6.2)%
Percentage of fixed-term contracts	8%	8%	8.5%	8.1%	-
Number of employees with fixed-term contracts	23,653	25,433	27,163	26,095	(7)%
Percentage of part-time employees	22.5%	22%	26.4%	27.1%	0.5 pts

Scope: 100% of consolidated sales on 31/12/2023

- **Type of new hires** Employees are hired on permanent and fixed-term contracts, the latter helps deal with temporary increased workloads during busy periods with high demand.

Contract types	2023	2022	2021	2020	Change
Number of Permanent contracts	88,764	87,725	68,358	65,415	1.2%
Number of fixed-term contracts	65,252	74,910	75,425	76,269	(12.9)%
Total contracts	154,016	162,635	143,783	141,684	(5.3)%

Scope: 100% of consolidated sales on 31/12/2023

- **Breakdown by job category** The Group employs a majority of employees (90.6%) and 9% middle and senior managers. Carrefour is committed to providing everyone with the opportunity to gain experience and develop within the company in accordance with the principle of equal opportunities for professional advancement. In addition, at top management level, a new category of positions was created in 2021 – executive directors (who make up the top 200 of the group's workforce).

Category	2023	2022	2021	2020	Change
Executive Directors	0.05%	0.04%	0.04%	1.11%	+0.01%
Senior Directors	0.08%	0.07%	0.07%	+0.01%	
Directors	0.56%	0.5%	0.5%	0.6%	0.06 pt
Management	8.67%	7.7%	10%	10.1%	0.97 pt
Employees	90.6%	91.6%	89.4%	89.2%	(1)pt
Total	100%	100%	100%	100%	

Scope: 100% of consolidated sales on 31/12/2023

### 1.3.2 The Act For Change programme

To support the transformation of its corporate culture, in 2019 Carrefour introduced the Employee Net Promoter Score® (E-NPS), an indicator of employee engagement. In 2023, over 22,000 Group employees

participated in the survey. The score obtained was 86%, which places Carrefour above the average for the retail sector (Ipsos survey).

### 1.3.3 The culture of social dialogue

Within Group countries, social dialogue is governed by local collective agreements.

Performance indicators	2023	2022	2021	2020	Change
Percentage of employees covered by a collective agreement	100%	99%	91%	87%	+1 pt
Number of agreements signed*	78	77	-	-	1.3%

France Scope.

## 1.4 Our organisational structure

### 1.4.1 Scope

All the Group's entities are implementing initiatives to get employees involved in the food transition.

### 1.4.2 Governance

The aims of the Act For Change Programme are spearheaded by each Executive Committee in the countries making up the Group. After a launch at the Group's TOP 200 in March 2019, the action plans were

presented by each Country's Executive Committee to the Group's HR department.

The Act For Change action plans are reviewed monthly by the HR managers of the various countries alongside the Group's HR manager. Particular attention is paid to cultural transformation initiatives associated with the food transition and with the acculturation of digital technologies. The transformation plan directives are defined by the Group and then transferred to the country human resources departments, which translate them into operational plans.

Each store manager is then responsible for disseminating and implementing the action plans of the Act for Change transformation plan. The Human Resources Transformation and Transverse Projects management also leads a community of representatives within group countries geared towards the exchange of good practice and guidelines to achieve the objectives set by the Group.

### 1.4.3 Performance assessment methods

Consideration and dialogue with employees are essential elements in creating a climate of trust that is conducive to the company's economic performance. In order to support the change in the company's culture, Carrefour continued to monitor its employee commitment indicator – "Employer Recommendations" – in 2023 (also known as e-NPS). This survey has been sent to our employees five times since 2019. Carrefour also has a permanent Group-level listening platform that was set up this year.

## 2. The Carrefour Group's action plans

### The Act For Change programme

- Growing and moving forward together
- Serving customers with passion
- Acting with simplicity
- Being proud of transforming what we do

Employees at the heart of our transformation

### Leading the transformation

- Involvement and mobilisation of employees
- Training employees on the Group's transformation

### The culture of social dialogue

- International social dialogue
- European social dialogue
- Social dialogue in Group host countries: main collective agreements
- Responsible restructuring

## 2.1 The Act for Change programme

As the managerial and cultural component of the Group's transformation plan, the four pillars of the Act for Change programme take the form of action plans that include training, communications and

annual objectives set for employees. The managers, in store or in warehouse, are the guarantors of the proper dissemination and application of the programme on the Group's operational sites.

### 2.1.1 GROWING AND MOVING FORWARD TOGETHER

This pillar is about developing talent, fostering diversity within teams and encouraging cooperation among the Group's various departments and store formats.

The internal promotion programmes, management training in each country and the Group's Université Carrefour programmes have been updated and restructured with this in mind. Université Carrefour has six schools: the Leadership School, the Management School, the Digital School, the Health School, the Work-Study trainee School and the Business lines School.

In 2018, Carrefour launched the Leadership School, an in-house training school for all potential employees. This approach, open to all volunteers, promotes pride of belonging, entrepreneurial spirit and Carrefour culture; it supports internal promotion and equal opportunities across the Group and is being developed in the majority of the Group's countries. The Leadership School is a six-month training programme, running two days a week. Its objective is to promote entrepreneurship and demonstrate the opportunities for social ascent within the Carrefour Group. It is offered in the eight integrated countries. In 2023, the programme supported its 7th cohort, with 5000

new employees graduating by 2026. For France, this programme is carried out in partnership with the Université Paris Dauphine.

This vocational initiative is set to take on more importance in the years ahead. In 2023, the first edition was launched in Brazil. The programme is now available in France, Brazil, Romania and Poland.

In addition, in order to speed up access to management functions, the Carrefour 2026 strategic plan provides for a doubling in the numbers making up the leadership school's cohorts. As a result, 5000 new employees will graduate by 2026. In France, the C Booster and D Booster programmes, which aim to detect and grow high-potential managers were also launched in 2020 and continued in 2022. In 2022, a new programme on professional equality called "Women Booster" was also launched for female directors.

In Belgium, the "Lead by performance" programme was launched in 2023, with the aim of aligning management with the Group's strategy. The programme was delivered as a workshop to 150 head office managers.

## 2.1.2 Serving customers with passion

As part of the second commitment of its Act For Change programme, Carrefour is rolling out the "5.5.5 customer" method, a simple improvement plan that is resolutely focused on customer satisfaction. This method, that has been in use in Argentina and Spain since 2018, has been rolled out in all the Group's countries. It is based on three principles - trust, service and experience - and is broken down into 15 concrete commitments aimed at putting the customer back at the heart of the stores' concerns. Training programmes dedicated to customer service exist in most of our countries. For example, in Argentina this year, a new "school of clients" was launched to train all employees in customer service issues. More than

13,000 employees have received training in this area. In France, for example the "Customer culture ambassadors" programme has been followed by more than 7000 employees in 2022. And in Spain, since 2020, a great deal of work has been done to improve the quality of advice given by our employees, particularly through sessions on product knowledge.

In Argentina, the "School of Customers" was launched in Argentina: a programme that aims to match customer expectations with the work that Carrefour teams do. The programme was attended by more than 12,000 employees.

## 2.1.3 Act in a straightforward manner

The "Act in a straightforward manner" pillar is commitment number three of the Carrefour Group's Act For Change programme. This pillar underpins three major aims for the Group's employees:

- Use resources appropriately and efficiently;
- Act swiftly and keep it simple;
- Empower others and oneself.

In concrete terms, Carrefour wants to enable its 305,533 employees to operate within a conducive and fluid work environment. The Carrefour Group therefore undertakes to:

- protect employee health and reduce the risk of workplace accidents;
- lead multiple innovative actions to improve quality of life in the workplace;
- establish constructive and regular social dialogue;

- implement a shared workplace health policy across all its countries.

Carrefour strives to make working remotely easy, and promotes the use of technology to increase flexibility and reduce travel: G Suite, Drive, videoconferencing, calendar sharing, and Workplace, a corporate social network that allows teams to interact easily, without geographical or hierarchical barriers. As a signatory to the Company Parenthood Charter and the 15 Commitments for a Healthy Work-Life Balance of the Observatoire de la Qualité de Vie au Travail (quality of life in the workplace observatory), Carrefour also advocates in favour of a healthy balance between its employees' personal and working lives.

For more information, see thematic report: "Protecting people's health, safety and quality-of-life in the workplace".

## 2.1.4 Being proud of transforming what we do

The "Taking pride in transforming our profession" pillar aims to bring the Group's strategy to life within the teams, to stimulate innovation and experimentation and to open Carrefour employees up to the outside world.

This pillar nurtures three major aims, associated with skills for all the Group's managers:

- Being open to the outside world;
- Breathing life into the strategy within teams;
- Encouraging innovation and experimentation.

These aims are translated into actionable programmes with the following goals:

- Recognising Carrefour as the leading retailer in the food transition;
- understand changing eating habits to better meet customers' needs;
- combat food waste and manage waste in the workplace and at home;
- Share tips for eating healthier.

Carrefour wants to become a global leader in digital retail by 2026. All countries in which Carrefour operates are developing programmes and tools to help employees better understand the digital environment and culture. The Group wants all of its employees to have received training in digital by 2024. In 2023, more than 6000 were trained by the Digital Retail Academy.

The Group is also committed to promoting food transition and inclusion ambassadors among its employees, people who are capable of inspiring their teams and raising customers' awareness of the challenges involved in eating better, consuming better and coexisting.

In Poland, Carrefour has been using the lean culture since January 2023 to foster innovation among its employees and encourage their development. 69 head office employees and 255 in-store employees attended the Lean Academy.

## 2.2 Employees at the heart of our transformation

Carrefour employees are committed to supporting the food transition in all the countries where the Group operates. For example, Purchasing department jobs support partner farmers with their conversion to organic products; people in digital jobs are developing blockchain technology to enable the traceability of products from Carrefour Quality Lines; in-store teams are promoting local and organic products, as

well as preparing quality products on site and advising customers.

The Group has a continuous training policy to enable its employees to develop and build diversified career pathways in stimulating environments. Carrefour aims to train all of its employees in key areas of the food transition and inclusion.

## 2.3 Leading the transformation

### 2.3.1 Training employees on the Group's transformation

In a rapidly changing context, the Group is committed to developing its senior managers by encouraging them to become ambassadors for transformation, contributing fully to the deployment of the Carrefour strategy at all levels.

Université Carrefour is committed to building an open and disruptive ecosystem of learning and continuous development, encouraging experimentation, networking and knowledge-sharing, allowing Carrefour's top management team to develop both individually and as part of a team. In line with the Group's objectives, the Université Carrefour's programmes have been updated and restructured since 2019 so as to align them fully with the Carrefour 2022 transformation plan.

In France, at the Carrefour Academy, the Manage for Change and Manage for Leadership courses have been introduced to train managers to steer the performance of their teams in line with the company's strategic priorities. In 2023, the "Culture Manager" pathway was redesigned and 5000 executives from the operational and head office sectors received training. The aim of this course is to train the teams on the three pillars of the Carrefour strategy – customer, performance and digital, based on the four Cs model defined by the Group: Courage, Cooperation, Change and the Customer.

Carrefour wants to become a global leader in digital retail by 2026. All countries in which Carrefour operates are developing programmes and tools to help employees better understand the digital environment and culture. The Group wants all of its

employees to have received training in digital by 2024. In 2023, 6829 employees were trained by the Digital Retail Academy.

Carrefour also devotes substantial resources to providing its employees with training on fresh produce and the food transition to support the roll-out of Act for Food. Training modules about the food transition are being constantly updated so that they are as closely aligned as possible with the challenges facing society and the aims of the Carrefour Group. Nearly 90 new modules were created in 2023.

The Group provides training underpinned by three aims: building a shared culture of the food transition, strengthening the professionalism of the teams and supporting company transformation. Employees are therefore trained in the fundamentals of the food transition in order to embody Carrefour's Raison d'Être to customers. In Italy and Argentina "business line academies" support employees from Traditional Fresh Products counters in an effort to continuously improve the quality of service: certification courses, sharing of best practices, experimentation and testing of innovative projects.

## 2.4 The culture of social dialogue

Carrefour has long been committed to collaboration through strengthened national and international social dialogue. An essential element of the Group's

culture, it contributes to the company's performance and ensures a good social climate in all its store formats, thus helping to transform the Group.

### 2.4.1 International social dialogue

In 2021, the Carrefour Group and the world trade union federation UNI Global Union renewed their global framework agreement.

The purpose of this agreement is to promote and encourage:

- ongoing and constructive social dialogue;
- diversity and equal opportunities in the workplace through joint initiatives, including gender balance and combatting discrimination and violence against women;

- The defence of and respect for workers' basic human rights – freedom of association and collective bargaining – along with their safety and working conditions at Carrefour and at supplier and franchise sites.

The Group's participation in the Global Deal initiative with the French Ministry of Labour since 2017, has identified Carrefour as one of the French companies that has signed the most international agreements and that contributes to upholding the values of protection for the basic rights of employees around the world.

### 2.4.2 European social dialogue

In 1996, Carrefour created its European Works Council, the European Consultation and Information Committee (ECIC), by way of an agreement signed with the FIET (part of the UNI). This agreement was renewed and significantly supplemented in 2011 with the UNI Global Union (International Union Federation). Since then, it has gone from strength to strength, and is recognised as one of the first of its kind in Europe thanks to the quality of its work and dialogue between employees and management. After a year of crisis management in 2020, the number of ECIC meetings resumed its usual pace in 2021 and 2022.

Communication and consultation within the European Works Council takes many varied, innovative and complementary forms.

An Annual Plenary meeting provides a platform to discuss many themes relating to the Group's business, the economic climate, competitors, organisational changes and developments, diversity, etc. Carrefour's Chairman and Chief Executive Officer speaks at the meeting every year, paving the way for discussions on the Group's strategy.

An annual information and training seminar focuses on a specific theme previously defined after discussions with members of its Steering Committee: in 2022, "The Digital Revolution". This meeting is also an opportunity for a Steering Committee expert to give a presentation on the Group's economic and financial situation.

Special Committees meet to discuss issues relating to sustainable development, diversity and new technologies.

A dedicated website informs Committee members throughout the year. This website was overhauled in 2022. ECIC members are selected on the basis of their expertise and knowledge of the subjects covered. In 2023, the ECIC met 12 times (plenary, steering and other ECIC committees).

Carrefour also plays an active role in European sector social dialogue meetings within the European trade structure, Eurocommerce, alongside the trade union delegation from UNI Europa.

## 2.4.3 Social dialogue in Group host countries: main collective agreements

Within Group countries, social dialogue is governed by local collective agreements. The Group continues to facilitate social dialogue, with the main collective bargaining agreements negotiated in the various countries playing a major role in the Group's economic performance in employees' working conditions and, more broadly, in quality of life in the workplace.

In France, the Observatoire de la Transformation Sociale (Social Transformation Observatory) and the Observatoire des Métiers et des Compétences (Business Functions and Skills Observatory) merged in 2021, forming the Observatoire des Métiers, des Compétences et de la Transformation Sociale (Business Functions, Skills and Social Transformation Observatory). This body met six times in 2022.

## 2.4.4 Responsible restructuring

Since 2018, the Group has reduced its staff, including at head offices, and has sold some stores in France, Poland and Italy. The restructuring plans were all backed by a sustained social dialogue process, as well as a set of measures to help employees relocate or progress in their job search within or outside the company.

As part of its Carrefour 2026 strategic plan, the Group introduced a simpler and more efficient organisational structure, generating savings to drive innovation and make it more competitive. Whenever possible, Carrefour draws on best practices developed by its franchisees.

### Illustration:

#### Example of collective agreements signed in France (2023)

**12/07/2023:** signature of the existing arrangement for end-of-career leave arrangements

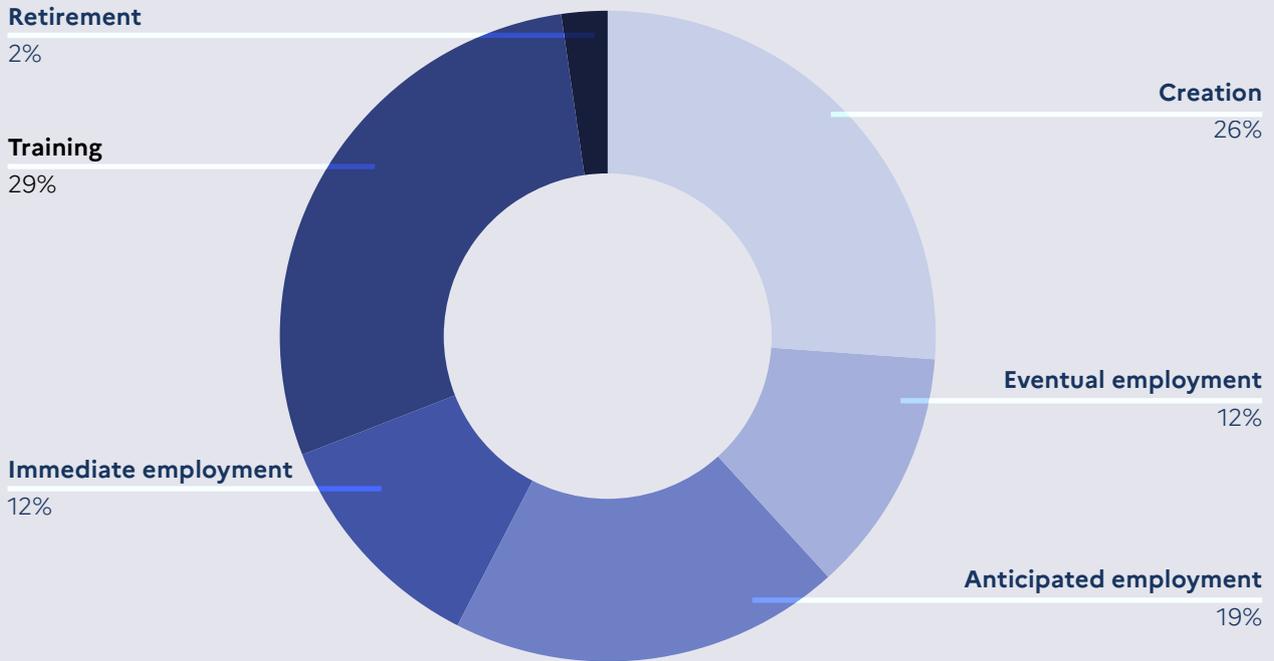
**15/07/2023:** signature of the agreement on support methods for transforming head offices

Project types Measurements	Immediate employee project (permanent / fixed-term / temporary contract of at least six months)	Eventual projects		Retirement within the framework of a mutual termination of contract agreement
		Identified eventual employment project	Vocational retraining project	
Length of service to benefit from the project		2 years in the Group (8 for Graduates)		
Support by the mobility unit	In the event of a break in the new job's probation period	▼	▼	▼ (for the preparation/approval of the dossier)
	Duration	6 months plus 1 month > 45 years, 2 months > 50 years, 3 months > 55 years, 4 months > 60 or disability worker status	9 months plus 1 month > 45 years, 2 months > 50 years, 3 months > 55 years, 4 months > 60 or disability worker status	
External mobility (immediate or future projects)	Compensation	3 months at 80%, subsequent months at 75%		
	Adaptation training budget	€4000 excl. VAT + pooling		€4000 excl. VAT + pooling
Retraining budget			€15,000 + pooled envelope (on a decision by the committee)	
Support for geographical mobility		Support for removal costs, curtain allowance, assistance for the employment of the spouse		
Differential remuneration allowance		Up to €750 / month in the first year, €500 in the second year		

Project types Measurements	Immediate employee project (permanent / fixed-term / temporary contract of at least six months)	Eventual projects		Retirement with- in the framework of a mutual ter- mination of con- tract agreement
		Identified eventual em- ployment project	Vocational retraining project	
Termination compensation for external mobility projects	(1) Basic	Redundancy compensation under the 'Hypermarkets' collective agreement		
	(2) Comple- mentary	<ul style="list-style-type: none"> <li>✓ months from 3 years of service</li> <li>✓ 4 months from 4 years of service</li> <li>✓ months from 5 years of service</li> </ul>		
	(3) Additional	<ul style="list-style-type: none"> <li>✓ 3 months if less than 5 years of service</li> <li>✓ 4 months from 5 to less than 10 years of service</li> <li>✓ 5 months from 10 to less than 15 years of service</li> <li>✓ months from 15 to less than 20 years of service</li> <li>✓ months from 20 to less than 25 years of service</li> <li>✓ months if at least 25 years of service</li> </ul>		
	Ceiling (1)+(2)+(3)	26 months		
Incentive allowance for the immediate employee project		3 months		
Support in creating companies			▼	
Retire- ment under a mutual termina- tion of contract agreement	Specific compensation under a mutual termination of con- tract agreement			Retirement bene- fits + 6 months
	Quarter buyback support			Up to 8 quarters

# 795

Valid applications (+6 S-1)  
as at 19 January 2024



## 2.4.5 Franchise at the core of Carrefour's model

With the contribution of franchisees and lessee managers to the Group's growth and performance, especially since 2018, Carrefour wants the franchise model to be at the core of its operations.

- Carrefour will strengthen dialogue, services and the quality of support for franchisees, whose contribution is constantly increasing.
- More than 90% of future store openings in Europe will be as franchises.
- The Group will continue converting stores into franchises and using the lease management model in Europe, based on objective performance criteria and on an annual assessment.
- Already present in nearly 40 territories through international partners, the Group wants to open up ten new markets by 2026, primarily in Africa/Middle East and Latin America, and accelerate the export of Carrefour-branded products.



**[www.carrefour.com](http://www.carrefour.com)**  
**@GroupeCarrefour**

Public limited company (société anonyme) with capital of  
€2,018,163,760.00

Head office: 93, avenue de Paris — 91300 Massy  
Évry Trade and Companies Register No. 652 014 051