Carrefour reaffirms its confidence in the hypermarket model, a pillar of its performance

In line with the Carrefour 2030 plan, the Group is presenting today its strategy for its hypermarkets in France and the actions taken to strengthen their commercial appeal.

The hypermarket format directly contributes to the Group's three strategic priorities: winning on offer and customers, driving growth from stores, and accelerating performance through AI, technology, and data.

As the leading channel in food retail in France, the hypermarket benefits from a unique anchor among consumers: 70% of French households shop there at least once a month. Carrefour's 302 hypermarkets generate nearly 20 billion euros in sales, representing nearly half of the revenues of Carrefour France. This format employs 80,000 employees and welcomes more than 1.3 million customers every day.

Since 2018, Carrefour has fundamentally transformed its hypermarket model while preserving its historical fundamentals: price competitiveness, choice, and promotions. Now omnichannel, more agile, and more efficient, the hypermarket has adapted to new uses and customer expectations. This transformation has been accompanied by more granular management of the hypermarket portfolio, factoring in the specific situation and potential of each individual store.

Four levers for value creation

1. The store: enhanced commercial appeal and optimized space allocation

Carrefour has strengthened its price competitiveness through targeted investments, notably optimized by artificial intelligence, thereby achieving a 3-point gain on the Distriprix Net[1] index since 2023. The Group will continue to steadily improve the price competitiveness of its hypermarkets, as outlined in the Carrefour 2030 plan.

The Group is also leveraging its loyalty program and tailored offerings to strengthen customer engagement. “Le Club Carrefour” members currently account for nearly 70% of hypermarket sales. By 2030, Carrefour plans to double its personalized promotions, which generate a return on investment at least twice as high as that of traditional promotions.

To drive growth in the hypermarket format, Carrefour is also rolling out new retail concepts. The Group is thereby accelerating the optimization of its sales area and plans to selectively reallocate 5% to 10% of its floor space toward higher-potential categories by 2030. As part of this dynamic, Carrefour will expand its drugstore concept to 150 hypermarkets, while simultaneously rolling out new dedicated frozen food areas and its pet care concept in 100 hypermarkets over the same period. This transformation will be accompanied by the full renovation of more than 100 reference stores by 2030.

2. E-commerce, with the hypermarket as the core driver of growth

The hypermarket is a key component of Carrefour's e-commerce model, operating within an omnichannel dynamic where both channels mutually reinforce each other. By leveraging the hypermarket, Carrefour's e-commerce differentiates itself through the widest assortment on the market, as well as rapid order preparation and delivery

[1] “Distriprix Net” by A3distrib - NielsenIQ (YTD Q3 2026 vs. YTD Q3 2023)

speeds. E-commerce drives volume and brings additional customers into the stores; in return, the physical network provides the inventory, teams, and infrastructure to support e-commerce.

Carrefour confirms its ambition to achieve a 20% market share in Drive and 40% in home delivery in France by 2030.

3. **Performance enhanced by technology, AI, and data**

Carrefour is rolling out Vusion technology to digitize its stores, improve product availability, and increase operational efficiency. Early results demonstrate a direct impact on commercial performance: on-shelf product availability has improved by +0.3 point compared to the comparable store base, while sales momentum shows an outperformance of +1 point on average for FMCG and +3 points for non-food. Furthermore, performance gains for in-store e-commerce order preparation exceed 10%.

Building on this success, the Group will deploy this technology to equip half of its French hypermarkets by 2027, with the goal of covering the entire national network by 2029.

4. **New revenue streams to unlock value from physical assets**

The hypermarket business model extends beyond the mere sale of products. By developing new everyday services and mobility solutions, Carrefour maximizes the value of its physical assets while multiplying the reasons to visit and addressing a broader range of customer needs.

- **Retail media:** in-store and digital advertising offerings allow the Group to turn hypermarket traffic and customer data into monetizable assets. Hypermarkets already generate over 55% of Unlimitail's revenue. The Group's objective is to double Unlimitail's revenue by 2028, notably by leveraging its physical store network
- **Energy:** Carrefour is unlocking the potential of its more than 3 million square meters of parking space, turning them into value generating assets. Carrefour has already deployed 2,200 EV charging points across its hypermarkets, and approximately 15% are equipped with solar canopies. By 2030, the Group aims to add over +350 EV charging points at its hypermarkets and have more than 40% of the network equipped with solar canopies, reducing energy costs at these sites by up to 10%
- **Services:** services broaden the value of hypermarkets for customers and enhance their profitability. Nearly 40 everyday services are currently offered—including travel, rentals, and photo kiosks—which multiply the reasons to visit. The impact on value creation is significant: a user of these everyday services generates 1.5 times more value for Carrefour than a "Club-only" customer. This momentum accelerates with financial services, where the customer value generated is 2.1x higher compared to a "Club-only" customer.

A differentiated store-by-store approach

The Group manages its hypermarket network as a portfolio of differentiated assets, with a value equation specific to each store: the offering, space allocation, investments, and operating model are tailored to the potential of each store.

Lease-management and franchising constitute one of the key achievements of the transformation led by Carrefour. These operating models successfully combine Carrefour's strength (brand, central purchasing, offering, data) with the agility of local entrepreneurs. Carrefour is continuing their rollout with a selective approach, adapted to the specific situation of each site.

Carrefour will maintain an additional investment envelope of 200 million euros per year to modernize its French hypermarkets over the duration of the Carrefour 2030 plan.

Alexandre Bompard, Chairman and CEO, stated : *"Since 2018, we have led a demanding transformation of our hypermarkets by evolving their operating models, strengthening their offering, and improving their efficiency. The transformation of our hypermarkets is at the heart of our Carrefour 2030 strategic plan. Our primary ambition is to consistently improve their competitiveness and commercial policy. We also want to seize all the opportunities offered by tech and AI to powerfully increase their productivity, accelerate e-commerce, and develop new revenue streams. I am convinced that we have the assets, the teams, and the partners to make our hypermarkets an engine of performance and value creation for Carrefour. "*

About the Carrefour Group

With a multi-format network of over 15,500 stores in more than 40 countries, the Carrefour Group is one of the world's leading food retailers. In 2025, Carrefour generated €91.5 billion in revenue. Its network of integrated stores employs 300,000 people, who contribute to making Carrefour the global leader in the food transition for all, providing high-quality, accessible, and affordable food every day. In total, more than 500,000 people work under the Carrefour banner worldwide. For more information, visit www.carrefour.com, or find us on X (@news_carrefour) and LinkedIn (Carrefour).

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