



HALF YEAR RESULTS

JULY 31ST, 2014



INTRODUCTION

GEORGES PLASSAT



FINANCIAL RESULTS

PIERRE-JEAN SIVIGNON

SOLID GROWTH IN FIRST HALF 2014 EARNINGS

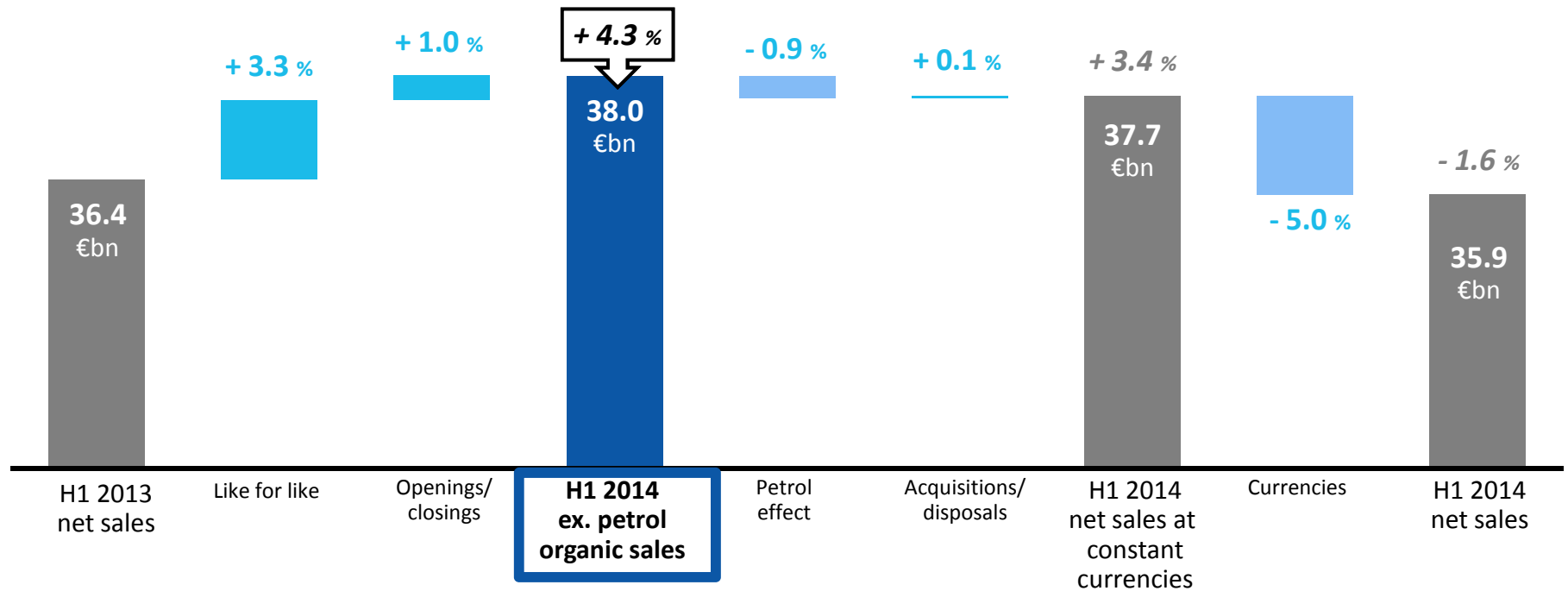
<i>(in €m)</i>	H1 2013	H1 2014 ⁽¹⁾	<i>Change at constant rates</i>	<i>Change at current rates</i>
Net sales	36,446	35,870	+3.4%	-1.6%
Net sales ex. petrol	32,480	32,119	+4.3%	-1.1%
Gross margin	7,986	8,071	+6.7%	+1.1%
EBITDA ⁽²⁾	1,488	1,515	+6.6%	+1.8%
<i>EBITDA margin</i>	4.1%	4.2%	+10 bp	+10 bp
Recurring Operating Income	772	833	+13.8%	+7.9%
<i>Recurring operating income margin</i>	2.1%	2.3%	+20 bp	+20 bp
Net income, Group share	902	441		
Adjusted net income, Group share	235	274		+16.7%
Net debt at close	5,894	7,324		+€1.4bn

(1) Figures for 2014 and the comparative 2013 information presented in this document take into account the classification of certain activities in accordance with IFRS 5 – Assets held for sale and discontinued operations. The first half 2014 consolidated financial statements approved by the Board of Directors on July 30th were submitted to a limited review by the Statutory Auditors.

(2) Recurring operating income before depreciation and amortization.

STRONG ORGANIC SALES GROWTH

Change in H1 2014 sales
(in €bn and %)



GROSS MARGIN GROWTH

<i>(in €m)</i>	H1 2013	H1 2014	<i>Change at constant rates</i>	<i>Change at current rates</i>
Net sales	36,446	35,870	+3.4%	-1.6%
Gross margin	7,986	8,071	+6.7%	+1.1%
<i>Gross margin %</i>	<i>21.9%</i>	<i>22.5%</i>		<i>+60 bp</i>

- Gross margin up in value and as a percentage of sales
- Improvement in all zones as a result of action plans and sales growth, notably in Latin America

OPERATING COSTS UNDER CONTROL

<i>(in €m)</i>	H1 2013	H1 2014	<i>Change at constant rates</i>	<i>Change at current rates</i>
Operating and asset costs	7,214	7,238	+5.9%	+0.3%
<i>As a % of sales</i>	<i>19.8%</i>	<i>20.2%</i>		<i>+40 bp</i>

- Good control of operating costs in Europe
- Wage inflation in Latin America
- Continued expansion in China
- Stable asset costs

FRANCE : ANOTHER HALF-YEAR OF IMPROVED PROFITABILITY

<i>(in €m)</i>	H1 2013	H1 2014	Change
Net sales	16,947	17,005	+ 1.9 %⁽¹⁾
Recurring Operating Income	482	515	+6.9%
<i>Operating margin %</i>	<i>2.8%</i>	<i>3.0%</i>	<i>+20 bp</i>

- Recurring Operating Income of **€515m**, up **+6.9%** an improvement in operating margin of **+20 bp**
 - Further recovery in gross margin through action plans, notably decreased shrinkage and logistics overhaul
 - Good profitability in all formats

(1) Organic ex petrol ex calendar.

OTHER EUROPEAN COUNTRIES: FURTHER IMPROVEMENT IN PROFITABILITY

<i>(in €m)</i>	H1 2013	H1 2014	Change
Net sales	9,176	9,173	- 0.1 %⁽¹⁾
Recurring Operating Income	36	43	+19.1%
<i>Operating margin %</i>	<i>0.4%</i>	<i>0.5%</i>	<i>+ 10 bp</i>

- **Recurring Operating Income of €43m, up +19.1%**
 - Improved gross margin while maintaining competitive prices
 - Good control of operating costs
 - Further recovery in Spain, profitability up in Belgium
 - Intensified commercial investments in Italy linked to the football world cup

(1) Organic ex petrol ex calendar.

LATIN AMERICA: VERY STRONG GROWTH IN SALES AND PROFITABILITY

<i>(in €m)</i>	H1 2013	H1 2014	<i>Change at constant rates</i>	<i>Change at current rates</i>
Net sales	6,953	6,454	+ 16.8 %⁽¹⁾	-7.2%
Recurring Operating Income	217	247	+33.2%	+13.4%
<i>Operating margin %</i>	<i>3.1%</i>	<i>3.8%</i>		<i>+70 bp</i>

- Strong Recurring Operating Income growth, up **+33.2%** at constant rates
 - Gross margin growth driven by sales, good cost control in an inflationary environment
 - Increased profitability

(1) Organic ex petrol ex calendar.

ASIA: CONTINUED EXPANSION

<i>(in €m)</i>	H1 2013	H1 2014	<i>Change at constant rates</i>	<i>Change at current rates</i>
Net sales	3,370	3,237	+ 0.2 %⁽¹⁾	-3.9%
Recurring Operating Income	98	83	-11.9%	-15.2%
<i>Operating margin %</i>	<i>2.9%</i>	<i>2.6%</i>		<i>-30 bp</i>

- Recurring Operating Income of **€83m**, down **-11.9%** at constant rates
 - Gross margin held up well
 - Continued build-up of a long-term position in China
 - Operating costs up as a result of expansion in China and wage inflation
 - Improved performance in Taiwan

(1) Organic ex petrol ex calendar.

GROWTH IN ADJUSTED NET INCOME, GROUP SHARE

(in €m)	H1 2013	H1 2014	
Recurring operating income	772	833	
Non-recurring items	489	264	
EBIT	1,261	1,097	
Net financial expenses	-401	-269	
<i>Net interest expense</i>	-219	-191	
<i>Other net financial expenses</i>	-182	-78	
Income before taxes	860	828	
Income tax	-298	-300	
<i>Effective tax rate</i>	34,6%	36,2%	
Companies accounted for by the equity method	25	9	
Net income from continuing operations	588	537	
Minority share of net income from continuing ops.	-61	-63	
Net income from continuing ops., Group share	526	474	
Net income from discontinued ops., Group share	376	-33	
Net income, Group share	902	441	
Adjusted net income, Group share	235	274	+16.7%

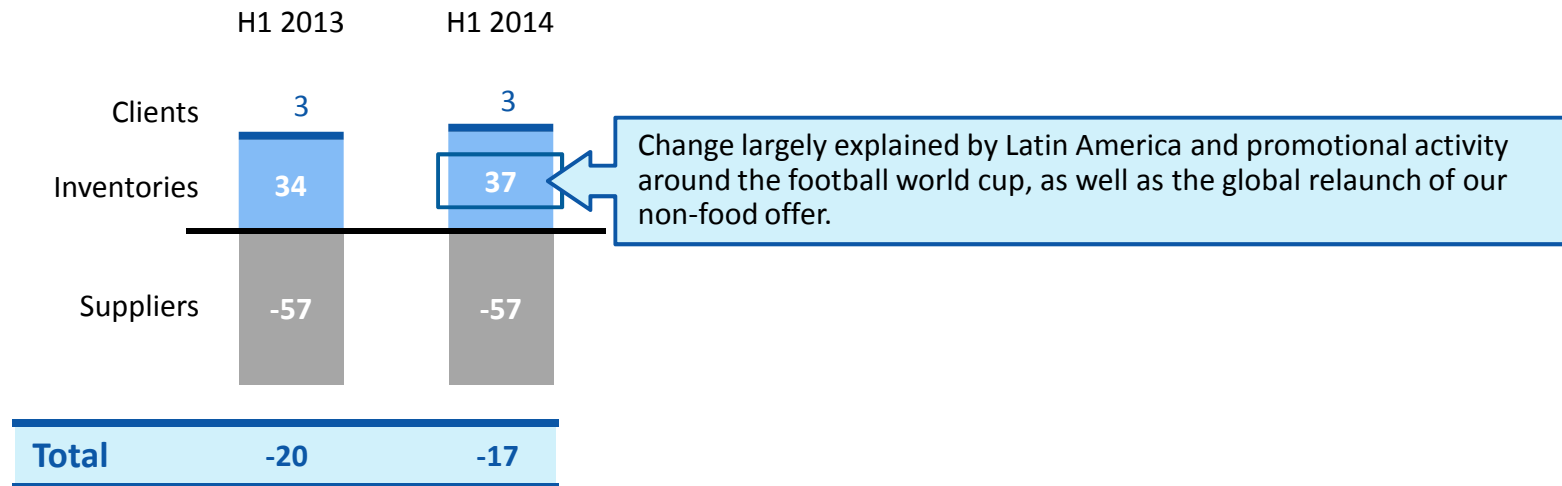
In 2014: Mainly the capital gain from the contribution of assets linked to the creation of Carmila
 In 2013: Mainly the capital gain related to the divestment of MAF

Decrease of €28m in interest expense
 In 2013: Exceptional charge linked to the bond buyback in June

In 2013: Positive net impact from the Group's refocusing

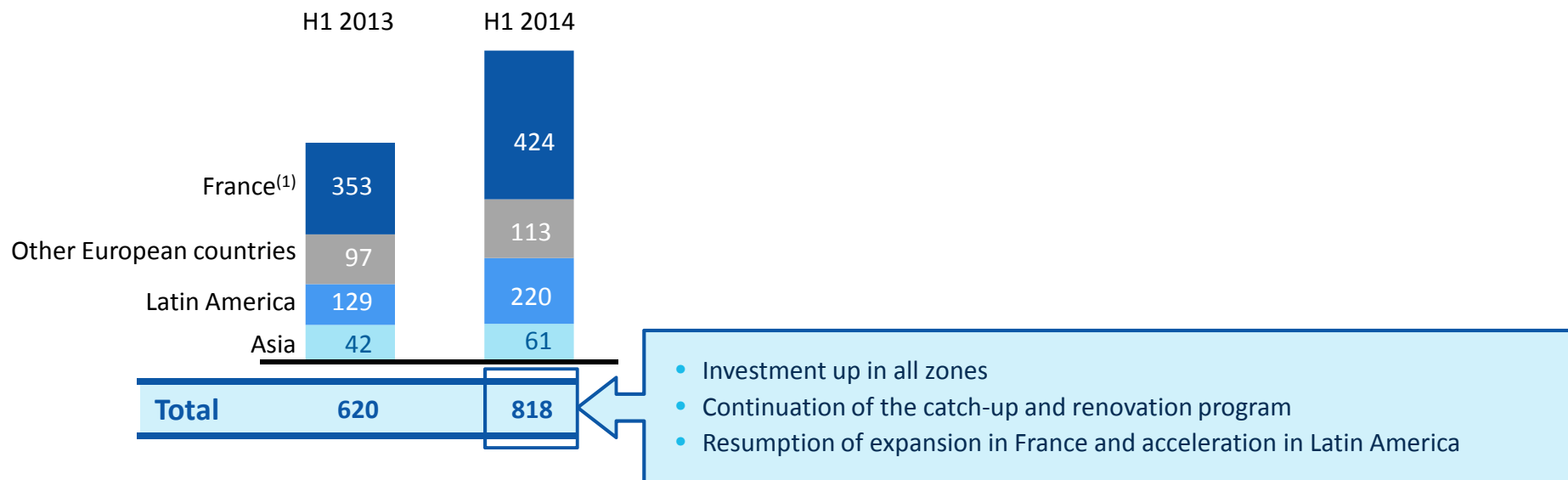
OPERATING WORKING CAPITAL AT JUNE 30TH 2014

Operating working capital
(in days of COGS)



CONTINUED INVESTMENTS

Investment
(in €m)



(1) Includes Global Functions capex: €14m in H1 2013 and €20m in H1 2014.

IMPROVEMENT IN GROSS CASH FLOW

<i>(in €m)</i>	6 months to June 30 th , 2013	6 months to June 30th, 2014
Gross cash flow excluding exceptional items ⁽¹⁾	1,229	1,252
Change in working capital	-2,378	-2,488
Capital expenditures	-620	-818
Change in net payables to fixed asset suppliers	-98	-382
Asset disposals (business related)	61	79
Free cash flow from continuing activities excl. exceptional items	-1,806	-2,356
Impact of discontinued operations	-46	-15
Impact of exceptional items	-388	- 42
Free cash flow	-2,240	-2,412

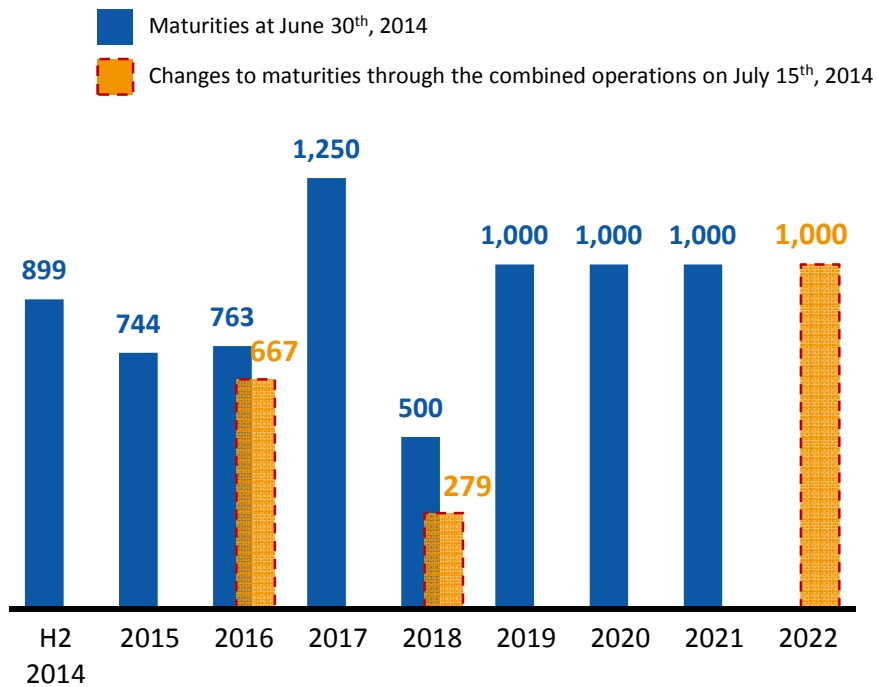
(1) Excluding cost of net financial debt.

NET DEBT AT JUNE 30TH 2014

<i>(in €m)</i>	6 months to June 30 th , 2013	6 months to June 30th, 2014
Opening net debt (at December 31st)	-4,320	-4,117
Free cash flow	-2,240	-2,412
Acquisitions	-35	-268
Disposals	539	82
Others	91	-68
Discontinued activities	441	0
Cash flow after investments & disposals	-1,204	-2,667
Dividends paid by parent company	-108	-151
Dividends paid to non-controlling interests	-56	-47
Cost of net financial debt	-219	-192
Other changes in net borrowings including discontinued activities	16	-101
Consumer credit impact	-2	-50
Closing net debt (at June 30th)	-5,894	-7,324

IMPROVED CREDIT RATING AND LIQUIDITY POSITION

Debt redemption schedule (in €m)



- On March 25th, rating upgrade from BBB to **BBB+ by S&P**
- On July 15th, **issuance of a €1bn bond (8 years)**, along with a **bond buy-back for €318m** in order to:
 - **Lengthen average maturity** (from 3.7 to 4.2 years)
 - **Optimize future financial expenses** with a coupon of 1.75%



CONCLUSION

FURTHER GROWTH MOMENTUM

- Strong sales growth in H1 2014
 - Organic sales up **+4.3%**
 - Strongest growth in the last 5 years
- Recurring Operating Income up **+13.8%** at constant rates
 - +7.8%** in Europe (including France)
 - +19.2%** in Emerging Markets
- Growth in adjusted net income, Group share, of **+16.7%**
- Return to investments and tactical acquisitions
- Staying the course on 2014 priorities



APPENDICES

H1 2014 INCOME STATEMENT

<i>(in €m)</i>	H1 2013	H1 2014	% change
Sales, net of taxes	36,446	35,870	-1.6%
Sales, net of taxes and loyalty	36,159	35,564	-1.6%
Other revenues	1,184	1,192	+0.7%
Total revenues	37,342	36,757	-1.6%
Cost of goods sold	-29,357	-28,686	-2.3%
Gross margin from current operations	7,986	8,071	+1.1%
SG&A	-6,498	-6,556	+0.9%
Current Operating Income before D&A (EBITDA)	1,488	1,515	+1.8%
Depreciation & Amortization	-716	-682	-4.7%
Recurring Operating Income	772	833	+7.9%
Non-recurring expenses	489	264	-45.9%
Operating Income	1,261	1,097	-13.0%
Net financial expenses	-401	-269	-32.8%
Income tax	-298	-300	+0.6%
Companies accounted for by the equity method	25	9	-62.7%
Minority share of net income from continuing operations	-61	-63	
Net Income from continuing operations, Group Share	526	474	-9.8%
Net Income from discontinued operations, Group Share	376	-33	
Net Income, Group Share	902	441	-51.1%

ADJUSTED NET INCOME, GROUP SHARE

<i>(in €m)</i>	H1 2013	H1 2014	% change
Net Income from continuing operations, Group Share	526	474	-9.8%
Restatement for non recurring income and expenses (before tax)	-489	-264	
Restatement for exceptional items in net financial expenses	139	11	
Tax impact ⁽¹⁾	70	40	
Restatement on share of income from minorities and companies consolidated by the equity method	-11	13	
Adjusted net income, Group share	235	274	+16.7%

(1) Tax impact of restated items (non recurring income and expenses and financial expenses) and non recurring tax items.

STORES UNDER GROUP BANNERS H1 2014 (INCL. FRANCHISEES AND PARTNERS)

	Hypermarkets	Supermarkets	Convenience	Cash & Carry	TOTAL
France	236	958	3,624	140	4,958
Spain	173	119	192		484
Belgium	45	438	247		730
Italy	57	406	628	19	1,110
Poland	95	140	443		678
Romania	25	79	44		148
Other	89	487	301		877
Other Europe	484	1,669	1,855	19	4,027
Argentina	77	128	340		545
Brazil	204	41			245
Latin America	281	169	340	0	790
China	237				237
Taiwan	62	8			70
Other	74	10		5	89
Asia	373	18	0	5	396
Other ⁽¹⁾	64	140	25	12	241
TOTAL	1,438	2,954	5,844	176	10,412

(1) Maghreb, 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.