

FULL YEAR RESULTS

March 5th, 2014



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RESULTS

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FINANCIAL RESULTS

Pierre-Jean SIVIGNON



2013 preliminary remarks

- Reorganization of the partnership in Turkey: Reclassification of expenses and income related to discontinued operations on the "Net income from discontinued operations" line in the income statement in 2012 and 2013 in accordance with IFRS 5
- Implementation on January 1st 2013 of the revision of IAS 19 (Employee Benefits) resulting in an adjustment to the 2012 accounts



Strong growth in 2013 earnings

(in €m)	2012 pro forma ⁽¹⁾	2013 ⁽²⁾	Change at constant rates	Change at current rates
Net sales	75,673	74,888	+2.0%	-1.0%
Net sales ex. petrol	67,481	66,911	+2.5%	-0.8%
Gross margin	16,671	16,847	+4.4%	+1.1%
EBITDA ⁽³⁾	3,642	3,669	+4.3%	+0.7%
<i>EBITDA margin</i>	4.8%	4.9%		
ROI (Recurring Operating Income)	2,124	2,238	+9.8%	+5.3%
<i>ROI margin</i>	2.8%	3.0%		
Net income from continuing operations, Group share	150	949	x 6.3	x 6.3
Net income, Group share	1,259	1,263	+0.1%	+0.3%
Net debt at close	4,320	4,117		- €203m
Net debt / EBITDA	1.2x	1.1x		

(1) Figures for 2013 and the comparative 2012 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 as well as the retrospective application of the amended standard IAS 19 – Employee benefits.

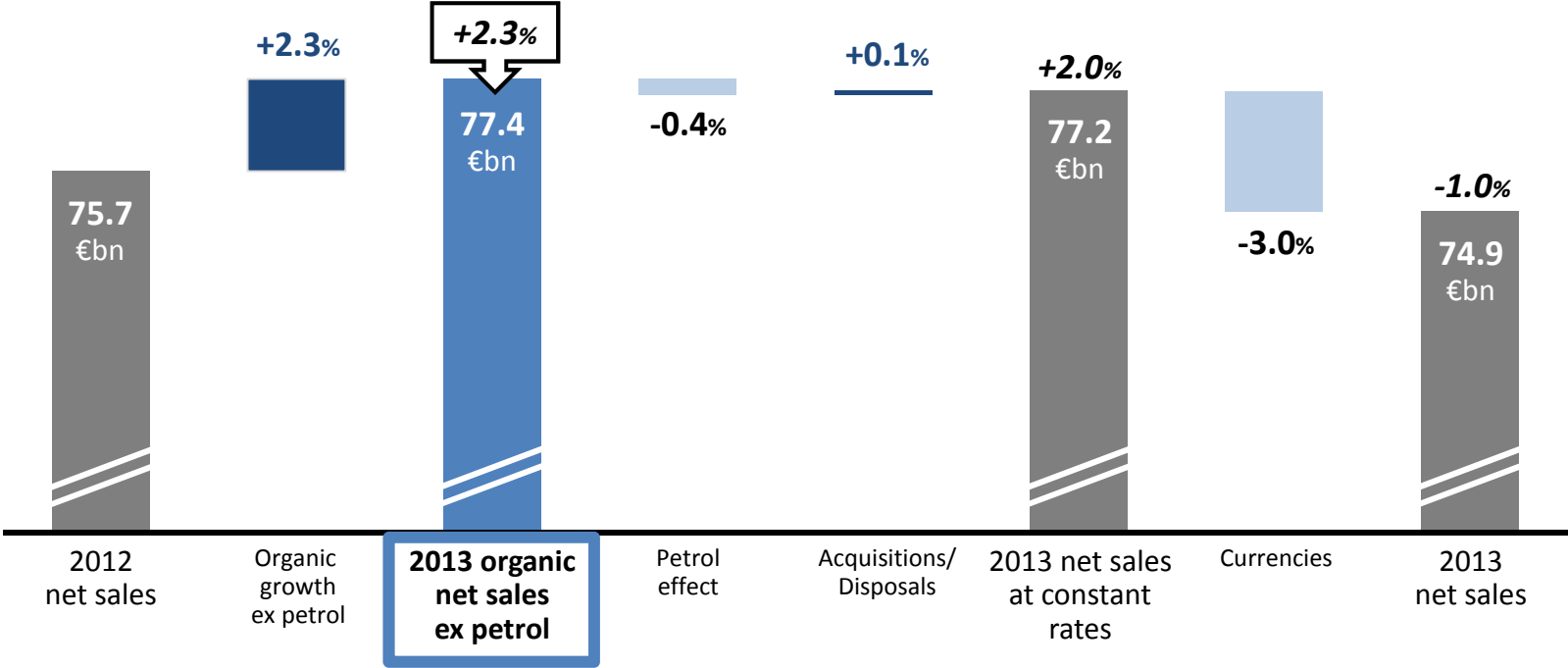
(2) The full year 2013 consolidated financial statements approved by the Board of Directors on March 4, 2014 have been audited by the Statutory Auditors.

(3) Recurring operating income before depreciation and amortization.



Robust organic growth

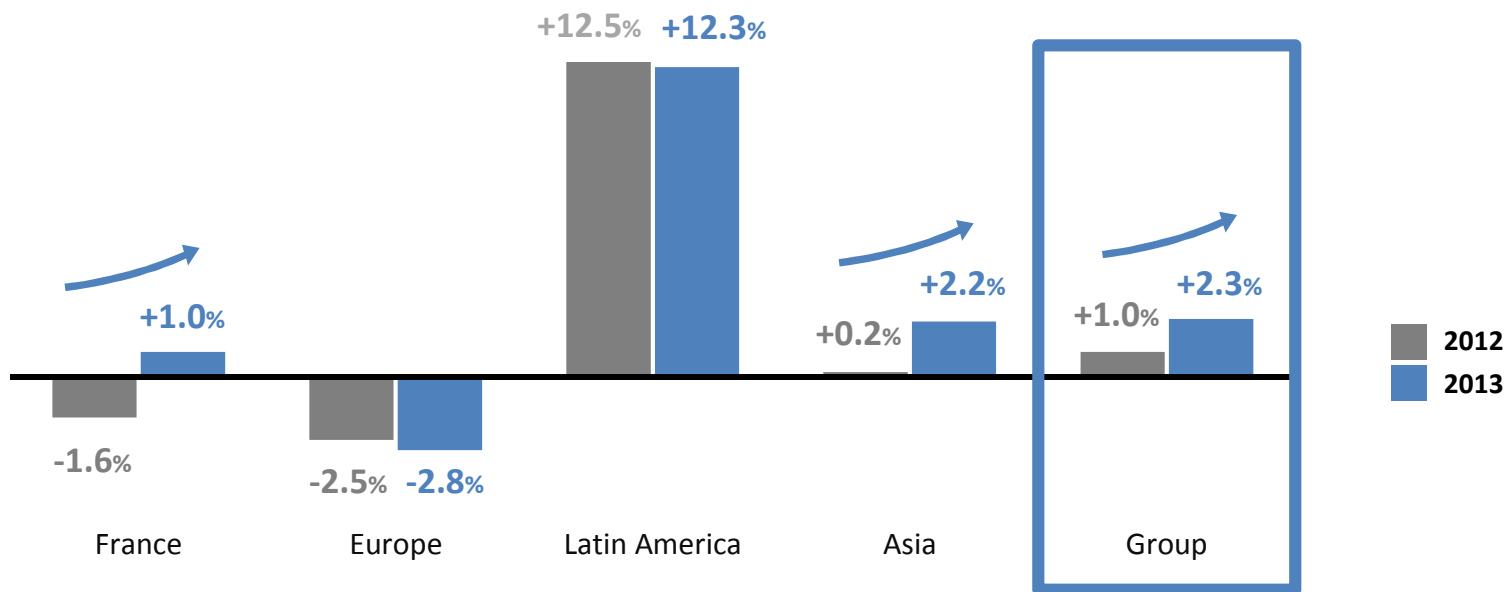
2013 sales variation
(in €bn and %)





Faster organic growth in 2013

Regional organic ex petrol growth in 2012 and 2013
(in %)





Solid growth in gross margin

<i>(in €m)</i>	H2 2012	H2 2013	Change at constant rates	Change at current rates	2012	2013	Change at constant rates	Change at current rates
Net sales	38,910	38,442	+2.6%	-1.2%	75,673	74,888	+2.0%	-1.0%
Gross margin	8,763	8,861	+5.4%	+1.1%	16,671	16,847	+4.4%	+1.1%
<i>Gross margin %</i>	<i>22.5%</i>	<i>23.1%</i>		<i>+50bp</i>	<i>22.0%</i>	<i>22.5%</i>		<i>+50bp</i>

- Gross margin growth in value and as a percentage of sales



Operating costs under control

<i>(in €m)</i>	H2 2012	H2 2013	Change at constant rates	Change at current rates
Operating and asset costs	7,373	7,396	+4.4%	+0.3%
<i>As a % of sales</i>	<i>18.9%</i>	<i>19.2%</i>		<i>+30bp</i>

	2012	2013	Change at constant rates	Change at current rates
	14,546	14,610	+3.7%	+0.4%
	<i>19.2%</i>	<i>19.5%</i>		<i>+30bp</i>

- Good control of operating costs in France
- Continued expansion in China
- Wage inflation in Argentina and China
- Lower asset costs



France: 3rd consecutive half of improved year-on-year profitability

<i>(in €m)</i>	H2 2012	H2 2013	Change	2012	2013	Change
Net sales	18,347	18,491	+0.8%	35,341	35,438	+0.3%
ROI	648	717	+10.7%	922	1,198	+29.9%
ROI margin %	3.5%	3.9%	+40bp	2.6%	3.4%	+80bp

- ROI of €1.2bn, up almost 30% or +80 bp in operating margin
 - Continued recovery in gross margin through action plans
 - Distribution costs under control
 - Improved profitability in all formats



Other Europe: Improved profitability in H2

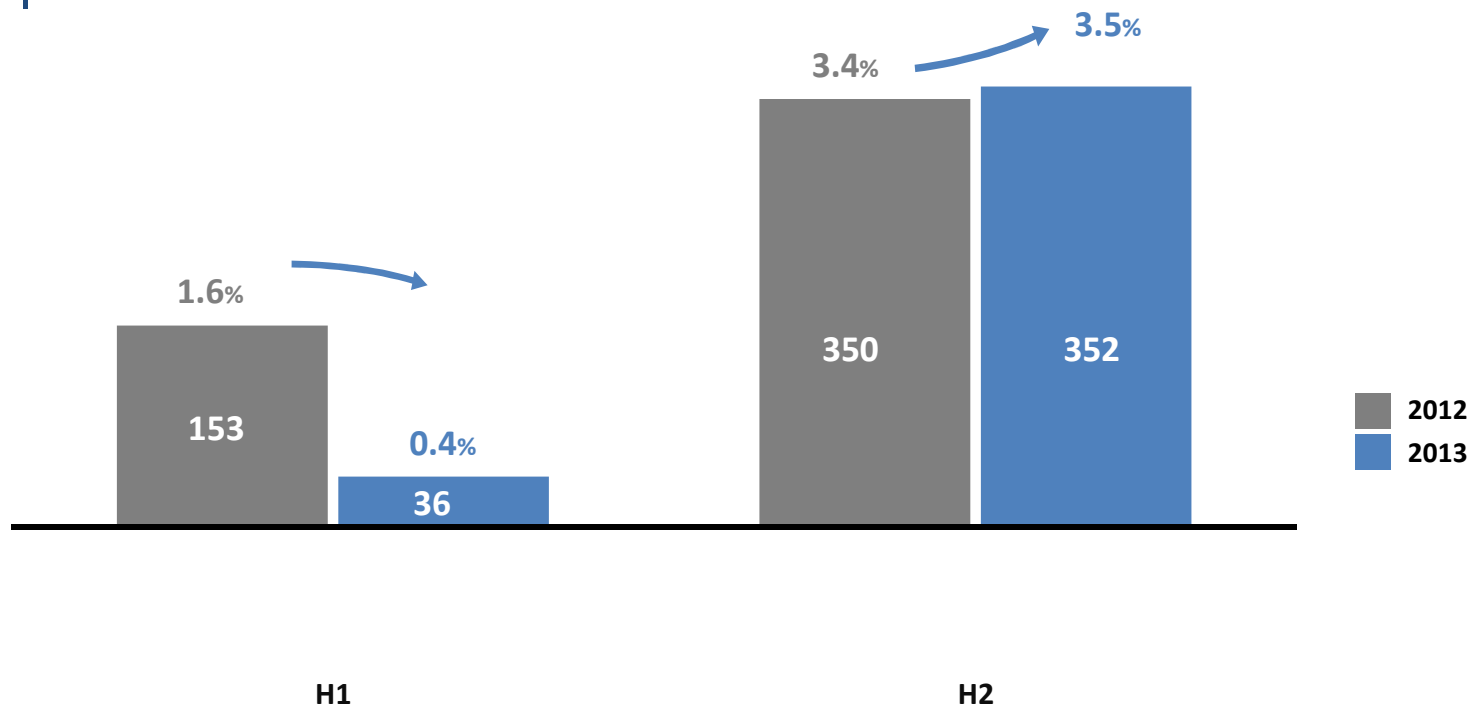
<i>(in €m)</i>	H2 2012	H2 2013	Change	2012	2013	Change
Net sales	10,180	10,044	-1.3%	19,786	19,220	-2.9%
ROI	350	352	+0.1%	503	388	-22.8%
ROI margin %	3.4%	3.5%	+10bp	2.5%	2.0%	-50bp

- Improved performance in H2 in a challenging environment
 - Improved gross margin
 - Contained growth in operating costs
 - Improved key indicators in Spain in H2
 - Initial roll-out of action plans in Italy



Other Europe: Improved profitability in H2

Change in Recurring operating income margin
(in €M and %)





Latin America: Very strong growth in sales and profitability

<i>(in €m)</i>	H2 2012	H2 2013	Change at constant rates	Change at current rates	2012	2013	Change at constant rates	Change at current rates
Net sales	7,295	6,833	+12.7%	-6.3%	14,174	13,786	+13.0%	-2.7%
ROI	376	409	+28.1%	+8.8%	607	627	+18.6%	+3.2%
ROI margin %	5.2%	6.0%		+80bp	4.3%	4.5%		+20bp

- Strong ROI growth: €627m up 18.6% at constant rates
 - Continued steady profitability growth in Brazil
 - Stable ROI year-on-year in Argentina at constant rates, in a context of a regulatory price freeze and wage inflation



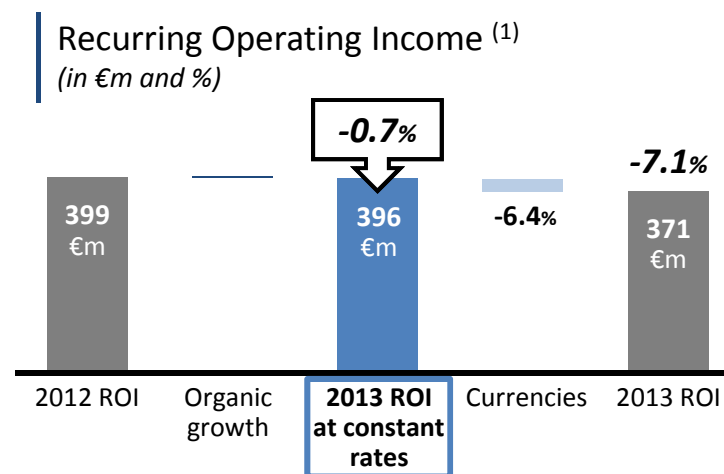
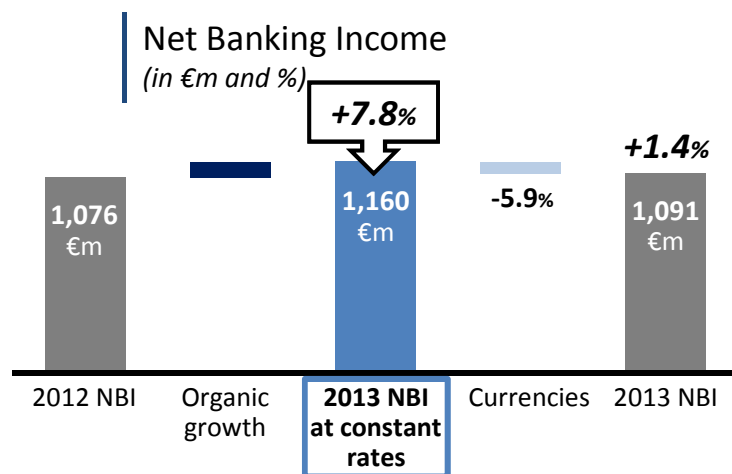
Asia: Rise in sales, continued expansion in China

<i>(in €m)</i>	H2 2012	H2 2013	Change at constant rates	Change at current rates	2012	2013	Change at constant rates	Change at current rates
Net sales	3,087	3,074	+2.7%	-0.4%	6,373	6,443	+2.6%	+1.1%
ROI	69	33	-49.4%	-52.2%	179	131	-25.8%	-27.0%
ROI margin %	2.2%	1.1%		-110bp	2.8%	2.0%		-80bp

- Continued build-up of a long-term position in China with the opening of 20 hypermarkets
- Consumption slowdown in Q4 in China
- Wage increases



Continued development in Personal Financial Services and Insurance



- Growth in NBI and resilient ROI at constant rates in an environment marked by tightened regulation on lending in France
- Credit card agreement with China CITIC Bank
- Outstanding loans up 3.6% to €6.1bn, number of cards in circulation up 0.7% to 14.5m

(1) Before unallocated headquarters costs and including financial services commissions, revenues from warranties and cost savings generated by the reduction in fees as compared to competitor' payment cards.



Very significant increase in net income from continuing operations

(in €m)	2012	2013
Recurring operating income	2,124	2,238
Non-recurring items	(660)	144
EBIT	1,465	2,382
Net financial expenses	(883)	(722)
<i>Net interest expenses</i>	(487)	(428)
<i>Other net financial expenses</i>	(180)	(176)
<i>Non-recurring financial expenses</i>	(216)	(119)
Income before taxes	581	1,660
Income tax	(380)	(631)
<i>Effective tax rate</i>	65%	38%
Companies accounted for by the equity method	72	30
Net income from continuing operations	273	1,058
Minority share of net income from continuing ops.	(123)	(110)
Net income from continuing ops., Group share	150	949
Net income from discontinued ops., Group share	1,109	314
Net income, Group share	1,259	1,263

- Capital gains of €425m from disposals
- Significant decrease in net non-recurring expenses (asset impairment, transformation projects)

Decrease of €60m in interest expense

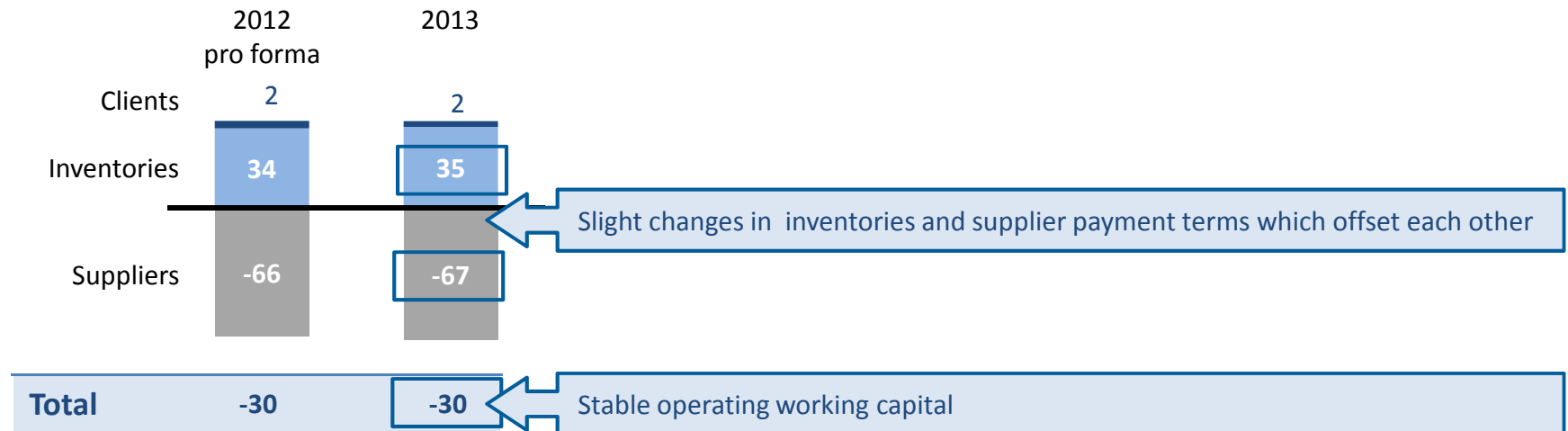
Bond buy-back

x 6.3 in 2013 versus 2012



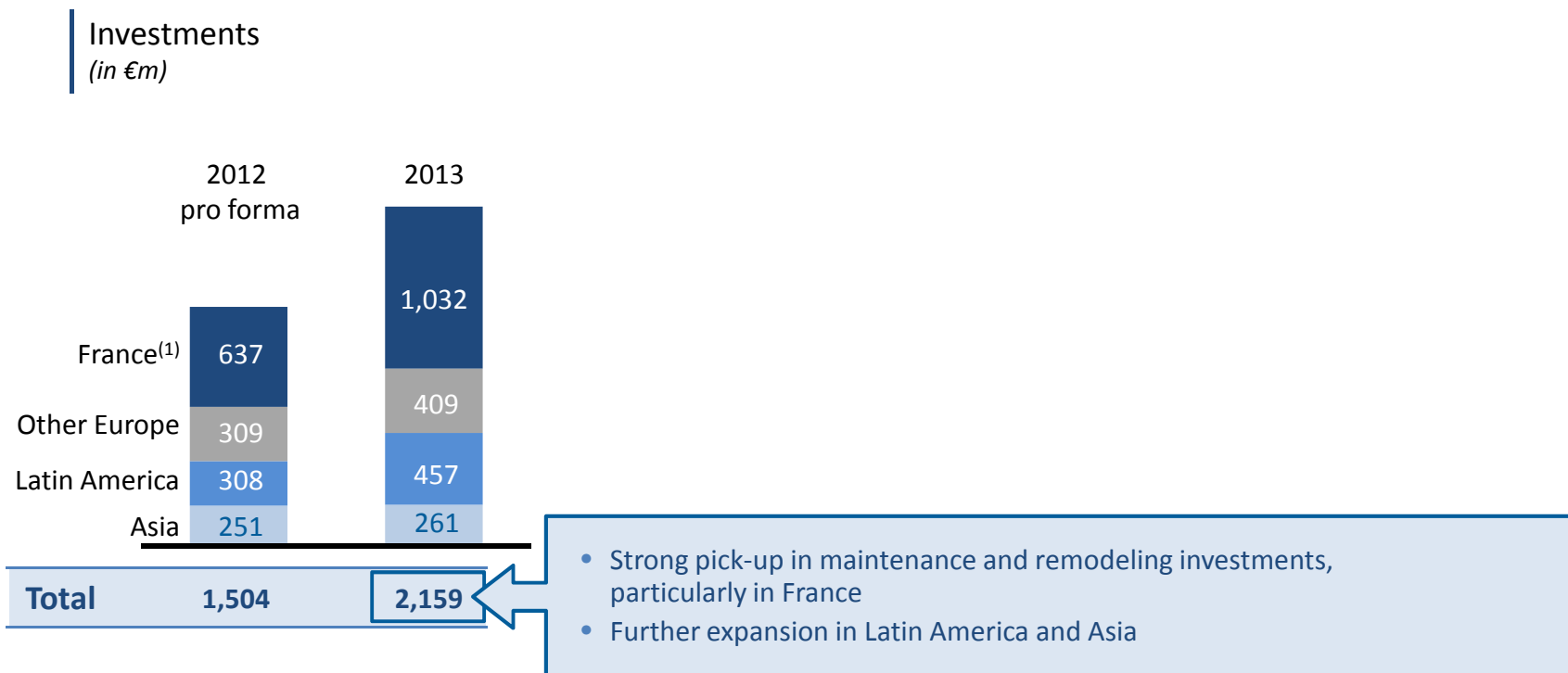
Stable operating working capital

Operating Working Capital *(in days of COGS)*





Significant pick-up in investment



(1) Includes Global Functions capex: €35m in 2012 and €35m in 2013.



Resilient free cash flow excluding exceptionals

<i>(in €m)</i>	2012	2013
Gross cash flow excluding exceptional items ⁽¹⁾	3,073	3,044
Change in operating working capital	145	76
Other changes in working capital	(405)	(359)
Capital expenditures	(1,504)	(2,159)
Change in net payables to fixed asset suppliers	(171)	372
Asset disposals (business related)	151	117
Free cash flow from continuing activities excl. exceptional items	1,289	1,091
Impact of discontinued operations	(325)	(57)
Impact of exceptional items	(199)	(1,008)
Free cash flow	765	26

(1) Excluding cost of net financial debt.



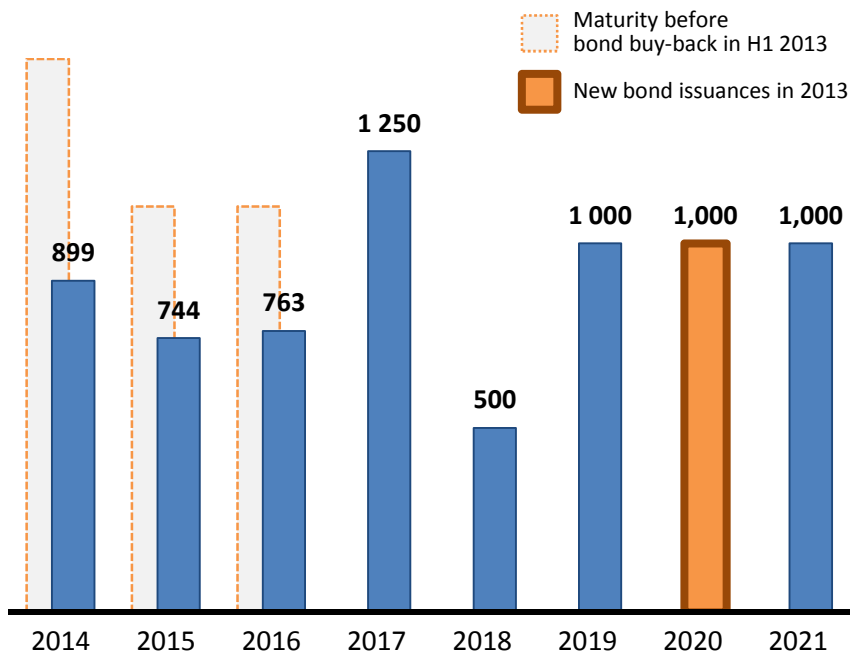
Further decrease in net debt

<i>(in €m)</i>	2012	2013
Opening net debt (at December 31st)	(6,911)	(4,320)
Free cash flow	765	26
Acquisitions	(209)	(57)
Disposals	159	542
Others	114	2
Discontinued activities	1,961	493
Cash flow after investments & disposals	2,790	1,005
Dividends paid by parent company	(137)	(108)
Dividends paid to non-controlling interests	(121)	(101)
Cost of net financial debt	(487)	(428)
Other changes in net borrowings including discontinued activities	539	(114)
Consumer credit impact	7	(52)
Closing net debt (at December 31st)	(4,320)	(4,117)
Net debt / EBITDA	1.2 x	1.1 x



Improved liquidity position

Debt redemption schedule
as of December 31st 2013
(in €m)



- Bond issuances
 - €1bn in May 2013 (maturity 2019) with a 1.75% coupon
- Bond buy-back
 - €1.3bn of nominal repurchased on 2014, 2015 and 2016 maturities
- Renegotiation of 3 syndicated credit lines
 - €4.15bn confirmed and undrawn credit lines
 - Maturities lengthened from 1 to 2 years and evenly distributed over time
 - Optimization of costs



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Proposed dividend of €0.62 per share

- Proposed dividend of €0.62 per share will be submitted at the Annual General Meeting on April 15th, 2014:
 - Payout of 46% of Net income, Group share, adjusted for exceptional items in line with our policy
 - Payable in cash or shares



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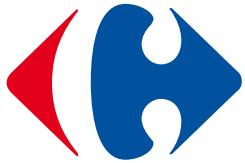
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CONCLUSION



Growth momentum in 2013

- Strong growth in Group earnings
 - Improvement in all formats in France, rebound in profitability in other European countries in the second half
 - Remarkable sales increase in Latin America and faster organic growth in Asia
- Growth in Recurring operating income of +9.8% at constant exchange rates
 - +11.3% in Europe (inc. France)
 - +8.5% in emerging markets
- Pick-up in investments
- Strengthened financial structure
- Growth in proposed dividend



APPENDICES

March 5th, 2014



Income statement 2013

(€m)	2012	2013	% change
Sales, net of taxes	75,673	74,888	-1.0%
Sales, net of taxes and loyalty	75,021	74,299	-1.0%
Other revenues	2,309	2,375	+2.9%
Total revenues	77,330	76,675	-0.8%
Cost of goods sold	-60,659	-59,828	-1.4%
Gross margin from current operations	16,671	16,847	+1.1%
SG&A	-13,028	-13,178	+1.1%
Current Operating Income before D&A (EBITDA)	3,642	3,669	+0.7%
Depreciation & Amortization	-1,518	-1,432	-5.7%
Recurring Operating Income	2,124	2,238	+5.3%
Non-recurring expenses	-660	144	-121.9%
Operating Income	1,465	2,382	+62.6%
Net financial expenses	-883	-722	-18.3%
Income tax	-380	-631	+65.9%
Companies accounted for by the equity method	72	30	-58.8%
Minority share of net income from continuing operations	-83	-101	-17.8%
Net Income from continuing operations, Group Share	150	949	+531.7%
Net Income from discontinued operations, Group Share	1,109	314	-71.6%
Net Income, Group Share	1,259	1,263	+0.3%



Adjusted net income

€m	2012	2013	Variation
Net income from continuing operations, Group share	150	949	x 6.3
Restatement for non recurring income and expenses (before tax)	660	(144)	
Restatement for exceptional items in net financial expenses	284	175	
Tax impact ⁽¹⁾	(178)	(42)	
Restatement on share of income from companies consolidated by the equity method	(29)	(8)	
Net income, Group share, adjusted for exceptional items	886	929	+4.9%

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



Earnings per share

€ per share	2012	2013
Net income from continuing operations	0.22	1.37
Net income from discontinued operations	1.62	0.45
Net income, Group share	1.84	1.82
Adjusted net income, Group share	1.30	1.34
Weighted average number of shares (million) pre-dilution ⁽¹⁾	682.6	694.9

(1) The potential dilution is 0.4 million shares in 2012 and has no impact on the calculation of earnings per share. There was no dilutive impact in 2013.



Stores under Group banners (incl. franchisees and partners) at year-end 2013

	Hypers	Supers	Convenience	Cash & Carry	TOTAL
France	234	949	3,458	138	4,779
Spain	172	118	166	0	456
Belgium	45	438	246	0	729
Italy	58	394	654	19	1,125
Poland	88	139	408	0	635
Romania	25	81	56	0	162
Other	87	486	265	0	838
Other Europe	475	1,656	1,795	19	3,945
Argentina	77	128	316	0	521
Brazil	200	41	0	0	241
Latin America	277	169	316	0	762
China	236	0	0	0	236
Taiwan	62	7	0	0	69
Other	73	10	0	5	88
Asia	371	17	0	5	393
Other ⁽¹⁾	64	126	24	12	226
TOTAL	1,421	2,917	5,593	174	10,105

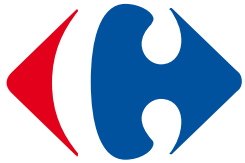
(1) Maghreb, Middle East and Dominican Republic



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Disclaimer

This press release 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 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.



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