



FULL YEAR RESULTS

MARCH 5TH, 2015



INTRODUCTION

JÉROME BEDIER



FINANCIAL RESULTS

PIERRE-JEAN SIVIGNON

2014: GROWTH MOMENTUM CONFIRMED

- Acceleration of organic sales growth: **+3.9%**
- Further growth in Recurring Operating Income, up **+10.6%** at constant currencies
 - **+7.0% in Europe (including France)**: Further growth in profitability in France, highlighting the dynamism of our multi-format model; rise in profitability in the other European countries
 - **+14.9% in Emerging Markets**: remarkable performance in Latin America; evolution of our model in China
- Continued investments to bring up to standards, modernize and develop our store network
- Increase in proposed dividend: **€0.68** per share, payable in cash or shares

2014 HIGHLIGHTS: ACCELERATION OF OUR MULTI-FORMAT MODEL AND STRATEGIC PARTNERSHIP IN BRAZIL

- **Creation of Carmila in April**
a property company dedicated to enhancing the shopping centers adjoining Carrefour hypermarkets in France, Spain and Italy
- **Acquisition of DIA France and store networks in Italy**
further reinforcing the growth of Carrefour's multi-format network
- **Strengthened local presence in Brazil**
Península acquires 10% of our local subsidiary in Brazil allowing Carrefour to benefit from the widely-recognized local retail experience of its new shareholder to continue developing its multi-format model
- **Purchasing cooperation agreement between Carrefour and Cora**
enhancing the competitiveness of the banners involved

FURTHER PROFIT GROWTH IN 2014

<i>(in €m)</i>	2013	2014 ⁽¹⁾	Variation at constant exch. rates	Variation at current exch. rates
Net sales	74,888	74,706	+2.9%	- 0.2%
Net sales excluding petrol	66,911	67,237	+3.9%	+0.5%
Gross margin	16,847	17,049	+4.9%	+1.2%
EBITDA ⁽²⁾	3,669	3,768	+5.9%	+2.7%
<i>EBITDA margin</i>	4.9%	5.0%	+10bp	+10bp
Recurring Operating Income (ROI)	2,238	2,387	+10.6%	+6.7%
<i>ROI margin</i>	3.0%	3.2%	+20bp	+20bp
Recurring Operating Income including associates and joint ventures	2,267	2,423	+10.8%	+6.9%
Net income from continuing operations. Group share	949	1,182	+24.1%	+24.6%
Adjusted net income, Group share	929	1,040		+11.9%
Net debt at close	4,117	4,954		+€0.8bn

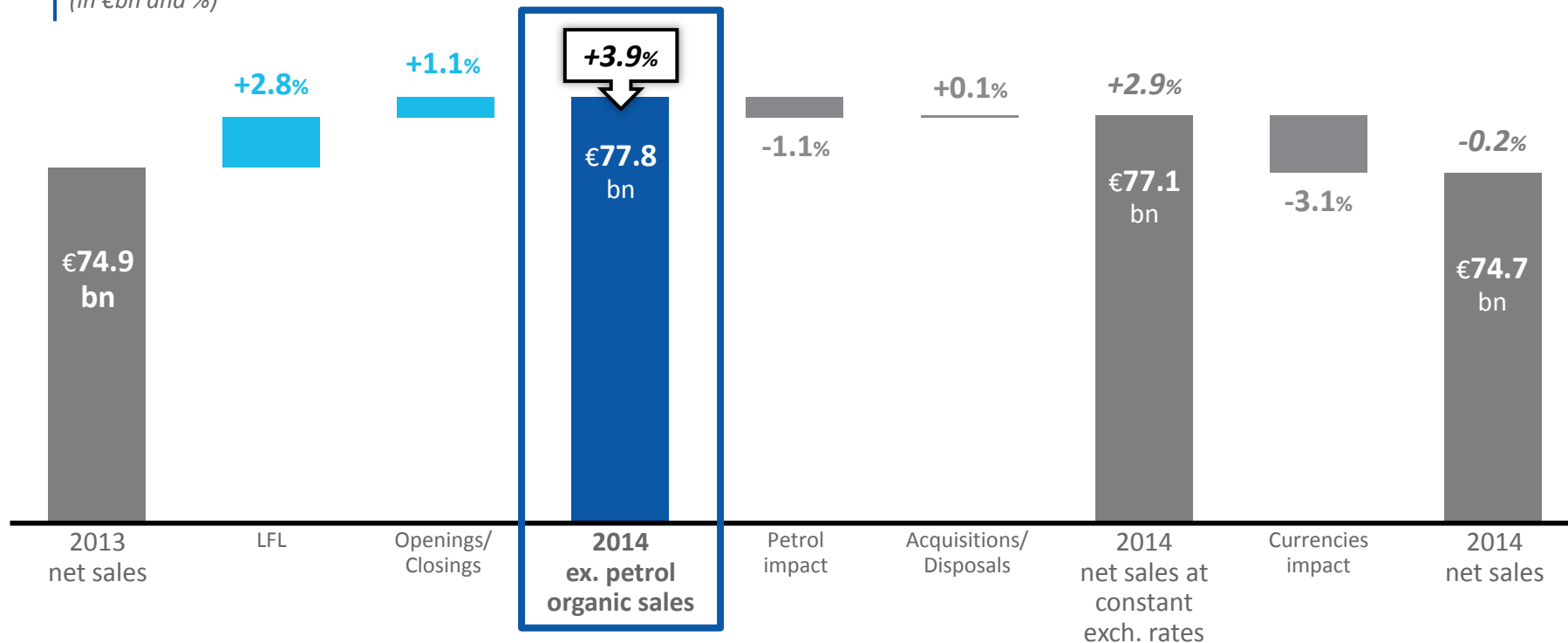
(1) The 2014 consolidated financial statements, approved by the Board of Directors on March 4th, 2015, have been audited by the statutory auditors

(2) Recurring operating income before depreciation and amortization

STRONG GROWTH IN ORGANIC SALES

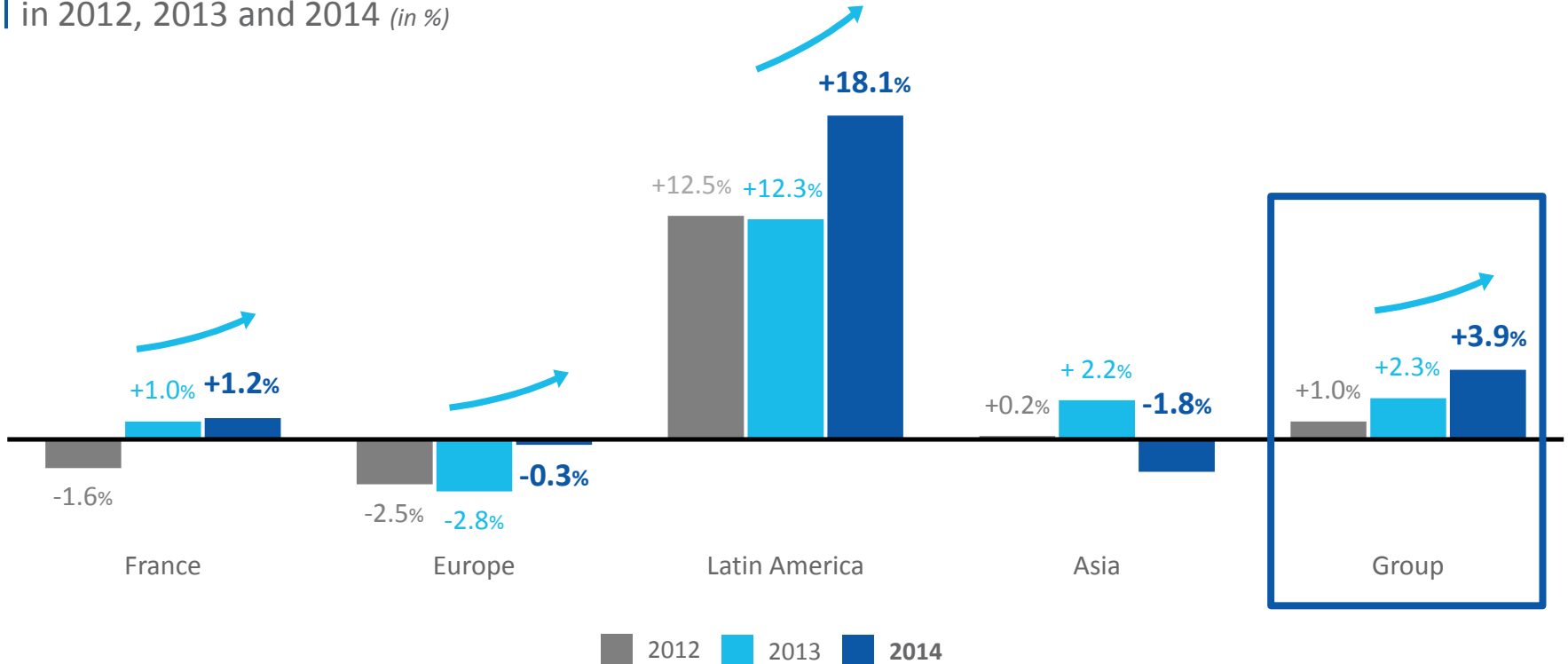
2014 sales variation

(in €bn and %)



FASTER ORGANIC GROWTH IN 2014

Organic ex. petrol sales growth by region
in 2012, 2013 and 2014 (in %)



ROBUST GROSS MARGIN

<i>(in €m)</i>	H2 2013	H2 2014	Variation at constant exch. rates	Variation at current exch. rates	2013	2014	Variation at constant exch. rates	Variation at current exch. rates
Net sales	38,442	38,836	+2.5%	+1.0%	74,888	74,706	+2.9%	-0.2%
Gross margin	8,861	8,978	+3.3%	+1.3%	16,847	17,049	+4.9%	+1.2%
<i>Gross margin %</i>	23.1%	23.2%		<i>+10bp</i>	22.5%	22.8%		<i>+30bp</i>

- Further gross margin growth in value and as a percentage of sales
- Improvement in all zones as a result of action plans

OPERATING COSTS UNDER CONTROL

<i>(in €m)</i>	H2 2013	H2 2014	Variation at constant exch. rates	Variation at current exch. rates	2013	2014	Variation at constant exch. rates	Variation at current exch. rates
Operating and asset costs	7,396	7,424	+2.2%	+0.4%	14,610	14,662	+4.0%	+0.4%
<i>As a % of sales</i>	19.2%	19.2%		<i>stable</i>	19.5%	19.6%		<i>+10bp</i>

- Good control of operating costs in France
- Disciplined increase in Europe
- Wage inflation in Latin America and China
- Decrease in asset costs

FRANCE: FURTHER GROWTH IN PROFITABILITY

(in €m)	H2 2013	H2 2014	Variation	2013	2014	Variation
Net sales	18,491	18,331	+0.6% ⁽¹⁾	35,438	35,336	+1.2% ⁽¹⁾
ROI	716	756	+5.6%	1,198	1,271	+6.1%
ROI margin %	3.9%	4.1%	+20bp	3.4%	3.6%	+20bp

- Fourth consecutive half of improved profitability versus the previous year
- ROI of €1.27bn, up +6.1%, +20bp improvement in operating margin
 - Continued recovery in gross margin through action plans
 - Stable operating costs
 - Good profitability in all formats

OTHER EUROPEAN COUNTRIES: INCREASE IN PROFITABILITY

<i>(in €m)</i>	H2 2013	H2 2014	Variation	2013	2014	Variation
Net sales	10,044	10,018	-0.4% ⁽¹⁾	19,220	19,191	-0.3% ⁽¹⁾
ROI	352	382	+8.5%	388	425	+9.6%
<i>ROI margin %</i>	3.5%	3.8%	+30bp	2.0%	2.2%	+20bp

- Third consecutive half of improved profitability
- ROI up +9.6%, +20bp improvement in operating margin
 - Continued recovery in profitability in Spain
 - Improved sales trends in Italy in H2 thanks to the continued roll-out of action plans
 - Good profitability in the rest of Europe; improvement in Belgium

(1) Organic ex. petrol, ex. calendar

LATIN AMERICA: REMARKABLE PERFORMANCE

<i>(in €m)</i>	H2 2013	H2 2014	Variation at constant exch. rates	Variation at current exch. rates	2013	2014	Variation at constant exch. rates	Variation at current exch. rates
Net sales	6,833	7,437	+19.2% ⁽¹⁾	+8.8%	13,786	13,891	+18.1% ⁽¹⁾	+0.8%
ROI	410	438	+18.0%	+6.8%	627	685	+23.2%	+9.4%
<i>ROI margin %</i>	6.0%	5.9%		-10bp	4.5%	4.9%		+40bp

- Strong +23.2% increase of ROI at constant exchange rates
 - Continued improvement in profitability in Brazil in all businesses
 - Stable operating income and profitability in Argentina

(1) Organic ex. petrol, ex. calendar

ASIA: EVOLUTION OF OUR MODEL IN CHINA

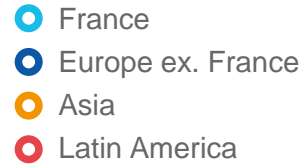
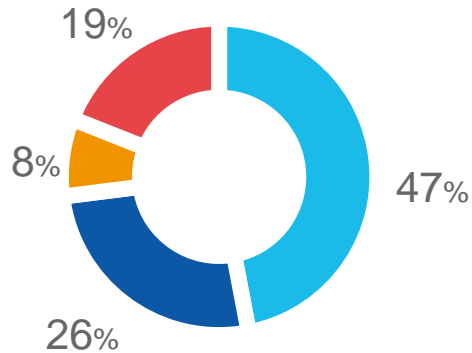
<i>(in €m)</i>	H2 2013	H2 2014	Variation at constant exch. rates	Variation at current exch. rates	2013	2014	Variation at constant exch. rates	Variation at current exch. rates
Net sales	3,073	3,051	-3.9% ⁽¹⁾	-0.7%	6,443	6,288	-1.8% ⁽¹⁾	-2.4%
ROI	33	14	-63.3%	-57.6%	131	97	-24.8%	-25.5%
<i>ROI margin %</i>	<i>1.1%</i>	<i>0.5%</i>		<i>-60bp</i>	<i>2.0%</i>	<i>1.5%</i>		<i>-50bp</i>

- Frugal consumption environment in China
 - More targeted store openings
 - Multi-format expansion
 - Gradual supply chain integration
 - Plan to improve operational efficiency
- Robust activity in Taiwan

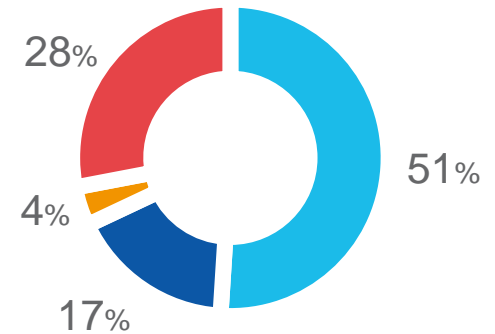
(1) Organic ex. petrol, ex. calendar

A WELL-BALANCED FOOTPRINT

Breakdown of
2014 net sales



Breakdown of
2014 ROI



- Consolidation of our performance in France
- Upside in Europe, as illustrated by Spain
- Growth in Latin America

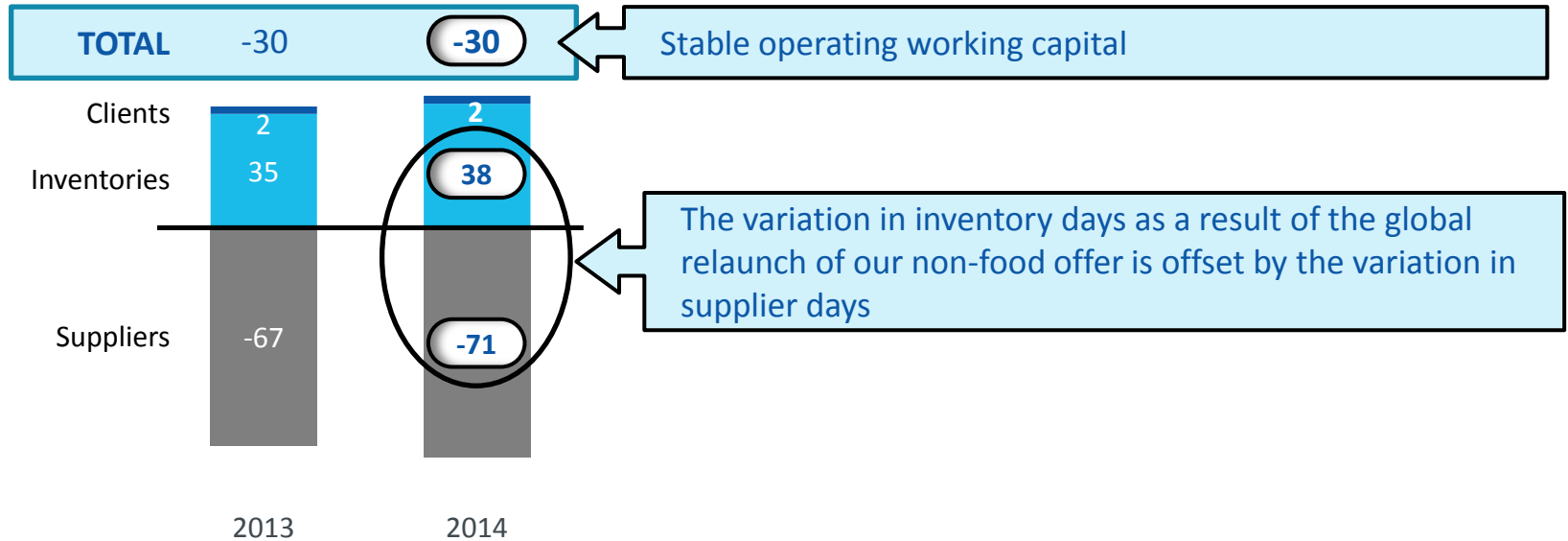
GROWTH IN ADJUSTED NET INCOME, GROUPE SHARE

(in €m)

	2013	2014	
Recurring operating income	2,238	2,387	
Net income from associates and joint ventures	30	37	
ROC including associates and joint ventures	2,267	2,423	
Non-recurring income	144	149	Capital gain in 2014 linked to the creation of Carmila, partially offset by restructuring costs in several countries
EBIT	2,412	2,572	
Net financial expenses	-722	-563	
<i>Net interest expense</i>	-428	-399	In 2014, drop of €29m in net interest expense
<i>Other net financial expenses</i>	-294	-164	In 2013, exceptional charge linked to the bond buyback
Income before taxes	1,690	2,010	
Income tax	-631	-709	
<i>Effective tax rate</i>	37.4%	35.3%	
Net income from continuing operations	1,058	1,300	
Minority share of net income from continuing operations	-110	-118	
Net income from continuing operations, Group share	949	1,182	
Net income from discontinuing operations, Group share	314	67	2013 principally reflects the positive net impact from the Group's refocusing
Net income, Group share	1,263	1,249	
Adjusted net income, Group share	929	1,040	+11.9%

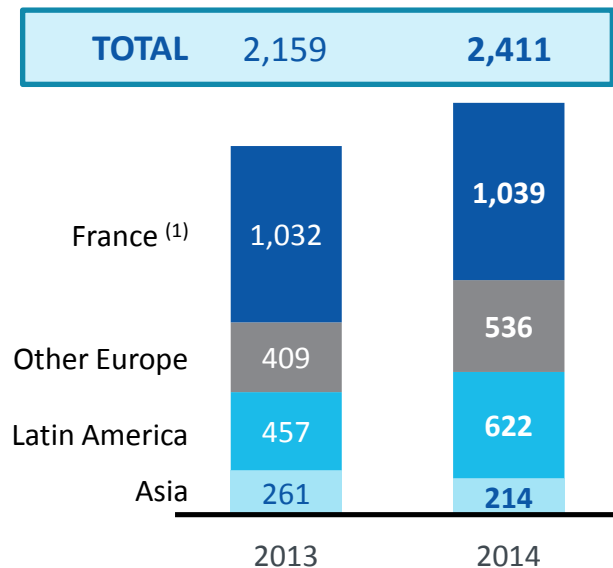
OPERATING WORKING CAPITAL AT DECEMBER 31ST, 2014

Operating working capital
(in days of COGS)



INCREASE IN INVESTMENTS, IN LINE WITH OUR PLAN

Investments
(in €m)



- €252m increase in investments
- Continued program to bring stores up to standards (investments in maintenance and renovation), particularly in France and Brazil
- Atacadao's expansion rate back at normalized level in Brazil
- Investments in IT simplification and multi-channel roll-out

(1) Includes Global Functions investments: €35m in 2013 and €51m in 2014

GROSS CASH FLOW HELD UP WELL

<i>(in €m)</i>	2013	2014
Gross cash flow (excluding discontinued operations)	2,039	2,504
Change in working capital	-284	18
Capital expenditures	-2,159	-2,411
Change in net payables to fixed asset suppliers	371	-17
Asset disposals (business related)	117	124
Impact of discontinued operations	-58	88
Free cash flow	26	306
Impact of exceptional items	-1,065	-358
Free cash flow from continuing operations, excluding exceptional items	1,091	664

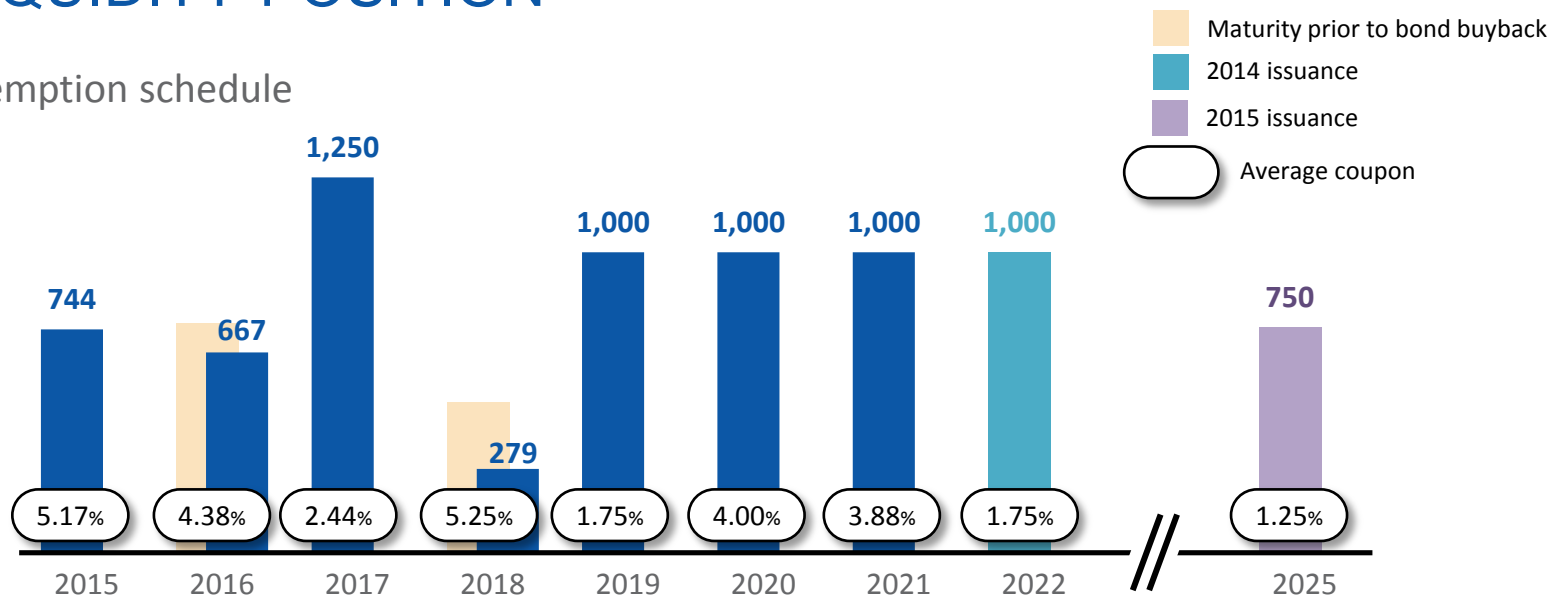
NET DEBT AT DECEMBER 31ST, 2014

(in €m)

	2013	2014
Opening net debt (at December 31st)	-4,320	-4,117
Free cash flow	26	306
Acquisitions	-57	-1,336
Disposals	542	236
Others	2	-5
Discontinued activities	493	11
Cash flow after investments and disposals	1,005	-789
Dividends paid by parent company	-108	-149
Dividends paid to non-controlling interests	-101	-70
Acquisition and disposals of investments without change in control	-11	311
Cost of net financial debt	-428	-399
Other changes in net borrowings including discontinued activities	-101	259
Consumer credit impact	-52	1
Closing net debt (at December 31st)	-4,117	-4,954

IMPROVED CREDIT RATING AND LIQUIDITY POSITION

Debt redemption schedule
(in €m)



- On March 25th, 2014, rating upgrade by **S&P** from BBB to **BBB+**
- On July 15th, 2014, **issuance of €1bn bond** (8 years) with a **1.75%** coupon combined with a **bond buyback of €318m**
- On February 3rd, 2015, **issuance of €750m bond** (10.3 years) with a **1.25%** coupon
- At end 2014, the outstanding average bond maturity stood at 4.3 years, extended to 4.7 years at end February 2015 (versus 4.2 years at end 2013)

PROPOSED DIVIDEND OF €0.68 PER SHARE

- Dividend of €0.68 proposed at the General Shareholder's Meeting on June 11th, 2015:
 - Payout of 46% of adjusted net income, Group share, in line with our policy
 - Payment in cash or shares



CONCLUSION

2015 OUTLOOK

- Total investments, including DIA France, of between €2.5bn and €2.6bn
- Increased free cash flow
- Continued strict financial discipline: maintain BBB+ rating



APPENDIX

2014 INCOME STATEMENT

<i>(in €m)</i>	2013	2014	Variation
Net sales	74,888	74,706	-0.2%
Net sales, net of loyalty	74,299	74,097	-0.3%
Other revenues	2,375	2,221	-6.5%
Total revenues	76,675	76,318	-0.5%
Cost of goods sold	-59,828	-59,270	-0.9%
Gross margin	16,847	17,049	+1.2%
SG&A	-13,178	-13,281	+0.8%
Recurring Operating Income before D&A (EBITDA)	3,669	3,768	+2.7%
Depreciation & Amortization	-1,432	-1,381	+3.5%
Recurring Operating Income (ROI)	2,238	2,387	+6.7%
Recurring Operating Income including associates and joint ventures	2,267	2,423	+6.9%
Non-recurring expenses	144	149	+3.2%
EBIT	2,412	2,572	+6.7%
Net financial expenses	-722	-563	-22.1%
Income tax	-631	-709	+12.4%
Minority share of net income from continuing operations	-101	-118	+16.8%
Net Income from continuing operations, Group Share	949	1,182	+24.6%
Net Income from discontinued operations, Group Share	314	67	
Net Income, Group Share	1,263	1,249	-1.1%

ADJUSTED NET INCOME, GROUP SHARE

<i>(in €m)</i>	2013	2014	Variation
Net Income from continuing operations, Group Share	949	1,182	+24.6%
Restatement for non recurring income and expenses (before tax)	-144	-149	
Restatement for exceptional items in net financial expenses	175	3	
Tax impact ⁽¹⁾	-42	-10	
Restatement on share of income from minorities and companies consolidated by the equity method	-8	14	
Adjusted net income, Group share	929	1,040	+11.9%

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

EARNINGS PER SHARE

<i>€ per share</i>	2013	2014
Net income from continuing operations	1.37	1.67
Net income from discontinued operations	0.45	0.09
Net income, Group share	1.82	1.77
Adjusted net income, Group share	1.34	1.47
Weighted average number of shares pre-dilution (in millions) ⁽¹⁾	694.9	707.4

(1) There was no dilutive impact in 2013 or 2014

STORES UNDER GROUP BANNERS AT END 2014

(INCL. FRANCHISEES AND PARTNERS)

	Hypermarkets	Supermarkets	Convenience	Cash & Carry	TOTAL
France	237	960	3,673	143	5,013
Spain	174	123	285		582
Belgium	45	439	260		744
Italy	59	456	624	19	1,158
Poland	96	138	468		702
Romania	27	94	53		174
Other	88	569	345		1,002
Other Europe	489	1,819	2,035	19	4,362
Argentina	78	128	366		572
Brazil	213	41	4		258
Latin America	291	169	370	0	830
China	236				236
Taiwan	62	9			71
Other	77	10			87
Asia	375	19	0	0	394
Other ⁽¹⁾	67	148	33	13	261
TOTAL	1,459	3,115	6,111	175	10,860

(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.