



**Three high-growth international businesses  
to meet consumer needs everywhere we are  
present.**



# MESSAGE FROM THE CHAIRMAN

> **At the end of January, the European Commission cleared our merger with Promodès.** We decided on the rapid consolidation of all our hypermarkets under the Carrefour trade name, and all our supermarkets under a common trade name in each country.

> **In 87 hypermarkets and 490 supermarkets in France, and 117 hypermarkets and 109 supermarkets in Spain, Italy, Greece, Turkey, Indonesia, China and Korea,** the current teams in Continent, Pryca, Continente, Euromercato, Stoc, Maxor and Supeco stores transformed those stores and reopened under the Carrefour or Champion name by the end of the year (January in Italy).

> **This was a major undertaking since the changes involved more than the name of the store or shelf displays.** The changes meant training men and women in new working methods and harmonizing product lines. Inevitably, this effort resulted in some disruption, which explains the year-end drop or slowdown in sales revenue in France and Spain. Sometimes customers could not immediately find products in their usual place, sometimes products were not available in the store for short periods due to system changes. In the first half of 2001, all these stores should steadily return to normal operating conditions.

> **We plan to continue these changes in other countries.** In Belgium, 60 hypermarkets will transfer to the Carrefour trade name by the end of 2001. In France and Spain, we will continue to make progress in pooling logistics, creating synergies over the long term.

**> In parallel, we decided early in 2000 to begin to strengthen the relations forged by Promodès with its partners in other countries.**

Accordingly, we increased our stake in Norte (Argentina) to 51%, our interest in Gruppo GS (Italy) to 96%, our stake in Marinopoulos (Greece) to 50%, and we now wholly own GB in Belgium. Even if these operations heavily impact our results in all these countries in the short term, we will be able to leverage future growth on strong local and operationally efficient positions. In 2000, despite the costs of these acquisitions, our results were globally in line with forecasts.

**> The merger will be completed in 2001.** It will also be a year of preparation for the changeover to the euro, a change that affects six of the countries in which we operate: France, Spain, Italy, Belgium, Portugal and Greece, countries in which the Group will earn almost 80% of its sales revenues this year. This is an opportunity for all our trade names to strengthen their image in every country by assisting our customers in this significant change in their daily lives.

**> The acquisitions made in 2000 will have a significant impact on the increase in our results in 2001,** either because they still show a deficit or because the acquisition cost will have a full-year effect for the first time. But we will make every effort to reduce these losses in 2002.

**> And finally, 2001 must also be the year in which we jump start our sales growth.** In all major countries, particularly in the countries in which we have most recently established a presence, whether or not they have been involved in the merger, we now have the potential to expand our market shares via a strong marketing strategy based on price, product line, and innovation, and the steady development of all three of our formats—hypermarket, supermarket and hard discount.

DANIEL BERNARD  
Chairman-Chief Executive Officer

“ The year 2000  
has been a very active period  
in the life of our Group. ”



# HIGHLIGHTS



## January 25, 2000

> The European Commission approves the Carrefour-Promodès merger, creating the world's second largest retailer.

On January 1, 2000, Carrefour included 682\* hypermarkets, 2,670\* supermarkets, 3,123\* hard discount stores, 1,967\* convenience stores, 457\* frozen food stores and 162\* cash and carry stores.

\* stores under various trade names.

## February 28, 2000

> Carrefour, Sears and Oracle create the first online global supply market for retail distribution: GLOBALNETXCHANGE.

This open market will enable Carrefour and Sears to reduce supply costs significantly and improve the efficiency of their logistics chain with their commercial partners. Other retailers will join GNX during the year, including Sainsbury's, Metro, Kroger, and Pinault Printemps Redoute.

## March 6, 2000

> Carrefour becomes the second largest retailer in Italy.

Carrefour increases its stake in the Italian company Gruppo GS Spa to 96.22%, following the purchase of the Benneton and Del Vecchio holdings. With the Carrefour businesses in Italy, the new entity ranks second among Italian retail groups and is the leader in integrated food retailers.

## March 30, 2000

> Carrefour and Marinopoulos announce the formation of Carrefour Marinopoulos SA, the leading retailer in Greece.

Carrefour and Marinopoulos announce the formation of Carrefour Marinopoulos SA which will be jointly owned (50/50) by the partners and will include all their hypermarket and supermarket activities in Greece.



## May 4, 2000

### > Carrefour gains control of the Argentinean company Supermercados Norte SA.

On May 3, 2000, the Argentinean anti-trust authorities approved the operation in which the Carrefour Group acquired control of the Argentinean company Supermercados Norte SA, in which it now owns 51% of the voting rights. The Carrefour Group, already firmly established in Argentina through its subsidiaries Carrefour Argentina SA and Dia Argentina SA, is now the leader in retail distribution in Argentina.

## May 24, 2000

### > Store disposals in France and Spain.

In France, as requested by the Minister for the Economy, Finance and Industry, Carrefour agrees to sell or exchange 8 hypermarkets and 26 supermarkets (7 hypermarkets and 14 supermarkets were already sold by the end of 2000). In Spain, the Group will have to sell or exchange 12 hypermarkets, 3 supermarkets, 12 Dia stores and 15 convenience stores.

## May 30, 2000

### > Merger of Pryca and Continente in Spain – Carrefour tender offer for 10% of Continente's capital.

Following the merger of Carrefour and Promodès in France, Carrefour owned 68.5% of Centros Comerciales Continente. The Group initiated a tender offer for 10% of Continente's capital before launching an exchange offer on Continente.

After these operations, Carrefour holds 74% of Centros Comerciales Carrefour, formed from the merger of the two Spanish companies.

## July 18, 2000

### > Partnership between Carrefour and Klépierre in European shopping malls.

Carrefour and Klépierre signed a master agreement committing the two groups to a process designed to transfer to Klépierre the buildings for most of the Carrefour Group's shopping malls in Europe. This agreement also establishes the principles of a partnership to manage and develop these commercial centers.

## July 25, 2000

### > Carrefour becomes retail leader in Belgium.

The Carrefour Group, which already holds 27.5% of GB, a subsidiary of GIB in Belgium, acquires the remaining 72.5%. In Belgium, GB operates:

- 60 Maxi GB and Bigg's Continent hypermarkets,
- 73 fully owned Super GB supermarkets and 350 franchised supermarkets (Super GB Partner, Contact GB, Unic and Nopri),
- 7 GB Express convenience stores.

GB also operates 27 Globi supermarkets in Poland.

## August 23, 2000

### > All 87 Continent stores in France transferred to the Carrefour trade name.

After 5 months of work to establish new departments in the stores and training the teams in place, Continent hypermarkets display the Carrefour trade name.

## September 7, 2000

### > Carrefour acquires 100% of PG in France.

The Carrefour and Delhaize Groups sign an agreement, under the terms of which Carrefour's interest in PG will increase from 50% to 100% in January 2001.

PG, the operations of which have been managed by Carrefour since 1998, operates 48 supermarkets in northern France.

## September 15, 2000

### > The Carrefour trade name in Spain.

Begun in May 2000 in Spain, the conversion of Pryca and Continente hypermarkets to the Carrefour trade name is now complete. This changeover is highlighted with a major promotional campaign.

## October 4, 2000

### > The Carrefour and Maus Groups join forces in Swiss hypermarkets.

The Carrefour and Maus Groups announce their intention to form a joint-venture to operate the 10 Jumbo hypermarkets of the Maus Group in Switzerland (plus a current project). Sixty percent of this joint-venture, which has been operational since January 1, 2001, will be held by Maus and 40% by Carrefour.

## October 18, 2000

### > Carrefour acquires a 10% stake in Meubles.com in France.

Through a capital increase, the Carrefour Group acquires a 10% stake in Meubles.com, the leading European online furniture site.

## November 5, 2000

### > 1000 "Champions en fête"

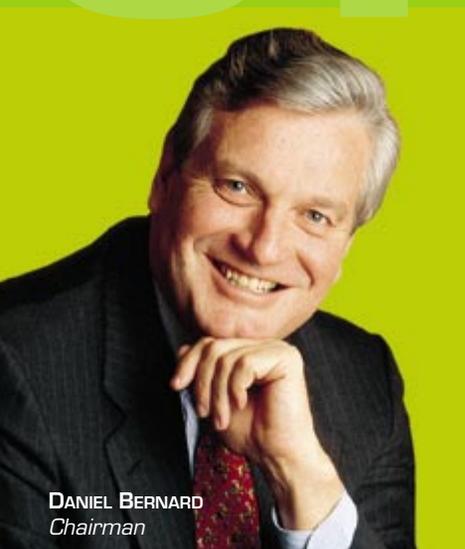
With the completion of trade name change for 490 Stoc stores, the supermarkets in France launch their first major promotion campaign.

## December 13, 2000

### > Over 200,000 Carrefour employees join the Group's global shareholding plan.

# ORGANISATION

## THE GROUP'S ORGANIZATION IS IN PLACE, ITS OBJECTIVES ARE SET



**DANIEL BERNARD**  
Chairman



**RENÉ BRILLET**  
Asia



**JAVIER CAMPO**  
The Americas



**HERVÉ DEFFOREY**  
Finance  
and Management



**PHILIPPE JARRY**  
The Americas

### Executive Committee

The mission of the Executive Committee is to define the Group's strategy and ensure its approval by the Board of Directors, to ensure the operational capacity of the Group, and direct operational and functional activities. The Committee meets for three days each month. Once a quarter it is expanded to include the General Manager for France and the General Manager for Other European Countries.

### Board of Directors

The Board of Directors defines the policies of the Group in terms of businesses, risk management, and global objectives. It approves Group strategy and takes into account major changes. Finally, it authorizes all acquisitions or disposals of assets that could have a major impact on the financial statements and all major acquisitions or disposals that fall outside current operations. The Board met five times in 2000.

**DANIEL BERNARD**  
Chairman-Chief  
Executive Officer

**HERVÉ DEFFOREY**  
Director,  
Chief Financial Officer

**JOËL SAVEUSE**  
Director,  
Chief Operations  
Officer

**JACQUES BADIN**  
Director

**ALAIN BESSÈCHE**  
Director

**CHRISTIAN BLANC\***  
Director

**THIERRY DEFFOREY**  
Director

**PHILIPPE FORIEL-  
DESTEZET\***  
Director

**PAUL-LOUIS HALLEY**  
Director

**ROBERT HALLEY**  
Director

**FRANÇOIS HENROT\***  
Director

**CARLOS MARCH**  
Director

**ÉTIENNE VAN DYCK**  
Secretary  
to the Board

\*Independent directors who have not held a position in the Group.

# ZATI ON



**BRUCE JOHNSON**  
*Systems  
and Organization*

**VINCENT MERCIER**  
*Merchandise  
and Marketing*

**JEAN-CLAUDE PLASSART**  
*Supermarkets*

**JOËL SAVEUSE**  
*Europe*

**LÉON SALTO\***  
*France*

**JEAN-FRANÇOIS DOMONT\***  
*Other European countries*

\*Members of the expanded Executive Committee.

## Strategic Orientation Committee

The Strategic Orientation Committee was created on October 1, 1999. It is composed of the Chairmen of the Board of Directors, the Audit Committee and the Compensation Committee, and is chaired by Paul-Louis Halley. The Committee's role is to prepare for the decisions that are most important for the future of the Group, and to direct the preparatory work for presentation to the Board of Directors' annual seminar. It operates as a think-tank and can call on the services of outside individuals selected for their expertise and experience. It reports to the Board of Directors. The Strategic Orientation Committee met three times in 2000.

**PAUL-LOUIS HALLEY**  
*Chairman*

**DANIEL BERNARD**

**JACQUES BADIN**

**CARLOS MARCH**

## Audit Committee

The Audit Committee reviews the annual financial statements before they are presented to the Board of Directors, analyses provisional and interim results, verifies the continuity and relevance of the accounting methods employed, reviews the quality of the procedures and information required by stock market regulations, and evaluates the Group's internal control systems. It reports to the Board of Directors. The Audit Committee met three times in 2000.

**JACQUES BADIN**  
*Chairman*

**HERVÉ DEFFOREY**

**FRANÇOIS HENROT**

**ROBERT HALLEY**

## Compensation Committee

The Compensation Committee proposes the compensation for corporate officers, determines the total stock option package by category of beneficiaries, and authorizes the compensation policy for Group executive management. It reports to the Board of Directors. The Compensation Committee met once in 2000.

**CARLOS MARCH**  
*Chairman*

**DANIEL BERNARD**

**CHRISTIAN BLANC**

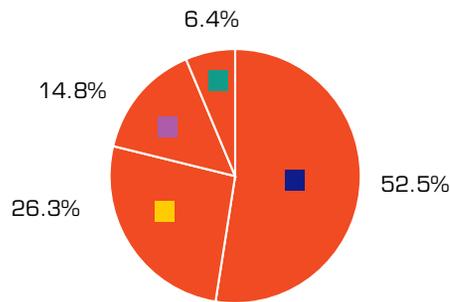
**THIERRY DEFFOREY**

**PHILIPPE FORIEL-DESTETZET**

# HIGHLIGHTS

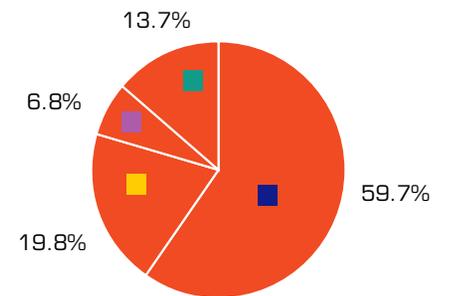
## FINANCIAL HIGHLIGHTS

**Breakdown of consolidated pre-tax sales by geographic region**  
(in %)



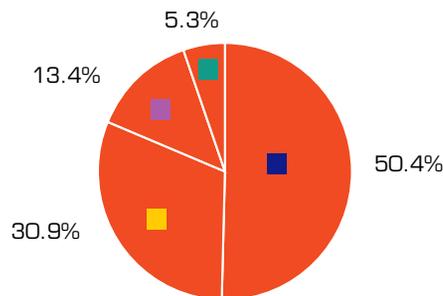
■ France
 ■ America
 ■ Europe
 ■ Asia

**Breakdown of consolidated pre-tax sales by format**  
(in %)



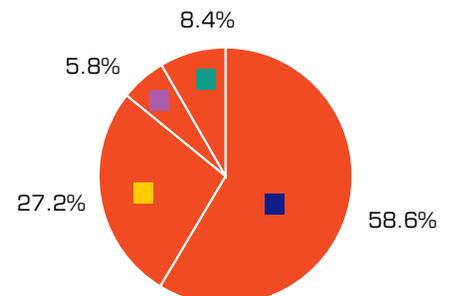
■ Hypermarkets
 ■ Hard Discount
 ■ Supermarkets
 ■ Others

**Breakdown of commercial sales by geographic region**  
(in %)



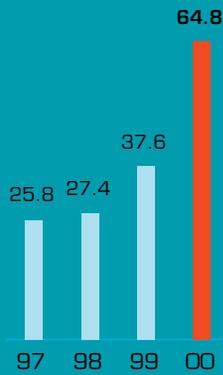
■ France
 ■ Americas
 ■ Europe
 ■ Asia

**Breakdown of commercial sales by format**  
(in %)

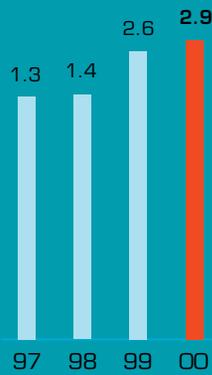


■ Hypermarkets
 ■ Hard Discount
 ■ Supermarkets
 ■ Others

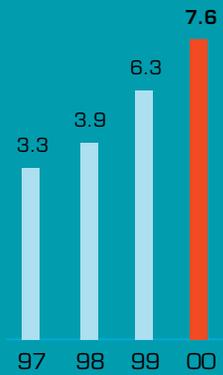
**Consolidated pre-tax sales**  
(in € billion)



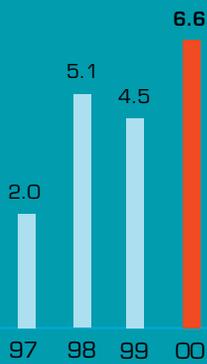
**Cash flow**  
(in € billion)



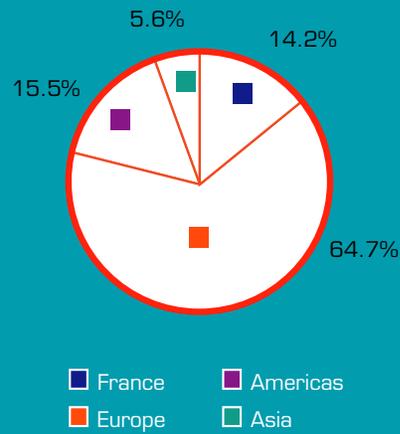
**Stockholders' equity**  
(in € billion)



**Capital expenditures**  
(in € billion)



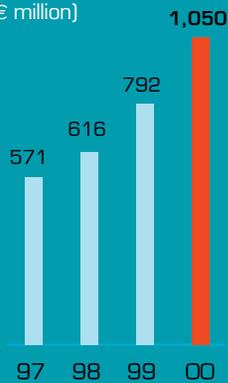
**Breakdown of capital expenditures by geographic region**  
(in %)



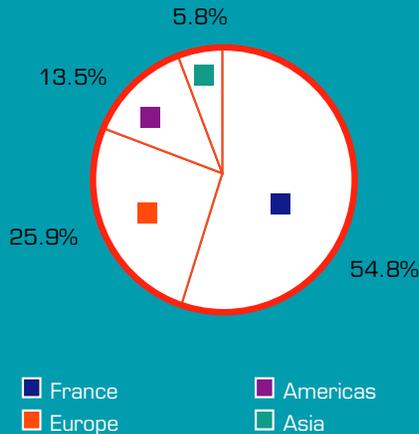
**Gearing**  
(in % of stockholders' equity)



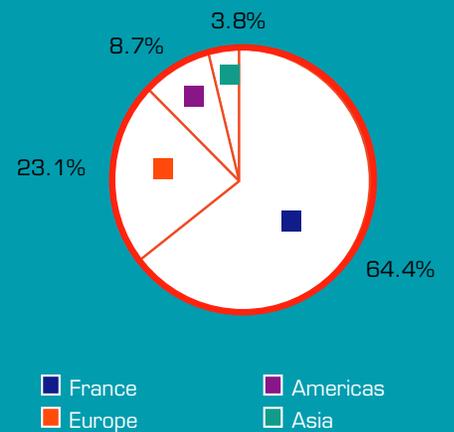
**Net income including recurring operations, Group share**  
(in € million)



**Breakdown of operating income (EBITDA) by geographic region**  
(in %)

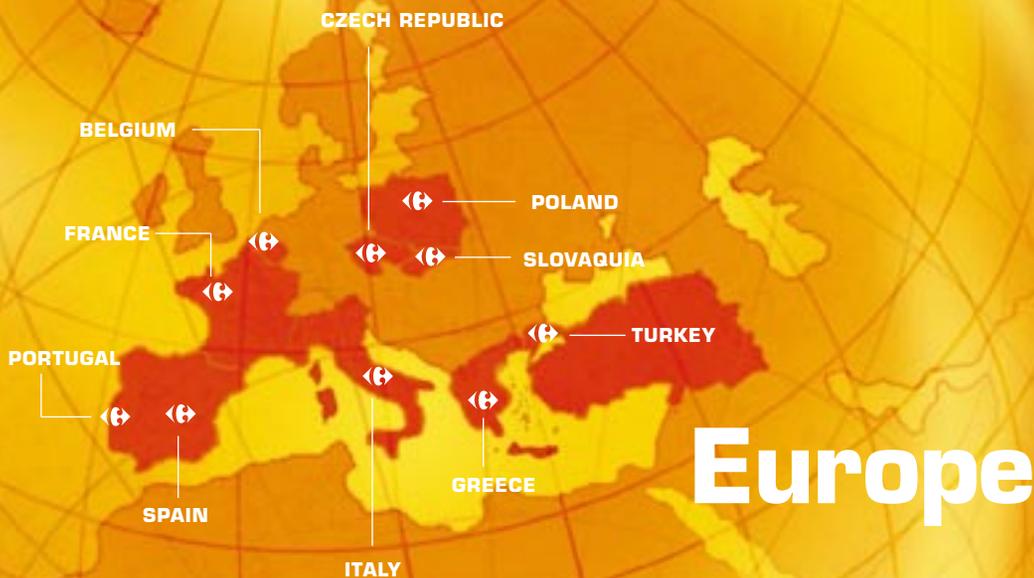


**EBIT before amortization of goodwill by geographic region**  
(in %)



# WORLDWIDE

## CARREFOUR WORLDWIDE



### Europe

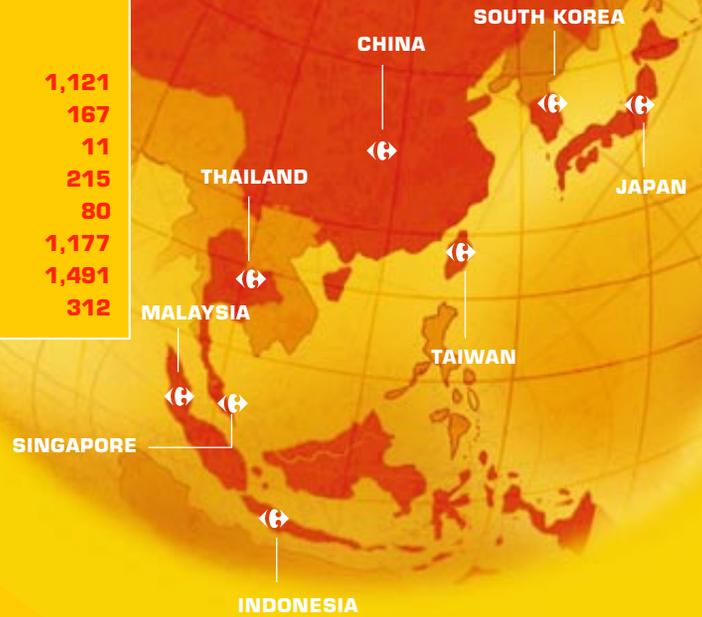
	Population in thousands	Population growth in %	GDP per capita in US \$	Growth in GDP in %	Inflation in %
<b>Belgium</b>	10,207	-0.1	24 906	3.8	2.6
<b>France</b>	59,091	0.1	22 748	3.3	1.5
<b>Greece</b>	10,654	0.2	14 965	4.0	2.9
<b>Italy</b>	57,377	-0.2	21 834	2.8	2.7
<b>Poland</b>	38,706	0.3	8 457	4.7	9.2
<b>Portugal</b>	9,906	-0.3	15 984	3.2	2.7
<b>Czech Republic</b>	10,301	0.2	12 883	2.7	3.8
<b>Slovaquia</b>	5,395	0.4	10 394	2.0	12.2
<b>Spain</b>	39,435	0.0	17 667	4.1	3.4
<b>Turkey</b>	66,806	1.4	6 186	5.7	54.2
<b>Other countries</b>					

Trade name sales in €M
<b>5,025</b>
<b>44,230</b>
<b>1,284</b>
<b>5,948</b>
<b>376</b>
<b>753</b>
<b>168</b>
<b>10,907</b>
<b>522</b>
<b>430</b>

# Asia

	Population in thousands	Population growth in %	GDP per capita in US \$	Growth in GDP in %	Inflation in %
<b>China</b>	1,256,271	0,6	3,560	8,0	0,2
<b>Indonesia</b>	209,385	1,3	2,701	1,4	3,9
<b>Japan</b>	126,846	0,1	23,781	1,9	-0,5
<b>Malaysia</b>	23,059	1,9	8,874	8,0	1,6
<b>Singapore</b>	3,214	0,9	26,979	9,6	1,3
<b>South Korea</b>	47,386	0,8	15,862	9,0	2,3
<b>Taiwan</b>	26,629	0,8	16,869	6,5	1,2
<b>Thailand</b>	62,316	0,8	5,920	5,0	1,7

Trade name sales in €M
<b>1,121</b>
<b>167</b>
<b>11</b>
<b>215</b>
<b>80</b>
<b>1,177</b>
<b>1,491</b>
<b>312</b>



# Americas



	Population in thousands	Population growth in %	GDP per capita in US \$	Growth in GDP in %	Inflation in %
<b>Argentina</b>	37,088	1.2	11,892	0.1	-0.3
<b>Brazil</b>	169,484	0.9	6,879	4.0	6.2
<b>Chile</b>	15,100	0.9	9,183	5.6	4.6
<b>Colombia</b>	42,330	1.7	5,747	3.0	9.4
<b>Mexico</b>	99,381	1.5	8,168	6.4	9.5

Trade name sales in €M
<b>5,068</b>
<b>5,492</b>
<b>121</b>
<b>142</b>
<b>701</b>

## Total

Hypermarkets  
Supermarkets  
Hard Discount  
Other businesses  
TOTAL

Trade name sales in €M
<b>50,233</b>
<b>23,324</b>
<b>4,982</b>
<b>7,202</b>
<b>85,741</b>



# HYPERM



> 580

NUMBER OF FULLY OWNED STORES

> 59.7%

% OF THE GROUP'S CONSOLIDATED  
PRE-TAX SALES

> +11.0%

INCREASE IN CONSOLIDATED  
PRE-TAX SALES FROM 1999  
TO 2000 FOR HYPERMARKETS



# MARKETS

**> The strategy of the Group is to develop its hypermarket sites, enhance its concept, and adapt it to local expectations under a single trade name—Carrefour. The year 2000 was marked by three major areas of development: the merger, acquisitions and expansion.**

There are now 67 more integrated Carrefour stores than in 1999—24 acquisitions and 43 new stores.

**In France, performance over the first 9 months was strong, while the last quarter was more difficult.**

Until October, the old Carrefour stores performed in line with the market, while the former Continent stores were only slightly lower than the market, which is an excellent performance given all the development work taking place in the stores. Work began at the end of March and all

stores came under the Carrefour trade name in August. Overall in 2000, on a constant store basis, sales from all our hypermarkets in France grew by 2.5%.

This figure was considerably higher until the BSE crisis, which had a direct impact on our sales, due in part to the significant drop in meat counter sales, but particularly because of its impact on customer numbers since the meat department generates traffic. The end of the year was adversely affected by the first technical problems in harmonizing the systems and product offerings, causing short-falls on the shelves. It will take a few months to solve these problems, which are to be expected in a merger of this scale, and return to our normal sales rhythm.

**Carrefour** 

**1** Carrefour Petrou Ralli, Greece

**2** Carrefour San Fernando, Madrid, Spain

**3** Carrefour Shanghai, China

**4** Carrefour Santiago, Chile

**5** Carrefour Montesson, France

1	2	3	4
5			

**Sales revenues in Europe are up sharply, due primarily to the acquisition of GS in Italy,** which

represents total pre-tax sales of €4.2 billion, 51.2% of which is generated by the hypermarkets.

Elsewhere, the stores performed extremely well throughout the year, with sales up 6.2% on a constant store basis.

Full consolidation of the Marinopoulos activities in Greece also had a significant impact: we consolidated pre-tax sales of €1,008 million, an increase of €766 million over 1999.

Three other countries achieved strong sales growth from the opening of new stores: 5 in Turkey, 5 in the Czech Republic and Slovakia, and 2 in Poland.

However, market conditions were not the same everywhere. While sales per m<sup>2</sup> were up in the Czech Republic, the trend in Poland was down where increasing competition affected our performance.

In Spain, in a year marked by the transfer of all stores to the Carrefour trade name, hypermarket sales on a comparable store basis

were down 2%. This was due, in part, to the time needed by customers to adapt to a new store, and partly to technical problems with the information systems which created shortages as in France. These two factors should disappear in the first half of 2001, and we are confident that our stores will return to growth in the second half.

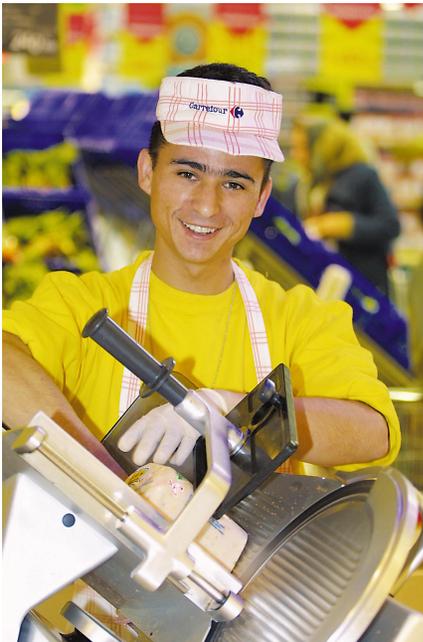
**In the Americas, consolidation for the hypermarkets has changed very little.**

We continued to open new stores (a total of 8) in every country except Argentina where the economic situation deteriorated sharply in 2000. This explains the drop of 11.6% in sales in our Argentinean hypermarkets with constant store area.

In Brazil, the acquisition of RDC resulted in the consolidation of 6 hypermarkets.

In Mexico, our stores (16 hypermarkets and 2 new openings during the year) had an excellent year, up 13% with constant store area.

In Chile and Colombia, sales growth has been strong (85% and 58%), with both countries opening a third store.



“ Growth in 2001 will be on target ”

**In the Asian region, expansion continued at a rapid pace.**

At the end of 2000, we had 97 stores versus 82 the previous year. This figure takes into account the sale of our Hong Kong stores where our potential for expansion was limited and would not provide the desired profitability.

The major events in Carrefour's expansion in this region are as follows:

- > arrival in Japan in December with the first store (10,000 m<sup>2</sup>) in the Tokyo suburb of Makahari, followed by two other new stores in January 2001;
- > accelerated expansion in Korea; we opened 8 stores in this country in 2000, demonstrating our ability to move quickly in order to gain market shares rapidly;

> our continuing initiation in China; we are now present in 15 of the 17 largest cities in China, and we plan to increase our market shares in the coming years.

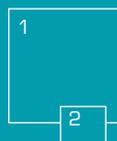
Now that we have established our geographic perimeter, we now intend to consolidate our positions;

> the successful completion of all our projects in other Asian countries with 2 new stores openings in Thailand, 2 in Indonesia and 1 in Taiwan. Sales revenues in China have been extremely satisfactory with double-digit growth in sales with constant comparable sales area. Growth has also been very strong in Malaysia and Singapore. In Taiwan and Thailand, sales revenues were in the black, while in Indonesia and Korea, we posted downturn in sales per m<sup>2</sup>.

Political instability in Indonesia does not augur well for a recovery.

In Korea, the trend reflects lower demand and stronger competition.

**Growth in 2001 is still on target and many projects are scheduled. Following the recent trade name changes in Italy, Greece, and Turkey in early 2001, the consolidation of GB in Belgium will be the primary project for the year. This involves transforming 60 Maxi GB stores into Carrefour stores, primarily during in the second half. We will also begin the consolidation of the Jumbo stores in Switzerland. Finally, organic growth will continue, with approximately half of all new stores in Asia.**



1 Carrefour Taiwan

2 Carrefour Jakarta, Indonesia



# SUPERM



> 1,318

NUMBER OF FULLY OWNED STORES

> 19.8%

% OF THE GROUP'S CONSOLIDATED  
PRE-TAX SALES

> +77.5%

INCREASE IN CONSOLIDATED  
PRE-TAX SALES FROM 1999 TO  
2000 FOR SUPERMARKETS



**> There have been significant changes in Carrefour's consolidation, and it is now Europe's leading supermarket operator. The acquisitions made in 2000 have substantially increased our activities in the supermarket business. Our strategy is not to build a global banner, but rather to maintain a strong profile for each trade name in its country of origin, highlighting its strong points, deriving maximum advantage from the exchange of know-how between countries.**

In Italy, GS operates 299 supermarkets, 107 of which are franchised. In Greece, we manage 131 supermarkets through our joint venture with Marinopoulos.

Our acquisitions in Brazil, where we operate a total of 115 supermarkets, have increased our market share, particularly in Rio de Janeiro.

This trend will continue in 2001 as we are going to take over the management of Norte in Argentina which controls 138 supermarkets, and we will fully consolidate GB in Belgium which runs 459 supermarkets, almost 80% of which are under franchise. This acquisition has allowed us to speed the development of Champion in Poland, since GB had already started its expansion there under the Globi trade name (27 stores).

**France: substantial gains in market shares despite disruptions caused by the merger.**

In France, it has been an excellent year. First, our entire supermarket network outperformed the market throughout 2000. This is an excellent result over 1999, which was already a very successful year in which Stoc and Champion won market shares.

**Champion**

**NORTE**



**MARINOPOULOS**



1	2	3	4
5			

- 1** Super GS Italy
- 2** Super GB Belgium
- 3** Marinopoulos Greece
- 4** Norte Argentina
- 5** Champion France

Second, the merger required substantial work for all our teams in order to complete the trade name changes and the harmonization of formats. Despite the disruptions caused by the changeover of 490 Stoc stores to the Champion trade name, we posted stronger growth than our competitors.

And finally, after changing trade names, harmonizing formats, reviewing the product line, and combining loyalty programs, Carrefour now has a uniform network of over 1,000 stores with a marketing power ready to be implemented.

**Europe: consolidation of GS, Marinopoulos, and merger of the Spanish companies.**

In Europe, the consolidation of GS in Italy is a major project for the supermarkets, but the work will be facilitated by the sound financial position of this business where sales based on a constant sales area grew 5.7%.

In Greece, the Marinopoulos supermarkets also saw substantial growth (up 8% on a constant basis). This is the largest business by volume in the country.

In Spain, all the stores were transferred to the Champion trade name and posted a satisfactory level of activity (up 4% on a constant store basis). The objective for the coming years is to increase the scale of this network nationally, which will involve rapid expansion and possible acquisitions.

**The Americas: the creation of Champion in Brazil.**

In the Americas, Champion in Brazil and Norte in Argentina already account for over a third of our business in this region.

Changes to the trade name in Brazil, together with major renovation work, have slowed sales (down 1.8%). But the trend in the last quarter, once the trade name changes had been completed, returned to positive levels.

In Argentina, the economic crisis and the measures that followed (tax increases, salary reductions and redundancy layoffs) had a significant effect on our sales which posted the same drop as the hypermarkets (-11.6%). In 2001, we are assuming management of Norte, and will be in a position to exploit all the synergies with the hypermarkets.



“Optimize an exchange of know-how among countries”

**Franchises: a vector for growth**

In addition to organic growth, our growth in supermarkets will be facilitated by good control of franchising. Franchises already represent a significant portion of our volume of business. Half our supermarket outlets worldwide are already franchised. Successful franchising requires excellent control of the sales concept, and the ability to transfer it to our partners and ensure the consistency of our stores.

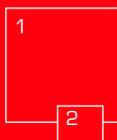
Franchising provides opportunities for expansion, particularly in countries like France where it is difficult to create new stores. It is also a steady vector for growth in Italy.

**Customer Loyalty**

Gains in market shares from our competitors will come from our stronger understanding of our customers and our ability to personalize our marketing.

The loyalty programs that we have set up are already increasing the average shopping basket and helping customers discover our own house trade names.

Five million customers already benefit from the Iris-Champion program, established in all French stores. This program has allowed our stores to continue to increase market shares. This is a local strategy that works with the power of Champion's message, particularly its magazine *Vivre Champion*.



- 1 Champion France
- 2 Champion France



# HARD DI



> 2,724

NUMBER OF FULLY OWNED STORES

> 6.8%

% OF THE GROUP'S CONSOLIDATED  
PRE-TAX SALES

> +25.3%

INCREASE IN CONSOLIDATED  
PRE-TAX SALES FROM 1999 TO  
2000 FOR HARD DISCOUNT STORES



**> The hard discount division continues its strategy of international organic growth continues and is strengthening its positions in its primary market in Spain. Thus, 332 stores were opened in 2000, 147 of them in Spain, and Dia ventured into Turkey for the first time.**

This strategy will continue in the coming years at the rate of 350 new stores per year. In 2001, Dia will open its first stores in Brazil, and our teams are preparing to open stores in Asia in subsequent years.

In this business, opening a store in a new country is a fairly long process. Not only does it involve preparations to expand the stores, but it also means the creation of an attractive product line. More than half the products offered in these stores carry the Dia trade name. Some of these

new stores will be franchised, primarily in Spain. This allows us to grow quickly without heavy investments, to saturate existing warehouses and improve ROCE ratios.

In 2000, 79 of the 147 new stores in Spain were franchised.

This business continues to develop under the Dia trade name, except in France where we have decided to keep the Ed trade name, and in Portugal where the name Minipreço was chosen in 1999.

**France: the benefits of the merger.**

In France, the Ed trade name benefits by sharing know-how with the Dia team about purchasing, the store concept, products, and back-office functions.

A number of changes were made at Ed in 2000. The visual identity, the



- 1 Ed France
- 2 Dia Spain
- 3 Ed France
- 4 Minipreço Portugal
- 5 Dia Argentina

1	2	3	4
5			

product line with the introduction of Dia products, management methods and quality control were all harmonized. This has generated synergies and stimulated sales, and the initial changes have been very well received.

Ed's growth in 2000 with comparable store area was 9%. It should continue to expand with a concept for downtown stores with an average area of 300 m<sup>2</sup>.

### **Spain—the move to personalized marketing**

In Spain, the Dia card loyalty program, which also provides more information about our customers and their shopping habits, was a major innovation at Dia in 2000.

At the end of December, there were 5 million Dia cardholders, representing one out of three households.

In addition, new stores continued to open rapidly. The development of our two concepts – stores of 800 m<sup>2</sup> or 300 m<sup>2</sup> with or without parking – continued with full ownership and franchise stores.

In 2000, sales grew 3.8% on a like-for-like basis. Total growth was very satisfactory at 9.1%.

### **Growth continued in other European countries.**

In Greece, sales increased 37% in real terms, reflecting the strong expansion in this country, while sales per m<sup>2</sup> remained stable after a very good performance in 1999.

In Portugal, investments made in 1999 in Minipreço (conversion of the Dia stores, establishment of Dia products, concept definition) brought results; growth on a constant area basis was 19%.

In Turkey, it is still too early to analyze store sales since 2000 was the first year of operation for this trade name.

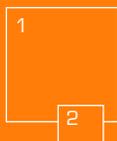
There were 37 outlets at the end of December, concentrated around Istanbul.

### **The Americas: a key to growth in markets culturally close to the countries in which Dia is present.**

In the Americas, Dia is currently present in Argentina. Its expansion here has been very rapid, since this is where we have opened the largest number of stores—201 points of sale concentrated around Buenos Aires. Furthermore, in a difficult economic climate, our sales per m<sup>2</sup> in the stores opened in 1999 increased by 7.5%. Teams in the region are currently preparing for Dia's launch in Brazil in 2001.



“ Rapid international growth ”



1 Dia Spain  
2 Ed France



# OTHER TYPES



- > 801  
NUMBER OF FULLY OWNED STORES
- > 13.7%  
% OF THE GROUP'S CONSOLIDATED  
PRE-TAX SALES
- > +39.7%  
INCREASE IN CONSOLIDATED PRE-TAX  
SALES FROM 1999 TO 2000 FOR  
OTHER TYPES OF STORES



# OF STORES

**The Group's other businesses include the following types of stores:**

**> Convenience stores:** the Group has a portfolio of 2,191 convenience stores, 94% of which are operated under franchise.

70% of the convenience store business is based in France and covers all consumer needs under a variety of trade names – Shopi, 8 à Huit, and Marché Plus. Italy is our second most important country for this activity. With GS, we acquired a network of 577 stores under the trade names Di per Di and Supersconto which will be incorporated under the Di per Di trade name in 2001.

The volume for the Group's entire convenience network totaled €4 billion including taxes in 2000.

**> Cash and carry:** Carrefour offers this format in three countries – France, Spain and Italy – under the Promocash, Puntocash and Docks Market trade names.

**> Picard Surgelés**  
Picard continued to expand in France and Italy, operating a network of 500 outlets at the end of the year, with sales of €588 million including tax. As part of its strategy to refocus on its core business in non-specialized food distribution, Carrefour decided to sell its 73.89% stake in February 2001.

This operation will have a negligible impact on the Group share of current net income in 2001.

**SHOPI**

**8 à Huit**  
*An Cœur de la Vie.*

**MARCHÉ PLUS**



Proche de vous  
**Promocash**

**Puntocash**

**Prodiwest**  
LE FOURNISSEUR N°1 DE LA RESTAURATION

1	2	3	4
5			

- 1 Promocash
- 2 8 à Huit
- 3 Prodiwest
- 4 Di per di
- 5 Shopi

# NOTEBOOK

## SHAREHOLDER'S NOTEBOOK

### > PRINCIPAL CAPITAL OPERATIONS

In 2000, the principal changes in the capital stock were as follows\*:

March 30, 2000 – Creation of 6.4 million shares to fund the Carrefour-Promodès merger.

April 11, 2000 – Allotment of one bonus share for one old share, creating 348.8 million shares. This operation coincided with capitalization of the Group's reserves, but did not alter the total value of the company. Carrefour had already completed a bonus share allotment in 1996, and a six-for-one stock split in 1999. The primary benefit of these operations was to increase stock liquidity.

December 22, 2000 - Reserved capital increase for employees resulting in the creation of 12.3 million shares. More than 200,000 of the Group's employees participated in this operation in all the countries in which Carrefour operates.

Between January 1, 2000 and December 31, 2000, the number of shares making up the capital increased, therefore, from 342.5 million to 711.1 million with a par value of €2.5.

During the same period, the capital of the Group increased from €582.7 million to €1,777.8 million.

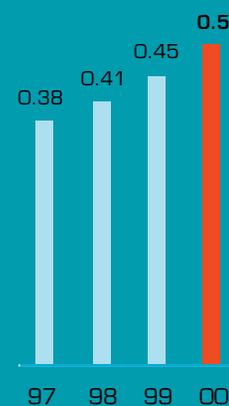
\*the changes are detailed in the Financial Report.

## Share price and weekly volumes



Source: Bloomberg.

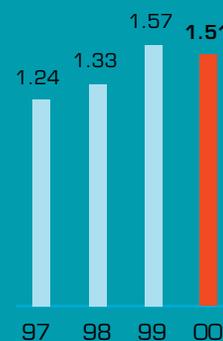
## Net dividend per share (in euros)



## Capital structure at December 31, 2000

Shareholders	shares	% of capital	voting rights	% of voting rights
Halley Family Group	83,746,092	11.78	87,060,432	10.93
Badin-Defforey-Fournier Families	42,744,580	6.01	69,799,396	8.77
March Group	23,396,040	3.29	46,792,080	5.88
<b>Shareholders' Agreement</b>	<b>149,886,712</b>	<b>21.08</b>	<b>203,651,908</b>	<b>25.58</b>
Employees	19,850,055	2.79	26,862,127	3.37
Shares owned	8,626,126	1.21		
Cross-holdings directly by Carrefour	7,406,858	1.04		
Public	525,373,689	73.88	565,811,417	71.04
	<b>711,143,440</b>	<b>100.00</b>	<b>796,325,452</b>	<b>100.00</b>

## Current net earnings (Group share) per share (in euros)



## Shareholder Relations

*Dorothee Georges-Picot*  
Tel.: 00 33 0805 902 902

## Investor Relations

*Vincent Barucq*  
*Patrice Moulin*  
Tel.: 00 33 01 53 70 19 00

## Meetings in 2001

*Following the Shareholders' Meeting on April 26, 2001, the dates of the principal events or publications for the year are as follows:*

*Thursday May 3, 2001: dividend detachment;*

*Wednesday July 11, 2001: publication of 2nd quarter sales revenues;*

*Thursday August 30, 2001: half-year results;*

*Thursday October 11, 2001: publication of 3rd quarter sales revenues;*

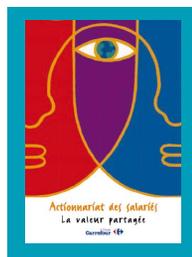
*Thursday January 10, 2002: publication of 4th quarter sales revenues.*

## > CHANGES IN THE SHARE

Over the twelve months of 2000, Carrefour's share price dropped 26.5%, from €91.6 to €66.9. It under-performed the CAC 40 by 26.9%; this index ended the year at 5,926.4, up 0.5%. This adverse performance should be considered from the perspective of the first year of a merger which disrupted the sales performance in the Group's primary countries, and impacted Group results.

The market for the stock saw a slight increase in volumes traded, mirroring the increase in volumes traded in all CAC 40 stocks. The daily average for Carrefour shares on the Paris market was 1.66 million versus 1.36 million in 1999.

## > EMPLOYEE SHAREHOLDING: A GLOBAL OPERATION



The "shared value" global shareholding plan reserved for Carrefour employees, approved by the Shareholders' Meeting of March 30, 2000, was subscribed by 200,874 employees, which is approximately 60% of the workforce. It was launched in October 2000 and offered in the 26 countries in which Carrefour operates. The terms of the offer were the same for all staff, and took into account the variety of laws governing shareholding legislation in the countries concerned. Subscription rates were as follows: 73.3% of the employees in France, 83.1% in Italy, 69.3% in Turkey, 68.9% in Brazil, 68.9% in China, and 79.3% in Malaysia. Every country participated.

The "shared value" plan was presented to all Carrefour employees by more than 7,000 contact employees at more than 20,000 meetings held throughout the month of September.



## page 2

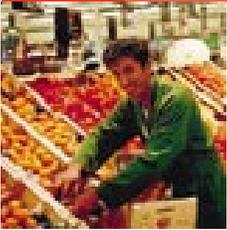


### EUROPE

**Carrefour, a European leader with strong positions.**

- 498** hypermarkets
- 2,198** supermarkets
- 3,267** hard discount stores
- 2,143** convenience stores
- 196** cash & carry stores
- 503** frozen food stores

## page 14



### LATIN AMERICA

**Established in 3 formats in 5 of the largest countries.**

- 120** hypermarkets
- 253** supermarkets
- 201** hard discount stores

## page 18

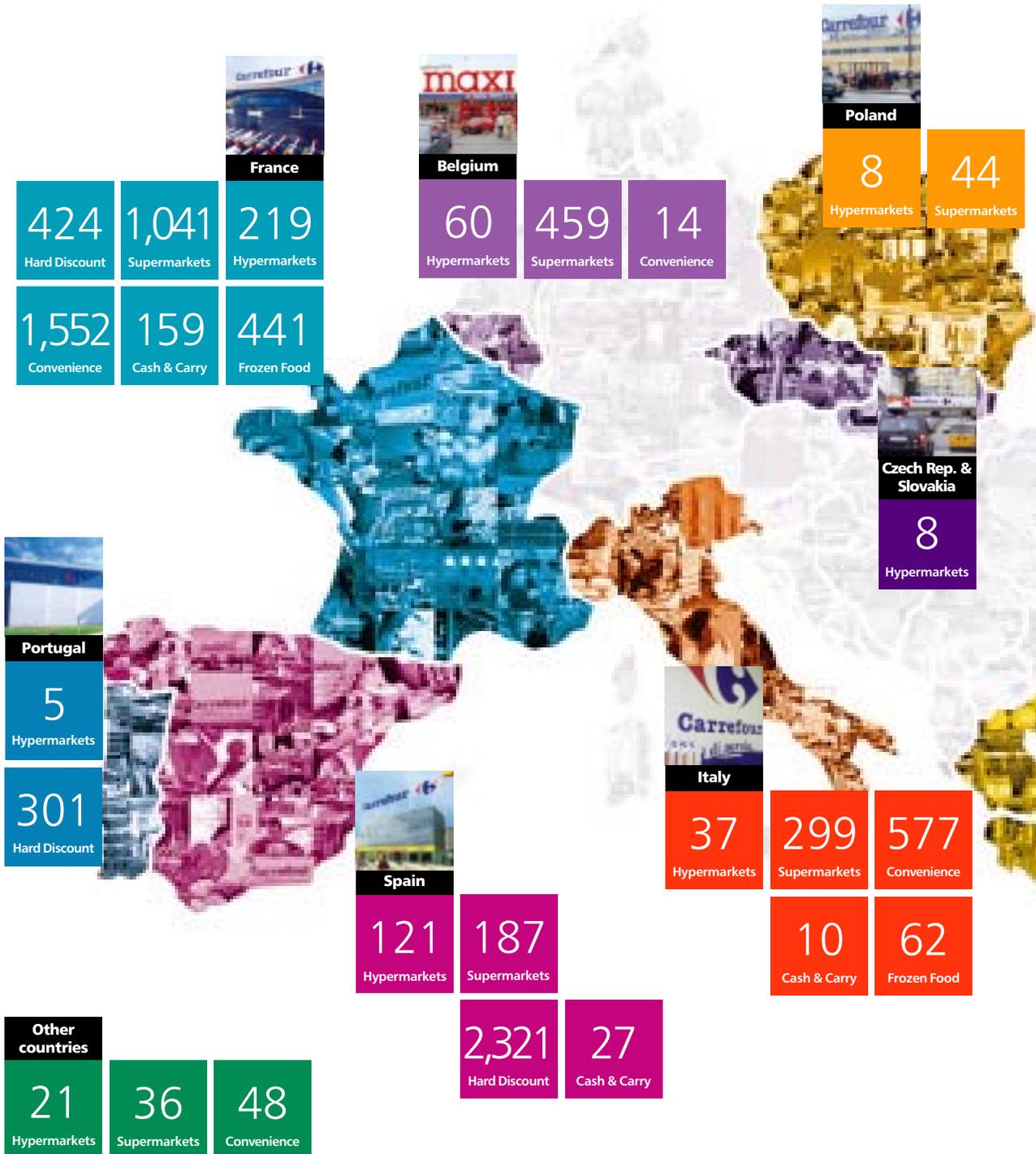


### ASIA

**Carrefour, the leading international retailer in Asia.**

- 97** hypermarkets

# Carrefour, a European leader with



# strong positions

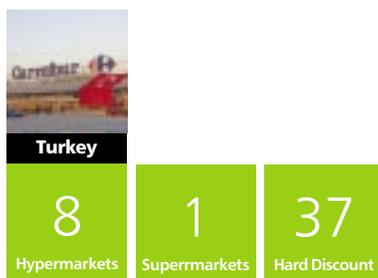
**Having established strong positions in 8 European countries, the Group is developing two or three formats in several of them:**

France (market leader), Spain (No. 1), Italy (No. 2), Belgium (No. 1), Greece (No. 1), Turkey and Poland.

In six of these countries—France, Spain, Italy, Belgium, Greece and Portugal which will share the euro as their common currency as of 2002, the Group holds an overall market share of about 20% in food retailing.

Although most Western European countries are now limiting large stores development, supermarkets and hard discount stores are still growing steadily, primarily through the consolidation of small supermarket chains and the opening of new hard discount outlets.

After consolidating trade names and back-offices, Carrefour is set to increase its market share significantly in Europe and continue to grow in all formats.



**141,244**  
employees in Europe  
have become Group shareholders



The employee shareholding plan was even more extensive in Europe as it was launched 10 months after the merger with Promodès, which primarily affected France and Spain.

The plan also included the countries in which Carrefour made significant acquisitions during the year: GS in Italy, GB in Belgium and Marinopoulos in Greece. The high subscription rates in these countries reflect the successful integration of these companies into the Group.

#### SUBSCRIPTION LEVELS BY COUNTRY

<b>Belgium</b> 42%	<b>Portugal</b> 53%
<b>France</b> 73%	<b>Czech Republic</b> 20%
<b>Greece</b> 47%	<b>Slovakia</b>
<b>Italy</b> 83%	<b>Spain</b> 38%
<b>Poland</b> 35%	<b>Turkey</b> 69%



# Carrefour

In France, the 87 Continent stores were transformed in just 5 months, thanks to strenuous efforts and very detailed planning. The principal changes in each store were as follows:

- > Harmonization of the textile department design: parquet flooring, merchandise layout.
- > Replacement of the fruit and vegetable counters, and new working methods specifically intended to eliminate reserve inventories.
- > In the bakery and cakes section, inclusion of the products that make this section so successful for Carrefour, along with rigorous quality standards.
- > The entire product set-up was reviewed based on Carrefour concepts: the “product family chain” now follows the same logic in all our hypermarkets.
- > Interior and exterior signs, and the visual identity of the stores was, of course, completely revamped.
- > 87 new Financial Services corners were set up.
- > 55 stores were equipped with “new concept” telephony stands.
- > All the stores were connected to the Carrefour Télécom network.
- > All signs, parking lots, shopping carts and public areas were renovated with the Carrefour colors.

Of these 87 stores, 63 are fully owned and 24 are franchised. Our franchise partners have, of course, followed the same policy and a portion of their investment was financially supported by the Group.

All this was achieved with a minimum expenditure. Altogether, these renovations cost only slightly more than one brand new hypermarket in France. This summarizes the philosophy of our approach: no waste, invest wisely, and grow in stages. We were very aware of the risks inherent in a merger (poor cost control, etc.) and did everything possible to avoid them.

On August 23, 2000, all the trade names were changed in what we called the Big Bang. But that does not mean that everything was wiped out and restarted from scratch.

## FRANCE

### Quality lines



Food safety is now a major concern among consumers, particularly in France following the second BSE outbreak in October 2000.

Since the 1980s, Carrefour has had quality lines in place, in partnership with producers, to ensure the traceability of products sold in the stores. In France, Carrefour has made long-term commitments with more than 35,000 farmers and stockbreeders. This approach is being extended to all the countries in which we operate - Spain, Brazil, Korea, etc.

Last October, traceability meant that meat could immediately be recalled as soon as the second BSE outbreak occurred. During the crisis, Carrefour opted for total transparency, with daily notifications about the measures adopted and the Group's positions.

## FRANCE

## Services

**> The Pass account: "Earn money with your shopping budget"**

At the cutting edge of innovation in the service domain, Carrefour introduced the Pass account in September 2000. This is a financial product that combines savings and shopping, with interest on a daily basis at an annual rate of 4% and a Pass card for in-store purchases and cash withdrawals.

**> Service stations**

In November 2000, the European Commission approved Carrefour's takeover of 17 of TotalFinaElf's motorway service stations. These stations, which are located on major routes with a high volume of traffic, will take the Carrefour trade name in from April 2001 and follow the sales strategy used by the Group in all its stores for the benefit of consumers.

**Customers have been well cushioned** to limit disruption and negative reactions to the changeover. We first listened to our customers through a series of panels, numerous surveys, and in-store meetings.

We introduced product changes with tastings and sample offers.

**The goal was also to promote our discount policy** through the merger of our two trade names. We froze prices on 1,500 products and increased the variety of discounted products in the former Continent stores with 800 items, as in a hard discount stores.

We brought Carrefour and Continent prices into line, always downwards, and we advertised this policy with the "1 + 1 = less expensive" campaign. Since then, the positions have been regularly maintained.

The decision we made not to replace the teams, but to trust them and make them responsible for the banner changeover, and to invest heavily in training, has been gratifying.

A total of more than 200,000 hours (25,000 days) of training were given to 2,000 managers, 5,000 check-out clerks, and 9,000 employees.

All these factors generated a feeling of pride and belonging among the teams.

As a result of these efforts, disruption in the activity of the former Continent stores was minimized during the changes, and sales growth on a like-for-like basis were consistently close to the sector average. No store lost sales revenues between June and September, which is remarkable given the extent of the work completed.

However, the end of the year was less favorable. The latest outbreak of BSE, which began right in the middle of our anniversary period, in our first major promotional campaign for the whole new hypermarket network, significantly slowed activity. Not only were sales down due to the massive slump in beef sales, but because the meat department generates considerable business, store traffic as a whole was affected.

In addition to this "external" problem, convergence of product lines and information systems also resulted in store disruptions. Product availability was affected, and communication between stores and warehouses was sometimes difficult. These are normal problems for a merger of this magnitude, and they should disappear in the early part of 2001 when the systems are fully harmonized.

## A progressive approach

We have opted for a progressive approach; products are replaced as they are sold.

**That convergence of product lines** has taken into account the specific features of each family of products. For example, seasonal textiles could be harmonized very quickly, as soon as collections changed, while the standard textile lines change more slowly.

In the non food departments which contains 40,000 listed items, convergence will take some time and will be completed in the last quarter of 2001.

It will be achieved more rapidly in food (14,000 items), taking into consideration commitments to manufacturers, commitments made to the European Commission, and the production capacities of our suppliers.

# Champion

In September 1999, the supermarket network in France consisted of 540 Champion stores and 490 Stoc stores. Nearly three-quarters of the Champion stores were franchised, compared with barely a quarter of the Stoc stores.

This situation, along with image and brand recognition surveys, led us to select the Champion trade name and define a plan of action for the changeovers.

The transformation and a new visual identity were decided in the first quarter so that we could complete the store changeovers between May and November.

This operation was extremely successful, and culminated with a promotional campaign for all the stores called "1000 Champions en fête".

The changeover included staff training, prioritized on three departments: fruit and vegetables, fish, and fresh-cut cheese.

**In addition to harmonizing store operations, the top two projects involved the product offer and coordinating the loyalty programs.**

**Therefore, 2001 will be devoted to developing network cohesion—the store offer during the first part of the year and staff training throughout the year. Our three top objectives are to:**

- > Have the best commercial and product concept;
- > Build the Champion trade name;
- > Continue our development, especially through franchising.

## FRANCE

### Customer loyalty

We decided to retain the Iris program, which is the old Stoc program, and is more generous to the customer, and renamed it Iris-Champion. In November, five million card-holding customers received a personalized mailing to introduce them to their new Iris-Champion card. They also received the magazine *Vivre Champion*, aimed at 4 million customers, making it the leading consumer magazine in France.

## FRANCE

### Product offer



Private labels have already taken the Champion trade name. This includes some 1,200 products, including certain Stoc products repackaged under the Champion trade name. In addition, 250 Reflets de France and 80 Destinations Saveurs products are also available in all the points of sale.

By the end of the first quarter of 2001, convergence will be complete.

## Ed



For Ed, Dia's arrival in the Group was a significant event.

Exchanges of best practices were immediately developed, resulting very quickly in a new visual identity for Ed, similar to the Dia image, and the introduction of Dia products into Ed stores. Around 200 Dia products are already available in Ed stores.

At the same time, the variety of national trade names has gradually been expanded and should represent 20% of store items starting in 2001 (15% in 1999), as at Dia.

Along with sharing back-office practices, Dia and Ed also pooled working methods, which will lead to improvements in accounting systems, commercial management and logistics.

**Ed is planning annual growth of around thirty stores with an average area of 300 m<sup>2</sup>, primarily in downtown areas.**

## The other businesses

### Shopi, Marché Plus, 8 à Huit, Proxi

In order to offer the best response to the recovery of the convenience store business in France, the Group has implemented several projects for the year 2000. Through four trade names, Carrefour has a full palette of product offers for all types of stores.

Shopi, with an average area of 600 m<sup>2</sup>, is currently implementing a new format, "Shopi 2000", which offers greater convenience to customers and promotes two departments for which demand is growing—health & beauty and wines. By the end of 2000, 100 stores had already been revamped with considerable success.

The 8 à Huit trade name is also experimenting with store modernization, promoting fresh products and developing a wider range of prepared foods, which is a high-growth market.

Marché Plus is gaining market share with expansion in the south of France where the trade name has been completely absent until now. This growth development is based on a new and very strong format; stores are open from 7 a.m. to 9 p.m. six and a half days a week.

The Carrefour-Promodès merger gave us an opportunity to reclassify some stores under a new trade name better adapted to their location and sales potential.

About a hundred retail outlets are involved, and the majority have switched to the Marché Plus trade name.

Finally, the Group also has 1,200 Proxi stores. With small grocery stores covering almost all of France, this trade name maintains convenience stores in urban and rural areas, including areas where access is difficult.

FRANCE

### Modernizing convenience stores



Various projects undertaken in convenience stores are designed to boost the strong points of this format – service, customer convenience, store atmosphere, and time-saving.

We are modernizing retail outlets, extending business hours as much as possible, and adapting our product range to meet new customer requirements, particularly with a wider choice of prepared foods and the development in Shopi stores of a health and beauty section.

## Promocash

Promocash operates a commercial network of 130 stores in France, designed exclusively for retailers, restaurants, and caterers.

Various projects were completed in 2000 to ensure strong growth for the trade name:

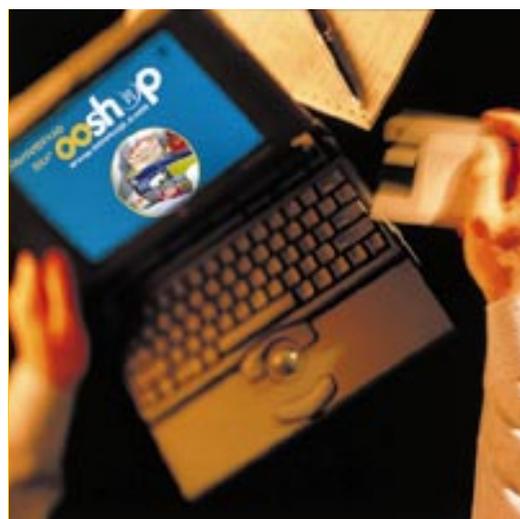
- > First, the modernization of stores in small and medium-sized towns like Gap, Blois and Dax;
- > The takeover of six stores from the Procomarché network, which have been converted to the Promocash concept;
- > Continuation of a strategy increasingly focused on the customer.

In 2000, we completely overhauled our customer database in order to obtain a clear view of our targets. With greater segmentation, we can now clearly determine the customer portfolio for each store.

In addition to our national sales strategy based on store operations, the loyalty card and the Promocash magazine distributed to over 100,000 customers, this database lets to advertise on a daily basis.

In every store, every day, more than half the team members make contact with their customers. Their sales actions are becoming decentralized to foster greater convenience and customer services.

**In 2001, Promocash will extend this successful policy, and will continue to renovate its stores, especially in major cities, and consolidate its territory.**



**The year 2000 was marked by the emergence of a new concept – online shopping. Carrefour is one of the pioneers in this new type of shopping in France with the launch of Ooshop in the Paris region in April 2000.**

**Any time of day, any day of the week, customers just connect to the website [www.ooshop.com](http://www.ooshop.com) to place an order. The site has been designed to help customers to complete their purchases in less than twenty minutes\* using personalized shopping lists and a high-performance search engine. Ooshop offers customers simple and practical information on products, regular promotions, recipes and innovations.**

*\*Estimated time for internet shoppers to place an order at Ooshop (survey by Sofrès).*

## Prodiest

Prodiest specializes in catering outside the home, and distributes fresh and frozen produce, general groceries and non-food products (product line of 7,000 items) to meet all the requirements of restaurant and institutional catering professionals.

The company is developing a local service across France. 250 sales representatives and 150 telephone reps serve more than 40,000 customers daily through a network of 30 establishments and 400 trucks.

In 1999, Prodiest initiated procedures to obtain certification of its services from Qualicert, an independent organization, which officially guarantees the quality of Prodiest for its customers. To date, Prodiest-Bretagne, based in Quimper, Brittany, is the first and only Qualicert-certified site in the sector.

The company is also adapting its logistics and modernizing the infrastructure at certain locations in order to develop the cold/frozen foods business.

Prodiest, with 1700 employees, is currently the market leader, and is developing its catering and e-commerce business so that every customer can order at any time of the day or night.

### THE INTERNET

## Ooshop—a new concept online shopping

The Ooshop website combines efficiency, simplicity, speed and secure operation.

Ooshop offers 6,000 products on the site, 85% of which are national brands and 15% low-price house brands. Ooshop's pricing policy is the same hypermarket policy.

The company sources from 500 suppliers. Most of its listed items are selected from Carrefour's purchasing center catalogue of 100,000 consumer products.

Strict respect for the cold chain is a major factor in the Ooshop service policy.

6,000 product descriptions are available to website shoppers, providing the following information:

- > Ingredients
- > Suggestions for use
- > Storage and Ooshop's commitment on sell-by dates
- > Links between complementary products (e.g. from coffee to coffee filters).

With regard to the last two points, Ooshop is the only cybermarket currently offering such transparency to consumers. An order placed by 2 p.m. will be delivered the following evening.

Ooshop also gives customers the option of choosing a delivery date. An order can be placed up to two weeks in advance, so customers can order before going on holiday, and they will have their items when they return.

Ooshop will expand to major French cities in 2001 (launched in Lyon in February 2001) and internationally. Ooshop will start in Madrid in the second half of the year.

In March 2000, Carrefour presented an ambitious strategy to develop its online shopping activities. The goal is to be present in the food sector, via Ooshop, and in all the niche markets in which the Internet could complement the hypermarket. Thus, we have already launched a number of new sites: verywine for wines, carrefour-beauté for personal hygiene products, and carrefour-jardins for garden products.

The introduction of the carrefour.fr portal in January 2000 included the site meubles.com. We have a 10% stake in this leading European furniture site which offers a direct link to our stores, highlighting Carrefour promotions and identifying the nearest store. Our objective is to continue to emphasize the complementary relationship between our store network, where the product range is limited by selling area, and our online offer.

Financial services and travel will soon be included in this portal.

In this way, the Internet will gradually start to change our relationship with our customers, and change our relationship with our suppliers even more rapidly.

# Carrefour

It took just five months to create Carrefour in Spain. Between May and September 2000, the Pryca and Continente teams completed the massive task of establishing the Carrefour trade name in all our hypermarkets in Spain (121 stores).

We concentrated our investments in four areas: asset replacement, store design, updating the offer, and personnel training.

**Three strategic goals defined all our projects, and each goal placed the focus the customer.**

- > **Discount pricing:** a substantial investment has been made to ensure that Carrefour is the most competitive trade name on its site. In addition, 1,000 prices have been frozen for a year since July 2000.
- > **Convenience:** This is essential given the size of our Group in Spain, which could create distance between us and our customers. To prevent this, a call-center has been created to address consumers' everyday concerns. Our product offering and advertising also meet local requirements, e.g. the "de nuestra terra" product line and Carrefour's regional communication campaigns facilitate name recognition. Our focus on quality, our determination to expand product traceability ("calidad tradicion Carrefour"), and the expansion of own brand products will all strengthen our relations with customers. In July 2000, 250 products carried the Carrefour trade name, by the end of December the number had risen to over 1,600.
- > **Modernization:** the development of theme areas, expansion of services (finance, insurance, travel, eyewear, service stations) all make our company stand out from our direct competitors.

SPAIN

## The best of Continente and Pryca



Always guided by our desire to meet customer needs, everything has been done to retain the best from each name. A number of Continente products with a strong image have been retained and repackaged under the Carrefour trade name, including the benchmark clothing section. On the other hand, Pryca's fresh food departments, and its TV, stereo, video and computer departments are industry benchmarks.

## Changing the trade name

Changing the trade name has been a gradual process. Between May and September, the entire network in Spain switched to the Carrefour trade name, with only local advertising. In mid-September, a national corporate campaign was broadcast in all media to launch the Carrefour trade name, which the Spanish population did not know. This was followed by the first major national advertising campaign for Carrefour's worldwide anniversary.

For various reasons, we did not achieve all the results expected. The start of the campaign was interrupted by truck drivers' strikes which created significant shortages in the stores. This was exacerbated by very bad weather, forcing us to close certain stores due to flooding. In addition, there were problems in merging the information systems and harmonizing product lines, and some cannibalization effects where Pryca and Continente were in direct competition. These factors explain the negative performance in the last three months of the year.

Our project in Spain is an extraordinary marketing opportunity. We are launching a sector-leading chain of more than 120 hypermarkets under a new trade name.

It is an enormous challenge, with short-term problems because of the work to be done in our back-offices and the negative reactions from some customers which are hard to avoid.

But within a few months, when the discrepancies are ironed out, we will have a high-performance tool which stands out from the competition and generates significant customer traffic.

To achieve this, we must build the Carrefour image in the coming months—discount pricing, convenience, modern.

# Champion

Changes to the trade name were achieved quickly in the Spanish supermarkets. Continente had just completed the upgrading of the Simago network under the Champion name and, during the two years preceding the merger, Comptoirs Modernes had acquired the Maxor and Supeco chains.

Therefore, it was quickly decided to retain only the Champion name, without massive investments in the stores in the short term.

We are gradually harmonizing concepts, emphasizing fresh produce, which is a key attraction and point of differentiation in this business. Discount pricing is also a core element of the strategy, and prices are managed at the local level.

Our plan for the next few years includes major development of the supermarket. We intend to concentrate our investments in priority areas, taking into account the Group's total market share and our logistics sites.

SPAIN

## 5 million Dia cardholders



The deployment of the Dia loyalty card was a major project and has been extremely successful. At the end of 2000, there were over 5 million active cardholders, representing about one third of all Spanish households.

The system is simple. The card gives the customer an instant discount at the checkout. These amounts are indicated on the shelves. This emphasizes our discount policy and encourage our customers to choose our house brand products, and it gives us a great deal of information on the purchasing behavior of our customers. Ultimately, the entire Dia product line will be included in the program, since we will be in a better position to meet customer needs and provide even more convenience (e.g. through personalized marketing).

## Dia

In recent years, hard discount has been the most dynamic store format in food retail in Spain. New retail stores are still being opened at a steady rate, offering a targeted product line in urban sites at highly discounted prices, as the name suggests.

The Dia trade name is clearly the sector leader in Spain.

Dia is currently developing two types of stores, fully owned or franchised:

- > small stores of 200-300 m<sup>2</sup> offering around 950 items and generating average sales revenues including tax of €1.2 million;
- > medium-sized stores of 1,000-1,200 m<sup>2</sup> offering a line of 1,100 items, with 80-100 parking spaces, and generating average sales including tax of €3 million.

These different development strategies have maintained a high rate of store openings. Altogether, 147 new stores were opened in 2000, expanding the network to 2,315 outlets.

The company's mission is to achieve gains in market shares not only through rapid expansion, but also by improving the performance of each store. The stores benefit from our strict focus on the quality of the offer, the price positioning of the stores, and tight control of the concept.

These goals have been supported by the customer loyalty program which developed rapidly in 2000.

## ITALY

**Carrefour in Italy today**

**Carrefour is a network of 37 hypermarkets, 6 of them franchised, covering the entire country, including Sicily and Sardinia. It is also a chain of well known GS supermarkets, which has many outlets in Rome and Turin. Finally, it is a convenience store and cash & carry business under various trade names which, once they have been reorganized, will make a strong contribution.**

**Poland**

Carrefour continues to expand in Poland and adapt to market conditions. With the accelerated expansion of other international operators in this country, the range of hypermarkets generally seems to exceed demand. Although Poland is still an attractive market in the medium term, Carrefour is slowing new store development.

**The acquisition of GB integrated a network of 27 supermarkets. With this network and the Group's Champion stores, we now have a network of 44 supermarkets.**

**Italy**

In March 2000, with the acquisition of GS, Carrefour became the leading integrated food retailer in Italy.

Since that date, our efforts have been focused on defining all our objectives for 2000-2001:

- > Convergence of hypermarket/supermarket food product lines;
- > Staff training;
- > Structural reorganization;
- > Changing the hypermarket trade names;
- > Preparations to change the trade name of the convenience stores;
- > Modernization of the supermarket format.

At the beginning of 2001, our progress matched projections. On January 1, 15 hypermarkets were not under the Carrefour trade name, although this was completed on January 25. Efforts to harmonize the product line continue, with the stores gradually adopting Carrefour standards. All this has been carried out so that we retain the best aspects of each trade name and take into account the specific features of the regions or the stores.

In the supermarket segment, two concepts have been clearly defined and are scheduled to be deployed in 2001. For stores with an area of 800-1,300 m<sup>2</sup>, primarily located in city areas, the principal change will be the fresh product line which will be strengthened and emphasized.

For the larger GS supermarkets, most often located on the edge of town or leaders in smaller towns, the emphasis will be on aggressive pricing for key consumer products and on a non-food line that best meets customer requirements.

For the convenience network, which is composed primarily of family-run franchises, we have decided to retain only the Di per Di trade name. All the stores currently operating under the Supersconto banner will change during 2001.

The medium-term challenge in the back-offices is to create a hypermarket logistics system and streamline the existing supermarket and convenience store network.

**Of course, support from the GS staff is vital for the successful integration of this company within the Carrefour Group. The employee shareholding plan offered to all Group employees has increased our optimism in this area. 83.1% of our employees in Italy decided to subscribe to last December's reserved capital increase for employees.**

## Greece

The creation of a joint venture managed by Carrefour with the Marinopoulos Group, the leading food retailer in Greece, has sparked development in this country. It clarifies the partnership established in 1992, and gives the Group all the resources it needs to develop synergies between supermarkets (133 stores) and hypermarkets (10 stores).

All the hypermarkets will have adopted the Carrefour trade name in the first quarter of 2001, while we have decided to retain the Marinopoulos trade name for the supermarkets which have a solid reputation and a positive image.

Dia continues to expand (this business is separate from the agreement with Marinopoulos). 40 stores were created in 2000, bringing the total to 190 outlets.

## Turkey

Turkey is a good example of the potential offered by the management of different businesses.

While making steady and very successful progress in developing hypermarkets (there are already 8 Carrefour stores in Turkey), the Group also opened its first Champion and a number of Dia stores.

## Portugal

Carrefour has been in Portugal since 1991 and now operates 5 hypermarkets. We have continued to develop service stations on our parking lots in order to make our stores more attractive. This has been an innovation in Portugal where gas stations are not generally found at hypermarkets.

In the stores, which are organized into sections, the meat counters have been renovated and offer many more ready-to-eat meals, a fast-growing market in urban areas.

The merger doubled the size of the Group in Portugal, and Dia now operates 290 hard discount stores under the Minipreço trade name. After a testing phase for trade names and product lines in 1998, the Minipreço concept was expanded in 1999. In 2000, we reaped the benefits of these developments.



### CZECH REPUBLIC AND SLOVAKIA

**Carrefour in the Czech Republic and Slovakia is a high-growth company, with 5 new hypermarkets opened in 2000.**

**Our aim is to remain the leader in customer service. We sell a high percentage of local products, and are clearly differentiated by price. Since the beginning of the year, we have developed the Ano products, a line of 400 low-end products, clearly marked on the shelves.**



# Carrefour, the leading retailer



Mexico

18

Hypermarkets



Colombia

3

Hypermarkets

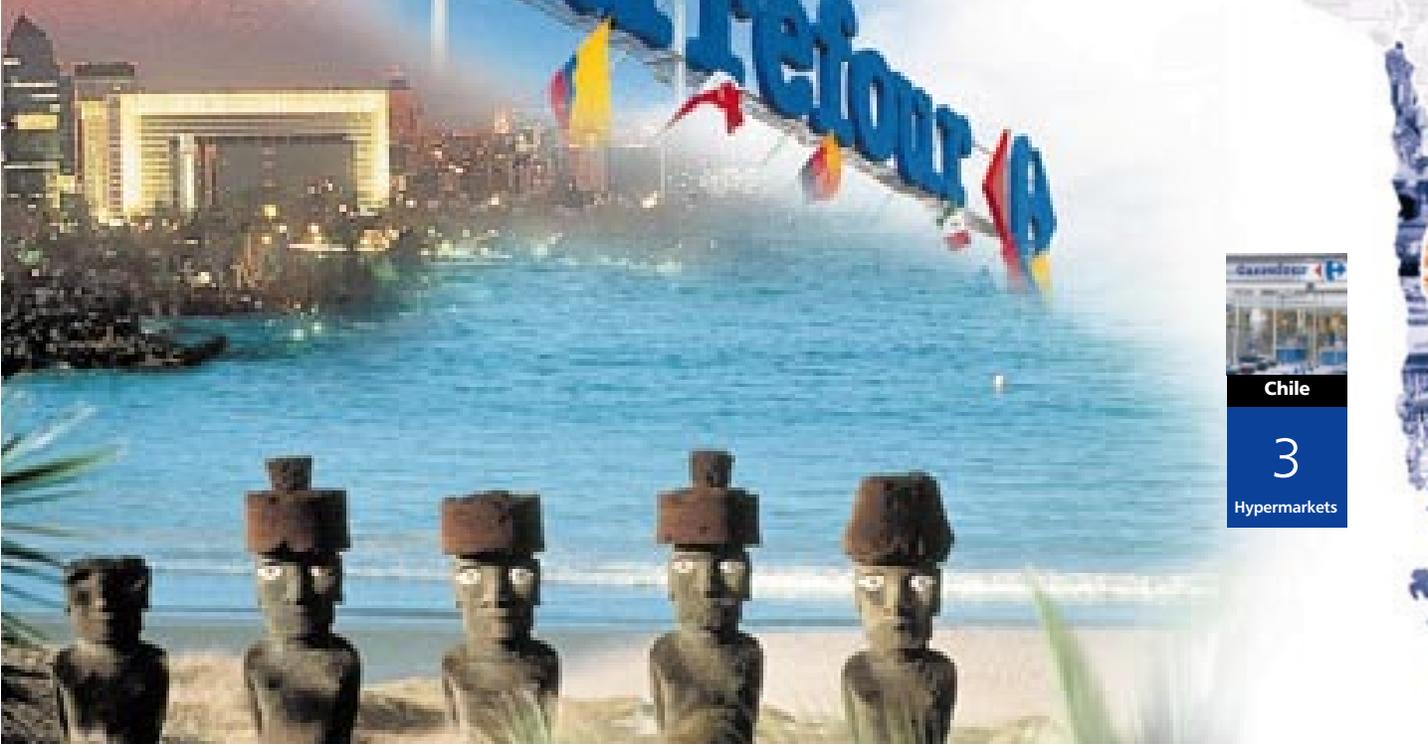


Chile

3

Hypermarkets

# Carrefour



# in Latin America

## The Group operates 120 Carrefour hypermarkets in the five largest countries in South America.

Following the merger with Promodès, Carrefour also became the leading supermarket in Argentina with Norte and, since 1999, has initiated supermarket development in Brazil.

In economic terms, the financial crisis of the 1990s seems to have been overcome in Brazil and Mexico, but it continues to have a substantial impact on consumption in Argentina.

Carrefour will continue its development in this part of the world where a number of cities are recording record growth.



## 39,528

employees in the Americas have become Group shareholders



63% of Carrefour's 62,300 employees in this region subscribed to the shareholding plan. This was a very positive indicator of the confidence our employees have in their company,

particularly in Brazil, where many employees in the supermarket activity only joined us at the start of 2000.

### SUBSCRIPTION LEVELS BY COUNTRY

- Argentina** 52%
- Brazil** 69%
- Chile** 24%
- Colombia** 80%
- Mexico** 42%

## Brazil

### Integrating the supermarkets

Carrefour's external growth in the last two years has paved the way for major consolidation efforts. The Eldorado, Raihna, Dallas and Continente companies joined the Group at the end of 1999 and early 2000, increasing the hypermarket network and, in particular, giving the Group a significant supermarket presence.

In addition to the 74 Carrefour hypermarkets, our Group now manages 115 stores which all adopted the Champion trade name during the year, and which are harmonizing their product offer and concept to make this a very strong trade name.

Expansion of the product lines (the number of food items has quadrupled in five years), supported by more efficient logistics (a 90,000 m<sup>2</sup> warehouse in São Paulo in September), and the development of services have enabled Carrefour to remain competitive in the face of ever-increasing competition.

### Quality lines

We have introduced more than 200 quality lines (with the logo "garantia de origem"). This has been an innovation in Brazil and the Group's experience has been invaluable. Producers make commitments to meet very explicit specifications governing breeding and growing conditions, guaranteeing a quality differential.

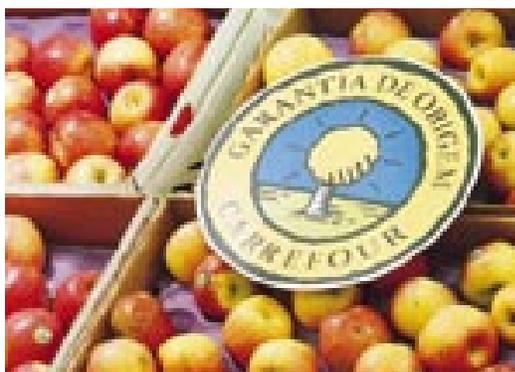
At the same time, as Brazil is one of the few remaining countries that has not accepted genetically modified soy, we have placed Brazilian producers in contact with French manufacturers who make soy-based products for Carrefour, in order to guarantee that Carrefour products are GMO-free.

### ARGENTINA

## Customer loyalty



Developing customer loyalty is a key objective, whether via Carrefour card transactions, advantageous financing using the card, or the creation of quality lines (beef, fruit, potatoes).



### BRAZIL

## Creation of a training center



Carrefour Brazil now numbers nearly 50,000 employees. Last June, a training center, generally modeled on the Marcel Fournier Institute, was inaugurated in São Paulo to develop the expertise and motivation of our employees. To strengthen our corporate culture, which is essential during a period of consolidation of new entities, all managing executives and hypermarket managers have received training. The three principal training themes for 2000 and 2001 are customer welcome, the role of the store manager, and flow management (information and merchandise).

## Argentina

With over 25,000 employees, Carrefour is the second largest company in the country. It has entered a new growth phase following the addition of the Promodès businesses.

Argentina is currently facing a severe crisis, which is causing a general drop in salaries and tax increases which have a significant impact on consumption.

While sales on a like-for-like basis are down, the Group has made every effort to limit distribution costs and ensure profitability. The distribution center opened in 1999 in Buenos Aires reached full capacity in 2000, operating on a JIT basis with real-time connection to suppliers. The system is based on five platforms, specialized by product family.

**The merger of the hypermarket and supermarket activities will take place in 2001-2002, when we have full control over Norte. It will then be possible to exploit new synergies.**

**Dia, established in Argentina since the end of 1997, accelerated its expansion in 2000 across greater Buenos Aires.**

After 60 new store openings in 1999, Dia had 100 new retail outlets in 2000 for a total network of 201 stores. These are small stores, with a maximum sales area of 300 m<sup>2</sup>.

The logistics systems have been adapted to our new scale of operations and are ready to handle the stores that we are rolling out in 2001.

## Colombia

As with all countries in which Carrefour is established, strong emphasis is placed on training in order to speed up internal promotions and ensure the success of new stores. Thus, when the new Cali store opened, 15 employees from the Bogota store were promoted to management functions.

**Carrefour is also involved in the social life of the country. We offer store internships to young people on the streets designed to give them permanent employment. We assist the UN in the fight against illegal drug cultivation. Food crops are gradually replacing cocaine and Carrefour is contributing to this program by buying and distributing these "replacement" products, thereby providing a replacement income for growers.**

## Mexico

In Mexico, we have worked especially hard on the atmosphere in our stores in order to create a market atmosphere. The older stores have been restyled and the new stores (2 in 2000) are being built with a highly colorful décor. We have focused our efforts on fresh products, some of which, like tortillas, tacos and fruit juice are made in front of the customer.

Our supply centers are operating in Cuautitla and Estado de Mexico, one for fresh produce, the other for groceries, electrical appliances and imported products (around 8 out of 10 products sold on our shelves are Mexican). In this way we can work directly with our suppliers and achieve better quality control. The creation of quality lines contributes to this achievement.

**Centralized purchasing improves our competitiveness, along with the low-price ranges and Carrefour products we have established.**

CHILE

### Customer services



**In a region where half the inhabitants do not own a car, 44,000 customers a month use the bus covering the area around the Velasquez store.**

## Chile

In the face of tight competition, Carrefour is playing both the price card and the innovation card. Our trade name has placed croissants, baguettes, and even sushi on the Chilean market. Quality fish and meat departments, fragrance corners, a "French-style" wine cellar, and appliance stands run by specialists have given us an edge. The success of these initiatives is given Carrefour new market shares.

# Carrefour, the leading internati



China

27

Hypermarkets



Thailand

11

Hypermarkets



Malaysia

6

Hypermarkets



Singapore

1

Hypermarket

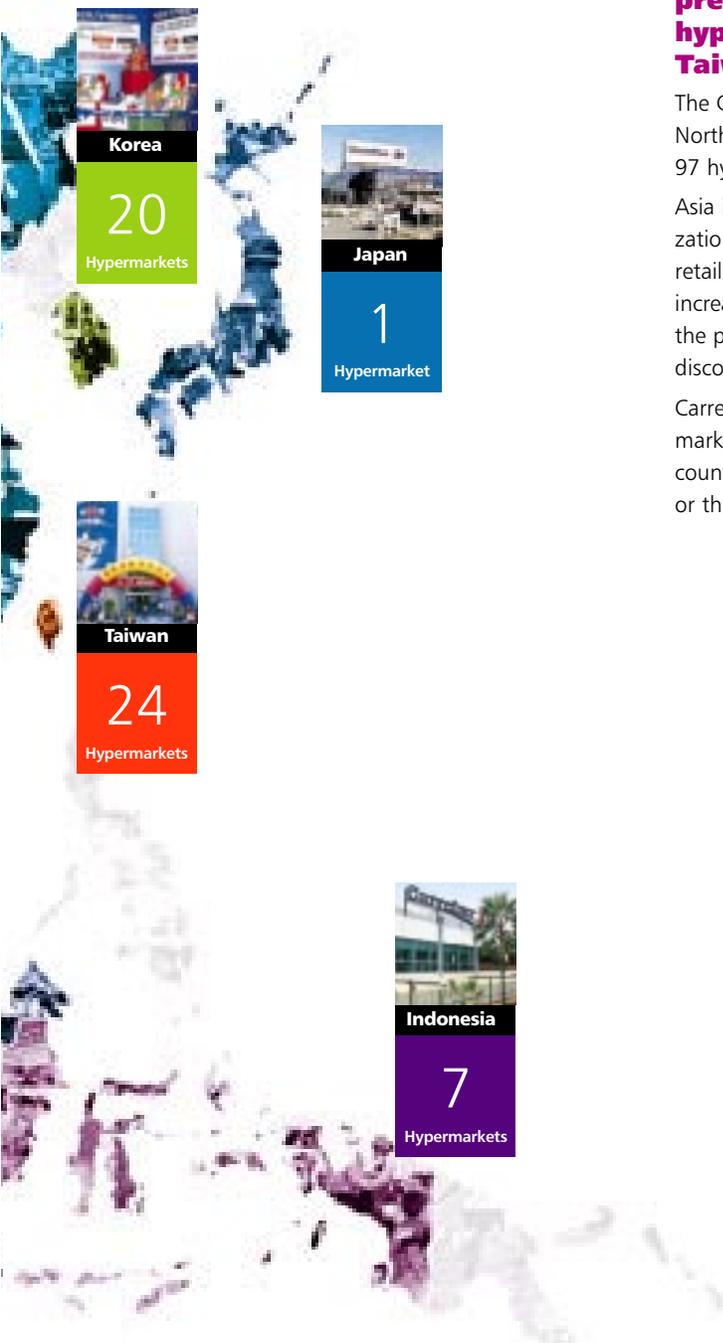
# onal retailer in Asia

**Carrefour was the first international retailer to establish a presence in Asia, with the first hypermarket in Kaohsiung, Taiwan, in 1989.**

The Group is now present in 8 countries in Northern and South-East Asia where it operated 97 hypermarkets at the end of 2000.

Asia is experiencing significant growth in urbanization in all countries and a need for a modern retail system, offering an emerging and increasingly large middle class hypermarket the practicality of a hypermarket and a quality discount offer.

Carrefour is also preparing to develop the supermarket and hard discount formats in some countries. The first stores could open within two or three years.



**20,087**  
employees in Asia have  
become Group shareholders



61% of our employees became shareholders in Carrefour in December 2000. In Korea and China, where we grew rapidly this past year, a particularly high number of our employees joined the scheme.

#### SUBSCRIPTION LEVELS BY COUNTRY

<b>China</b> 69%	<b>Malaysia</b> 79%
<b>Indonesia</b> 35%	<b>Singapore</b> 34%
<b>Japan</b> 64%	<b>Taiwan</b> 62%
<b>Korea</b> 63%	<b>Thailand</b> 56%

## TAIWAN

**Respect for  
the environment**

We have also launched an environmentally-friendly line of cleaning products—responding to an increasingly widespread concern among consumers.

This innovation has earned us media awards.

**Taiwan**

Carrefour is the tenth largest service company in Taiwan, and the leader in its sector.

We currently operate 24 hypermarkets on the island, and work every day to weave a place for Carrefour in the local socio-economic fabric.

First, through the products we sell. Nearly 70% of the products are Taiwanese, 20% Asian, and the remaining 10% or so come from America and Europe. We are also preparing for the opening of two new warehouses, one for fresh produce and one for groceries, which will centralize local purchasing to keep us more competitive.

Carrefour has also formed a foundation to promote family well-being and Taiwanese history and culture. Educational, sporting, and cultural events are regularly organized. This foundation has also proved to be very effective in difficult times (during the 1999 earthquake). In 2000, it received a gold award from the Government for participation in local life.

**Finally, Carrefour's 24 hypermarkets means 6,000 employees. We try to encourage internal promotion, supported by a training team that goes from store to store with programs on customer welcome, services, and shelf layouts. We do this because, as is always the case, our success depends on the skills and salesmanship of our employees. It is our responsibility to develop these skills.**

**Korea**

Carrefour Korea virtually doubled in size in 2000. This required a strong mobilization effort from our teams who successfully opened 9 new hypermarkets over the year.

The success of this effort was not achieved to the detriment of our existing stores, which also implemented several new projects to meet the needs of their customers:

- > Promotion of the Carrefour trade name among local suppliers: 600 products, chosen and manufactured according to standards defined by Carrefour Korea, are already available on our shelves;
- > Creation of quality lines;
- > Improvement in the exchange of information with local suppliers to ensure maximum freshness and quality: 95% of products sold in our stores come from Korea, 85% are purchased from local suppliers;
- > Expansion of services: home delivery and installation of appliances, as well as after-sales service which has gained a reputation for speed and quality among our customers. Services are backed by the logistics system implemented in 2000, which delivers half of our grocery items (70% in 2001), all electrical appliances and audio-visual items, and 30% of general merchandise. The integration of this logistics systems has enabled us to achieve much better cost control.

## China

With 27 stores under its trade name, Carrefour is now present in 15 the 17 largest cities in China.

We continued to grow with 6 new stores, all in partnership with local operators.

This broad presence requires enormous commercial adaptation: the distance between Peking and Shanghai is the same as between Copenhagen and Malaga, and consumer habits are just as diverse!

### CHINA

## A record number through check-out



A constant feature across the country is the record number of people going through check-out, with the average shopping basket the smallest of any country (approx. 10 euros), the frequency with which customers visit the store, and the low purchasing power of most of our customers.



### INDONESIA

## Training and internal promotion



As in other countries, training and internal promotion are a priority, so that we quickly have many competent and available local teams.

## Indonesia

In October 1998, two competing hypermarkets opened their doors in Jakarta. Today, thanks to the merger of Carrefour and Promodès, these 2 stores, and the 5 others which subsequently opened, operate under the same Carrefour trade name, making Carrefour the country's only hypermarket chain.

In 2000, our goal was to move toward greater centralization, particularly in terms of purchasing. A purchasing center is now up and running for all our stores and allows us to obtain the most competitive prices. This is easier because all our stores are located in Jakarta so product lines are consistent.

**We have set up a logistics platform for grocery items. This means that we now have only 30 deliveries a day at each store, instead of 60 to 80 previously. This has increased Carrefour's competitive edge.**



## Thailand

Carrefour's development in Thailand is concentrated in the area around Bangkok which accounts for 80% of the country's GDP. Two new Carrefour stores opened in 2000 confirmed this strategy.

Adaptation to local demand, innovation and discounting remain the keys to our success. 95% of our product items are local products, our merchandising is more innovative than our leading competitors, and we have opted to display our products by product line rather than by brand as is often the case elsewhere. Finally, our price positioning continues to be aggressive.



## Singapore, Malaysia

In Singapore and Malaysia, sales in our stores have increased sharply, benefiting from Carrefour's discount image, the adaptation of our product lines to different ethnic cultures, particularly in Malaysia, and from the many services offered, including children's entertainment, home delivery in Singapore, and in-store fruit juice production and bread baking that customers can watch.





## Japan

Carrefour opened its first hypermarket in Tokyo in December 2000, followed by two more new stores in Tokyo and Osaka in January 2001. The average sales area of these stores is 10,000 m<sup>2</sup>.

Carrefour lead the way in Japan as it is the first hypermarket operation in this country.

The stores' first few weeks have been very positive: customers have streamed in to explore this new concept. We even had to control in-store customer traffic in the early days because of the impact of the opening.

These openings have been backed by Carrefour's colorful, lively and "positive" advertising which has made a real difference.

Carrefour's arrival on the Japanese market, which has a population of 126 million with substantial purchasing power, represents a substantial challenge for the Group and, if the success of our stores continues, a significant source of growth.

### THE INTERNET

## GNX: connect suppliers and retailers via the internet

GNX, the online supply platform created in March 2000 connects suppliers and retailers via the internet. Carrefour, along with Oracle and Sears, created the platform and has already made good use of it during the year. A hundred auctions have been held, promoting efficient and rapid negotiations. The ultimate objectives of this resource are ambitious and will contribute to the Group's profitability by:

- > developing information exchanges with our suppliers to optimize the flow of merchandise;
- > reducing administrative costs, and finding new suppliers.

**Since March 2000, a number of other retailers have joined GNX:** Metro (Germany), Sainsbury's (UK), Kroger (USA), Pinault Printemps Redoute (France), Karstadt (Germany), Markant (Germany), Coles Myer (Australia), and Spar (Austria).



ANNUAL MEETING OF APRIL 26, 2001

# 2000 Fiscal Year

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41	Consolidated Financial Data and Sales Statistics

# Carrefour Group Management Report

## 1999 BASIS OF COMPARISON

The 1999 consolidated financial statements for the Carrefour Group included the Promodès statements for the last two months of the year.

The pro forma statements, including the combined business of Promodès and Carrefour for all of 1999, will be provided below as a basis of comparison with the consolidated financial statements for fiscal year 2000.

## Sales

Sales net of taxes totaled € 64.8 billion, up 73.4% over consolidated sales in 1999.

The table below gives a three-year breakdown of sales, net of taxes, by business segment:

	2000	1999 <sup>(1)</sup>	1998 <sup>(1)</sup>
Hypermarkets	60%	66%	95%
Supermarkets	20%	13%	-
Hard Discount	7%	7%	4%
Other stores	13%	14%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

The three-year breakdown of sales, net of taxes, by geographic region is as follows:

	2000	1999 <sup>(1)</sup>	1998 <sup>(1)</sup>
France	52%	62%	57%
Europe	27%	22%	14%
Americas	15%	11%	23%
Asia	6%	5%	6%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Earnings before interest, tax, depreciation and amortization

EBITDA came to € 4.4 billion and accounted for 6.8% of our sales versus 7.1% in 1999, an increase of 67.1%.

The following table shows the distribution of EBITDA by geographic region:

	2000	1999 <sup>(1)</sup>	1998 <sup>(1)</sup>
France	55%	64%	54%
Europe	26%	20%	17%
Americas	13%	12%	24%
Asia	6%	4%	5%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

The following table shows the ratio of EBITDA to sales net of taxes by geographic region:

	2000	1999 <sup>(1)</sup>	1998 <sup>(1)</sup>
France	6.9%	6.3%	6.3%
Europe	6.6%	5.7%	7.8%
Americas	6.2%	7.1%	7.0%
Asia	5.9%	5.0%	4.6%
<b>Total</b>	<b>6.8%</b>	<b>6.2%</b>	<b>6.6%</b>

*(1) In order to present results comparable to those of most retail companies, amortization of goodwill has been presented separately. Earnings before interest and tax (EBIT) after depreciation of goodwill for consolidated companies, comparable to the ratio presented in the statements in previous years, are shown under supplementary information.*

### Depreciation, amortization and provisions

Depreciation, amortization and provisions totaled € 1.7 billion. They remained stable at 2.6% of sales in 2000, as in 1999, in the consolidated financial statements.

### Earnings before interest and tax [EBIT]

EBIT rose to € 2.7 billion, a 65.1% increase over EBIT on the 1999 consolidated financial statements.

### Net interest income/Expense

Net Interest Income/Expense was an expense of € 0.7 billion, accounting for 1.08% of our sales in 2000.

### Taxes

The effective tax expense was € 0.6 billion in 2000, which represented 32.2% of our earnings before taxes and amortization of goodwill versus 33.2% based on the 1999 consolidated financial statements.

### Net income from recurring operations

Net income from recurring operations increased 37.9% over 1999 to € 1.5 billion.

### Minority interests

The share of minority interests in net income dropped from 10.5% in 1999 to 7.5% in 2000.

### Net income from recurring operations – Group share

Net income from recurring operations – Group share, totaled € 1.4 billion, a 42.6% increase over net income from recurring operations in the 1999 consolidated financial statements.

### Net income from recurring operations – Group share - After amortization of goodwill

Net income from recurring operations – Group share – after amortization of goodwill totaled € 1.1 billion, a 32.6% increase over net income from recurring operations in 1999.

### Non-recurring income/Expense – Group share

Income from non-recurring operations totaled € 15.4 million, and includes:

- The € 489.9 million gain from the sale of shopping malls in Europe;
- Gains of € 75.6 million realized from sales of stores in France required under the merger with Promodès;
- Exceptional depreciation of operating assets for € 240.6 million;
- Exceptional D&A on other tangible and intangible assets for € 104.6 million;
- Provisions on treasury shares and Petsmart shares for € 75.9 million;
- Other items for € 129 million, including the cost of selling our business in Hong Kong for € 65.6 million.

## CONSOLIDATED STATEMENT OF INCOME – PRO FORMA

(in € millions)	2000	% increase	1999	% increase	1998
<b>Sales, net of taxes</b>	<b>64,802.0</b>	<b>24.7</b>	<b>51,948.1</b>	<b>5.1</b>	<b>49,426.9</b>
Cost of sales	(49,919.6)	22.3	(40,824.3)	4.0	(39,256.8)
Gross margin	14,882.4	33.8	11,123.7	9.4	10,170.0
Selling, general and administrative expenses	(11,235.7)	32.5	(8,479.4)	8.5	(7,815.1)
Other income and expense	763.2	30.8	583.4	23.8	471.4
<b>EBITDA</b>	<b>4,409.9</b>	<b>36.6</b>	<b>3,227.8</b>	<b>14.2</b>	<b>2,826.3</b>
Depreciation, amortization and provisions	(1,684.9)	34.9	(1,248.6)	14.4	(1,091.0)
<b>EBIT <sup>(1)</sup></b>	<b>2,725.0</b>	<b>37.7</b>	<b>1,979.2</b>	<b>14.1</b>	<b>1,735.3</b>
Net interest income	(706.6)	Ns	(271.8)	Ns	(84.9)
Income before tax	2,018.4	18.2	1,707.4	3.5	1,650.4
Income tax	(649.7)	8.5	(599.0)	10.0	(544.4)
Net income from recurring operations – consolidated companies	1,368.7	23.5	1,108.5	0.2	1,106.0
Net income from companies accounted for by the equity method	120.9	- 21.8	154.6	42.2	108.7
Net income from recurring operations	1,489.6	17.9	1,263.0	4.0	1,214.7
Minority interests	(113.0)	- 0.7	(113.7)	- 38.8	(185.7)
<b>Net income from recurring operations – Group share</b>	<b>1,376.6</b>	<b>19.8</b>	<b>1,149.3</b>	<b>11.7</b>	<b>1,028.9</b>
Amortization of goodwill <sup>(1)</sup>	(326.2)	39.0	(234.8)	64.9	(142.4)
<b>Net income from recurring operations – Group share after goodwill</b>	<b>1,050.4</b>	<b>14.9</b>	<b>914.5</b>	<b>3.2</b>	<b>886.5</b>
Non-recurring income (expense) – Group share	15.4	Ns	(16.3)	Ns	11.6
Non-recurring income (expense) – minority interests	(2.0)	Ns	1.7	Ns	5.5
Total net income	1,176.8	16.1	1,013.6	- 6.9	1,089.4
<b>Net income – Group share</b>	<b>1,065.8</b>	<b>18.7</b>	<b>898.2</b>	<b>Ns</b>	<b>898.1</b>

### Supplementary information <sup>(1)</sup>

(in € millions)	2000	% increase	1999	% increase	1998
Amortization of goodwill on consolidated companies	(302.9)	67.7	(180.7)	62.3	(111.4)
Earnings after amortization of goodwill on consolidated companies	2,422.1	34.7	1,798.6	10.8	1,623.9

(1) In order to present earnings comparable to those of most retail companies, amortization of goodwill has been presented separately. Earnings before interest and tax (EBIT) after depreciation of goodwill on consolidated companies, comparable to the ratio presented in the statements in prior years, are shown under supplementary information.

## CONSOLIDATED BALANCE SHEET – PRO FORMA

ASSET (in € millions)	2000	1999	1998
Intangible assets	11,970.1	7,490.6	6,198.7
Property and equipment	13,892.2	12,112.7	10,429.2
Investments	1,977.9	1,804.4	1,735.2
<b>Fixed assets</b>	<b>27,840.2</b>	<b>21,407.7</b>	<b>18,363.1</b>
Inventories	5,716.4	4,929.1	4,369.8
Trade receivables	1,324.8	976.7	826.6
Other receivables	6,208.2	3,844.3	3,065.4
Marketable securities and investments	1,739.9	1,753.5	1,560.9
Cash and cash equivalents	1,201.1	839.2	638.5
<b>Current assets</b>	<b>16,190.4</b>	<b>12,342.9</b>	<b>10,461.2</b>
<b>Total assets</b>	<b>44,030.6</b>	<b>33,750.5</b>	<b>28,824.3</b>

LIABILITIES AND SHAREHOLDERS' EQUITY (in € millions)	Before appropriation of net income			After appropriation of net income		
	2000	1999	1998	2000	1999	1998
<b>Shareholders' equity - Group share</b>	<b>7,975.4</b>	<b>6,747.1</b>	<b>5,593.8</b>	<b>7,609.5</b>	<b>6,433.0</b>	<b>5,350.2</b>
Minority interests in consolidated companies	1,390.0	1,158.0	1,156.6	1,322.8	1,102.2	1,101.7
<b>Total shareholders' equity</b>	<b>9,365.4</b>	<b>7,905.1</b>	<b>6,750.4</b>	<b>8,932.3</b>	<b>7,535.3</b>	<b>6,451.9</b>
<b>Provisions for contingencies and long-term liabilities</b>	<b>1,771.9</b>	<b>1,201.6</b>	<b>1,030.4</b>	<b>1,771.9</b>	<b>1,201.6</b>	<b>1,030.4</b>
Borrowings	13,948.9	10,190.0	8,567.3	13,948.9	10,190.0	8,567.3
Trade payables	12,554.2	10,072.3	9,137.6	12,554.2	10,072.3	9,137.6
Other debt	6,390.2	4,381.5	3,338.5	6,823.3	4,751.4	3,637.0
<b>Total debt</b>	<b>32,893.3</b>	<b>24,643.8</b>	<b>21,043.5</b>	<b>33,326.4</b>	<b>25,013.7</b>	<b>21,341.9</b>
<b>Total liabilities and shareholders' equity</b>	<b>44,030.6</b>	<b>33,750.5</b>	<b>28,824.3</b>	<b>44,030.6</b>	<b>33,750.5</b>	<b>28,824.3</b>

## **PRESENTATION OF THE PRO FORMA ACCOUNTS**

The Carrefour Group data for the year 2000 discussed below are compared to the 1999 pro forma statements, including the combined business activities of Promodès and Carrefour for the full year.

### **Sales**

Sales net of taxes totaled € 64.8 billion, a 24.7% increase over 1999. On a constant consolidation and exchange basis, the Group would have earned sales of € 55.4 billion, a 6.7% increase over last year.

### **Earnings before interest, taxes, depreciation and amortization**

Pro forma EBITDA amounted to € 4.4 billion, an increase of 36.6% over 1999. On a constant consolidation and basis, earnings before depreciation, amortization and provisions would have totaled € 3.9 billion, a 20% increase over last year.

Thus, EBITDA in 2000 represented 6.8% of sales versus 6.2% in 1999.

This growth in EBITDA surpasses the growth of sales for the following reasons:

- An improvement of 1.55 percentage points in the gross margin rate in 2000, which rose to 22.96% due to improvements in purchasing and an expanded product line;
- Control of our SG&A expenses with the ratio of expenses to sales growing at a slower rate than the gross margin (16.32% of sales in 1999 compared to 17.33% in 2000).

### **Depreciation, amortization and provisions**

The increase in depreciation, amortization and provisions primarily reflects our accelerated growth policy and a high level of capital expenditures.

### **Earnings before interest and taxes**

EBIT totaled € 2.7 billion, a 37.7% increase over 1999. On a comparable consolidation and exchange basis, EBIT would have been € 2.5 billion, a 26.5% increase over last year.

### **Net interest income (Expense)**

There was a net interest expense of € 0.7 billion, representing 1.08% of 2000 sales. This increase reflects the impact of sustained capital expenditures, our external growth strategy, an increase in interest rates and lastly, a deterioration in trade payables with comparable consolidation.

### **Income tax**

The income tax expense totaled € 0.6 billion in 2000, representing 32.2% of our earnings before taxes and amortization of goodwill, compared to 35.1% in 1999.

### **Affiliates consolidated by the equity method**

Income from affiliates consolidated by the equity method dropped to € 121 million, down € 34 million from 1999.

### **Net income from recurring operations**

Net income from recurring operations totaled € 1.5 billion for 2000, representing an increase of 17.9% over 1999.

### **Minority interests**

The share of minorities in net income from recurring operations dropped from 8.9% in 1999 to 7.5% in 2000. This decline is due to the redemption of minority interests.

### Net non-recurring income (Expense) – Group share

Net non-recurring income totaled € 15.4 million, consisting of:

- The € 489.9 million gain realized on the sale of shopping malls in Europe;
- Gains of € 75.6 million from sales of stores in France required under the merger with Promodès;
- Exceptional D&A of operating assets for € 240.6 million;
- Exceptional D&A of other tangible and intangible assets for € 104.6 million;
- Provisions of € 75.9 million on treasury shares and Petsmart shares;
- Other items for € 129 million, including the cost of selling our business in Hong Kong for € 65.6 million.

### Working capital provided by operations and capital expenditures

Working capital totaled € 2.9 billion, representing 4.5% of sales.

Net investments for the year totaled € 5.8 billion.

Capital expenditures by Carrefour amounted to € 2.6 billion.

Financial investments for 2000 totaled € 4 billion; more than two-thirds of this amount was used to acquire GS.

Divestitures affecting our cash position in 2000 totaled € 0.9 billion.

### Net debt

Net debt for the Group rose from € 7.6 billion to € 11 billion as of the end of 2000. It represented 123% of shareholders' equity after earnings appropriations at year-end versus 101% at the end of 1999.

This debt does not include the capital gains recorded on Klépierre.

### Shareholders' equity Group share

Shareholders' equity totaled € 7.6 billion. The effect of the capital increase reserved for employees was € 0.7 billion in 2000. An expense of € 0.4 billion was incurred to bring the ex-Promodès structure into compliance with Carrefour standards.

## ANALYSIS BY GEOGRAPHIC REGION

(in € millions)	France		Europe		Americas		Asia		Total	
	2000	1999	2000	1999	2000	1999	2000	1999	2000	1999
Sales net of taxes	33,997	32,347	17,072	11,275	9,598	5,580	4,135	2,746	64,802	51,948
EBITDA	2,421	1,952	1,141	743	594	394	254	139	4,410	3,228
EBIT before goodwill	1,755	1,325	630	424	237	189	103	42	2,725	1,979

### FRANCE

#### STORE NETWORK

As of December 31, 2000, the store network included the following:

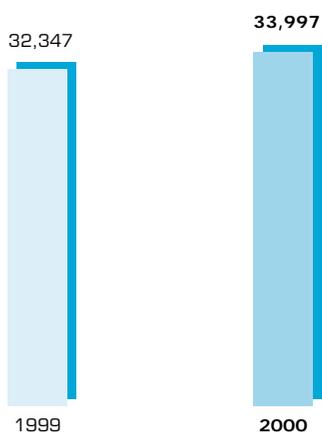
Hypermarkets	179
Supermarkets	539
Hard Discount	424
Frozen food stores	441
Other stores	126

**Total** **1,709**

In 2000 the network grew by 9 supermarkets, 6 Hard Discount stores and 30 frozen food stores.

#### SALES

(in € millions)

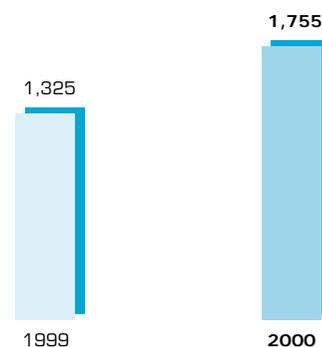


Sales in France increased 5.1% as a result of the strong growth by hypermarkets, approaching 1999 levels, combined with strong growth in supermarkets.

#### EARNINGS BEFORE INTEREST AND TAX

(in € millions)

EBIT rose from 4.1% of sales in 1999 to 5.2% of sales in 2000, totaling € 1,755 million.



This improvement in margin is largely due to synergies resulting from the merger.

#### CAPITAL EXPENDITURES

Capital expenditures in France totaled € 681 million, representing 2% of sales.

## EUROPE (OUTSIDE FRANCE)

### STORE NETWORK

As of December 31, 2000, the store network included the following:

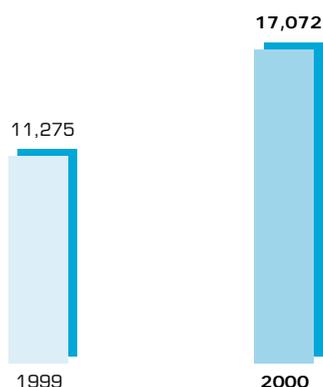
Hypermarkets	187
Supermarkets	526
Hard Discount	2,099
Frozen food stores	62
Other stores	155

**Total** **3,029**

The network grew by 45 hypermarkets, 345 supermarkets, 134 Hard Discount stores, 16 frozen food stores and 118 convenience stores.

### SALES

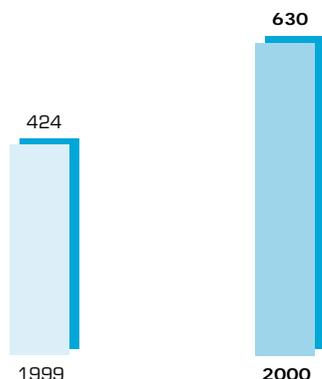
(in € millions)



Sales in Europe jumped 51.4% supported by the growth in the network.

### EARNINGS BEFORE INTEREST AND TAX

(in € millions)



EBIT remained stable at 3.7% of sales.

## CAPITAL EXPENDITURES

Capital expenditures in Europe totaled € 1,042 million, representing 6.1% of sales.

## AMERICAS

### STORE NETWORK

As of December 31, 2000, the network included the following:

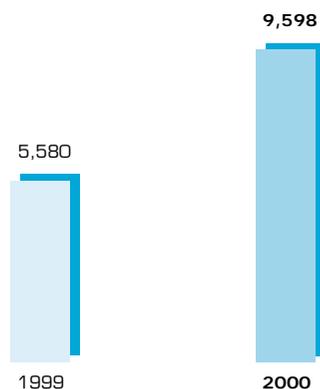
Hypermarkets	120
Supermarkets	253
Hard Discount	201

**Total** **574**

In 2000 the network grew by 8 hypermarkets, 170 supermarkets and 95 Hard Discount stores.

### SALES

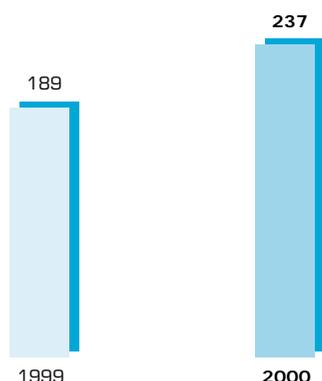
(in € millions)



Sales increased 72% from 1999 to 2000, reflecting the growth in the network.

## EARNINGS BEFORE INTEREST AND TAX

(in € millions)



EBIT dropped from 3.4% of sales in 1999 to 2.5% in 2000, amounting to € 237 million.

This decline in margin reflects the impact of the economic slump affecting Argentina and the addition of newly consolidated companies that are not yet profitable.

## CAPITAL EXPENDITURES

Capital expenditures totaled € 498 million, representing 5.1% of sales.

## ASIA

### STORE NETWORK

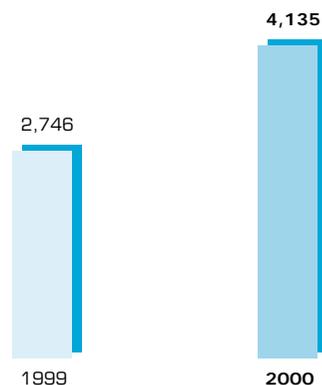
As of December 31, 2000, the network included the following:

Hypermarkets	94
<b>Total</b>	<b>94</b>

In 2000 the network grew by 14 hypermarkets.

## SALES

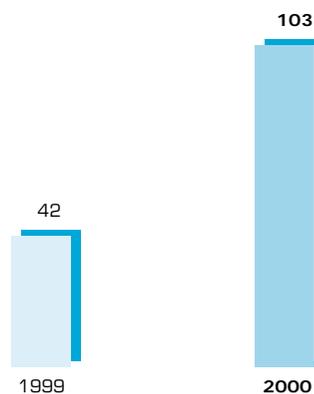
(in € millions)



Sales in Asia were up 50.5%, the result of a significant number of store openings (8 new hypermarkets in 1999) and a favorable currency effect.

## EARNINGS BEFORE INTEREST AND TAX

(in € millions)



EBIT totaled € 103 million, rising from 1.5% of sales in 1999 to 2.5% of sales in 2000.

At comparable exchange rates, it would have risen by 67.6%.

## CAPITAL EXPENDITURES

Capital expenditures in Asia totaled € 373 million, representing 9% of sales.

## RECENT TRENDS AND OBJECTIVES

On February 20, 2001, Carrefour announced the sale of its interest in Picard Surgelés for a total of € 624 million.

Carrefour predicts steady growth in 2001 in most European countries and Latin America with the exception of Argentina, which will not yet see any improvement, and a slowdown in growth in Asia, which was already perceptible at the end of 2000 in Korea and Taiwan.

The Group expects to complete the sale of the stores requested by French and Spanish authorities during the year.

This year, in addition to the consolidation of GB and Maus, Carrefour plans to open 35 to 40 hypermarkets, 50 to 60 supermarkets and 250 to 280 Hard Discount stores.

In August 1999 when it announced the alliance with Promodès, the Group also announced that earnings would double over three years, based naturally on the consolidation resulting from the merger, and with comparable interest and exchange rates.

Since then interest rates have increased appreciably, and the economic situation in Argentina has deteriorated substantially. These exterior factors have affected

Carrefour just as they have affected all economic operations. At the same time, the Company had the opportunity to assume control of GS and GB more quickly than originally planned. This strategic choice gives Carrefour an undisputed position in two major European countries.

However, the cost of this choice was the financing required for these acquisitions and the capital expenditures necessary to bring both companies up to the level of Carrefour. These factors have had an impact on the 2000 and 2001 financial statements.

On this new basis, the Group will not be able to double its income in three years; this objective was based on the assumption of an average annual growth rate of 26%.

For 2001, provided that all conditions and prospects, especially current economic, political and geographic conditions, remain exactly the same in all respects as they are today, the objective for growth of sales net of taxes is now 8%, approximately € 70 billion. The objective for growth in net income-Group share is set at 15% after amortization of goodwill.

By reducing income growth in the short term, Carrefour has elected to take strategic positions that will contribute to income growth in the future.



# 2000

## **Consolidated financial statements**

# CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31

(in € millions)	Notes	2000	% Progression	1999	% Progression	1998
<b>Sales, net of taxes</b>	3	<b>64,802.0</b>	<b>73.4</b>	<b>37,364.3</b>	<b>36.3</b>	<b>27,408.7</b>
Cost of sales	4	(49,919.6)	71.1	(29,183.0)	34.9	(21,629.2)
Gross margin		14,882.4	81.9	8,181.3	41.6	5,779.5
Selling, general and administrative expenses	5	(11,235.7)	88.6	(5,957.4)	40.1	(4,253.2)
Other income and expense	6	763.2	83.8	415.3	51.1	274.9
<b>EBITDA</b>	7	<b>4,409.9</b>	<b>67.1</b>	<b>2,639.2</b>	<b>46.6</b>	<b>1,801.2</b>
Depreciation, amortization and provisions	8	(1,684.9)	70.5	(988.3)	38.3	(714.7)
<b>EBIT <sup>(1)</sup></b>	9	<b>2,725.0</b>	<b>65.1</b>	<b>1,650.9</b>	<b>51.9</b>	<b>1,086.5</b>
Net interest income (expense)	10	(706.6)	Ns	(202.0)	Ns	(48.0)
Income before tax		2,018.4	39.3	1,448.9	39.5	1,038.5
Income tax	11	(649.7)	35.0	(481.1)	37.0	(351.1)
Net income from recurring operations – consolidated companies		1,368.7	41.4	967.8	40.8	687.4
Net income from companies accounted for by the equity method	12	120.9	7.6	112.4	4.7	107.3
Net income from recurring operations		1,489.6	37.9	1,080.1	35.9	794.7
Minority interests		(113.0)	- 1.7	(114.9)	10.2	(104.3)
<b>Net income from recurring operations – Group share</b>		<b>1,376.6</b>	<b>42.6</b>	<b>965.2</b>	<b>39.8</b>	<b>690.4</b>
Amortization of goodwill <sup>(1)</sup>	13	(326.2)	88.9	(172.7)	131.7	(74.6)
<b>Net income from recurring operations – Group share after goodwill</b>		<b>1,050.4</b>	<b>32.6</b>	<b>792.4</b>	<b>28.7</b>	<b>615.9</b>
Non-recurring income (expense) – Group share	14	15.4	Ns	(37.2)	Ns	30.8
Non-recurring income (expense) – minority interests		(2.0)	Ns	0.9	Ns	0.0
Total net income		1,176.8	35.1	871.1	16.0	751.0
<b>Net income – Group share</b>		<b>1,065.8</b>	<b>41.1</b>	<b>755.2</b>	<b>16.8</b>	<b>646.7</b>

## Supplementary information <sup>(1)</sup>

(in € millions)	2000	% Progression	1999	% Progression	1998
Amortization of goodwill on consolidated companies	(302.9)	Ns	(156.6)	Ns	(56.0)
Earnings after amortization of goodwill on consolidated companies	2,422.1	62.1	1,494.3	45.0	1,030.6

## Net income from recurring operations per diluted share <sup>(2)</sup>

(in €)	Notes	2000	1999	1998
Net income from recurring operations – Group share after amortization of goodwill		1.51	1.58	1.33
Net income from recurring operations – Group share before amortization of goodwill		1.97	1.92	1.49
Number of shares used in the calculations <sup>(3)</sup>	15	709,408,707	504,852,271	462,443,388

(1) In order to present earnings comparable to those of most retail companies, amortization of goodwill has been presented separately. Earnings before interest and tax (EBIT) after depreciation of the goodwill of consolidated companies, comparable to the ratio presented in the statements in prior years, are shown under supplementary information.

(2) Net income from operations per share is calculated from the average number of shares comprising the capital during the year and includes the potential dilution resulting from the convertible bond loan and the BSARs (Note 15).

The potential dilution from the stock options granted to executives does not result in any significant difference compared to the net income from recurring operations per share calculated above. The average number of shares before dilution totaled 695,685,857.

(3) After a six-for-one split in 1999 (1 existing share = 6 new shares) and the allotment of one bonus share for every share held in 2000.

# CONSOLIDATED BALANCE SHEET AS OF DECEMBER 31

ASSETS (in € millions)	Notes	2000	1999	1998
Intangible assets	16	11,970.1	7,490.6	3,502.8
Property and equipment	17	13,892.2	12,112.7	7,141.3
Investments	18	1,977.9	1,804.4	1,503.8
<b>Fixed assets</b>		<b>27,840.2</b>	<b>21,407.7</b>	<b>12,147.9</b>
Inventories		5,716.4	4,929.1	2,443.6
Trade receivables		1,324.8	976.7	159.6
Other receivables	19	6,208.2	3,844.3	1,637.0
Marketable securities	20	1,739.9	1,753.5	703.9
Cash and cash equivalents		1,201.1	839.2	290.7
<b>Current assets</b>		<b>16,190.4</b>	<b>12,342.9</b>	<b>5,234.8</b>
<b>Total assets</b>		<b>44,030.6</b>	<b>33,750.5</b>	<b>17,382.7</b>

LIABILITIES AND SHAREHOLDERS' EQUITY (in € millions)		Before appropriation of net income			After appropriation of net income		
		2000	1999	1998	2000	1999	1998
<b>Shareholders' equity - Group share</b>	21	<b>7,975.4</b>	<b>6,644.6</b>	<b>4,100.7</b>	<b>7,609.5</b>	<b>6,330.6</b>	<b>3,910.3</b>
Minority interests in consolidated companies		1,390.0	1,260.4	756.3	1,322.8	1,204.7	710.4
<b>Shareholders' equity</b>		<b>9,365.4</b>	<b>7,905.1</b>	<b>4,857.0</b>	<b>8,932.3</b>	<b>7,535.3</b>	<b>4,620.7</b>
<b>Provisions for contingencies and long-term liabilities</b>	22	<b>1,771.9</b>	<b>1,201.6</b>	<b>681.1</b>	<b>1,771.9</b>	<b>1,201.6</b>	<b>681.1</b>
Borrowings	23	13,948.9	10,190.0	5,102.5	13,948.9	10,190.0	5,102.5
Trade payables		12,554.2	10,072.3	4,891.2	12,554.2	10,072.3	4,891.2
Other debt		6,390.2	4,381.5	1,850.9	6,823.3	4,751.4	2,087.2
<b>Total debt</b>		<b>32,893.3</b>	<b>24,643.8</b>	<b>11,844.5</b>	<b>33,326.4</b>	<b>25,013.7</b>	<b>12,080.8</b>
<b>Total liabilities and shareholders' equity</b>		<b>44,030.6</b>	<b>33,750.5</b>	<b>17,382.7</b>	<b>44,030.6</b>	<b>33,750.5</b>	<b>17,382.7</b>

# CONSOLIDATED STATEMENT OF CASH FLOW

(in € millions)	2000 <sup>(1)</sup>	1999 <sup>(1)</sup>	1998
<b>Net income</b>	<b>1,176.8</b>	<b>871.1</b>	<b>751.0</b>
Depreciation and amortization	2,475.0	1,176.1	823.8
Gain/loss from disposals of assets	(669.1)	42.1	(87.5)
Change in provisions and other operating resources	61.4	556.1	7.3
Share in income from equity method companies net of dividends received	(98.0)	(94.4)	(88.5)
<b>Working capital provided by operations</b>	<b>2,946.1</b>	<b>2,551.1</b>	<b>1,406.2</b>
Changes in other short-term assets and liabilities	1,342.3	491.8	(181.3)
<b>Net cash provided by operating activities</b>	<b>4,288.4</b>	<b>3,042.9</b>	<b>1,224.9</b>
Additions to intangible assets and property and equipment	(8,600.9)	(9,261.6)	(4,235.6)
Additions to investments	(161.0)	(539.5)	(887.6)
Disposals of intangible assets and property and equipment	746.5	102.1	105.5
Disposals of investments	199.3	3.5	138.9
Other movements	(86.9)	1,811.7	13.7
<b>Net cash used in investing activities</b>	<b>(7,903.0)</b>	<b>(7,883.7)</b>	<b>(4,865.1)</b>
Capital increase in cash	858.6	(135.1)	369.8
Dividends paid by Carrefour (parent company) and by consolidated companies to minority interests	(372.0)	(239.5)	(228.4)
Change in borrowings	4,326.0	5,642.6	3,544.9
<b>Net cash provided by financing activities</b>	<b>4,812.7</b>	<b>5,268.0</b>	<b>3,686.4</b>
Impact of exchange rate fluctuations	(111.0)	21.5	(75.6)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>1,087.1</b>	<b>448.7</b>	<b>(29.4)</b>
<b>Cash and cash equivalents at beginning of the year</b>	<b>1,019.1</b>	<b>570.5</b>	<b>599.9</b>
<b>Cash and cash equivalents at end of the year</b>	<b>2,106.2</b>	<b>1,019.1</b>	<b>570.5</b>

(1) The variation in these accounts reflects the full consolidation of GS, Norte and the joint venture with Marinopoulos in 2000, and the full consolidation of Promodès and Comptoirs Modernes in 1999.

# STATEMENT OF CHANGES IN CONSOLIDATED SHAREHOLDERS' EQUITY

After appropriation of net income	Share capital	Additional paid-in capital	Retained earnings	Shareholders' equity Group share	Minority interests
(in € millions)					
<b>At December 31, 1997</b>	<b>586.5</b>	<b>0.3</b>	<b>2,728.4</b>	<b>3,315.2</b>	<b>969.4</b>
1998 net income			646.7	646.7	104.3
1998 dividends			(190.4)	(190.4)	(45.9)
Cancellation of dividends on treasury stock			2.7	2.7	
Issuance of shares	5.6	315.0		320.6	48.9
Foreign currency translation adjustment			(184.0)	(184.0)	(116.6)
Impact of changes in consolidation and other movements			(0.5)	(0.5)	(249.7)
<b>At December 31, 1998</b>	<b>592.1</b>	<b>315.3</b>	<b>3,002.9</b>	<b>3,910.3</b>	<b>710.4</b>
1999 net income			755.2	755.2	115.9
1999 dividends			(314.0)	(314.0)	(55.8)
Cancellation of dividends on treasury stock			2.1	2.1	
Issuance of shares	264.2	16,416.0		16,680.2	28.5
Foreign currency translation adjustment (note 20)			321.7	321.7	7.5
Impact of changes in consolidation and other movements <sup>(1) (2)</sup>		(16,415.6)	1,390.6	(15,024.9)	398.2
<b>At December 31, 1999</b>	<b>856.3</b>	<b>315.7</b>	<b>5,158.6</b>	<b>6,330.6</b>	<b>1,204.7</b>
2000 net income			1,065.8	1,065.8	111.0
2000 dividends			(365.9)	(365.9)	(67.3)
Cancellation of dividends on treasury stock					
Issuance of shares	921.6	(54.4)		867.2	114.5
Foreign currency translation adjustment (note 20)			105.8	105.8	33.0
Impact of changes in consolidation and other movements <sup>(1) (2)</sup>			(394.0)	(394.0)	(73.1)
<b>At December 31, 2000</b>	<b>1,777.9</b>	<b>261.4</b>	<b>5,570.3</b>	<b>7,609.5</b>	<b>1,322.8</b>

(1) The principal effects of the changes in consolidation primarily reflect the final calculation of the net impact of the pooling of interest method used for the Promodès acquisition.

(2) The increase in minority interests primarily reflects the recognition of minority interests in the capital of Promodès.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## **NOTE 1**

### **Accounting principles**

The consolidated financial statements were prepared in accordance with French accounting principles. The new provisions of Regulation No. 99-02 of the Accounting Regulations Committee governing consolidated financial statements, approved on June 22, 1999, were also applied starting in fiscal year 1999. These new provisions primarily concern the pooling of interest method applied to the Promodès Group. The accounting principles used also comply with US GAAP, except for the following:

- The conversion into French francs of the financial statements of the subsidiaries in Colombia and Turkey. For this conversion, the principle used by the Group consisted of translating at the year-end exchange rate the accounts previously adjusted for inflation. This method best reflects the currency fluctuations in those countries. With inflation under control in Argentina, Brazil and Mexico, the Group no longer applied the currency adjustment method for those countries;
- Service companies are accounted for by the equity method;
- The pooling of interest method was used to consolidate the Promodès Group from November 1, 1999 while the pooling of interest method was applied from January 1, 1999, as in the pro forma statements;
- The costs directly related to the Public Exchange Operation are charged to paid-in capital;
- The recording of treasury stock (note 20);
- The recording of non-consolidated, long-term assets (note 18);
- The criteria for applying exceptional depreciation and amortization of assets;
- The non-recurring items presented under non-recurring income related to ordinary business activities.

The following companies are fully consolidated: companies controlled exclusively, either directly or indirectly, by Carrefour and any companies in which it exercises management in connection with a majority or equal interest. In addition, any companies over which it exerts a notable influence are accounted for by the equity method. The equity method is also applied to

service companies which, if fully consolidated, would not be an accurate reflection of the Group's business activities. Full consolidation, including service companies is presented in note 26. Any companies consolidated in the last three months of the fiscal year which were unable to provide the necessary information in time for full consolidation are accounted for by the equity method.

When Carrefour is not in a position to exercise significant influence on the operating or financial decisions of the companies in which it owns stock, then such stock is held at the acquisition cost as "long-term investments." The same applies to insignificant companies. A provision for amortization is funded for such stock if necessary. The amortization method is explained in the subsection titled "long-term investments."

For companies acquired during the year and additions to investments, only the results of the period following the acquisition date are recorded in the consolidated statement of income. For companies sold during the year and dilutions, only the results for the period prior to the selling date are recorded in the consolidated statement of income.

### **Converting the financial statements of international subsidiaries**

For companies doing business in countries with a history of high inflation, Colombia and Turkey in this instance:

- Intangible assets, property and equipment, investments, shareholders' equity and other non-monetary items are revalued based on the decline in general purchasing power of the local currency during the year.

All the balance sheet items, with the exception of shareholders' equity belonging to the Group, are then converted into French francs based on the rates in effect at year-end;

- With respect to shareholders' equity belonging to the Group, the opening balance is carried forward at the French franc value at the end of the prior year; the income used is the amount presented in the statement of income; other movements are converted at the real transaction rates. The difference thus created between assets and liabilities on the balance sheet is recorded in a "foreign currency translation" account included under "Shareholders' equity – Group share";

- The statement of income in local currency is adjusted for inflation between the transaction date and the end of the year. All items are then converted on the basis of the rates in effect at year-end.

For the other companies:

- Balance sheet items are converted according to the principles described above but without prior restatement for the effects of inflation;
- Income statement items in local currency are converted at the average rate for the year, weighted to take into account the seasonal business of each company.

### Intangible assets, property and equipment

Assets for which the prospects of future profitability preclude a return on their net book value are subject to extraordinary depreciation, calculated by comparing the net book value of the asset and its useful value, which is estimated by discounting future cash flows over the useful life and the residual value.

### Intangible assets

Businesses acquired by companies in the Group are recorded as assets at their acquisition price.

Goodwill recorded when equity investments are made is recorded as an asset on the balance sheet at the first consolidation after appropriation to the different identifiable assets and liabilities.

The method known as "Pooling of Interests" is applied when the Group meets the necessary and sufficient conditions to implement it.

Intangible assets classified as retail business concerns are amortized using the straight-line method over the same life as the buildings (20 years). Other goodwill is amortized using the straight-line method over a period not to exceed 40 years. In the event of an irreversible loss of value based on estimates of future income, an exceptional depreciation is then recorded.

The other intangible assets correspond primarily to software that is amortized over periods of one to five years.

### Property and equipment

Land, constructions and equipment are valued at their original cost price. Depreciation is calculated according to the straight-line method based on average life, i.e.:

• Constructions:	
- buildings	20 years
- land	10 years
- parking lots	6-2/3 years
• Equipment, fittings and fixtures	6 2/3 years to 8 years
• Other property, plant & equipment	4 years to 10 years

Acquisitions of property, plant or equipment made through a lease agreement are recorded as assets at the cost price at the time of acquisition and depreciated over the periods cited above. Debt resulting from the acquisition is recorded under liabilities. On the statement of income, leasing fees are replaced by interest on loans and depreciation of the asset.

### Long-term investments

Investments in fully consolidated companies, as well as dividends received from such companies are canceled. These investments are replaced by the assets, liabilities and shareholders' equity of the companies concerned.

The acquisition cost of the securities is equal to the amount of the payment made to the seller plus any other costs net of corporate income tax directly chargeable to the acquisition.

Investments in companies consolidated by the equity method reflect the portion of consolidated shareholders' equity of such companies belonging to the Group; the corresponding goodwill, if any, is presented under intangible assets.

Investments in unconsolidated companies appear on the balance sheet at their cost price. Any related dividends are recorded in the year they are received. Such investments are depreciated, if necessary, through provisions that take into account their current value. This value is estimated based on the portion of shareholders' equity (possibly revalued) and the prospect of profitability.

### Inventories

Inventories of merchandise are valued at the last purchase price, a method suitable for rapid inventory rotation. This price includes all the conditions obtained at purchase. They are reduced to their market value, if necessary, at year-end.

## Costs carried forward

Some costs related to the consolidation of Promodès are spread over three years.

## Marketable securities

Marketable securities are valued at the purchase or at the market price if this is lower.

Any unexercised Carrefour shares acquired by the parent company, either under a stock option plan or a specific policy to regulate the market price, are shown on the balance sheet at cost price and depreciated if necessary.

## Retirement benefits

Carrefour pays retirement benefits to all persons working for the Group up to retirement in France and other countries. All employee benefits are paid. This commitment is calculated on an actuarial basis, taking into account factors, such as employee turnover, mortality and salary increases.

Commitments are met through contributions paid to outside agencies in the form of provisions.

## Income tax

Deferred taxes are based on the differences between the book value and the taxable value of assets or liabilities.

Deferred taxes involve primarily the provision for retirement benefits, restated depreciation and amortization, property, plant or equipment acquired under financial leases, the amortization of businesses, tax-exempt capital gains or losses and employee profit-sharing. Such deferred taxes are calculated at the tax rate in effect at the beginning of the following year using the variable carry-forward method.

Deferred tax assets and liabilities are discounted if the effect of discounting is significant.

The rate used to value deferred taxes in France reflects the impact of the additional contributions.

When a tax is due at the time of distribution and the tax cannot be recovered in the country where the dividend is received, a provision for taxes is recorded in the amount of any dividends to be paid out.

## Sales and gross margin

Sales include only sales made in the stores and warehouses. The cost of sales also includes purchases and inventory fluctuations, logistical costs and joint marketing activities.

## Set-up costs

These costs are fully paid in the year in which the establishment in question opens.

## Financial instruments

Instruments used by the Group to hedge interest and currency risks are intended to limit the effects of interest rate fluctuations on variable rate debt and the impact of exchange fluctuations on the Group's currency needs.

The results from these instruments are recorded symmetrically as income under the items hedged. When positions are not considered hedging from an accounting standpoint, they are compared at their market value. Losses, if any, are funded in a provision.

## NOTE 2

### Change in consolidation

#### Principal acquisitions in the year

On January 21, 2000, Carrefour acquired **the Brazilian retail chains Rainha, Dallas and Continente**. Goodwill totaling € 358.2 million will be amortized over 40 years.

In March 2000 Carrefour increased its stake in the Italian company **Gruppo GS Spa**, in which it now holds 96.22%. This transaction generated goodwill of € 2,408.7 million in 2000.

On March 30, 2000, the Carrefour and Marinopoulos Groups announced the formation of the company **Carrefour Marinopoulos SA**, to be held 50/50 by the partners, which will hold all their hypermarket and supermarket business in Greece. Goodwill of € 119.9 million was recorded and will be amortized over 40 years.

On May 3, 2000, the Argentine anti-trust authorities approved the operation by which Carrefour acquired control of the Argentine company **Supermercados Norte SA**, in which it now holds 51% of the voting rights. The Group acquired 1.2% of the capital corresponding to 2.2% of the voting rights, resulting in additional goodwill, which was negligible.

In October 2000 Carrefour, which already held 27.5% of the **GB Company**, a subsidiary of GIB in Belgium, acquired the remaining 72.5%. This transaction generated goodwill of € 857.2 million.

These acquisitions were fully consolidated with the exception of GB, which was consolidated by the equity method over 12 months.

### Principal disposals in the year

Carrefour decided to sell its store operating business in **Hong Kong**.

In May Carrefour agreed to sell or exchange 20 hypermarkets and 29 supermarkets, 12 Dia stores and 15 convenience stores in Spain and France. At the end of 2000, 14 supermarkets and 7 hypermarkets had been sold in France.

In July Carrefour signed a master agreement with Klépierre and its subsidiary Ségécé which committed the two groups to a process to sell Klépierre the walls of most of the Carrefour **shopping malls** in Europe. This agreement sets forth the general guidelines for a partnership in the management and development of these shopping centers.

### NOTE 3

#### Breakdown of Sales, net of taxes, by geographic region <sup>(1)</sup>

(in € millions)	2000	1999	1998
France	33,997.0	23,157.8	15,524.2
Europe	17,072.0	5,981.8	3,920.2
Americas	9,598.0	5,521.4	6,222.2
Asia	4,135.0	2,703.4	1,742.0
	<b>64,802.0</b>	<b>37,364.3</b>	<b>27,408.7</b>

(1) Sales include only sales made in stores and warehouses.

### NOTE 4

#### Cost of sales <sup>(1)</sup>

(in € millions)	2000	1999	1998
Initial inventory <sup>(2)</sup>	4,373.2	2,498.8	2,257.0
Purchases, net of rebates	50,666.7	29,408.8	21,873.7
Final inventory	(5,120.3)	(2,724.6)	(2,501.5)
	<b>49,919.6</b>	<b>29,183.0</b>	<b>21,629.2</b>

(1) In addition to purchases and changes in inventory, the cost of sales includes logistical costs and the cost of joint marketing operations

(2) The initial inventory in the year differs from the final inventory for the prior year because a different euro conversion rate for inventory was used by the international subsidiaries.

### NOTE 5

#### Selling, general and administrative expenses

(in € millions)	2000	1999	1998
Personnel costs	6,010.6	3,498.1	2,555.8
Employee profit-sharing	166.9	106.9	72.9
Other general expenses	5,058.2	2,352.4	1,624.5
	<b>11,235.7</b>	<b>5,957.4</b>	<b>4,253.2</b>

### NOTE 6

#### Other income and expenses

(in € millions)	2000	1999	1998
Income from real estate <sup>(1)</sup>	325.2	207.0	155.5
Other	438.0	208.2	119.4
	<b>763.2</b>	<b>415.3</b>	<b>274.9</b>

(1) Income from real estate includes rents from shopping malls, but excludes re-invoicing of costs and expenses.

### NOTE 7

#### Breakdown of EBITDA by geographic region

(in € millions)	2000	1999	1998
France	2,420.6	1,649.3	978.3
Europe	1,140.5	457.0	307.6
Americas	594.6	396.7	434.3
Asia	254.3	136.1	81.0
	<b>4,409.9</b>	<b>2,639.2</b>	<b>1,801.2</b>

### NOTE 8

#### Depreciation, amortization and provisions

(in € millions)	2000	1999	1998
Depreciation of property and equipment	1,519.8	963.6	680.4
Amortization of other intangible assets	152.8	39.9	25.9
Provisions	12.3	(15.2)	8.4
	<b>1,684.9</b>	<b>988.3</b>	<b>714.7</b>

## NOTE 9

### Breakdown of EBIT by geographic region

(in € millions)	2000	1999	1998
France	1,755.0	1,166.1	640.1
Europe	630.0	246.1	176.7
Americas	237.0	198.6	239.2
Asia	103.0	40.1	30.5
	<b>2,725.0</b>	<b>1,650.9</b>	<b>1,086.5</b>

## NOTE 10

### Interest income (Expense)

(in € millions)	2000	1999	1998
Interest income	587.2	317.4	188.3
Dividends received	7.3	0.3	0.0
Interest expense	(1,301.2)	(519.7)	(236.3)
	<b>(706.6)</b>	<b>(202.0)</b>	<b>(48.0)</b>

## NOTE 11

### Income tax

(in € millions)	2000	1999	1998
Current income taxes	671.2	451.9	377.8
Deferred taxes	(21.5)	29.3	(26.7)
	<b>649.7</b>	<b>481.1</b>	<b>351.1</b>
Real tax rate (Base: income before taxes and goodwill)	32.2%	33.2%	33.8%
<b>Standard tax rate</b>			<b>33.3%</b>
Surtaxes			3.3%
Difference in tax rate of foreign companies			- 3.1%
Losses without tax credits and impact of losses carried forward			- 1.4%
Difference in tax treatment			- 1.1%
Other			1.2%
<b>Real tax rate</b>			<b>32.2%</b>

## NOTE 12

### Net income (expense) from recurring operations of companies accounted for by the equity method

(in € millions)	2000	1999	1998
Net income (expense) from recurring operations of unmanaged companies accounted for by the equity method	59.2	67.1	71.2
Depreciation and amortization of income of unmanaged companies accounted for by the equity method	(23.3)	(16.2)	(18.6)
<b>Net income of unmanaged companies accounted for by the equity method</b>	<b>35.8</b>	<b>50.9</b>	<b>52.6</b>
Net income (expense) from recurring operations of managed companies accounted for by the equity method	61.7	45.3	36.1
Depreciation and amortization of income of managed companies accounted for by the equity method			
<b>Net income of managed companies accounted for by the equity method</b>	<b>61.7</b>	<b>45.3</b>	<b>36.1</b>
Net income (expense) from recurring operations of companies accounted for by the equity method	120.9	112.4	107.3
<b>Net income of companies accounted for by the equity method</b>	<b>97.6</b>	<b>96.2</b>	<b>88.7</b>

## NOTE 13

### Breakdown of amortization of goodwill by region

(in € millions)	2000	1999	1998
France	(143.5)	(140.7)	(64.0)
Europe	(117.5)	(8.5)	(3.5)
Americas	(65.2)	(23.5)	(7.0)
Asia	0.0	0.0	0.0
	<b>(326.2)</b>	<b>(172.7)</b>	<b>(74.6)</b>

and in 1998:

- a gain of € 83.1 million from the sale of Office Depot US;
- a gain of € 9.3 million from the sale of Office Depot France;
- a gain of € 8.7 million from the sale of Carpetland;
- other expenses for € 3.4 million;
- an extraordinary amortization of goodwill for € 40.6 million;
- an extraordinary depreciation of land for € 26.4 million.

## NOTE 14

### Non-recurring income – Group share

(in € millions)	2000	1999	1998
Non-recurring income - Group share	15.4	(37.2)	30.8
Non-recurring income - minority share	(2.0)	0.9	0.0
	<b>13.4</b>	<b>(36.3)</b>	<b>30.8</b>

Non-recurring income (expense) in 2000 consisted of the following:

- a gain of € 489.9 million from the sale of shopping malls in Europe;
- a gain of € 75.6 million from sales of stores in France, required under the merger with Promodès;
- an extraordinary depreciation of operating assets for € 240.6 million;
- an extraordinary depreciation and amortization of € 104.6 million on other property, equipment and intangible assets;
- provisions on treasury stock and Petsmart securities for € 75.9 million;
- other items for € 129 million, including the cost of selling our business in Hong Kong for € 65.6 million;

Non-recurring income (expense) in 1999 consisted of the following:

- a gain of € 42.2 million from the sale of 40% of our financial services business in Brazil;
- a loss of € 33.2 million from the sale of three Mexican stores;
- allocations to provisions for contingencies for € 42.4 million;
- other non-recurring expenses for € 2.9 million;

## NOTE 15

### Net income from recurring operations – per share before dilution

	2000	%	1999	%	1998
Net income from recurring operations – Group share before amortization of goodwill in millions of euros	1,376.6	42.6	965.2	39.8	690.4
Net income from recurring operations – Group share after amortization of goodwill in millions of euros	1,050.4	32.6	792.4	28.7	615.9
Number of shares	695,685,857		502,618,679		462,443,388
Net income per share from recurring operations – Group share before amortization of goodwill in euros	1.98	3.0	1.92	28.6	1.49
Net income per share from recurring operations – Group share after amortization of goodwill in euros	1.51	- 4.2	1.58	18.4	1.33

### Net income from recurring operations – per share after dilution

	2000	%	1999	%	1998
Net income from recurring operations – Group share before amortization of goodwill in millions of euros	1,376.6	42.6	965.2	39.8	690.4
Net income from recurring operations – Group share after amortization of goodwill in millions of euros	1,050.4	32.6	792.4	28.7	615.9
Savings in interest expense net of taxes on:					
• CB issue 10/1999 (in €m)	8.6		1.5		0.0
• Warrant (BSAR) issue/1998 (in €m)	14.3		2.4		0.0
Net income from recurring operations – Group share, restated before amortization of goodwill – per share in euros	1,399.5		969.0		690.4
Net income from recurring operations – Group share, restated after amortization of goodwill – per share in euros	1,073.3		796.2		615.9
Weighted average number of shares	695,685,857		502,618,679		462,443,388
Shares to be issued from:					
• CB issue 10/1999	6,573,306		1,110,304		0
• Warrant issue/1998	6,737,464		1,123,288		0
• Other	412,080		0		0
Number of shares restated	709,408,707		504,852,271		462,443,388
Net income from recurring operations – Group share before amortization of goodwill – per diluted share in euros	1.97	2.8	1.92	28.6	1.49
Net income from recurring operations – Group share after amortization of goodwill – per diluted share in euros	1.51	- 4.1	1.58	18.4	1.33

## NOTE 16

### Intangible assets

#### Breakdown of net intangible assets

(in € millions)	2000	1999	1998
Goodwill	12,567.0	7,937.4	3,754.1
Other intangible assets	1,788.1	1,080.9	490.4
Gross intangible assets	14,355.1	9,018.3	4,244.5
Amortization	(2,384.9)	(1,527.7)	(741.7)
<b>Net intangible assets</b>	<b>11,970.1</b>	<b>7,490.6</b>	<b>3,502.8</b>

#### Principal goodwill

The "Goodwill" item consists primarily of the goodwill recorded on the following occasions:

- € 522.9 million at the acquisition of Euromarché in 1991;
- € 350 million at the time of the Cora acquisition in 1996;
- € 2,356.3 million for the alliance with Comptoirs Modernes in 1998 and 1999;
- a provisional amount of € 1,497.4 million for the acquisition of Norte carried out primarily in 1998;
- € 358.2 million at the time of the RDC acquisition in 2000;
- € 3,092.3 million for the acquisition of GS carried out mainly in 2000;
- € 1,123.9 million for the acquisition of GB carried out mainly in 2000.

#### Breakdown of net intangible assets by geographic region

(in € millions)	2000	1999	1998
France	3,895.5	3,961.2	3,135.3
Europe	5,450.5	1,799.4	81.3
Americas	2,431.6	1,564.4	171.0
Asia	192.5	165.6	115.3
	<b>11,970.1</b>	<b>7,490.6</b>	<b>3,502.8</b>

## NOTE 17

### Property and equipment

#### Breakdown of net property and equipment

(in € millions)	2000	1999	1998
Land	4,190.2	3,672.2	2,034.1
Constructions	9,286.1	7,654.9	4,159.0
Equipment, fittings and facilities	7,298.3	6,156.5	3,832.0
Other property and equipment	1,424.6	1,283.9	586.2
Current assets	887.5	679.2	417.7
	<b>23,086.7</b>	<b>19,446.7</b>	<b>11,028.9</b>
Depreciation and amortization	(9,194.5)	(7,334.0)	(3,887.6)
<b>Net property and equipment <sup>(1)</sup></b>	<b>13,892.2</b>	<b>12,112.7</b>	<b>7,141.3</b>

#### Breakdown of net property and equipment by geographic region

(in € millions)	2000	1999	1998
France	3,549.2	3,866.3	2,017.4
Europe	5,539.5	4,277.9	2,022.1
Americas	3,111.8	2,400.2	2,142.4
Asia	1,691.7	1,568.3	959.4
	<b>13,892.2</b>	<b>12,112.7</b>	<b>7,141.3</b>

(1) Including a net value as of December 31, 2000 of € 362.2 million versus € 413.2 million as of December 31, 1999 corresponding to land, constructions and equipment acquired under financial leases.

## NOTE 18

### Investments

(in € millions)	2000	1999	1998
Investment in companies accounted for by the equity method <sup>(1)</sup>	405.7	758.0	1,132.1
Investment in other companies <sup>(2)</sup>	560.6	521.2	168.2
Long-term loans and advances	93.5	68.0	7.3
Deferred tax assets	640.3	190.0	95.7
Other	277.8	267.2	100.5
	<b>1,977.9</b>	<b>1,804.4</b>	<b>1,503.8</b>

(1) As of December 31, 2000, this item primarily includes stock in financial services companies totaling € 186.6 million and stock in retail companies totaling € 219 million, consisting mainly of the Group's interest in Cora.

(2) This item corresponds primarily to the interests held in Finiper, Petsmart, Zany Brany and various other holdings.

## NOTE 19

### Other receivables

(in € millions)	2000	1999	1998
Loans and advances due within one year <sup>(1)</sup>	5.5	45.3	1.4
State, taxes and duties	869.7	605.8	236.3
Deferred taxes	246.8	141.3	78.8
Other operating receivables <sup>(2)</sup>	5,086.2	3,051.9	1,320.5
	<b>6,208.2</b>	<b>3,844.3</b>	<b>1,637.0</b>

(1) Financial investments have been reclassified under marketable securities.

(2) More than one third of this item corresponds to supplier receivables.

## NOTE 20

### Marketable securities

Marketable securities of € 905 million recorded under assets on the Group balance sheet (including € 487.7 million in treasury shares) had a liquidation value as of December 31, 2000 of € 907.6 million.

### Financial investments

As of December 31, 2000, financial investments totaled € 834.9 million.

As of December 31, 1999, the total was € 1,573.6 million.

## NOTE 21

### Shareholders' equity – Group share

As of December 31, 2000, Carrefour capital stock totaled 711,143,440 shares.

The "Goodwill" account included under "Shareholders' equity – Group share" breaks down as follows:

(in € millions)	
As of January 1, 1999	(57.2)
Movement in 1999	321.7
As of December 31, 1999	264.5
Movement in 2000	105.8
<b>As of December 31, 2000</b>	<b>370.3</b>

## NOTE 22

### Provisions for contingencies and other long-term liabilities

(in € millions)	2000	1999	1998
Deferred taxes	797.2	464.8	166.9
Retirement benefits <sup>(1)</sup>	145.4	105.2	96.2
Other <sup>(2)</sup>	829.3	631.6	418.0
	<b>1,771.9</b>	<b>1,201.6</b>	<b>681.1</b>

(1) The cost of retirement benefits is determined at the end of each year by taking into account employee seniority and the probability of employment in the company on the retirement date. The calculation is based on an actuarial method that includes hypotheses for salary changes and retirement age. The Group's total commitment as of December 31, 2000 was estimated at € 259.5 million. It is fully covered by the provision as well as by the contribution of outside agencies

(2) As of December 31, 2000, this item included € 207.9 million in provisions for economic, fiscal and political contingencies in various countries. The balance consists mainly of provisions for tax expenses.

## NOTE 23

### Borrowings

#### Breakdown of borrowings

(in € millions)	2000	1999	1998
Bonds	6,621.3	4,072.7	865.1
Non-bond borrowings	6,848.9	5,783.5	4,081.2
<b>Borrowings</b>	<b>13,470.2</b>	<b>9,856.1</b>	<b>4,946.4</b>
Other long-term debts	195.7	77.4	62.7
Debts in consideration for assets under financial leases	282.9	256.4	93.5
<b>Total borrowings and debts</b>	<b>13,948.9</b>	<b>10,190.0</b>	<b>5,102.5</b>

By rate type:

(in € millions)	2000
Fixed-rate loans	62.6
Floating-rate loans <sup>(1)</sup>	13,886.3
<b>Total</b>	<b>13,948.9</b>

(1) Including fixed-rate loans swapped at issue.

#### Breakdown of bonds

(in € millions)	Maturity	Effective rate <sup>(1)</sup>	2000	1999	1998
Bond indexed to share 0%, FRF, 6 years	2002	5.68%	38.9	38.9	38.9
USD 3-year bond, 6.875%, BZW	2000	3.89%		220.3	220.3
GBP bond	2002	3.64%			209.6
Bond indexed to share 0%, FRF, 7 years	2005	4.76%	91.5	91.5	91.5
Domestic bond, FRF, 10 years, 5.30%	2008	4.43%	304.9	304.9	304.9
Bond, FRF, 10 years, 4.50%	2009	4.25%	1,000.1	1,000.1	
Euro MTN bond, EUR, 5 years, 4.375%	2004	4.46%	1,000.1	1,000.1	
Euro MTN bond, EUR, 2 years	2001	4.35%	110.1		
Euro MTN zero-coupon bond, EUR, 5 years	2004	4.32%	23.0		
Euro MTN Eonia bond, EUR, 2 years	2002	4.83%	200.0		
CHF bond, 5 years, 4.25%	2005	4.95%	161.1		
Euro MTN bond, EUR, 2.5 years, 5.50%	2002	4.92%	300.0		
Euro MTN FRN bond, EUR, 1 year	2001	4.80%	240.0		
Euro MTN bond, NOK, 4 years, 7.50%	2004	4.98%	61.1		
Euro MTN bond, EUR, 1 year	2001	5.22%	89.9		
Euro MTN bond, EUR, 2.5 years	2010	5.02%	1,000.1		
OBSAR-OBSCIR bond, FRF	2003	ND	461.8	461.8	
OCA-OCCI bond, FRF, 3 years, 2.50%	2004	ND	589.5	555.2	
OBSAR-OBSCIR bond, FRF, 5 years, 3.50%	2003	3.51%	463.0		
OCA-OCCI bond, FRF 3 years, 2.50%	2004	2.51%	25.3		
EUR bond, 7 years, 4.50%	2006	4.25%	400.0	400.0	
Indexed zero-coupon bond, 7 years	2005	4.25%	61.0		
<b>Total bonds</b>			<b>6,621.3</b>	<b>4,072.7</b>	<b>865.1</b>

(1) The effective interest rate takes into account hedging operations. These instruments are used to ensure that the Group's debt remains primarily variable-rate debt (see note 25).

## Borrowings by currency

These borrowings were contracted in the following currencies (translated into French francs at the rate on December 31):

(in € millions)	2000	1999	1998
Euro or euro zone	12,506.3	9,436.9	4,631.2
Japanese Yen	90.4	0.0	11.1
US Dollar	32.4	247.9	0.0
Brazilian Real	143.2	129.3	152.6
Chinese Yuan	28.4	50.5	46.0
Turkish Lira	64.8	51.5	6.3
Korean Won	29.7	3.8	7.9
Taiwanese Dollar	70.6	15.6	20.7
Malaysian Ringgit	69.8	67.1	20.0
Argentinean Peso	903.1	120.6	86.3
Other	10.3	66.9	120.3
	<b>13,948.9</b>	<b>10,190.0</b>	<b>5,102.5</b>

## Borrowings by maturity date

These borrowings mature as follows:

Maturity

(in € millions)	2000	1999	1998
1 year	6,045.2	3,457.4	2,891.2
2 years	631.7	458.9	504.5
3 years	1,347.5	363.9	228.2
4 years	1,412.1	736.6	557.0
5 to 10 years	783.3	4,870.1	855.4
Over 10 years	2,680.4	0.9	0.9
Undetermined	1,048.7	302.2	65.2
	<b>13,948.9</b>	<b>10,190.0</b>	<b>5,102.5</b>

## NOTE 24

### Off-balance sheet commitments

#### Lines of credit available

As of December 31, 2000, the following lines of credit were available:

(in € millions)	2000
Euro or euro zone	5,856.8
Taiwanese Dollar	0.0
Brazilian Real	343.9
Czech Korona	0.0
Other	1.5
	<b>6,202.2</b>

The off-balance sheet commitments of Financiera Pryca and S2P, the two major finance companies of the Group consolidated by the equity method in which the Group holds 44% and 60%, respectively, consisted

primarily of financial commitments to customers, commitments received from lending institutions and commitments made on rate instruments. Moreover, the credit activities of these companies have a total of € 402.6 million in available confirmed lines of credit.

## Other commitments

The other off-balance sheet commitments received by the Group totaled € 113.9 million as of December 31, 2000, and outside commitments given by the Group totaled € 440.4 million.

## NOTE 25

### Financial instruments

Financial instruments are used by the Group to hedge currency and rate risks in connection with its worldwide operations. Each instrument used is matched to the operation covered. Hedging instruments are contracted with leading banking counterparties. They are managed primarily on a centralized basis.

#### Currency risk

The activities of the Group are carried out by subsidiaries that operate primarily in their respective countries and that purchase and sell in the local currency. Therefore, the Group's exposure to currency risks on its commercial activities is limited and primarily involves imports. The risk on firm import transactions is covered by forward currency purchases.

Furthermore, the partial centralized management of cash coming from different countries and therefore, denominated in different currencies, results in the use of currency instruments. Finally, investments planned for foreign countries are sometimes covered by options. The market value of hedging positions at the end of the year totaled:

(in € millions)	Currency	2000	1999
<b>Commercial transactions</b>			
- Forward purchases		151.4	449.0
	USD	150.5	
	GBP	0.9	
- Forward sales	JPY	1.8	4.1
<b>Financial transactions</b>			
- Forward purchases		195.2	73.6
	USD	80.3	
	CHF	114.9	
- Forward sales		161.4	145.0
	USD	145.3	
	CZK	16.1	
		<b>509.8</b>	<b>671.7</b>

## Interest rate risk

The net exposure of the Group to the risk of interest rate fluctuations is reduced by the use of financial instruments, such as swaps and interest rate options. As of December 31, 2000, the hedge types and the corresponding amounts covered (including those of the Group's banking subsidiaries) were as follows:

(in € millions)	Swaps	Options
Less than one year	1,789	4,907
1 to 5 years	8,828	5,262
Over 5 years	1,523	-

As of December 31, 2000, the market value of the total position formed by the consolidated net debt of the Group and the financial instruments used in hedging was close to book value.

## Effective interest rate on average gross debt

	2000
Debt rate before impact of rate income	6.15%
Debt rate after impact of rate income	6.23%

## Types of rate products

(in € millions)	2000
Cap purchase	5,826
Floor purchase	4,343
Rate swap (variable/fixed)	9,207
Rate swap (fixed/variable)	2,933

## NOTE 26

### Consolidated financial data as of December 31, 2000, including fully consolidated service businesses

#### Consolidated balance sheet

(in € millions after appropriation)

	2000	1999	1998
Fixed assets	28,265.6	21,956.2	12,660.7
Current assets	18,352.6	13,819.2	6,589.5
<b>Total assets</b>	<b>46,618.5</b>	<b>35,775.4</b>	<b>19,250.2</b>
Net shareholders' equity - Group	7,609.5	6,330.6	3,910.3
Minority interests in consolidated companies	1,455.7	1,369.9	835.4
Borrowings	16,017.5	11,777.4	6,412.2
Other debts	21,535.4	16,297.4	8,092.3
<b>Total liabilities</b>	<b>46,618.1</b>	<b>35,775.4</b>	<b>19,250.2</b>

#### Consolidated statement of income

(in € millions)	2000	1999	1998
Sales net of taxes	64,812.8	37,369.7	27,996.7
Gross margins	22.97%	21.91%	20.44%
Net income from recurring operations - Group share	1,050.4	792.4	615.9

## NOTE 27

### Employees

	2000 <sup>(1)</sup>	1999	1998
Average number of Group employees	325,575	259,031	132,875
Average number of employees in France	121,667	119,297	55,604
Number of Group employees at year-end	330,247	272,160	144,142
Number of employees in France at year-end	120,705	121,314	57,296

(1) As of 2000 the employees of GS in Italy, GB in Belgium and Norte in Argentina are included.

## NOTE 28

### Financial statements in French francs

#### Pro forma statement of income

(in millions of French francs)	2000	% increase	1999	% increase	1998
<b>Sales, net of taxes</b>	<b>425,073</b>	<b>24.7</b>	<b>340,757</b>	<b>5.1</b>	<b>324,219</b>
Cost of sales	(327,451)	22.3	(267,790)	4.0	(257,508)
Gross margin	97,622	33.8	72,967	9.4	66,711
Selling, general and administrative expenses	(73,701)	32.5	(55,621)	8.5	(51,264)
Other income and expense	5,006	30.8	3,827	23.8	3,092
<b>EBITDA</b>	<b>28,927</b>	<b>36.6</b>	<b>21,173</b>	<b>14.2</b>	<b>18,539</b>
Depreciation, amortization and provisions	(11,052)	34.9	(8,190)	14.4	(7,157)
<b>EBIT <sup>(1)</sup></b>	<b>17,875</b>	<b>37.7</b>	<b>12,983</b>	<b>14.1</b>	<b>11,382</b>
Net interest income (expense)	(4,635)	Ns	(1,783)	Ns	(557)
Income before tax	13,240	18.2	11,200	3.5	10,825
Income tax	(4,262)	8.5	(3,929)	10.0	(3,571)
Net income from recurring operations – consolidated companies	8,978	23.5	7,271	0.2	7,254
Net income from companies accounted for by the equity method	793	- 21.8	1,014	42.2	713
Net income from recurring operations	9,771	17.9	8,285	4.0	7,967
Minority interests	(741)	- 0.7	(746)	- 38.8	(1,219)
<b>Net income from recurring operations – Group share</b>	<b>9,030</b>	<b>19.8</b>	<b>7,539</b>	<b>11.7</b>	<b>6,748</b>
Amortization of goodwill <sup>(1)</sup>	(2,140)	39.0	(1,540)	64.9	(934)
<b>Net income from recurring operations – Group share after goodwill</b>	<b>6,890</b>	<b>14.9</b>	<b>5,999</b>	<b>3.2</b>	<b>5,815</b>
Non-recurring income (expense) – Group share	101	Ns	(107)	Ns	76
Non-recurring income (expense) – minority interests	(13)	Ns	11	Ns	36
Total net income	7,719	16.1	6,649	- 6.9	7,145
<b>Net income – Group share</b>	<b>6,991</b>	<b>18.7</b>	<b>5,892</b>	<b>Ns</b>	<b>5,891</b>

#### Supplementary information <sup>(1)</sup>

(in millions of French francs)	2000	% increase	1999	% increase	1998
Amortization of goodwill	(1,987)	67.7	(1,185)	62.3	(730)
Earnings after amortization of goodwill for consolidated companies	<b>15,888</b>	<b>34.7</b>	<b>11,798</b>	<b>10.8</b>	<b>10,652</b>

(1) In order to present earnings comparable to those of most retail companies, amortization of goodwill has been presented separately. Earnings before interest and tax (EBIT) after depreciation of the goodwill for consolidated companies, comparable to the ratio presented in the statements in prior years, are shown under supplementary information.

## Pro forma balance sheet

<b>ASSETS</b> (in millions of French francs)	<b>2000</b>	<b>1999</b>	<b>1998</b>
Intangible assets	78,519	49,135	40,661
Property and equipment	91,127	79,454	68,411
Investments	12,974	11,836	11,382
<b>Fixed assets</b>	<b>182,620</b>	<b>140,425</b>	<b>120,454</b>
Inventories	37,497	32,332	28,664
Trade receivables	8,690	6,407	5,422
Other receivables	40,723	25,218	20,108
Marketable securities and financial investments	11,413	11,502	10,239
Cash and cash equivalents	7,879	5,505	4,188
<b>Current assets</b>	<b>106,202</b>	<b>80,964</b>	<b>68,621</b>
<b>Total assets</b>	<b>288,822</b>	<b>221,389</b>	<b>189,075</b>

<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b> (in millions of French francs)	Before appropriation of net income			After appropriation of net income		
	<b>2000</b>	<b>1999</b>	<b>1998</b>	<b>2000</b>	<b>1999</b>	<b>1998</b>
<b>Shareholders' equity - Group share</b>	<b>52,315</b>	<b>44,258</b>	<b>36,693</b>	<b>49,915</b>	<b>42,198</b>	<b>35,905</b>
Minority interests in consolidated companies	9,118	7,596	7,587	8,677	7,230	7,227
<b>Shareholders' equity</b>	<b>61,433</b>	<b>51,854</b>	<b>44,280</b>	<b>58,592</b>	<b>49,428</b>	<b>42,322</b>
<b>Provisions for contingencies and long-term liabilities</b>	<b>11,623</b>	<b>7,882</b>	<b>6,759</b>	<b>11,623</b>	<b>7,882</b>	<b>6,759</b>
Borrowings	91,499	66,842	56,198	91,499	66,842	56,198
Trade payables	82,350	66,070	59,939	82,350	66,070	59,939
Other debt	41,917	28,741	21,899	44,758	31,167	23,857
<b>Total debt</b>	<b>215,766</b>	<b>161,653</b>	<b>138,036</b>	<b>218,607</b>	<b>164,079</b>	<b>139,994</b>
<b>Total liabilities and shareholders' equity</b>	<b>288,822</b>	<b>221,389</b>	<b>189,075</b>	<b>288,822</b>	<b>221,389</b>	<b>189,075</b>

## Consolidated statement of income

(in millions of French francs)

	2000	% increase	1999	% increase	1998
<b>Sales, net of taxes</b>	<b>425,073</b>	<b>73.4</b>	<b>245,094</b>	<b>36.3</b>	<b>179,789</b>
Cost of sales	(327,451)	71.1	(191,428)	34.9	(141,878)
Gross margin	97,622	81.9	53,666	41.6	37,911
Selling, general and administrative expenses	(73,701)	88.6	(39,078)	40.1	(27,899)
Other income and expense	5,006	83.8	2,724	51.1	1,803
<b>EBITDA</b>	<b>28,927</b>	<b>67.1</b>	<b>17,312</b>	<b>46.5</b>	<b>11,815</b>
Depreciation, amortization and provisions	(11,052)	70.5	(6,483)	38.3	(4,688)
<b>EBIT <sup>(1)</sup></b>	<b>17,875</b>	<b>65.1</b>	<b>10,829</b>	<b>51.9</b>	<b>7,127</b>
Net interest income (expense)	(4,635)	Ns	(1,325)	Ns	(315)
Income before tax	13,240	39.3	9,504	39.5	6,812
Income tax	(4,262)	35.0	(3,156)	37.0	(2,303)
Net income from recurring operations – consolidated companies	8,978	41.4	6,348	40.8	4,509
Net income from companies accounted for by the equity method	793	7.6	737	4.7	704
Net income from recurring operations	9,771	37.9	7,085	35.9	5,213
Minority interests	(741)	- 1.7	(754)	10.2	(684)
<b>Net income from recurring operations – Group share</b>	<b>9,030</b>	<b>42.6</b>	<b>6,331</b>	<b>39.8</b>	<b>4,529</b>
Amortization of goodwill <sup>(1)</sup>	(2,140)	88.9	(1,133)	131.7	(489)
<b>Net income from recurring operations – Group share after goodwill</b>	<b>6,890</b>	<b>32.6</b>	<b>5,198</b>	<b>28.7</b>	<b>4,040</b>
Non-recurring income (expense) – Group share	101	Ns	(244)	Ns	202
Non-recurring income (expense) – minority interests	(13)	Ns	6	Ns	
Total net income	7,719	35.1	5,714	16.0	4,926
<b>Net income – Group share</b>	<b>6,991</b>	<b>41.1</b>	<b>4,954</b>	<b>16.8</b>	<b>4,242</b>

## Supplementary information <sup>(1)</sup>

	2000	% increase	1999	% increase	1998
Amortization of goodwill of consolidated companies	(1,987)	Ns	(1,027)	Ns	(367)
Earnings after amortization of goodwill of consolidated companies	<b>15,888</b>	<b>62.1</b>	<b>9,802</b>	<b>45.0</b>	<b>6,760</b>

(1) In order to present earnings comparable to those of most retail companies, amortization of goodwill has been presented separately. Earnings before interest and tax (EBIT) after depreciation of goodwill for consolidated companies, comparable to the ratio presented in the statements in prior years, are shown under supplementary information.

## Consolidated balance sheet

<b>ASSETS</b> (in millions of French francs)	<b>2000</b>	<b>1999</b>	<b>1998</b>
Intangible assets	78,519	49,135	22,977
Property and equipment	91,127	79,454	46,844
Investments	12,974	11,836	9,864
<b>Fixed assets</b>	<b>182,620</b>	<b>140,425</b>	<b>79,685</b>
Inventories	37,497	32,333	16,029
Trade receivables	8,690	6,407	1,047
Other receivables	40,723	25,217	10,738
Marketable securities and financial investments	11,413	11,502	4,617
Cash and cash equivalents	7,879	5,505	1,907
<b>Current assets</b>	<b>106,202</b>	<b>80,964</b>	<b>34,338</b>
<b>Total assets</b>	<b>288,822</b>	<b>221,389</b>	<b>114,023</b>

<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b> (in millions of French francs)	Before appropriation of net income			After appropriation of net income		
	<b>2000</b>	<b>1999</b>	<b>1998</b>	<b>2000</b>	<b>1999</b>	<b>1998</b>
<b>Shareholders' equity - Group share</b>	<b>52,315</b>	<b>43,586</b>	<b>26,899</b>	<b>49,915</b>	<b>41,526</b>	<b>25,650</b>
Minority interests in consolidated companies	9,118	8,268	4,961	8,677	7,902	4,660
<b>Shareholders' equity</b>	<b>61,433</b>	<b>51,854</b>	<b>31,860</b>	<b>58,592</b>	<b>49,428</b>	<b>30,310</b>
<b>Provisions for contingencies and long-term liabilities</b>	<b>11,623</b>	<b>7,882</b>	<b>4,468</b>	<b>11,623</b>	<b>7,882</b>	<b>4,668</b>
Borrowings	91,499	66,842	33,470	91,499	66,842	33,470
Trade payables	82,350	66,070	32,084	82,350	66,070	32,084
Other debt	41,917	28,741	12,141	44,758	31,167	13,691
<b>Total debt</b>	<b>215,766</b>	<b>161,653</b>	<b>77,695</b>	<b>218,607</b>	<b>164,079</b>	<b>79,245</b>
<b>Total liabilities and shareholders' equity</b>	<b>288,822</b>	<b>221,389</b>	<b>114,023</b>	<b>288,822</b>	<b>221,389</b>	<b>114,023</b>

# LIST OF CONSOLIDATED COMPANIES AS OF DECEMBER 31, 2000

## 1 - Fully consolidated companies

	Interest percentage used in consolidation	Commercial registration number		Interest percentage used in consolidation	Commercial registration number
<b>France</b>					
CARREFOUR	Parent company	652 014 051	CMSI	100	415 178 839
@ CARREFOUR B2C MANAGEMENT	100	430 472 092	CMUC	100	383 774 684
@ CARREFOUR E-BUSINESS	100	428 780 076	COMPAGNIE D'ACTIVITÉ ET DE		
@ CARREFOUR PRODUITS PHYSIQUES	100	428 767 602	COMMERCE INTERNATIONAL - CACI	100	352 860 084
ACTIS	100	345 274 310	COMPTOIRS MODERNES	100	575 450 317
ALODIS	100	345 130 306	CONTINENT 2001	100	430 209 650
ANDRENA	100	339 363 095	CONTINENT FRANCE	100	430 209 288
ARDAN	100	408 857 142	CONTINENT HYPERMARCHÉS	100	723 820 239
ARDON DISTRIBUTION	100	343 087 037	COPADIS	100	471 500 397
AUBERDIS II	100	398 882 076	CRIDIS	100	380 257 675
AUBERVILLIERS DISTRIBUTION -			CRIDIS 2	100	432 245 686
AUBERDIS	100	312 612 385	CROIX DAMPIERRE	91	780 680 781
B. INVESTISSEMENTS	100	407 784 248	CSD	74	326 220 654
BESNEVILLE	100	947 320 115	CV LOGISTIQUE	100	379 956 915
BOEDIM	100	379 874 571	DAHLIACO	100	423 259 431
BOULOGNE DISTRIBUTION	100	313 350 621	DALCINE	100	384 776 902
BRIDIS	100	385 279 781	DAUPHINOISE DE PARTICIPATIONS	100	337 748 552
CARCOOP	50	317 599 231	DCR	100	306 354 960
CARCOOP FRANCE	50	333 955 912	DELSTOC	50	398 838 946
CARFUEL	100	306 094 194	DISCOL HAZEBROUCQ	100	446 520 298
CARPACASH	100	432 862 258	DISTRIBUTION AUX COLLECTIVITÉS -		
CARREFOUR COMMUNICATION	100	433 156 593	DISCOL	100	788 261 659
CARREFOUR EUROPE	100	420 265 845	DISVILEC	100	311 160 758
CARREFOUR FRANCE	100	672 050 085	DISVILEC DISTRIBUTION	100	398 044 974
CARREFOUR MANAGEMENT	100	403 245 061	DRANCY DISTRIBUTION - DRADIS -	100	304 877 087
CARREFOUR MARCHANDISES			ERTECO	100	303 477 038
INTERNATIONALES	100	385 171 582	ÉTABLISSEMENTS MAHIEU	100	775 585 698
CARREFOUR MONACO	100	92 502 820	ÉTS CATTEAU	100	576 280 101
CARREFOUR NOUVEAUX MÉTIERS	100	428 780 183	ÉTS LUCIEN LAPALUS & FILS	100	795 920 172
CARREFOUR-BEAUTÉ	100	432 962 561	EUROMARCHÉ	100	780 060 414
CARREFOUR-CULTURE	100	432 960 706	EXPLOITATION ET GESTION DE		
CARREFOUR-JARDINS	66	431 840 545	L'HYPERMARCHÉ DU SALAMANDRIER	100	352 488 225
CARREFOUR-MULTIMÉDIA	100	432 962 496	FIDIS	100	350 927 737
CATARN	100	382 012 946	FONCOM	94	330 387 333
CBD	50	313 350 621	FONRI SCI	100	379 606 833
CENTRALE INTERNATIONALE			FORUM DÉVELOPPEMENT	100	381 485 176
DE MARCHANDISES - CIM	100	784 380 586	FRANVERT	100	401 009 592
CHANVIDIS	100	338 365 216	GALIMCO	100	345 130 330
CHARETON	100	435 450 010	GENEDIS	100	345 130 512
CHATIDIS	100	350 507 570	GESTION RESTO FRANCE	100	320 637 648
CHESHUNT FRANCE	100	391 027 448	GHISDIS SA	100	351 727 649
CHRISTING	100	330 305 558	GML - GRANDS MAGASINS LABRUYÈRE	50	314 832 387
CLAMARDIS	100	349 970 939	GML FRANCE	50	397 894 296
CM SUPERMARCHÉ OUEST - CMSO	100	421 063 348	GONINET	100	315 770 123
CMBD	100	546 820 143	GOUDY	100	353 898 125
CMDG	100	379 470 651	GUIROVI	100	381 618 461
CMEN	100	780 130 126	HAUTS DE ROYA	100	428 470 900
CMER	100	383 836 525	HERVAU	100	353 869 662
CMMU	100	310 226 071	HOLDIM	100	345 275 408
CMSC	100	421 063 439	IMMOBILIÈRE CARREFOUR	100	323 439 786
			IMMOBILIÈRE ERTECO SNC	100	389 526 617

	Interest percentage used in consolidation	Commercial registration number		Interest percentage used in consolidation	Commercial registration number
IMMOTRANS 71	50	389 050 204	SCI VIEILLE COLME	50	335 185 312
INTERDIS	100	421 437 591	SEC GOULET TURPIN	94	337 381 396
IRIS CM	100	408 586 907	SENADIS	100	350 516 860
J.J.M. FINANCES	100	413 744 640	SENAGES	100	404 578 262
JAPIERRE	100	325 774 338	SEPG	50	997 848 312
JOUGNOISE DE PARTICIPATIONS	100	414 945 261	SERDIS	100	339 954 315
KERYADO DISTRIBUTION K2	100	320 989 734	SERVICE AUTOMOBILE CARREFOUR	100	392 474 060
KERYADO IMMOBILIER	100	320 989 858	SERVICE AUTOMOBILE SOGARA	50	401 107 545
LA DAUPHINOISE ILE-DE-FRANCE	100	314 973 439	SISP	100	349 146 878
LA POINCARIENNE	100	423 097 757	SML	100	420 914 517
LALAUDIS	99	339 176 885	SNC ED	100	381 548 791
LEVEDIS	100	350 633 574	SNE & CIE - SOCIÉTÉ NOUVELLE D'EXPLOITATION	100	388 182 388
LOGIDIS	100	303 010 789	SNEC - SOCIÉTÉ NIORTAISE D'EXPLOITATION COMMERCIALE	50	393 600 028
LORALIM	100	343 294 575	SNM - STÉ NOUVELLE MONTESSON	100	404 703 522
L'UNION ET COMPAGNIE	100	330 243 064	SOCIÉTÉ CHAMPENOISE DE SUPERMARCHÉS - SCSM	100	382 649 531
M.M. FINANCES	100	413 677 022	SOCIÉTÉ CHAMPENOISE D'HYPERMARCHÉS - SCH	100	342 925 765
MAISON JOHANÈS BOUBÉE	100	775 583 248	SOCIÉTÉ DES ÉTABLISSEMENTS J. CONSTANS	100	784 144 354
MANOLY	100	331 171 223	SOCIÉTÉ D'EXPLOITATION AMIDIS & CIE	100	319 730 339
MARJORIE	100	347 619 645	SOCIÉTÉ DU LONG RAYAGE SOCIÉTÉ GÉNÉRALE D'APPROVISIONNEMENT	100	352 900 732
MATEDIS	100	383 230 703	DU NORD - SGAN	100	318 760 634
MERIGNAC SCI	50	307 048 975	SOCIÉTÉ SUPERMARCHÉS DU BOCAGE - SSB	100	403 352 370
MONTVERT	100	379 843 139	SODIPAR 92	100	344 161 435
MORANGIS DISTRIBUTION - MORANDIS	100	330 726 571	SODISOR	99	788 358 588
NCM 1	100	421 063 256	SODISPO	100	403 198 062
NCM 2	100	421 063 306	SOFLODIS SA	100	424 425 387
NICOL	100	341 626 158	SOGARA	50	662 720 341
P.R.M.	100	352 442 826	SOGARA FRANCE	50	397 509 647
PHIMACO	100	340 468 479	SOGRAMO	99	576 850 515
PICARD SURGELÉS	74	784 939 688	STÉ D'EXPLOITATION CARCOOP STÉ NORMANDE DE GESTION	100	408 505 824
PIPERDIS	100	422 987 735	VALEURS MOBILIÈRES - SNGVM	100	316 420 728
PRIMO	100	320 708 050	STOC SE	100	398 155 606
PRODIM	100	345 130 488	SUDFRAIS	100	56 808 553
PRODIREST	100	342 418 530	SUESCUN	100	340 023 936
PROFIDIS	100	323 514 406	TOURANGELLE DE PARTICIPATIONS	100	339 487 787
PROFIDIS & CIE	99	327 753 372	TROCADIS	100	393 403 092
PROMODÈS FRANCE	100	348 593 575	VALDIM	100	96 420 096
PROMODÈS TRESO	100	428 240 337	VALINDUS	100	345 130 413
PROVIDANGE	100	352 367 239	VERYWINE	100	432 571 081
PYREDIS	100	350 725 321	VETTER	100	333 834 331
ROSSIGNOL	100	343 595 617	VOISINS DISTRIBUTION	100	328 642 046
SA RALLENDIS	50	348 000 738			
SADIM	100	303 083 034			
SARL DE SAINT-HERMENTAIRE	100	384 235 602			
SCI D. BERGUETTE	49	334 184 710			
SCI DE VILLENY	100	785 022 070			
SCI DU MOULIN	50	330 842 212			
SCI LES HAULDRES	100	349 035 832			
SCI MAES	50	334 355 765			
SCI PASSART	100	347 556 326			
SCI POUR LE COMMERCE	100	378 384 002			

	Interest percentage used in consolidation		Interest percentage used in consolidation
<b>Germany</b>		<b>Spain</b>	
PROMOHYPERMARKT AG & Co. KG	99	CARREFOUR CANARIAS, SA	73
<b>Argentina</b>		CARREFOUR ESTACIONES DE SERVICIO, S.L. UNIPERSONAL	73
CARREFOUR ARGENTINA SA	100	CARREFOUR NAVARRA, SL	73
DIA ARGENTINA SA	100	CARREFOUR NORTE, SA	73
NORTE	70	CENTROS COMERCIALES CARREFOUR, SA	73
<b>Belgium</b>		CENTROS DE NEORESTAUACIÓN, SA	73
CENTRE DE COORDINATION CARREFOUR	100	CENTROS SHOPPING, SA	87
FOURCAR BELGIUM SA	100	DIASA	100
GMR	100	INVERSIONES PRYCA, SA	100
<b>Brazil</b>		OPTICAS CARREFOUR, SA	73
BREPA COMERCIO PARTICIPAÇÃO LTDA	100	PUNTOCASH, SA	100
CARREFOUR AMERICAS	100	SERVICIOS FINANCIEROS CONTINENTE, E.F.C., SA	73
CARREFOUR COMMERCIO E INDUSTRIA LTDA	93	SIDAMSA CONTINENTE HIPERMERCADOS, SA	100
CARREFOUR GALERIAS COMERCIAIS LTDA	93	SOCIEDAD DE COMPRAS MODERNAS, SA	73
CARREFOUR PARTICIPAÇÕES SA	66	SUPERMERCADOS CHAMPION Y CIA, S.R.C.	73
ELDORADO	93	SUPERMERCADOS CHAMPION, SA	73
EVIDENCE SA	100	<b>Greece</b>	
FARO TRADING SA	93	CARREFOUR HELLAS SA	50
FOCCAR FACTORING FOMENTO COMERCIAL LTD	93	CONTINENT HELLAS	50
LOJIPART PARTICIPAÇÕES SA	93	DIA HELLAS	80
NOVA GAULE COM. E PARTIC.	93	ETAVIK	50
<b>Chile</b>		HYPERMARINOPOULOS	50
CARREFOUR CHILE SA	100	KEAP	50
<b>China</b>		MARINOPOULOS NORTHERN GREECE	50
BEIJING JIACHUANG COMMERCIAL MNGT ADV SVCE CRP	60	NIKI	50
BEIJING LEYI COMMERCIAL AMD TRADE DEV CORP LTD	89	<b>Hong Kong</b>	
CHENGDU YUSHENG INDUSTRIAL DEVELOPMENT CO. LTD	78	CARREFOUR ASIA LTD	100
CHONGQING	55	CARREFOUR HYPERMARKET HONG KONG LIMITED	100
DALIAN JIA FU SHOPPING MALL CO., Ltd	100	CARREFOUR TRADING ASIA LTD	100
DALIAN JIA FU SUPERMARKET CO., LTD	100	VICOUR LIMITED	100
DONGGUAN DONESHENG SUPERMARKET CO.	70	<b>Indonesia</b>	
GUANGZHOU PRESIDENT SUPERMARKET CO.	55	CONTIMAS	100
JIAFU TIANJIN INTERNATIONAL TRADING CO., LTD	55	PT CARTI SATRIA MEGASWALAYAN	70
NANJING YUEJIA SUPERMARKET CO., LTD	75	PT CARTISA PROPERTI INDONESIA	70
NINGNBO LEFU INDUSTRIAL MANAGEMENT CO., LTD	100	<b>Italy</b>	
NINGNBO LEHAI ENTERPRISE		CARREFOUR ITALIA COMMERCIALE SPA	80
MANAGEMENT & CONSULTANT CO., LTD	100	CARREFOUR ITALIA FINANZIARIA SPA	100
NINGNBO NINGJIA SUPERMARKET CO., LTD	100	CARREFOUR ITALIA IMMOBILIARE	80
PROMODÈS FOODSTUFF (BEIJING) LTD. CO.	100	CARREFOUR ITALIA SPA	100
QINGDAO JIAKANG ENTERPRISE		CONTINENTE DISTRIBUZ	96
MANAGEMENT & CONSULTANT CO., LTD	100	GS (ex-ATENA)	96
QINGDAO MINGDA SUPERMARKET CO., LTD	95	IPER PESCARA	48
SHANGAI CARHUA SUPERMARKET LTD	55	PIANETA COSPEA	46
SHENYANG CARREFOUR HYPERMARKET CO., LTD	100	PICARD I SURGELATI	74
SHENZHEN LERONG SUPERMARKET CO., LTD	100	SOCIETA COMERCIO MERIDONIALE	80
WUHAN HANFU CHAIN SUPERMARKET CO., LTD	100	SOCIETA SVILUPPO COMMERCIALE SRL	80
ZUHAI LETIN HYPERMARKET CO., LTD	100	<b>Japan</b>	
<b>Colombia</b>		CARREFOUR JAPAN KK	100
GSC SA - GRANDES SUPERFICIES DE COLOMBIA	55	<b>Malaysia</b>	
<b>Korea</b>		MAGNIFICENT DIAGRAPH SDN-BHD	70
CARREFOUR KOREA LTD	100	<b>Mexico</b>	
CONTINENT KOREA CO., LTD -CONTIKO-	100	CARREFOUR DE MEXICO	100
		GRANDES SUPERFICIES DE MEXICO SA de CV	100
		GRUPO CARREFOUR	100

	Interest percentage used in consolidation		Interest percentage used in consolidation
<b>Netherlands</b>		<b>Czech Republic</b>	
ACHTSLOTEN BEHEER BV	100	CARREFOUR CESKA REPUBLIKA	100
ALCYON BV	73	EDEN DEVELOPMENT	100
CARREFOUR CHINA HOLDINGS BV	100	L'OPTIQUE CARREFOUR	100
CARREFOUR NEDERLAND BV	100	USTI NAD LABEM SHOPPING CENTER	100
CARREFOUR SLOVAKIA INVESTMENTS BV	100		
FOURCAR BV	100	<b>Singapore</b>	
FRADEMA BV	100	CARREFOUR SINGAPOUR PTE LTD	100
FRANCOFIN BV	100	CARREFOUR SOUTH EAST ASIA	100
HAXTUN HOLDING BV	100		
HYPER GERMANY BV	100	<b>Slovakia</b>	
HYPER GERMANY HOLDING BV	100	ATERAITA	100
HYPER INVEST BV	100	CARREFOUR SLOVENSKO	100
INTERCROSS ROADS BV	100		
MILDEW BV	100	<b>Switzerland</b>	
NORFIN BV	100	CARREFOUR SUISSE	100
PMD INTERNATIONAL BV	100	CARREFOUR WORLD TRADE	100
PROCAS BV	100	HYPERDEMA	100
SOCA BV	100	PROMOHYPERMARKT AG	100
<b>Poland</b>		<b>Taiwan</b>	
CARREFOUR POLSKA	100	CARREFOUR FINANCIAL CONSULTING	50
CARREFOUR PROPERTY POLSKA SP ZOO	100	L'OPTIQUE CARREFOUR (TAIWAN)	80
POLIMM SP ZOO	100	PRESICARRE	59
RUBINSZTAJN SP ZOO	100		
		<b>Thailand</b>	
<b>Portugal</b>		CENCAR LTD	100
CARIGES SA	60	SSCP THAILAND LTD	100
CARREFOUR (PORTUGAL)	52		
CARREFOUR IMOBILIARIA CONSTRUÇÕES	52	<b>Turkey</b>	
DATA TRADE	52	CARREFOUR SA CARREFOUR SABANCI TICARET MERKEKI AS	60
DIA PORTUGAL SUPERMERCADOS	100	DIA SUPERMARKETLERI TICARET ANONIM SIRKETI	100
EPCJ - SOCIEDADE IMOBILIARIA SA	52	PERAL PERAKENDE ALISVERIS MERKEZLERI TIC AS	60
LISPETROLEOS	52		

## 2 - Companies consolidated by the equity method

	Interest percentage used in consolidation	Commercial registration number		Interest percentage used in consolidation
<b>France</b>				
ALTIS	50	310 710 223		
CARMA	50	330 598 616		
CARREFOUR SERVICES CLIENTS	100	423 697 523		
CARREFOUR VACANCES	100	379 601 974		
DEFENSE ORLÉANAISE	50	85 580 728		
DISTRIMAG	50	301 970 471		
FÉCAMPOISE DE SUPERMARCHÉS	50	305 490 039		
GMB	42	692 035 421		
HYPARLO	20	779 636 174		
HYPERMARCHÉS DES 2 MERS - H2M	50	393 248 554		
METRO HOLDING FRANCE	20	307 132 795		
PRIMEX INTERNATIONAL	26	328 667 944		
PROVENCIA SA	50	326 521 002		
S2P - SOCIÉTÉ DES PAIEMENTS PASS	60	313 811 515		
SA BLADIS	33	401 298 583		
SCI LATOUR	59	333 337 053		
SOCIÉTÉ DES HYPERMARCHÉS DE LA VÈZÈRE	50	382 824 761		
SOCIÉTÉ RESEAU FRANCE BILLET	45	414 948 638		
SOCIÉTÉ SUPERMARCHÉ DU BASSIN - SSB	50	324 754 894		
<b>Argentina</b>				
BANCO CETELEM ARGENTINA SA				40
BANCO DE SERVICIOS FINANCIEROS SA				60
<b>Belgium</b>				
BIGG'S CONTINENT NOORD SA				100
BIGG'S SA				100
C.C. FRANCE				100
C.C.FORGES				100
CARREFOUR BELGIUM				100
COTRADIS				100
ECLAIR				100
EXTENSION BEL-TEX				100
FILUNIC				100
FRESHFOOD				100
GB RETAIL ASSOCIATES SA				100
GIB MANAGEMENT SERVICES				100
JICEEL				100
KEY SYSTEM				100
MABE				100
MADIRO				100
MEDIS				100
MESTDAGH				25
OUTEX				100
R&D FOOD				100
ROB				100
SELMA				100
SOCIÉTÉ RELAIS				100
STIGAM				100
SUPERTRANSPORT				100
TECHNICAL MAINTENANCE SERVICE				100
TNT-NOPRI LOGISTICS				100
WALCO				100
<b>Brazil</b>				
AGROPECUARIA LABRUNIER LTDA				93
AGROPECUARIA VALE DAS UVAS SARL				93
CARTRAD COM PART EMP				56
FAZENDA SAO MARCELO SA				93
<b>Spain</b>				
COSTASOL DE HIPERMERCADOS, SL				25
DIAGONAL PARKING SL				45
FELU VERT IBÉRICA, SA				36
FINANCIERA PRYCA ENTIDAD FINANCIACIÓN, SA				46
GLORIAS PARKING SA				39
IBERIA RETAIL PROPERTIES, SL				43
ILITURGITANA DE HIPERMERCADOS, SL				25
SICIONE, S.A.				30
<b>Portugal</b>				
MODELO CONTINENTE HIPERMERCADOS SA				22
<b>United Kingdom</b>				
COSTCO UK LIMITED				20

# STATEMENT BY THE AUDITORS

In accordance with the terms of our appointment at your Annual Meeting, we hereby submit our report on the consolidated financial statements of Carrefour SA, established in French francs for the year ending December 31, 2000, as attached to this report.

These consolidated financial statements are the responsibility of the Board of Directors. Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with professional standards applied in France. Those standards require that we plan and perform our audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes an

assessment of the accounting principles used and significant estimates made in the preparation of the financial statements, as well as an evaluation of the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

We certify that the consolidated financial statements, prepared in accordance with the accounting principles generally accepted in France, present fairly the assets, the financial position and the overall performance of the group of companies included in the consolidation.

We have also examined the information given in the report of the Board of Directors on the management of the Group in accordance with the professional standards applied in France. We are satisfied that this information is fairly stated and agrees with the consolidated financial statements.

Paris-La Défense and Neuilly-sur-Seine, April 9, 2001

Statutory Auditors:

KPMG Audit  
Département of KPMG SA

Jean-Luc Decornoy  
Partner

Barbier, Frinault & Autres  
Arthur Andersen

Patrick Malvoisin  
Partner



# 2000

**Consolidated  
financial data  
and retail statistics**

# RATIOS AND CONSOLIDATED FINANCIAL DATA

(in € millions)	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
<b>Income</b>										Pro forma
Sales, including taxes	17,258.9	20,101.9	21,245.4	23,524.1	25,050.9	26,776.8	29,173.4	31,179.3	58,548.5	73,067.2
Sales, net of tax	15,302.4	17,857.7	18,980.5	20,778.6	22,046.0	23,615.1	25,804.9	27,408.7	51,948.1	64,802.0
EBITDA	553.1	768.2	869.4	1,015.9	1,148.1	1,344.3	1,569.6	1,801.2	3,227.8	4,409.9
EBIT	248.3	397.0	463.9	555.7	646.8	779.3	934.5	1,086.5	1,955.2	2,725.0
EBIT after goodwill	200.0	355.7	422.6	507.4	599.6	731.5	885.4	1,030.7	1,798.6	2,422.1
Group tax rate	23.6%	25.1%	28.4%	26.0%	30.0%	29.4%	31.8%	33.2%	34.0%	32.2%
Net income from recurring operations - Group share	144.8	252.0	301.7	383.6	463.1	544.5	631.6	690.4	1,087.3	1,376.6
Net income - Group share after goodwill	186.8	204.1	253.8	328.8	410.1	493.8	570.6	615.9	914.5	1,050.4
Net income - Group share	184.0	203.5	458.9	323.8	539.1	476.1	546.2	646.7	898.2	1,065.8
<b>Financial position</b>										
Shareholders' equity before appropriation	1,582	1,923	2,322	2,662	3,163	3,920	4,516	4,857	7,905	9,365.4
Total assets	7,458	7,939	8,139	9,010	9,855	11,639	13,253	17,383	33,751	44,030.6
Net borrowing (cash position)	403	70	(422)	(736)	(641)	(461)	339	4 108	7,597	11,007.7
<b>Ratios</b>										
Net income recurring op./sales	1.53%	1.53%	1.71%	1.97%	2.27%	2.53%	2.64%	2.63%	1.98%	1.62%
EBITDA/sales	3.61%	4.30%	4.58%	4.89%	5.21%	5.69%	6.08%	6.57%	6.21%	6.81%
EBIT/sales	1.62%	2.22%	2.44%	2.67%	2.93%	3.30%	3.62%	3.96%	3.76%	4.21%
EBIT after goodwill/sales	1.31%	1.99%	2.23%	2.44%	2.72%	3.10%	3.43%	3.76%	3.46%	3.74%
Net income recurring op. - Group share / Shareholders' equity - Group share <sup>(1)</sup>	14.7%	16.2%	14%	16.7%	17.4%	17%	17.22%	15.75%	14.22%	13.17%
Net income from recurring op./Assets	3.13%	3.43%	3.98%	4.54%	5.09%	5.14%	5.14%	4.14%	3.05%	2.39%
Assets/Shareholders' equity <sup>(1)</sup>	4.95	4.34	3.68	3.58	3.30	3.14	3.09	3.76	4.48	4.92
Sales ex-taxes/Assets	2.05	2.25	2.33	2.31	2.24	2.03	1.95	1.58	1.54	1.47
Debt/Shareholders' equity <sup>(1)</sup>	26.80%	3.83%	(19.04)%	(29.2)%	(21.5)%	(12.42)%	7.91%	88.9%	100.8%	122.9%
Inventory turnover [purchase day]	30	31	30	31	33	35	41	41	39	42

(1) After appropriation of net profit.

# RETAIL STATISTICS

## INFORMATION ON CONSOLIDATED STORES

### 1. Total number of consolidated stores as of December 31, 2000

	1991	1992	1993	1994	1995	1996	1997	1998	1999 <sup>(1)</sup>	2000
<b>FRANCE</b>										
Hypermarkets	133	118	114	114	117	117	117	117	179	179
Supermarkets								398	530	539
Hard Discount	278	367	432	481	465	356	367	384	418	424
Other formats				233	258	288	321	357	576	584
<b>Total</b>	<b>411</b>	<b>485</b>	<b>546</b>	<b>828</b>	<b>840</b>	<b>761</b>	<b>805</b>	<b>1,256</b>	<b>1,703</b>	<b>1,726</b>
<b>SPAIN</b>										
Hypermarkets	34	40	43	46	50	53	56	58	112	116
Supermarkets									175	187
Hard Discount									1,541	1,609
Other formats									30	27
<b>Total</b>	<b>34</b>	<b>40</b>	<b>43</b>	<b>46</b>	<b>50</b>	<b>53</b>	<b>56</b>	<b>58</b>	<b>1,858</b>	<b>1,939</b>
<b>PORTUGAL</b>										
Hypermarkets		2	2	2	2	2	3	4	5	5
Hard Discount									273	272
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>278</b>	<b>277</b>
<b>ITALY</b>										
Hypermarkets			1	6	5	6	6	6	6	31
Supermarkets										192
Other formats									46	190
<b>Total</b>			<b>1</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>52</b>	<b>413</b>
<b>TURKEY</b>										
Hypermarkets			1	1	1	1	2	2	5	8
Supermarkets										1
Hard Discount									9	37
<b>Total</b>			<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>14</b>	<b>46</b>
<b>POLAND</b>										
Hypermarkets							1	3	7	8
Supermarkets									6	15
<b>Total</b>							<b>1</b>	<b>3</b>	<b>13</b>	<b>23</b>
<b>CZECH REPUBLIC</b>										
Hypermarkets							1		3	6
<b>Total</b>							<b>1</b>		<b>3</b>	<b>6</b>
<b>SLOVAKIA</b>										
Hypermarkets										2
<b>Total</b>										<b>2</b>
<b>GREECE</b>										
Hypermarkets									4	11
Supermarkets										131
Hard Discount									142	181
<b>Total</b>									<b>146</b>	<b>323</b>
<b>EUROPE (exclusive of France)</b>										
Hypermarkets	34	42	47	55	58	62	68	74	142	187
Supermarkets									181	526
Hard Discount									1,965	2,099
Other formats									76	217
<b>Total</b>	<b>34</b>	<b>42</b>	<b>47</b>	<b>55</b>	<b>58</b>	<b>62</b>	<b>68</b>	<b>74</b>	<b>2,364</b>	<b>3,029</b>

(1) The '99 data were prepared using additional information.

	1991	1992	1993	1994	1995	1996	1997	1998	1999 <sup>(1)</sup>	2000
<b>ARGENTINA</b>										
Hypermarkets	4	6	7	9	12	15	18	21	22	22
Supermarkets										138
Hard Discount									106	201
<b>Total</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>12</b>	<b>15</b>	<b>18</b>	<b>21</b>	<b>128</b>	<b>361</b>
<b>BRAZIL</b>										
Hypermarkets	24	28	29	33	38	44	49	59	69	74
Supermarkets									83	115
<b>Total</b>	<b>24</b>	<b>28</b>	<b>29</b>	<b>33</b>	<b>38</b>	<b>44</b>	<b>49</b>	<b>59</b>	<b>152</b>	<b>189</b>
<b>MEXICO</b>										
Hypermarkets				2	7	13	17	19	17	18
<b>Total</b>				<b>2</b>	<b>7</b>	<b>13</b>	<b>17</b>	<b>19</b>	<b>17</b>	<b>18</b>
<b>CHILE</b>										
Hypermarkets								1	2	3
<b>Total</b>								<b>1</b>	<b>2</b>	<b>3</b>
<b>COLOMBIA</b>										
Hypermarkets								1	2	3
<b>Total</b>								<b>1</b>	<b>2</b>	<b>3</b>
<b>UNITED STATES</b>										
Hypermarkets	1	2								
<b>Total</b>	<b>1</b>	<b>2</b>								
<b>AMERICAS</b>										
Hypermarkets	29	36	36	44	57	72	84	101	112	120
Supermarkets									83	253
Hard Discount									106	201
Other formats										
<b>Total</b>	<b>29</b>	<b>36</b>	<b>36</b>	<b>44</b>	<b>57</b>	<b>72</b>	<b>84</b>	<b>101</b>	<b>301</b>	<b>574</b>

(1) The '99 data were prepared using additional information.

	1991	1992	1993	1994	1995	1996	1997	1998	1999 <sup>(1)</sup>	2000
<b>TAIWAN</b>										
Hypermarkets	4	5	7	8	10	13	17	21	23	24
<b>Total</b>	<b>4</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>10</b>	<b>13</b>	<b>17</b>	<b>21</b>	<b>23</b>	<b>24</b>
<b>MALAYSIA</b>										
Hypermarkets				1	1	2	3	5	6	6
<b>Total</b>				<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>6</b>
<b>CHINA</b>										
Hypermarkets					2	3	7	14	20	24
<b>Total</b>					<b>2</b>	<b>3</b>	<b>7</b>	<b>14</b>	<b>20</b>	<b>24</b>
<b>KOREA</b>										
Hypermarkets						3	3	6	12	20
<b>Total</b>						<b>3</b>	<b>3</b>	<b>6</b>	<b>12</b>	<b>20</b>
<b>INDONESIA</b>										
Hypermarkets								1	5	7
<b>Total</b>								<b>1</b>	<b>5</b>	<b>7</b>
<b>SINGAPORE</b>										
Hypermarkets							1	1	1	1
<b>Total</b>							<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>HONG KONG</b>										
Hypermarkets						1	2	4	4	
<b>Total</b>						<b>1</b>	<b>2</b>	<b>4</b>	<b>4</b>	
<b>THAILAND</b>										
Hypermarkets						2	6	7	9	11
<b>Total</b>						<b>2</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>11</b>
<b>JAPAN</b>										
Hypermarkets										1
<b>Total</b>										<b>1</b>
<b>ASIA</b>										
Hypermarkets	4	5	7	9	13	24	39	59	80	94
<b>Total</b>	<b>4</b>	<b>5</b>	<b>7</b>	<b>9</b>	<b>13</b>	<b>24</b>	<b>39</b>	<b>59</b>	<b>80</b>	<b>94</b>
<b>GROUP</b>										
Hypermarkets	200	201	204	222	245	275	308	351	513	580
Supermarkets								398	794	1,318
Hard Discount	278	369	443	520	513	356	367	384	2,489	2,724
Other formats				233	258	288	321	357	652	801
<b>Total</b>	<b>478</b>	<b>568</b>	<b>636</b>	<b>936</b>	<b>968</b>	<b>919</b>	<b>996</b>	<b>1,490</b>	<b>4,448</b>	<b>5,423</b>

(1) The '99 data were prepared using additional information.

## 2. Sales area of integrated outlets at the end of 2000

### Total sales area by format at year-end

(thousands of sqm)	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Hypermarkets	1,695	1,837	1,920	2,129	2,378	2,727	3,075	3,489	4,580	5,256
Supermarkets									1,195	1,968
Hard Discount								232	794	906

### Sales area of integrated hypermarkets, supermarkets and Hard Discount stores as of December 31, 2000

	Hypermarkets	Supermarkets	Hard Discount	Total
<b>FRANCE</b>	<b>1,598</b>	<b>835</b>	<b>260</b>	<b>2,693</b>
SPAIN	1,119	277	438	1,834
PORTUGAL	50		67	117
ITALY	215	206		421
TURKEY	78	2	9	89
POLAND	83	24		107
CZECH REPUBLIC	48			48
SLOVAKIA	16			16
GREECE	81	147	62	290
<b>EUROPE (exclusive of France)</b>	<b>1,690</b>	<b>656</b>	<b>576</b>	<b>2,922</b>
ARGENTINA	230	271	70	571
BRAZIL	697	206		903
MEXICO	189			189
CHILE	28			28
COLOMBIA	30			30
<b>AMERICAS</b>	<b>1,174</b>	<b>477</b>	<b>70</b>	<b>1,721</b>
TAIWAN	187			187
MALAYSIA	64			64
CHINA	187			187
KOREA	197			197
INDONESIA	46			46
SINGAPORE	9			9
THAILAND	92			92
JAPAN	12			12
<b>ASIA</b>	<b>794</b>			<b>794</b>
	Hypermarkets	Supermarkets	Hard Discount	Total <sup>(1)</sup>
<b>GROUP</b>	<b>5,256</b>	<b>1,968</b>	<b>906</b>	<b>8,130</b>

(1) The total does not include the area of other formats of the Group – convenience stores, Picard stores, etc.

### 3. Breakdown of the integrated hypermarket business

#### Ten-year summary of the principal indicators for hypermarkets

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Annual sales per sqm (sales net of taxes in € thousands)	9.62	9.73	9.79	9.80	9.27	8.66	7.93	7.41	7.41	8.11
Annual sales per store (sales net of taxes in € thousands)	81.56	88.73	89.18	88.42	80.19	85.83	79.12	73.63	66.47	66.77
Annual number of cash register transactions (in millions)	414	496	541	603	653	677	733	818	974	1,115

#### Annual number of integrated cash register transactions for hypermarkets by region as of December 31, 2000

(in millions)	2000
France	391
Europe	317
Americas	200
Asia	207
<b>Group</b>	<b>1,115</b>

### 4. Breakdown of sales including VAT of integrated stores by region and format as of December 31, 2000

(in € millions)	Hypermarkets	Supermarkets	Hard Discount	Other formats	All formats
France	21,154.0	7,148.7	1,521.6	8,264.5	38,088.9
Europe	11,049.6	3,382.5	2,684.2	1,939.1	19,055.3
Americas	7,199.0	4,045.5	227.4		11,472.0
Asia	4,451.0				4,451.0
<b>Group</b>	<b>43,853.7</b>	<b>14,576.7</b>	<b>4,433.2</b>	<b>10,203.6</b>	<b>73,067.2</b>

## SALES UNDER BANNERS

Sales inc. VAT	Growth 2000/1999	Hypermarkets	Growth 2000/1999	Supermarkets
<b>GROUP <sup>(1)</sup></b>		58.5% of total sales 715 stores		27.2% of total sales 2,451 stores
85,741 M€	21.4%	50,233 M€	15%	23,324 M€
<b>FRANCE (excl. overseas Dept. &amp; Terr.)</b>	4.1%	219 stores 23,609 M€ Sales area = 1,797,447 sqm Sales inc. VAT/sqm = 13,134 €	3%	1,041 stores 12,449 M€ Sales area = 1,516,382 sqm Sales inc. VAT/sqm = 8,210 €
<b>EUROPE</b>	36.5%	279 stores 14,852 M€ Sales area = 2,272,161 sqm Sales inc. VAT/sqm = 6,537 €	28%	1,157 stores 6,830 M€ Sales area = 1,269,591 sqm Sales inc. VAT/sqm = 5,380 €
<b>AMERICAS</b>	70.9%	120 stores 7,199 M€ Sales area = 1,174,428 sqm Sales inc. VAT/sqm = 6,130 €	16%	253 stores 4,045 M€ Sales area = 475,321 sqm Sales inc. VAT/sqm = 8,511 €
<b>ASIA</b>	50.9%	97 stores 4,573 M€ Sales area = 813,628 sqm Sales inc. VAT/sqm = 5,621 €	51%	

(1) Norte in Argentina and RDC in Brazil included from 2000.

Growth 2000/1999	Hard Discount	Growth 2000/1999	Other	Growth 2000/1999
41%	5.8% of total sales 3,468 stores 4,982 M€	15%	8.4% of total sales 2,890 stores 7,202 M€	23%
7%	424 stores 1,521 M€ Sales area = 260,254 sqm Sales inc. VAT/sqm = 5,847 €	10%	2,152 stores 5,604 M€	3%
50%	2,843 stores 3,233 M€ Sales area = 717,421 sqm Sales inc. VAT/sqm = 4,506 €	13%	738 outlets 1,598 M€	NA
NA <sup>(1)</sup>	201 stores 228 M€ Sales area = 69,691 sqm Sales inc. VAT/sqm = 3,263 €	140%		