



2016 Annual Activity and Responsible Commitment Report

FOR THE STORE

AROUND
THE CORNER



→ QUICK TO
ORDER

QUICK TO →
DELIVER



IT'S GREAT
TO HAVE
A CHOICE



A SERVICE-
ORIENTED
APPROACH

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to offer you
what you like**

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sustainable growth**

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As the reference in food retail,

Carrefour operates nearly 12,000 stores and e-commerce sites in more than 30 countries.

As a multi-local, multi-format and omni-channel retailer, the Group employs more than 384,000 people worldwide and generated total sales of €103.7 billion under its banners in 2016.

Every day, Carrefour welcomes 13 million customers around the world and is actively committed to quality and to more sustainable trade.



“Carrefour
asserts its role
as the **reference**
in food retail.”

Carrefour emerged stronger from 2016, against the backdrop of an uncertain global economy. The Group consolidated the balanced portfolio of countries in which it operates, encompassing both mature and growing economies. No other group in the world is as multi-local as Carrefour.

This success is founded on a relevant multi-format, omni-channel model, and an expertise in food shared by all teams. It is also the result of the Group's collective strength and the individual agility of each country and format.

Carrefour asserts its role as the reference in food retail, fostering a desire to do its job well every day. The Group's mission is simple and strong: to make healthy food available to all and to encourage the market and producers to improve quality.

This is reflected in a food-based strategy built around several pillars: the development of organic, vegan and gluten-free ranges; investment in exclusive brands; working on the product mix; and increasingly tailored services. Promoting and protecting food quality also means combatting waste, reducing the environmental footprint of production and enhancing biodiversity. Carrefour has committed to these goals with concrete actions such as setting a carbon price and launching a brand new CSR index.

At the same time, a great deal of attention continues to be paid to non-food. Based around seasonal and recurring needs, the non-food offering is essential for maintaining store traffic and responding to customer demand for a comprehensive range under one roof.

By better anticipating demand and refining and adapting its offering, Carrefour is switching from a distribution model aimed at the consumer to a retail model dedicated to the customer. The Group is devoting all of its energy to this transformation.

Rolling out logistics adapted to the multi-format, omni-channel model, building digital platforms, recasting IT systems and building an architecture based on data: these are just a few of the large-scale initiatives which have significantly mobilised the Group's capital and staff. These projects, some of which were launched in 2012, are set to be completed by 2018 and will provide Carrefour with the industrial bases it needs to realise its ambition.

The changes are rallying all staff around a shared vision and project. Women and men are key to Carrefour's success, and unprecedented efforts have gone into training in order to strengthen traditional areas of expertise, develop new skills and incorporate new job roles. The Group's culture of innovation is being consolidated and nurtured through partnerships established with start-ups and the cooperation which is being encouraged internally between countries and formats.

At the end of the cycle begun in 2012, the Group has successively moved through three phases: a return to fundamentals, the shift to multi-format, and now the digital transformation. This is opening up sustainable prospects for development and growth.

The incredible energy which Carrefour draws from its diversity and the entrepreneurial spirit of its employees is a solid basis for confidence in the future. What makes Carrefour is that we savour relationships.

Georges Plassat
Chairman and Chief Executive Officer

2016 HIGHLIGHTS

January
February
March



Spain

Acquisition of Eroski stores

Carrefour signs an agreement with the Eroski Group to acquire 36 hypermarkets, 8 shopping centres and 22 adjoining petrol stations, extending Carrefour's presence to 27 new cities and thus consolidating its position in the country. The agreement came to fruition in late 2016 with the transformation of the first two hypermarkets in Zamora and Lorca.



Group

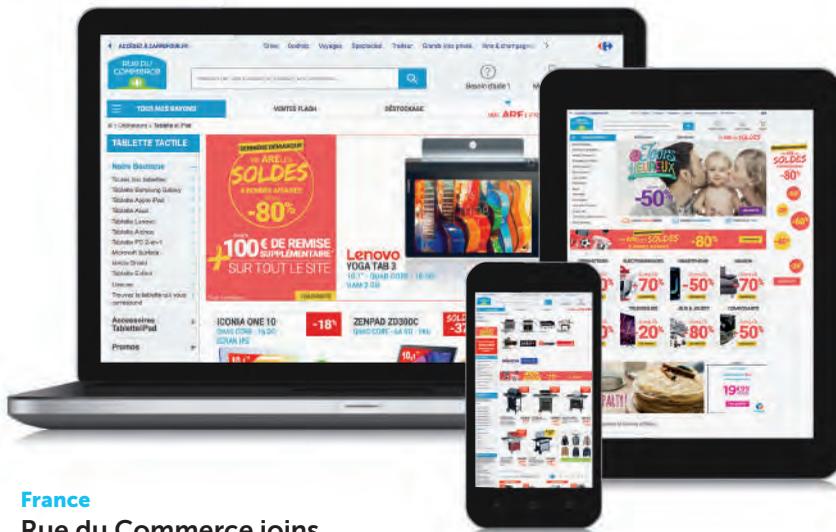
Carrefour modernises its stores

Carrefour is modernising its assets worldwide. The renovated stores offer customers new shopping experiences. Food is central to these inviting new spaces. Everywhere, Carrefour is developing new technologies to make shopping easier. In 2016, for example, Carrefour renovated 11 hypermarkets and 124 supermarkets in France.

Kazakhstan

Opening of the first Carrefour hypermarket

The Majid Al Futtaim Group, a franchisee partner of Carrefour, opens its first Carrefour hypermarket in Almaty, Kazakhstan's economic capital. With a sales area of 8,000 sq.m, it is located in the "Grand Park" shopping centre, which has 400 shops and a car park for 1,200 vehicles.



April
May
June

France
Rue du Commerce joins the Carrefour family

Carrefour finalises the acquisition of Rue du Commerce, a benchmark player in non-food e-commerce. With more than 3 million high-tech, home and electronic products and a substantial marketplace, this acquisition marks an important step in the rollout of an omni-channel offering in France.



www.rueducommerce.fr

France
Carrefour supports small suppliers

The agreement signed with the Federation of Enterprises and Entrepreneurs in France (FEEF) is a new step forward in Carrefour's relations with SMEs. It aims to simplify commercial relationships, support innovation and encourage social responsibility among SMEs.



Spain
Awards for e-commerce

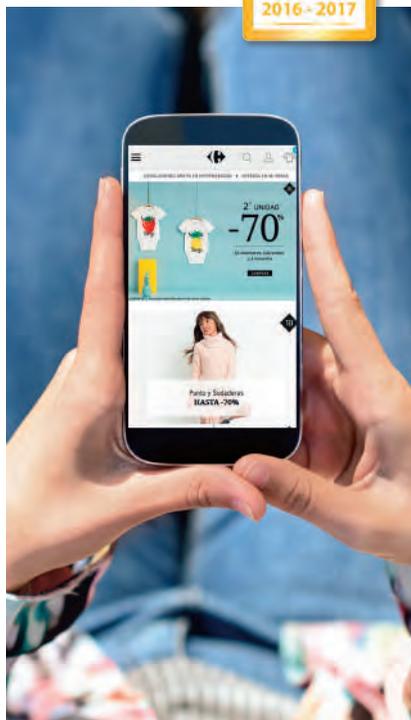
For the second consecutive year, the Carrefour Spain retail site, which attracts more than 10 million visitors per year, receives the "Webshop of the Year" award in the supermarket and hypermarket category, voted by customers on the basis of their satisfaction levels. The Carrefour Viajes website is also acclaimed as the best travel agency of the year, both online and in traditional retail.

10 million
visits per year to
www.carrefour.es



Kenya
Nairobi welcomes its first Carrefour hypermarket

Located in the capital's green suburbs, "The Hub Karen" shopping centre welcomes the country's first hypermarket, opened by the Majid Al Futtaim Group, Carrefour's franchisee partner. This 5,000 sq.m store complements the fifty or so shops that have opened in the centre since early 2016.





France

An increasing number of ways to pay for purchases at Carrefour

Carrefour continues to innovate and now offers customers practical mobile payment solutions in the majority of Carrefour stores, along with the loyalty benefits of the Carrefour PASS card.



France

Euro 2016 kickoff

Fans of the teams taking part in the European football championship receive strong support from Carrefour banners to help them enjoy this event to the fullest: fan kits, in-store events with local teams, raffles, football pools, playback competitions, in-store and online, promotional offers, and more.

Romania

Carrefour strengthens its positions

Carrefour Romania gets the green light from the local competition authority to acquire 86 Billa supermarkets, totalling 83,000 sq.m of sales areas spread throughout the country.

This acquisition strengthens Carrefour's multi-format presence in the country with the opening of the first stores renovated under the Carrefour Market banner.

Brazil

Atacadão continues to grow

With the opening of 12 new stores and the renovation of its network, the Atacadão wholesale banner for individuals continues to develop at a sustained pace in Brazil. Now with a presence in all of the country's states, the banner had 134 stores as of the end of 2016 and is sweeping Carrefour's original concepts along with it as it maintains its remarkable progress.



Group

Carrefour hosts ILO Conference "Global business engagement for disability inclusion"

Carrefour, which chaired the ILO's Global Business and Disability Network in 2016, hosts the "Global Business Engagement for Disability Inclusion" conference organised by the UN body. Carrefour has had an active inclusion policy since 1999, and employs more than 12,200 people with disabilities.



China

Carrefour continues its logistical reorganisation

Carrefour opens a new distribution centre to optimise the logistics chain in the south of the country and serve stores in the provinces of Canton, Fujian and Hainan. The opening of 6 distribution centres across China in two years is part of Carrefour's long-term development strategy in China, supporting the launch of the convenience format and e-commerce.



**July
August
September**

Brazil

Carrefour launches online sales website

To complement the momentum of its multi-format banners, Carrefour Brazil launches its e-commerce business. The website – offering a wide range of home, electronic, health, wellbeing and car products – can be accessed throughout Brazil.



Belgium

The Summer Drive returns to the Belgian coast

For the third consecutive year, Summer Drive offers holidaymakers in the resort town of Knokke an opportunity to do their shopping via the drive.be site, in the pop-up store set up on the dyke or using one of the iPads® handed out by hostesses on the beach. New in 2016: Bip Bip, an app which allows orders to be delivered within half an hour.



Group

Carrefour joins Dow Jones Sustainability Index Europe (DJSI)

The Group's inclusion in the European ranking of the Dow Jones Sustainability Index (DJSI) marks an important new step, providing recognition for its corporate social responsibility policy. The DJSI analyses the social performance of 3,400 listed companies. Carrefour is the only French company among the 12 mass merchandising companies included in the index.



Italy

Inauguration of a new hypermarket in Turin

A new 7,500-sq.m hypermarket opens in the *I Viali di Nichelino* retail park. The hypermarket features a fresh produce market and a wide range of traditional artisanal food sections, as well as a juice bar, a fine wines section and a *Terre d'Italia* restaurant. Combining tradition with a contemporary twist, it brings together local products from Piedmont and the first Carrefour Drive in Italy.



Group
Carrefour acquires Greenweez, the leader in online organic products

Carrefour acquires the leading online retailer of organic produce. Established in 2008, the website features more than 30,000 product listings and 900 brands across 10 different sections. Following the takeover of Rue du Commerce, this latest acquisition confirms the Group's intent to expand both its online and organic offerings.

 Check out Greenweez's offering at: www.greenweez.com

Group
Open innovation at Carrefour

Over a period of 3 days, Carrefour brings together a hundred data experts for its first hackathon, a collaborative computer programming event. Supported by Carrefour teams and the cloud platform carrefour.io, the goal of these algorithm whizzes is to develop new solutions to enrich the customer experience and anticipate trends. Following this unprecedented event, 6 teams are selected to join an incubator as part of a mentoring programme organised by the banner.

No. 1
 in online organic products
greenweez.com



France
A new Carrefour Quality Line for fresh whole milk

In close collaboration with the Saint-Hilaire-de-Briouze dairy (in the Orne), Carrefour embarks on a new initiative to support dairy farmers and launches its first Carrefour Quality Line of fresh whole milk in partnership with 95 producers in the Normandy region. The fresh whole milk comes from pasture-fed cows in season and reared on GMO-free feed.

Spain
Carrefour Property opens FAN Mallorca Shopping

This new shopping centre on the Balearic Island of Mallorca is already a standard-setting leisure, shopping and dining complex. With 113 shops and 66,000 sq.m of sales area, FAN Mallorca Shopping encompasses many leading brands, including a Carrefour hypermarket. The centre offers customers an innovative experience to stimulate all five senses, with a background of ambient sounds and scents, interactive screens, a wave pool and a climbing wall.



China
A multi-format expansion

With the opening of 17 Carrefour Easy convenience stores, bringing the total number to 25, the launch of the e-commerce business and the opening of five new hypermarkets, Carrefour continues its multi-format development, demonstrating its long-term ambition in China.



**October
November
December**



Brazil
The 50th Carrefour Express opens!

Two years after opening its first convenience store in São Paulo, Carrefour Brazil opens its 50th Carrefour Express on November 10. The success of this banner, which had 70 stores in Brazil by the end of the year, is based on convenience and an offering of products and services that matches local customer expectations.



THE MAJOR SUPPLIERS CHALLENGE AGAINST FOOD WASTE

Group
The Major Suppliers Challenge against food waste

Following the first challenge, which was focused on climate issues, Carrefour mobilises 3,300 suppliers across the world to take part in a collective initiative to combat food waste. The Major Suppliers Challenge offers an opportunity to bring the winners together in Paris to share and promote innovative solutions from the various countries in which the Group operates.

9 winning projects are featured on carrefour.com

CARREFOUR CELEBRATES
DIVERSITY

Group
Celebration of diversity at Carrefour

As a signatory of the Diversity Charter as of 2004, Carrefour maintains an active policy year-round in support of employment, training and integration for all. In order to share these values within the Company, the first Diversity and Equal Opportunity Celebration calls on employees to participate in a day filled with a host of activities promoting inclusion, such as disabled sports workshops with top athletes, improvised theatre, lectures and more.

Group
Carrefour celebrates the 20th anniversary of Reflets de France

Since 1996, Carrefour has offered a brand spotlighting France's rich culinary heritage and traditional expertise passed down over the generations. Twenty years after it was first launched, *Reflets de France* comprises 574 regional specialities produced by 346 partner producers, 84% of which are SMEs. Sold in Italy, Thailand and Singapore since 2016, *Reflets de France* products are now exported to more than 45 countries, also contributing to the reputation of French culinary expertise on the international stage.

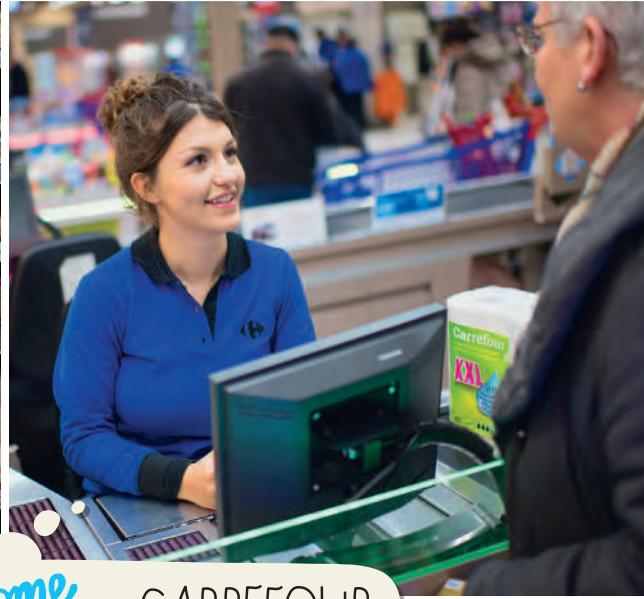
Poland
Food products now available online

Following the launch of a non-food product offering in 2015, Polish customers can now enjoy the wide assortment of a hypermarket – with some 12,000 product listings – in the online store eCarrefour.pl. Customers have the option of home delivery or collection from one of the 86 Carrefour hypermarkets.



France
Conversion of Dia stores nearing completion

The conversion of the Dia stores is almost complete. In 18 months, more than 622 retail outlets have been converted to convenience and supermarket banners. This integration has made a significant contribution to the growth of convenience formats in France.



Welcome TO CARREFOUR



GREAT
Products
EVERY DAY



amol **CHOICE**
surprises!



**Getting
to know you,
to offer you
what you like**

Stores closer than ever to you

To be as close as possible to its customers, wherever they are, Carrefour is adapting, expanding and broadening its store formats by capitalising on its strengths, a multi-format, multi-local and omni-channel business model.

With the acceleration of urbanisation, the evolution of families, the transformation of lifestyles and the digitisation of the economy, the world is changing and customer profiles are evolving, prompting shifts in formats and distribution channels in all countries.

Multiple customers

Today, multiplicity and diversity are supplanting sameness and uniformity. Carrefour is keeping pace with these changes and is working to ensure that its customers always have more choice regarding the manner, location and times at which they want to shop. The traditional hypermarket and supermarket formats are evolving to introduce new products, new formats and new services. The hypermarket format, the foundation on which the Group's food expertise is based, offers customers a wide selection of products under the same roof. Moving from a philosophy based on utility and functionality to a friendlier approach, the format offers new shopping experiences, focusing on fresh produce, "store-made" products and a select range of non-food products. Intended for everyday food shopping, the supermarket banners are reinventing themselves by adapting to more closely reflect their catchment areas and injecting fresh energy into their offering by developing tastefully designed fresh produce stands.



Accessible
To all

EVERYWHERE



Claire Rivert

Carrefour Market customer, Roanne, France

"With three children at home, I stock up on fresh produce twice a week. At this pace, what I want is choice and attractive prices. And when I'm out of inspiration, I always find some ideas or advice in the store to help me prepare or pick up a meal that everyone will like."

EVERYTHING
UNDER
THE SAME
ROOF



Estéban Lopez

Carrefour hypermarket customer,
Alcobendas, Spain

"I'm a big fan of this store. It has absolutely everything I'm looking for, in a modern, pleasant environment. The fresh produce and the selection of wines are unbelievable, as is the great choice of organic products, the new fragrance department and the restaurant with its terrace."

Convenience is universally popular

Whether it's about creating denser store networks, offering services to make life easier, targeting product ranges more closely or responding to the desire for more friendliness and authenticity, Carrefour continues to build on convenience. The Group's largest stores have integrated this requirement by expanding their sourcing of local products and adapting to ensure that they match their customers' needs ever more closely. As for convenience banners, which the Group is continuing to expand, they offer targeted and well thought out ranges for all those who like to do their shopping close to home or their workplace, or at a railway or metro station. The success of these banners stretches across borders, from Carrefour City stores in France to Carrefour Easy in China, as well as Carrefour Express in Brazil or Poland.

**A Carrefour store
within 7 minutes
of everyone in France,
on average**





New complementarities

Much more than a new distribution channel or a new way of ordering, digitisation creates the link, and extends and enriches what is on offer in stores. Customers can find more choices and an alternative way to shop, anywhere, at any time, from their computer, their tablet or their smartphone. The complementarity between stores and e-commerce is appealing: online purchases can be delivered to the customer's home or picked up from a store, and a contact made in a travel agency can be followed up on a website. Online shopping is also a vector for expanding product offerings, particularly in the areas of non-food products, services, organic products, wine and pet food.

More than 3 million products available on ruedocommerce.fr

A widely deployed model

Carrefour is consolidating its leadership and strengthening its multi-format, omni-channel model in all countries. In France, the Group is expanding with the development of convenience banners, led by the conversion of the Dia stores and the opening of new hypermarket and supermarket concepts. Carrefour is also pursuing the expansion of its e-commerce activities with significant acquisitions and the strengthening of digital services and solutions. In other European countries, Carrefour is pursuing its development with the acquisition of the Eroski stores in Spain, the Billa stores in Romania, and the launch of an e-commerce business in Poland. Multi-format and omni-channel development is also underway in other countries, with the expansion of the convenience store network and the launch of e-commerce in Brazil and China, as well as the growth of the supermarket network in Taiwan. This is also the case in countries where the Group relies on local partners, with significant development in France's overseas territories, North Africa, the Middle East and Africa, with the opening of the first Carrefour hypermarket in Kenya.



Fernanda Coelho
Carrefour Express customer,
São Paulo, Brazil

"I work long hours and really like having a store right near my home that is open pretty much all the time. It has everything I need, with extras like rotisserie chicken or fresh fruit juices, and I can get my shopping done in 10-15 minutes, maximum."



Samuel Suissa
Owner and chef of *Bistrot Colette*,
Bourgoin-Jallieu, France

"I get both fresh produce and non-food supplies for my restaurant from Promocash, which is less than a kilometre away. The choice always lives up to expectations and the quality is consistent. The seafood counter has fresh, perfectly graded scallops all year round and pike from French fish auctions that offer excellent value for money."



Always a format to suit you

— **Hypermarkets** under the Carrefour banner are perfect for all major shopping trips, offering a unique environment where you will find all your daily groceries at the best prices. As the foundation of Carrefour's expertise and innovation, hypermarkets have the widest possible assortment, with between 20,000 and 80,000 food and non-food products in sales areas ranging from 2,400 to 24,000 sq.m.

— **Supermarkets** under the Carrefour Market, Bairro and Supeco banners are the reference in food retail in urban and rural areas alike. With a sales area of between 1,000 and 3,500 sq.m, they offer a rich and varied selection of food products, with pride of place given to fresh produce and local specialities, complemented by a tailored range of non-food items.

— **Convenience stores** (Carrefour Express, City, Contact, Bio, etc.) are a welcome addition to the traditional format, in response to changing lifestyles. With sales areas ranging from 200 to 900 sq.m, they offer essential items, a selection geared towards local shopping patterns and needs, competitive prices and extended opening hours.

— **Cash & carry** is the format designed for food-service and food-retailing professionals. These stores offer a wide selection of products at wholesale prices, displayed directly on pallets and sold by the unit or in large quantities.

FOCUS

New stores that reflect you

Always attentive to its customers, consumer trends and the specific nature of each of its catchment areas, Carrefour is constantly testing new concepts. Lovers of fine food will be delighted with the renewal of the Carrefour Market stores in Italy, Spain, Poland and France, and with Carrefour Bairro in Brazil. Everywhere, the Group's stores, whether new or renovated, are designed to help customers imagine great meals and enjoy doing their shopping. The success of convenience banners knows no bounds, as evidenced by the expansion of the Carrefour Express stores in Brazil and the growth of the Carrefour Easy banner in China. New concepts offering original and practical goods and services are emerging, such as the Paris Malakoff Carrefour City store and the rollout of the Carrefour Bio banner in France, or unique concepts, such as Carrefour Express Eat & Shop and Urban Life in Italy. Hypermarkets are introducing original concepts throughout the world, including in Poznań (Poland), Buenos Aires (Argentina), Bucharest (Romania), Villiers-en-Bière (France) and Ping Jhen (Taiwan).





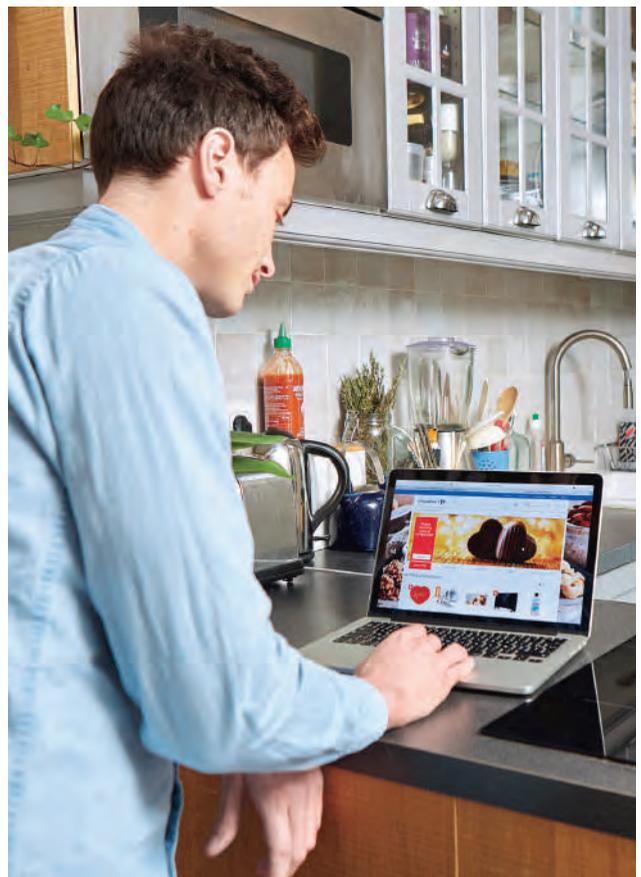
All of Carrefour at your service

Carrefour's omni-channel model is capitalising on the complementarities between offerings, to give customers every possible option for their shopping.

To enable customers to choose where, when and how they want to shop, Carrefour is adopting a local strategy, tailored to each country, along with an omni-channel approach in which stores and online solutions interact and complement each other. By expanding their options, Carrefour aims to offer customers a smooth shopping experience and an impeccable quality of service regardless of the point of contact.

Pushing back store walls

In China, Carrefour is now offering e-commerce service in 7 cities, from Beijing to Wuhan, following the initial rollout in Shanghai in 2015. The website and mobile app provide access to a wide range of food products with a number of different features, including payment on delivery and free return of goods to the store. In Brazil, Carrefour has launched a non-food e-commerce site with a diversified range of home, electronic, health, wellbeing and automotive products. The offering is also being expanded in Spain, with the opening of an online apparel store offering 48-hour delivery; in Poland, with a service offering 12,000 food products and the gradual rollout of click & collect; in France, with the expansion of the Ooshop offering, particularly as regards organic products, where the assortment has been doubled, and the launch of a new Carrefour Traiteur website, for ordering meals online.



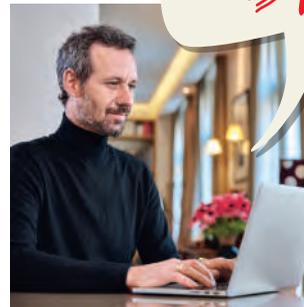


A new ecosystem

The growth of Carrefour's digital ecosystem has involved targeted acquisitions, such as Rue du Commerce, a benchmark player in non-food e-commerce, and Greenweez, the leader in online organic products. The challenge is therefore to integrate these platforms into a coherent system that customers will understand. In France, the carrefour.fr portal has a redesigned, more user-friendly interface, now encompassing all food and non-food offerings, including Carrefour Drive services, as well as services offered by Carrefour Banque, Carrefour Voyages and Carrefour Spectacles.

In parallel, new click & collect and delivery services are being trialled, and synergies with stores have been strengthened: for example, Rue du Commerce customers can take advantage of the option to collect their order free of charge within 48 hours from more than 1,000 of the Group's stores. Moreover, in-store teams have access to the online catalogue to help them advise customers on their purchases. Further success has also been achieved in Spain, where the online supermarket and the travel website have received numerous awards. Popular with users, all of these websites represent additional points of contact which enrich the relationship between Carrefour and its customers.

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Giovanni Salpi

Customer of carrefour.it website, Milan, Italy

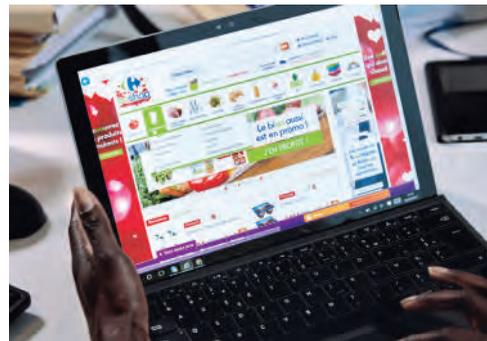
"I placed my order online at lunchtime and I'm going to pick it up this evening on my way back from work. I've already created a list of my favourite products, so I just need to tweak it depending on what I need each week. It saves lots of time, it's free and it's so simple!"



...

Fresh developments in delivery service

From the first home deliveries offered by Ooshop in 1999 to the launch of the *Livraison Express* service offering deliveries in less than an hour in the Greater Paris area in 2016, Carrefour continues to innovate in its efforts to meet customers' expectations. The Carrefour Drive service is an avowed success and is rapidly expanding. In France, Carrefour, which had 569 Carrefour Drive facilities at the end of 2016, is creating new partnerships to offer a wider variety of collection points, including hospitals, offices, campsites, etc. Carrefour Drive is also moving full speed ahead in Spain, with customer orders ready in under two hours at the hypermarkets in Sestao and Erandio. From a service perspective, a new app in Belgium signals the customer's arrival in the car park. In less than 5 minutes, their order can then be loaded into the car. Carrefour Belgium is also testing a home delivery model that relies on private delivery services organised via the Bringr® app. In France, a new version of Pikit, an innovative connected service designed by Carrefour, is being used by customers to make their shopping lists and place their orders directly from their kitchens.





ONLINE OR
IN STORE
WE WERE
SURE
TO FIND WHAT
WE WERE
LOOKING FOR!



Brian and Jeanne Castin
Customers, Boulogne-sur-Mer, France

"We needed a laptop. We took our time to compare the various offers online, and found what we were looking for on the Rue du Commerce website. We were informed by a text message that it had been delivered to our store. We picked it up this morning at Carrefour Market while we did our shopping."



Logistics follow the flow

The success of the Group's omni-channel strategy is intrinsically linked to the modernisation and adaptation of its logistics. In France, Carrefour is transforming its logistics organisation through a profound change involving the implementation of a multi-format and multi-purpose supply chain, accompanied by a redeployment of its logistics capacities to bring warehouses closer to stores. In addition to optimising order preparation, this restructuring provides greater flexibility in provisioning the various formats and stores in keeping with the specific nature of their catchment areas and reducing the number of kilometres travelled. Meanwhile, Carrefour and its partners have created a specific company, Cargo, for its logistics properties in France. Logistics systems are undergoing change in all countries. In China, Carrefour now has an integrated logistics infrastructure with six regional warehouses to support multi-format and e-commerce growth. In tandem, Carrefour is embarking on the construction of a 5th logistics centre in Bydgoszcz (Poland) and is opening a warehouse near Buenos Aires (Argentina).

A unique customer experience

Carrefour offers customers a unique experience based on renovated spaces, an attractive presentation of a high-quality offering and a lively, friendly environment.

Stores dress to impress

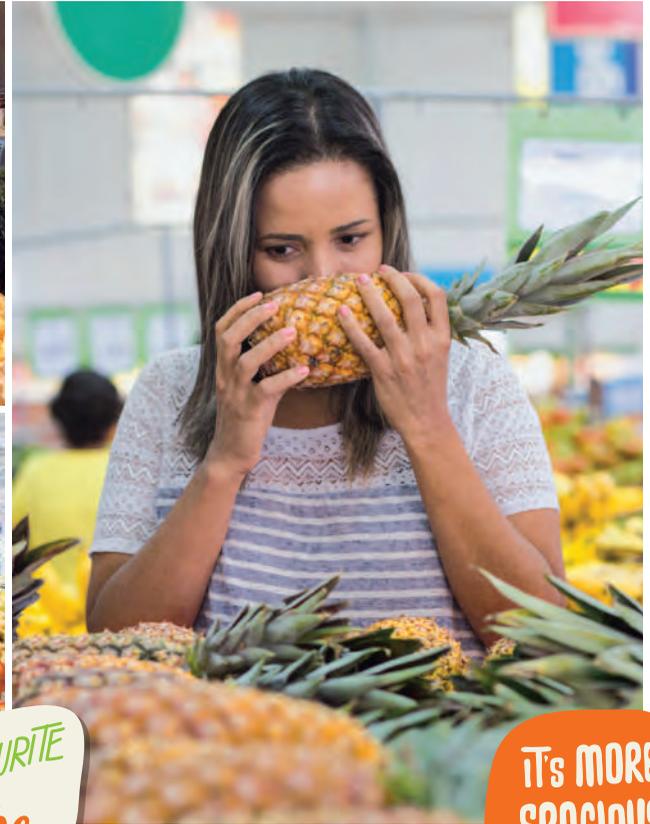
To make shopping enjoyable on an everyday basis for customers, Carrefour stores are pulling out all the stops. Fresh produce takes centre stage, offering unmatched abundance and variety. Traditional departments and delicatessen stands compete with each other to find original ways to showcase products prepared on site, under the watchful eye of customers. Catering services, both eat in and take away, are gaining ground. In addition to the traditional butcher and fishmonger stands, stores now feature pizzerias, burgers, sushi and other local specialities. Non-food products are broken down into different sections, in keeping with the store's size and clientele. Stores are also livelier and more responsible, with more environmentally friendly refrigeration systems, reduced energy consumption, green roofs, charging points for electric cars, beehives and nesting boxes, etc. As the foundation of the Group's food expertise, new generations of hypermarkets are being introduced in all countries. The hypermarket in Villiers-en-Bière (France) is pushing innovation even further with a fabulous market space and a high-quality bistro version of the Food Court, featuring the *Autour du Comptoir* restaurant. As regards services, customers have access to rest areas, an IT coach, a barber and a personal shopper.

The other formats are not to be outdone, with the opening of innovative supermarkets and convenience stores, such as the Carrefour Market in Peñalver (Spain), the Carrefour Express Eat & Shop in Milan (Italy) and the Carrefour Market in Paris Saint-Marcel (France).

Carrefour plays to the gallery

Customer satisfaction is linked to the quality of the stores' service, but also to the quality found in adjoining shopping galleries. With more than 240 shopping centres given a boost by Carmila since 2014 in France, Italy and Spain, and numerous projects implemented by Carrefour's property teams across the world, the Group's ambitious shopping centre revitalisation programme has transformed the commercial landscape. Shopping centres have become more contemporary, welcoming, practical and well-kept. Among significant projects implemented in 2016, the FAN centre in Palma de Mallorca (Spain) has already distinguished itself as a standard-setter in retail, leisure and dining. With 113 stores and a leisure area that includes a wave pool and a climbing wall, it is targeting 10 million visitors annually. In Gdańsk (Poland), one of the city's oldest shopping centres reopened after two years of remodelling work, featuring architecture and a decor inspired by maritime themes.

...



YOUR FAVOURITE
Store

IT'S MORE
SPACIOUS
and
WELCOMING

*such
a delight!*



Marianne de Moor
Director of the Carrefour
hypermarket in Mons, Belgium

"The Mons hypermarket is a great place to shop stress-free and simply enjoy the shopping experience. People really appreciate how approachable our staff are. Customers are offered advice, information and assistance. They like to watch the pastry chefs prepare desserts that they can buy and enjoy right in the store. The regular chefs and pizza chefs also draw a crowd. This unique customer experience is continually being evaluated, improved and enriched."



Karolina Cepak
Customer, Warsaw, Poland

"The store has recently reopened. What a change! It's modern, colourful and warm. I feel like there's more space and more choice, especially when it comes to fresh produce, and I can find my way around much more easily."



...

Another notable project, the complete transformation of the Carrefour Bourges shopping centre (France), benefited from a 4,500-sq.m extension and a full renovation, including nearly 30 new shops and restaurants, with the experience of the Carmila and Carrefour Property teams.

Creating in-store ambiance

Numerous events are organised in stores to attract customer interest, create a sense of surprise and improve the shopping experience. Sales campaigns punctuate the year with an ever-changing series of promotions and events: back-to-school, Mother's Day, the Wine Fair, year-end holidays, and so on. During Carrefour Month, the "can't miss" event at hypermarkets featuring incredible promotions, French customers had a chance to discover the magic of virtual reality with a journey through roller coaster.

All year long, Carrefour and its customers also celebrate major sporting and cultural events. During the Euro football championship, Carrefour France teams rallied in support of *Les Bleus*, with a fully mobile and interactive initiative. In parallel, to complement the many promotions, staff in the various countries wore their national team's colours with pride: the Red Devils in Belgium, the *Squadra Azzura* in Italy and the White-and-Reds in Poland. Carrefour caravans also livened up the various stages of cycle races, including the *Tour de France*, *La Vuelta* in Spain, the *Tour de Taiwan* and the *Tour de Pologne*. The impromptu "Music Now" concerts saw renowned artists turn up incognito in French hypermarket aisles and perform, to the immense delight of customers, while the 2nd "Carrefest" music festival drew 3,400 young people to the car park of the Carrefour Móstoles hypermarket in Madrid (Spain) for a fantastic visual and acoustic performance.

Today's MENU

EAT IN OR TAKE AWAY?



Valeria Martinescu
Customer, Bucharest, Romania

"I really like coming to *ParkLake*. It's a lovely shopping centre, with trees and plants. You find the same atmosphere in the hypermarket, which has great fresh produce. There are even fresh fish straight from the Danube."



Aimeric Vaillant
Employee, *Autour du Comptoir*,
Villiers-en-Bière, France

"We offer delicious fresh products prepared right on site. That's a real plus for customers who like to eat on the go, take their lunch away, or enjoy a top-quality burger cooked right in front of them."

IT'S EXCITING



FOCUS

New, innovative in-store services

Carrefour is taking full advantage of the potential of digital technologies to offer customers new experiences. More and more initiatives are being introduced giving customers access, for example, to complementary non-food products such as printing out recipe ideas. To support the trend towards personalisation, Carrefour is also rolling out *My Design* stands in its stores where customers can customise all sorts of items with printing, engraving or embroidery. In all countries, unlimited free Wi-Fi is being deployed in hypermarkets so that customers can make use of the full potential of the Group's mobile apps. In Lille (France), Carrefour is experimenting with smart trolleys. A touchscreen tablet, affixed to the trolley and connected to a geolocation system, guides the customer towards the best deals. The Group is constantly innovating to make the checkout experience smoother and quicker. The rollout of the single queue concept continues, in parallel with various experiments, including the *Caya Ya* electronic queuing system in Argentina and testing of mobile apps developed by start-ups in France. Carrefour was also the first retailer in France and Spain to offer customers the option of using Apple Pay® in its stores.





Listening and staying connected

Like social networks, mobile apps offer Carrefour valuable points of contact to extend, personalise and deepen its relationships with customers.

Simplifying and optimising shopping

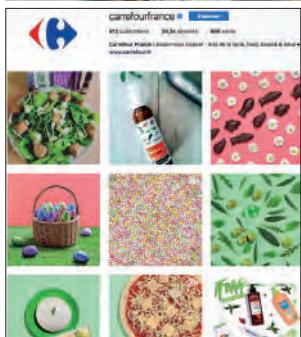
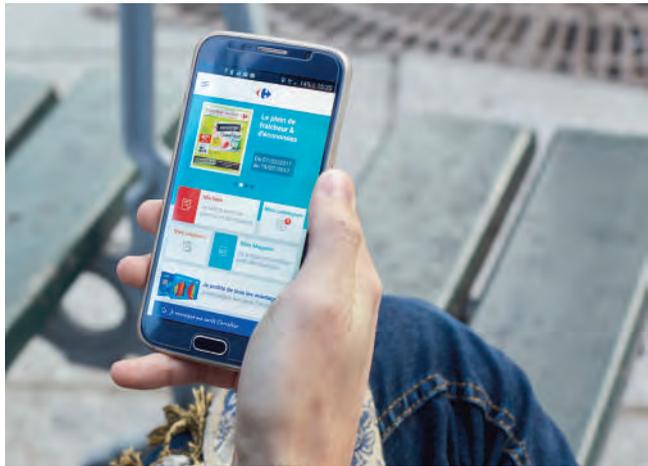
The popularity of smartphones has made mobile apps a preferred tool for customer contact and promoting customer loyalty. In France, the latest version of the *Carrefour & moi* app takes the process of simplifying and optimising the shopping experience a step further. Thanks to a redesigned user interface, customers can create their shopping list based on promotions in the catalogue, save their loyalty card, take advantage of any discount vouchers they have and access all the information they need about their usual store. In Poland, the new *Mój Carrefour* app generates promotional vouchers which, once activated, are automatically linked to the customer's loyalty card. E-commerce apps are also increasing in number, enabling customers to shop when and where they wish.

**12.4 million fans,
followers and subscribers
on Carrefour social media**

Developing communities of interest

Social networks represent additional media channels through which Carrefour can promote its product and service offerings. But above all, they provide a way of extending the customer relationship outside of the stores. By creating communities of interest around unifying topics such as cooking, the Carrefour France Facebook® page has more than a million fans. On Twitter®, Carrefour not only shares its promotions and specials, it also conveys its commitment to organic products and agroecology.

The Group's social commitments are also finding another outlet through social media. In Romania, Carrefour is involved in a campaign to encourage motorists to be more responsible on the road with the "SafeDrive" app, which awards points to motorists who leave their smartphone in the glove box. The points can then be exchanged for Carrefour vouchers. To combat food waste, Carrefour is supporting the development of the start-up Optimiam®, which informs customers of price reductions on food products whose use-by dates are about to expire.



SOCIAL CARREFOUR

Facebook



Instagram



Twitter



Carrefour Italia @Carrefouritalia -
 Il buongiorno si riconosce dallo sconto. Fino al 21 marzo in tutti i Carrefour express fantastiche promozioni sui prodotti per la colazione!

IL MATTINO HA LO SCONTO IN TAVOLA

express

家樂福 Carrefour Taiwan

有沒有一個色調，會讓你想起一個人？
 甜美的紅 / 穩重的黃 / 成熟的青
 或者...都有那麼一點？ ...

從今以後 我的初戀 = 蕃茄

綠精靈蕃茄 金童蕃茄 玉女蕃茄



Multi-format and omni-channel everywhere to serve you better

In more than 30 countries, Carrefour offers its customers convenient local shopping options and contributes to developing local areas.

11,935
stores

1.3 million
unique visitors a day
across all Carrefour websites



Argentina
603 stores

79 hypermarkets
126 supermarkets
398 convenience stores
carrefour.com.ar

Brazil
349 stores

237 hypermarkets
42 supermarkets
70 convenience stores
carrefour.com.br

Belgium
772 stores

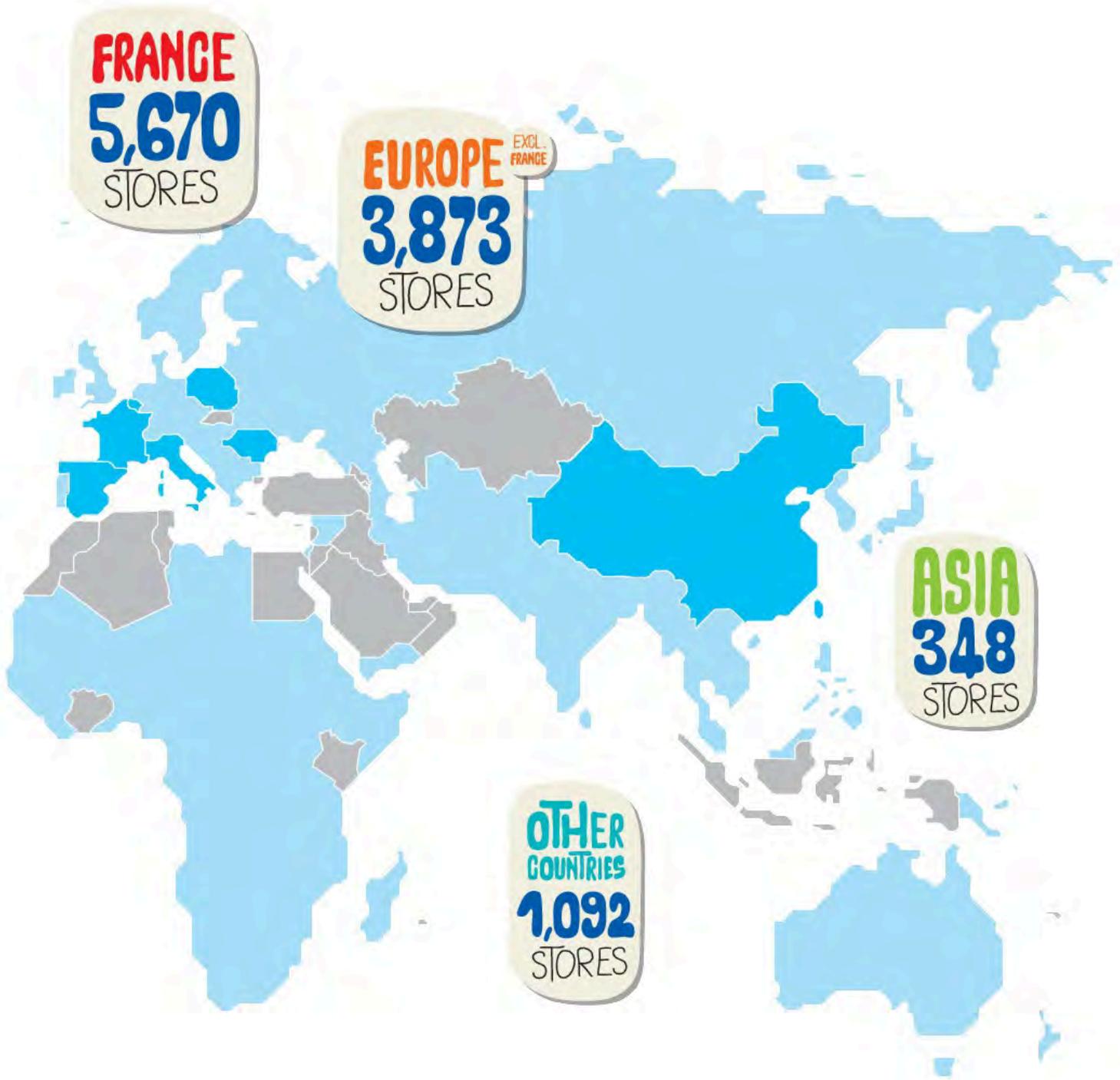
45 hypermarkets
442 supermarkets
285 convenience stores
carrefour.eu

France
5,670 stores

243 hypermarkets
1,062 supermarkets
4,222 convenience stores
143 cash & carry stores
carrefour.fr

Spain
849 stores

175 hypermarkets
129 supermarkets
545 convenience stores
carrefour.es



Italy
1,068 stores

57 hypermarkets
412 supermarkets
586 convenience stores
13 cash & carry stores
carrefour.it

Poland
886 stores

86 hypermarkets
159 supermarkets
641 convenience stores
carrefour.pl

Romania
298 stores

32 hypermarkets
213 supermarkets
53 convenience stores
carrefour.ro

China
254 stores

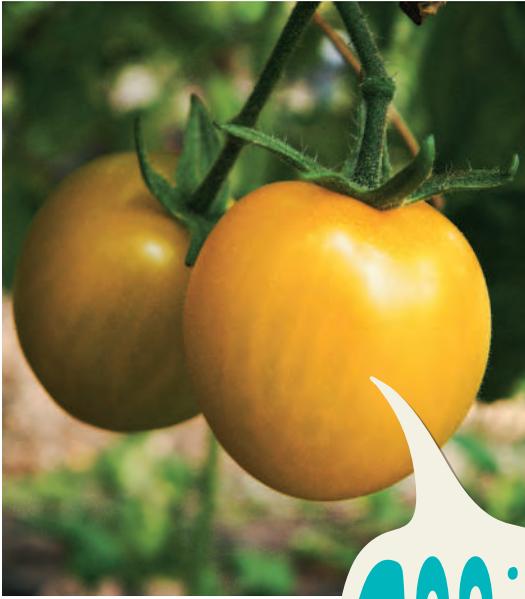
229 hypermarkets
25 convenience stores
carrefour.com.cn

Taiwan
94 stores

64 hypermarkets
30 supermarkets
carrefour.com.tw

■ Integrated countries ■ Franchise countries

Locations as of December 31, 2016



the Neighbourhood's
BEST VALUE



**100%
FRESH**

**ORIGIN
GUARANTEED**



→ **NO SOONER
PICKED
THAN →
SHIPPED**



I
LOVE
MY JOB

Offering
choice, quality,
price, and the latest
products
and services

Anticipating trends

Attentive to its customers and always on the lookout for new consumer trends, Carrefour anticipates everyone's needs and expectations. The offering of each store and each format is therefore constantly evolving.

Choosing to have a choice

True to its roots, Carrefour has made choice a key part of its offering with a wide range across all sections to meet every taste. Each customer can be assured of having an optimal selection of products, whichever store or catchment area they find themselves in. They can also choose their preferred channel – physical or digital – for shopping and collecting their purchases.

Day after day, Carrefour adapts and enriches its departments with innovative products, thanks to a detailed analysis and knowledge of consumers and markets.

In France, for example, customers now have a new ready-to-cook range of fresh produce designed to make their lives easier. In Belgium, Carrefour is testing "Simply You Box", a box of all the ingredients needed to cook a great meal, including the recipe, with a focus on seasonal and Belgian produce. On the non-food side, Carrefour encompasses all categories, including home goods, clothing, electrical appliances, multimedia and more – a whole host of carefully selected ranges, matched with an ongoing commitment to guarantee enjoyment, safety and quality.



LOOKING FOR
HEALTHY
Choices



Jiao Yulu
Customer, XiangYang, China

“Since becoming a mother, I’m much more attentive to the quality of the products I buy. At Carrefour, I can find natural products at affordable prices and check the ingredients and their origin. Because my children’s health and diet are important.”

RESPONSIBLE
PRODUCTION
practices



Andrew Murchie
CEO of Marfrig Beef, Brazil

“Faced with the challenges of deforestation in our country, consumers are demanding certified and traceable products. Marfrig is proud to partner with Carrefour to offer a line of sustainable beef, a top-quality meat with a commitment to zero deforestation.”

Convenient, natural and authentic

It is a global trend that is spreading rapidly: consumers are affirming their desire to reconcile their lifestyles and diets with their own health and the health of the planet. To keep pace with them in this endeavour, Carrefour pledges to advance food quality on a daily basis. In this regard, the Group encourages its in-store teams to be attentive to customer requests and is expanding its offer of fresh products, healthy products, and products manufactured with care. With this in mind, the new hypermarket in Bayonne is devoting 20% of its sales area to regional specialties. Carrefour is also strengthening its offer to meet customer expectations for natural, authentic products. It is increasing its focus on the quality of fresh produce, and expanding the number of products made and prepared on site using the expertise of its teams. The Group is introducing more and more initiatives based on the enjoyment of healthy eating, for example, a family cooking competition in Spain, the launch of creative Carrefour Baby recipes created by chef Ghislaine Arabian and produced in France, and support for the innovative “Smart Food Paris” platform where young companies are developing the food services of the future.



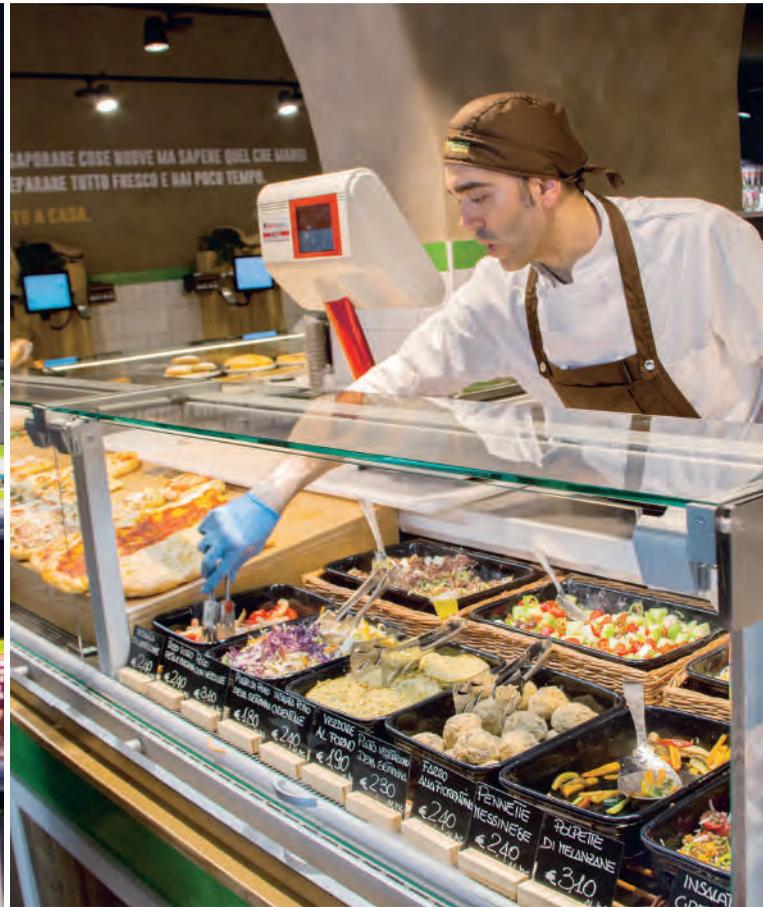
FOCUS

New products true to the Carrefour spirit

As the pioneer in own-brand products with the launch of *produits libres* (unbranded products) in 1976, Carrefour continues to develop its eponymous brand in an effort to strengthen its relationship of trust with consumers. In all its banners, the Group thus offers high-quality Carrefour-brand products that are noticeably cheaper than national brands. Designed to help customers live better every day, in full confidence, the Carrefour brand aims to make shopping easier for customers by highlighting the selection criteria that are most important to them. New packaging clearly displays the quality commitments specific to each product, whether this means highlighting the origin of raw materials, the quality of the ingredients by reducing or eliminating critical components (GMOs, antibiotics, etc.) and artificial additives (colours, flavours, preservatives, etc.), or even environmental commitments (recyclable, eco-friendly packaging, responsible fishing, etc.). By the end of 2016, more than 400 products were already on the shelves, allowing customers to opt for quality at the best price.



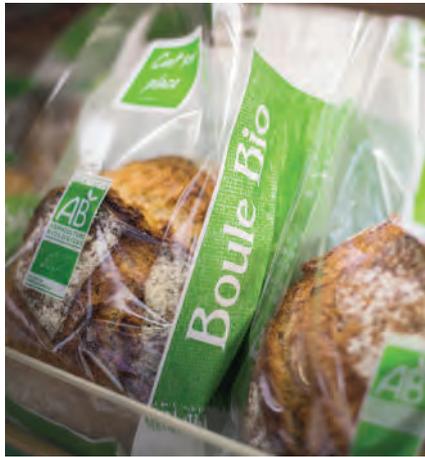




FOCUS

Flavour, nature and health on shelves

Keen to take charge of their health and wellbeing, consumers are seeking to eat better. All countries are experiencing the same trend, and the enthusiasm for healthy, natural products is definitely growing. Twenty-five years after introducing the organic era to mass merchandising, Carrefour is now the leading general retailer of organic products in France. More and more dedicated areas are now found in stores, with an increasingly wide range of products, including nearly 1,800 new product listings added in 2016. This rise is being accompanied by the rollout of a recently launched dedicated banner, Carrefour Bio. It is also evident in the acquisition of Greenweez, the leader in online organic shopping. Carrefour also offers an attractive selection of "nature" and wellbeing products, which is regularly updated. Gluten-free products, the Carrefour Veggie range and new products with reduced lactose content are all part of this trend, which also extends to the fruit and vegetable departments with the development of easy-to-cook fresh produce prepared on site. A focus on natural products is also the foundation of a unique Carrefour Express convenience store concept which is being trialled in Milan (Italy), dedicated to fresh, natural produce to be consumed in the store or taken away.



When convenience goes hand-in-hand with fresh and local

Popular with consumers throughout the world, the offer of fresh and local products in Carrefour banners is increasing in abundance and quality.

Excellence in fresh produce

Fresh produce is at the heart of Carrefour's expertise and of customers' expectations. Seeing and smelling the products, seeking advice from the fishmonger, ascertaining the origins of the meat from the butcher, or discovering the cheesemonger's local specialities: these are all integral parts of an enjoyable shopping experience.

To guarantee the quality of fresh produce, Carrefour has an adapted organisation, from product sourcing to display, via transport and preparation.

A sign of excellence, Carrefour Quality Lines reflect the Group's commitment to optimum freshness and quality for consumers, while developing long-term relationships with agricultural producers and processors. The initiative now involves nearly 20,000 producers across 464 product lines around the world. In 2016, new lines have been launched: cherry in Belgium, cheese from Salers in France, and Korla pear in China.



PROMOTING
REGIONS
PROMOTING
FLAVOUR



Willy Janssens
Customer, Bruges, Belgium

"My vote goes to the chicory tarte tatin and the leek *stoemp!* Carrefour's idea to organise this competition for the best 'Belgetarian' recipe was brilliant. It's a great way to promote our local products and local food culture, especially among young people."

NATURAL
Products



Ireneusz Kloch
Producer of the Monterosa tomato,
also known as the Raspberry tomato,
Catowanie, Poland

"Being a Carrefour partner means that I can continue to grow my crops in the traditional way, using natural methods. My tomatoes are cultivated in the ground, without herbicides, pesticides or chemical fertilisers. It's hard work, but the essential character is preserved, and my tomatoes are sweet and tasty."

A local offer acclaimed by customers

Promoting the best that regions have to offer is a commitment that Carrefour undertakes in every country in which it operates. This might involve signing an agreement with the Regional Council of Piedmont (Italy) to promote products made with Piedmont milk, developing dedicated departments to showcase local producers in Belgium, paying tribute to Carrefour's 3,000 SME partners in France via the "Fabulous French SMEs" campaign or the celebrations to mark the twentieth anniversary of the *Reflets de France* brand, which now includes more than 570 regional specialities sold in over 45 countries. Initiatives are multiplying worldwide. All of these short food supply chains contribute to developing the local economy in a sustainable way.

**No. 1 retailer
of products made
by French SMEs**



Everything under the same roof

True to its roots, Carrefour offers a wide range of convenience goods. Home, bazaar, DIY, decoration, clothing, electrical appliances, photography, cinema, audio, multimedia and fragrance are all available in store or online at a fair price.

Apparel goes local

With the Tex brand, Carrefour offers a simple and well-curated line of quality clothing for the whole family at very attractive prices. Designed well, wears well! More Tex collections are being introduced in various countries, each time paying attention to style and comfort. In 2016, French customers were introduced to a collection made entirely in France. A hundred thousand pieces evocative of Paris, Deauville, Chamonix and Saint-Tropez brought key classics right up to date and offered exclusive designs at reasonable prices. Tex has also teamed up with four major French athletes (Gilles Simon, Automne Pavia, Camille Lacourt and Flora Gueï) to present four all-new collections of recreational and sports wear. At the same time, customers in Romania were introduced to a signature collection by Helmuth Duckadam, the well-known Romanian footballer, while the *Belli da svestire* (Beautiful to take off) fashion campaign was on display in the streets of Milan (Italy).

Everyday design

Designing attractive, functional, innovative products – everyday products that everyone can enjoy without breaking the bank – this is Carrefour's commitment. Every year, more and more innovations are introduced in store and online. Since 2013, more than 40 design prizes have been awarded to products created in Carrefour's studios, such as the Mandine ice-cube tray or the Klindo clothes line, Carrefour's first patented invention.

From extendable tables to stackable chairs, Hyba, Carrefour's most recent exclusive brand, has some great surprises in store for fans of the latest home decoration trends, with smart, colourful products across four themes: nature, romantic, urban and optimistic. Fans of high-tech products can also look to the Poss range, featuring multimedia bags, speakers or portable radios, designed by Carrefour.

An increasingly wide range available online

From Brazil to Poland, from Argentina to Spain, it is now possible to order a new TV, a beach towel or a child's bed from the Carrefour website. Thousands of product listings online complement the products available in store, always with the same commitment: best value for money. In France, with the acquisition of Rue du Commerce, Internet shoppers can now find three million products with just a single click! When it comes to service, here too Carrefour gets it right, allowing customers, depending on circumstances, to return products for free or to pick up their orders within 48 hours from their nearest Carrefour store.

 **650,000**
additional books on
livres.carrefour.fr



EVERYTHING
TO MAKE
LIFE EASIER
and MORE
BEAUTIFUL

THOUSANDS
OF PRODUCTS
ONLINE
SO PRACTICAL



Rebeca Figueiredo
Customer, São Paulo, Brazil

“The choice on the website is unbelievable; there are thousands of products and services listed. Browsing is easy and enjoyable, with lots of advice and ideas. And it’s just so nice to be able to take your time choosing what you want from the comfort of your sofa.”



Charlotte Piquet
Household and laundry care
product developer, Carrefour France

“Our priority is to listen to consumers and pay attention to trends so that we can offer our customers the best products. With our integrated design team, we came up with a new brand, Klindo, and launched the first innovations with a promise: attractive everyday products which are clever, smart and will last.”

Services to make everyday life easier

Being useful means offering services tailored to your everyday needs, from hiring a vehicle to choosing an insurance policy.

Combining utility and pleasure

To ensure that you have a successful shopping experience, Carrefour is offering more and more services and small gestures, always striving to provide you with satisfaction and make your life easier! In the renovated hypermarket in Villiers-en-Bière (France), a travel agency is found side-by-side with a beauty salon, a bank, a barber shop, a personal shopper, an IT coach, a launderette, and a 3D photo booth: the perfect blend of utility and pleasure. The new Carrefour Market urban concept in Italy offers a full concierge service, with services ranging from sending out your laundry to hiring local craftspeople (electricians, locksmiths, tailors, shoe repairers and heating specialists). Services are also in the spotlight in convenience stores, such as the one on Avenue de Malakoff in Paris, which offers dry-cleaning services, a post collection point and a collaborative neighbourhood network.

Financial and insurance services online and in nearly 1,000 stores

Accessible services

In all countries, Carrefour is rolling out a wide range of complementary offerings, available in store, online or in dedicated spaces, for example health and beauty, jewellery, floristry services, and photo developing services, among others. Agencies and stands offering financial and insurance services are also available in nearly 1,000 stores throughout the world, while recreational opportunities are increasingly common. In Spain, Carrefour Viajes continues to be successful. The travel agency was named the best store and best webshop. The Carrefour Spectacles offer is available online and in nearly 600 stores in France, and it is also expanding in Belgium and Taiwan. Customers can also count on Carrefour for the best prices on fuel at one of the 1,400 petrol stations in France, as well as those in Poland and Brazil. Meanwhile, the Carrefour Location vehicle rental agency is expanding rapidly in France. More than 500 stores now offer customers a large selection of utility vehicles or, new for 2016, passenger vehicles, which can be booked with a single click. For businesses looking to treat their employees, members or partners, whatever the occasion, Carrefour Pro offers a wide range of ideas, gift cards and gift sets, entertainment and even travel options.



Angela Palmadessa
Concierge service manager,
Carrefour Market, Corso Turati, Turin, Italy

"Here, we offer a unique local concierge service to meet our customers' everyday service needs for plumbers, electricians, dry cleaning, shoe repair, parcel collection, boiler maintenance, and so on. We even have a *Torino facile* terminal, which can be used to print out official documents."

Guaranteed quality at the best price

Guaranteeing the best value for money without compromising on quality is Carrefour's everyday commitment. The Group strives to offer the best prices on major brands, and stocks a wide range of exclusive brands which are as affordable as possible.

Everywhere across the world, Carrefour guarantees competitive prices on all of its products every day. Carrefour relies on its fundamentals – maintaining long-lasting relationships with suppliers, controlling costs and the supply chain, commitments with respect to quality, safety and product origin and listening to its customers.

Low prices and promotions in all departments

In Argentina, Carrefour offers *Precios Hiper Garantizados* (hyper guaranteed prices). Stores pledge to offer the lowest prices on the market on 800 products, every day. If customers find these products cheaper elsewhere, Carrefour will refund twice the difference. To help customers combat the effects of inflation, a fully transparent local price comparison tool has been set up on the banner's website. In France, the "Lowest Price Guarantee" allows customers to take advantage of the best prices on 500 national brand products, as well as 200 seasonal products, multimedia products, electrical appliances and fuel.

Throughout the year, customers of the Group's various banners benefit from targeted promotions and exclusive loyalty programmes. Wine fairs, back-to-school, end-of-year festivities, sales, Valentine's Day, and so on – these are all great opportunities for customers to save money. On a day-to-day basis, the loyalty card also offers, for example, a 10% discount on all organic products every Tuesday in French Carrefour Market stores. In Belgium, the mascot Hyp' offers Carrefour loyalty card holders a chance to boost their benefits in hypermarkets, with double "bonus points" on Mondays. "Carrefour Month" – a key omni-channel operation involving four weeks of incredible promotions – gave customers in France a chance to enjoy an innovative immersive experience, with a unique virtual reality initiative. Another innovation, the "Deal of the Day" on carrefour.fr, gives French customers an opportunity to take advantage of a different limited-quantity special offer every day.

PROMOTIONS

and

GIFTS



Évelyne Martin

Customer, Bonneval, France

"For parents and children alike, back-to-school time is not always easy. There are so many things to buy! Carrefour's "super back-to-school" campaign was a nice surprise, with deals that definitely made things easier. And the kids were delighted to have the chance to collect the superhero figurines."

EVERYDAY
LOW
PRICES



Marlene Almeida

Director of the Atacadão Lauro de Freitas store, Bahia, Brazil

"In addition to pioneering this concept, which is a cross between a hypermarket and a cash & carry store, we have always placed consumers at the heart of what we do. We strive to offer fair prices and our main goal is to earn our customers' trust and ensure their satisfaction."



PUTTING
A STOP
TO WASTE



Doing
MY JOB
WELL





RESPONSIBLE PURCHASES

Engaging
with you



Doing our job well

To assist its employees, help them do their jobs well and earn the trust of 13 million customers, Carrefour hires, trains and provides support for all kinds of talents.

Hiring well

Offering more than 120 careers and giving priority to local workers, Carrefour is an important economic player in every region. As France's largest employer, Carrefour hires some 40,000 workers every year, in all age groups, with or without a degree. The Group gives many young people, working in stores, warehouses or support roles, their first taste of employment, whether that means seasonal work during peak periods (with 6,000 summertime positions in Spain), work-study contracts (5,500 positions in France, 2,000 in Brazil) or permanent employment (81,450 permanent positions filled Group-wide in 2016). In order to spread the word about its various career offerings, Carrefour organises regular events for students and recent university graduates and is expanding its internship opportunities with such programmes as the "C4 Yourself!" campaign in Romania. Carrefour stores are constantly forging close ties with local job partners, including government agencies, community organisations and start-ups, to complement initiatives at the national level. In France, the Carrefour Employment Centre identifies future employees from among the one million applications received each year. Carrefour's newly revamped job website is targeted squarely at job seekers, giving them direct access to job openings in their vicinity: they can apply with just a few clicks, chat directly with online advisers

who can offer personalised coaching, or browse employee testimonials about a variety of careers.

This cross-channel digital recruitment strategy goes hand-in-hand with newly digitised services designed to simplify employees' day-to-day lives.

Developing know-how and expertise on behalf of customers

A Carrefour career is a demanding one, drawing on individual expertise and collective energy. It is backed by ambitious training programmes designed to instil a passion for retail, a thorough knowledge of products, a love of human contact and a devotion to service.

In Poland, for example, Carrefour has opened a training centre dubbed *Smak Kariery* (taste of a career). More than 800 employees and new recruits have received training in fields such as fresh foods, meats and pastries, along with leadership and customer relations skills. In China, the Carrefour China Fresh School offers training to more than 10,000 people each year in such areas as food safety and nutrition. Thanks to Carrefour Italy's partnership with the *Università di Saponi*, employees working with fresh produce have an opportunity to improve the quality of the service they provide to customers.

...



RECRUITING → TALENT



Thierry Roger
Director of the Carrefour France
Employment Centre

"After launching the first fully mobile recruitment site, Carrefour continues to adapt to new hiring practices. We now offer applicants a new online experience in the form of an innovative recruitment site that is completely up to date with the latest digital innovations."



...

Moreover, Carrefour promotes career training in every country, by encouraging its workers to obtain vocational qualification certificates and offering accreditation for prior experience. In Romania, Carrefour has launched the *Hiper Campus* programme, open to all employees who hope one day to become a manager in a hypermarket. Meanwhile, Carrefour France continues to expand its "Graduate" programmes targeting graduates with high potential: these young managers get experience in a start-up as part of the "French Tech" initiative.

Helping employees gain professional and personal fulfilment

In addition to the training it provides, Carrefour creates the conditions for a fulfilling career by promoting workplace dialogue, good listening skills and a quality work environment. Thanks to the diversity of career paths, retail stores and geographical locations, Carrefour provides its employees with real opportunities for mobility and the possibility of diversifying their experience and demonstrating their talent. This is especially true in France, where 90% of store managers were promoted from within the Company.

Carrefour also encourages its employees to develop a feeling of satisfaction from a job well done, a sense of teamwork and a spirit of entrepreneurialism, with help from a dizzying variety of initiatives, such as the best apprentices competition in France, the health day in Taiwan, the health and wellness programme in Belgium, and so on. Throughout the month of November, Group stores in numerous countries paid tribute to their cashiers with a host of events.

Carrefour offers support to employees seeking to start their own business, whether that means investing in a franchise store or through a lease-management opportunity. In every case, Carrefour maintains a commitment to motivating its workforce and creating close ties with its customers. As proof of the merits of this policy, Carrefour was named one of France's best employers by its workforce on Glassdoor®, and certified as a "2016 Top Employer France".

**50% of new managers
come from within the
Company**

THE FAST TRACK
TO A CAREER



Agathe Goupy
Paris-Dauphine student,
2014 Carrefour "Graduate Dirigeant"
promotion, France

"In 3 years, I've had the chance to try out some very different jobs: Drive in the e-commerce teams in France, purchasing and supplier relations in Italy, managing a supermarket and, more recently, immersion in a start-up, Nunki®, to develop a new commercial offering. Now? I'm the trainee director at the hypermarket in Villeneuve-la-Garenne, near Paris."



CARREFOUR
trusted me
to succeed



Quentin Jacquin
Lessee and manager of
Carrefour Bio stores, France

"After an initial experience as an assistant store manager, I decided to take the leap and become my own boss. I knew I could count on Carrefour, which assisted me every step of the way. After learning the ropes at a training store, I took the reins of two Carrefour Bio stores in the Greater Paris region."

Training new employees

In 2016, Carrefour strengthened its multi-format, omni-channel model through a series of targeted acquisitions, including buyouts of both retail stores and e-commerce sites.

The success of these transactions is attributable primarily to Carrefour's efforts to integrate the new teams into its workforce and train them in the Company's practices. In France, for example, teams from Rue du Commerce, Greenweez, Croquetteland and Dia joined the Carrefour France team in 2016.

Carrefour's ranks in Spain swelled by some 3,300 employees following the conversions of stores acquired from the Eroski Group. In Romania, nearly 3,000 former Billa employees were treated to an extensive induction programme that included a "Welcome Billa" caravan, which travelled to every store to present Carrefour and answer their questions.

A culture of diversity

To do its job well, Carrefour recruits and promotes talent, without bias, while combatting all forms of discrimination, promoting individuality and ensuring equal opportunity.

Revealing everyone's talent

By promoting the values of solidarity and diversity everywhere, Carrefour plays a major role in the inclusion of all. Everywhere the Group operates, it encourages recruitment based on innovative methods suited to all backgrounds. Consistent with its past initiatives, Carrefour has formally pledged its commitment to several new programmes, including the "Businesses and Neighbourhoods Charter" to promote employment for young people from priority neighbourhoods in France. The Group also fosters inclusiveness by offering immersion internships, gateways to employment and career development training. It has lent support to young people from Brazil's favelas by providing job opportunities through the *Rede Cidadã* organisation; to employees who have difficulty speaking French, for whom Carrefour's *EvoluPro* programme was developed; and to French military veterans wounded in service through immersion internship and trainee programmes. At the same time, Carrefour is introducing numerous initiatives designed to change the way both managers and staff perceive issues facing society and to raise both collective and individual awareness about stereotypes and their impact on our day-to-day lives.



ATTENTIVE
to each
person's
needs



Liliana Presas
Advertising Manager, Property Division,
Carrefour Argentina

"After the birth of my second son, I was allowed to make a gradual return to my job. At a time when I was having to combine my role as a mother with my professional duties, I felt like the Company was attentive to my needs and giving me a chance to strike a better balance between my personal and professional life. As a result, I was able to give maximum attention to my work and to the care I gave my baby as well."

**SUPPORT
THAT COUNTS**



Marta Jabłońska
President of Ekon (Disabled People for
the Environment association), Poland

"Thanks to Carrefour's cooperation over the past 7 years, we're making a significant contribution to improving the social and professional lives of the disabled. In 2016, 610 supported employment jobs were created in 140 stores."

Commitments with labour representatives

The Group uses labour-management dialogue to take action in the field and ensure that everyone enjoys the same rights, thanks to targeted programmes. Each year, in France and other countries, Carrefour signs nearly 200 agreements with its social partners regarding employment, disability, gender equality and other issues. Among those agreements is an international accord signed with UNI Global Union to promote social dialogue, diversity and respect for human rights.

Taking action to employ people with disabilities

A founding member of the ILO Global Business and Disability Network, Carrefour employs 12,200 people with disabilities within its various entities. Ever since it signed its first *Mission Handicap* agreement in France back in 1999, Carrefour has continued, year after year, to expand its commitment to helping disabled people find and maintain employment, by forging partnerships with local organisations that include *Arpejeh* in France, the *Fundación Once* in Spain and *Ekon* in Poland. For each job position, Carrefour ensures that the disability is compatible with the job requirements, and, if necessary, will adapt the workstation's equipment and organisation. In Brazil, a country in which all stores employ workers with disabilities, Carrefour has rolled out its *Eu pratico a inclusão* (I support inclusion) programme, together with the *Meu amigo e especial* scheme to help people with disabilities integrate into the Company. This proactive policy has increased the number of disabled employees to 1,600 – nearly 300 of whom were hired in 2016. Raising awareness among both employees and customers is essential for changing views on disability, so Carrefour is introducing multiple initiatives worldwide. They include the "Duo Day" programme in Belgium, in partnership with the Walloon agency for the integration of the disabled. In Argentina, Carrefour mounted a comprehensive "360°" plan on behalf of people with disabilities in 2016 that includes all internal and external stakeholders (associations, institutions, customers, suppliers, etc.) and is designed to reach as wide an audience as possible.

...



...

On October 28, 2016, Carrefour held its first international day of diversity. Nearly 100 events were held at Carrefour locations worldwide with the aim of mobilising the workforce, including workshops by high-level disabled athletes, roundtable discussions on stereotypes, photo exhibits and more.

CARREFOUR CELEBRATES
DIVERSITY

Promoting gender diversity

With a workforce that is 58% female, Carrefour is committed to professional equality. Since 2011, the "Women Leaders" programme has been active around the world in addressing local concerns, with a shared ambition of encouraging the dissemination of best practices in every country where Carrefour operates. In each banner, Carrefour leads campaigns to help talented women advance in their careers and incorporate gender diversity from the recruitment stage onwards. The Group is also working to facilitate women's access to management positions, by identifying and tracking promising women employees and establishing training and mentoring programmes in numerous countries. Moreover, Carrefour is leading initiatives designed to help employees juggle their professional and personal lives more effectively, by raising awareness among managers, factoring parenthood into career paths, making it easier to return to work after maternity leave, developing company childcare, and more. This campaign has had an encouraging impact: the percentage of women in management positions rose 3%, to 39.2%, between 2012 and 2016.



Reducing social inequality

In Brazil, the *Instituto Carrefour* lends support to projects designed to reduce social inequities. As a non-profit public interest organisation, the Institute has formed numerous local partnerships to make diversity a tool for social and economic inclusion: training for food retail jobs through the *Rede Cidadã* project, supporting female entrepreneurs with the *Mulheres de Mão Cheia* project, and promoting diversity awareness in public schools through the *Cine Movel* mobile cinema project. In March 2016, the Carrefour Institute organised the second annual "Forum on Diversity and Inclusion" to promote dialogue among the more than 200 participants from 145 businesses, organisations and public authorities. In addition, it used the opportunity of the Rio Olympic Games to provide support for the *Gastromotiva* community restaurant project that enabled the distribution of more than 3,000 free meals prepared by renowned chefs to those most in need. With backing from the Carrefour Foundation, this project has now been transformed into a culinary school that trains young students from the favelas.

Paulo Pianez
CSR Director, Carrefour Brazil

"The goal of the *Instituto Carrefour* is to promote diversity and encourage projects that help us combat discrimination and build inclusiveness for vulnerable members of the community. We are convinced that social integration is only possible alongside economic integration."



**CREATING
A BETTER
SOCIETY
FOR ALL**

Combatting all forms of waste

To reduce its environmental footprint and ensure the future of its business, Carrefour is committed to reducing all forms of waste, whether in food products, energy or transport.

Putting a stop to food waste

One third of the food produced worldwide goes unconsumed by humans.⁽¹⁾ Because the reasons for food waste are many and sometimes complex, Carrefour has pledged to halve its volume of food waste between 2016 and 2025, through individual and collective action at every stage of the product lifecycle: production, transport, sale and consumption.

In addition to improving its stock management, Carrefour is continuing its efforts to promote sensitive products, extend consumption periods, raise customer awareness, organise in-store "Stop Waste" events and provide support for start-ups committed to waste reduction. In 2016, as part of Carrefour's second Major Suppliers Challenge, more than 3,300 suppliers worldwide offered concrete suggestions for reducing food waste, including new techniques for irrigation, product processing, waste recycling, and more.

(1) Source: The UN Food and Agriculture Organisation.

**-24.7% of CO₂ emissions
since 2010**

Shrinking our environmental footprint

At the same time, Carrefour is engaging on a variety of fronts – stores, warehouses, transport – to meet its goals for reducing its CO₂ emissions by 40% by 2025 and by 70% by 2050 (compared to 2010).

In 2016, the Group announced it had established an internal price for carbon in each country, an important initiative that will help to incorporate the impact of greenhouse gases into investment decisions, and will accelerate the adoption of low-carbon technology in each of the Group's stores. Carrefour is continuing its efforts to reduce consumption and promote the energy transition: low-energy lighting, night covers for closed refrigeration units, heat recovery for hot water, wall and roof insulation, etc. The Group is also testing new cooling systems, since refrigeration accounts for more than half of Carrefour's greenhouse gas emissions. One example is an ambitious new cooling system that uses propylene gas, tested for the first time at the Brussels Laeken Carrefour Express store in Belgium. Carrefour has also pledged to eliminate single-use checkout bags in all its consolidated stores worldwide by 2020.

As a promoter of the circular economy, Carrefour recovers more than two thirds of the waste from its stores, with a target of 100% by 2025.⁽²⁾

(2) Target of recovering 100% of hypermarket and supermarket waste by 2025.



To meet that objective, the Group is stepping up initiatives for easier product sorting and recycling, such as the Sigurec® smart collection system in use at Carrefour Romania, as well as the development of composting and methanisation lines so that, for example, organic waste can be used to power a fleet of delivery vehicles in France.



Wang Xiuying
Customer, Tainan, Taiwan

“Since Carrefour installed smart collection points, I often drop off waste products for recycling. It’s good for the planet and for my wallet too, because for every three plastic bottles I recycle, I receive a discount coupon that can be used in the store.”

WE **ALL**
HAVE A ROLE
TO PLAY



Maria Alavès
Customer, Madrid, Spain

“It’s incredible, the number of things we throw away without realising it’s a waste. Now, thanks to this event at the store, I have lots of ideas for making food last longer, plus some clever recipes for cooking up leftovers. It’s a smart move for the planet, and for my purse, too.”

Protecting biodiversity

Protecting biodiversity is a necessity. Carrefour is taking an active role by fostering the development of supply chains that are friendly to ecosystems.

New initiatives to promote responsible fishing

As a pioneer in this area through its 2005 launch of an MSC⁽¹⁾-certified range of responsible fish products, Carrefour has adopted a new goal: by 2020, half of all fish sold in its seafood and frozen foods departments (both wild and farmed) will be sourced from responsible supply chains. In 2016, Carrefour became the first retailer in France to receive MSC sustainable fishing and ASC⁽²⁾ responsible aquaculture certification for its seafood departments in 33 hypermarkets; the certified fish will gradually be introduced in every store. In addition, Carrefour has joined forces with WWF France and Seaweb Europe to publish a guide for professionals on combatting illegal fishing, and provided financial backing for one of its suppliers, the FROM Nord fishery, in its effort to obtain MSC certification.

(1) Marine Stewardship Council.

(2) Aquaculture Stewardship Council.



PROTECTING
resources



Thierry Missonnier

Director of FROM Nord, Boulogne-sur-Mer, France

“This marks the first time in France that a retailer has lent this kind of support to a fisheries organisation. After an evaluation, our artisanal fishery of 83 netters was awarded MSC certification. We’re delighted to have proof of the sustainability of our fishing practices. It’s a priority concern for everyone involved.”

Fragile
ECOSYSTEMS



Arnaud Gauffier

Head of Food and Agriculture, WWF France

“Since 1998, Carrefour has been committed to working alongside WWF France to reduce its environmental footprint, particularly that associated with the use of natural resources in consumer products. Our teams are working together, for example, to transform the supply chains for wood and paper to protect forests in France, Brazil and Asia. In 2016, we focused our efforts on protecting marine resources by supporting Carrefour’s sustainable fishing policy.”

Developing responsible supply chains

Since 1992, Carrefour has been drawing on the collaborative effort behind its Carrefour Quality Lines to help nearly 20,000 partner producers adopt innovative practices that directly help to protect biodiversity: rotating crops, rejecting soil-free growing methods, etc. To complement herbicide-free tomatoes and broccoli and insecticide-free kiwis, Carrefour this year introduced Gariguettes strawberries grown without synthetic pesticides, which were warmly received by shoppers in nearly 1,900 stores in France. The Group also announced that it will introduce new lines of meat raised without antibiotics, following the launch of a range of antibiotic-free chicken products in 2013. In addition, since 2010 Carrefour has been working towards a goal of zero deforestation by 2020, and with that in mind has developed sustainably managed supply chains for soya, palm oil, wood and paper products and beef. In 2016, the Group introduced a georeferencing platform that can be used to monitor sites used for beef production and thereby reduce potential destruction of the Amazon forest.



100% of the palm oil used in Carrefour products is sourced from supply lines supported by the Roundtable on Sustainable Palm Oil (RSPO)

Innovations with suppliers

Carrefour partners
with its suppliers
to ensure product
quality and present
an innovative offering
on an everyday basis.

A responsible, innovative supply chain

Carrefour strives to ensure that its suppliers comply with fundamental commitments regarding human rights and environmental protection. It also verifies compliance with quality and safety requirements at every step of the supply chain. That policy involves ongoing monitoring and inspections of Carrefour suppliers, including more than 54,000 quality checks and nearly 1,400 social audits each year. Carrefour also serves as a coach and catalyst for solutions. Whether it's giving its suppliers access to a unique CSR self-assessment tool, created almost a decade ago with France's ADEME and the WWF, or organising an international competition among suppliers (the Major Suppliers Challenge), Carrefour's goal is to encourage its partners to improve their practices and share concrete solutions for social responsibility.

In 2016, Carrefour lent its support to an innovative initiative in which consumers were asked directly for their views on the price of milk and the conditions in which the products they buy are produced. The first result of that campaign is milk sold under the *C'est qui le patron?! La marque du consommateur* brand (Who's the Boss?! The Consumer Brand). It is sold in Carrefour stores at a guaranteed price agreed with producers, who have formed a cooperative

in France's Rhône-Alpes region. This collaborative, sustainable process has been a huge hit with customers and will gradually be expanded to include a variety of new products.

A dynamic partnership with SMEs

In every country, Carrefour strengthens its partnerships with local suppliers and SMEs in support of their growth objectives, in a spirit of mutual trust that offers benefits all around. In Spain, for example, Carrefour works with more than 9,400 local companies, the vast majority of which are small and medium-sized businesses. In Argentina and Brazil, 96% of all Carrefour-brand food products are sourced from domestic suppliers. And with more than 5,000 partner SMEs in France, Carrefour is now the country's largest retailer of products made by small and medium-sized businesses. Carrefour France's suppliers were the focus of a large-scale promotional campaign, "Fabulous French SMEs" and were treated to an array of new initiatives in 2016, including the creation of a €10 million fund to support investment by SMEs. They also received help in developing innovations, in the form of expert advice from consultants in areas such as marketing, design and communications. Moreover, Carrefour signed an agreement with the Federation of Enterprises and Entrepreneurs in France (FEEF) to showcase French SMEs, and streamlined commercial practices.



COMBINING
Tradition and Authenticity

Carrefour's partners also gain support from its international reach. For example, *Reflets de France* products – already available in more than 45 countries – are a special focus of attention. The regional specialty items in the *Terre d'Italia* and *De Nuestra Tierra* product ranges are also sold in selected stores beyond their country of origin (Italy and Spain respectively), to the delight of producers and customers alike.



Aurélie Tacquard
Loc Maria Biscuits, Producer of *Reflets de France* Breton galette biscuits, Pont-Aven recipe since 1999

"Our company has been able to preserve expertise in the art of production as well as in the careful selection of ingredients. With *Reflets de France*, our products travel to the four corners of the planet. It's not just traditional biscuits that customers are discovering, it is a brand and a history, the history of Pont-Aven, a city of painters made famous by Paul Gauguin."



GREAT FOR EVERYONE

Nicolas Chabanne
Founder of *C'est qui le patron ?!*
La marque du consommateur brand, France

"Created in just a few weeks, our brand allows consumers to define the production criteria for a product. The producers involved use these to draw up a qualitative and transparent list of specifications in order to determine a fair and reasonable price. The fair milk carton was brought to the shelves with support from Carrefour. In under 6 months, more than 9 million cartons were sold, an unprecedented success which calls for new initiatives!"

Committed to solidarity trade

With the support of its corporate foundation and the day-to-day commitment of both local organisations and its own employees, Carrefour supports and coordinates solidarity programmes that aid those most in need.

The key role of the Carrefour Foundation

By placing food at the heart of its efforts to combat poverty and promote inclusion, the Carrefour Foundation, established in 2000, draws on Carrefour's core business to support projects led by partner organisations and provide help to those in need. A solidarity structure with a 2016 budget of more than €8.4 million, the Carrefour Foundation mobilised financial as well as human and logistical resources on behalf of 94 projects in 16 countries over the past year. These projects included funding to help non-profit organisations obtain needed equipment and support for innovative urban agriculture and culinary training programmes. In this way, the Carrefour Foundation offers tangible solutions that are consistent with its business and address major challenges. It actively contributes to emergency humanitarian aid efforts in the wake of catastrophic events that in 2016 included the Amatrice earthquake in Italy, flooding in France and natural disasters in Taiwan.



 To learn more, visit fondation-carrefour.org

COLLECTING
DONATING
TRANSFORMING



Raluca Ouriaghi
Director of *Ateliere Fara Frontiere*, Romania

“Thanks to the job creation scheme, we are able to help people in extremely vulnerable circumstances get back on their feet. One of those people, Tudorita, has been working for 2 months at Bio&Co. She says the work has restored her confidence in the future.”

TRAINING
FOR A
CAREER
WITH A
FUTURE



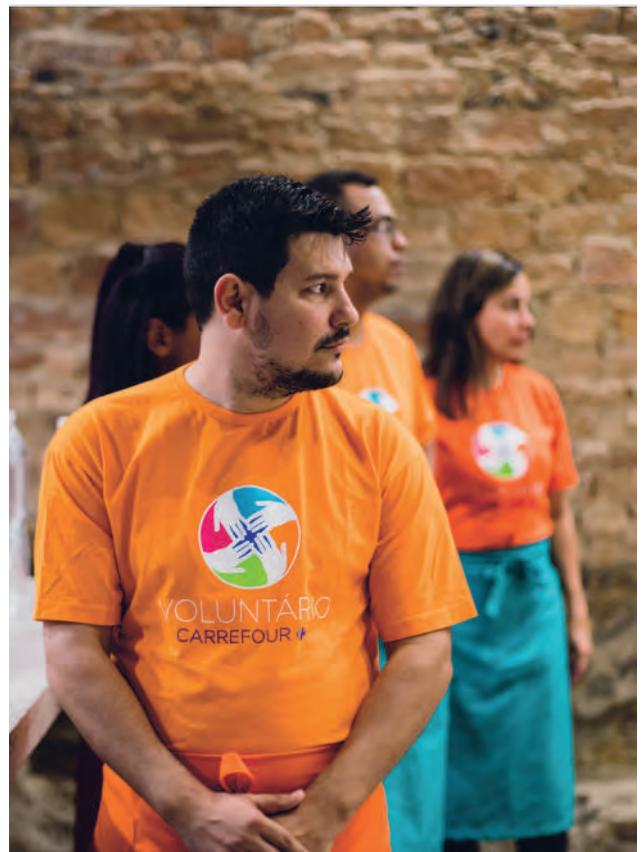
David Hertz
Founder of *Gastromotiva*, Brazil

“Gastronomy is a powerful vehicle for social change. For the first time in their lives, young people living in underprivileged communities have access to free vocational training. They can start to dream again.”

A chain of solidarity

Whether they're led by the Carrefour Foundation or local solidarity teams, the thousands of community projects supported and encouraged each year reflect the commitment of employees and community organisations. Store and warehouse employees are on the front lines, coordinating donations and collections, giving their time to help others navigate a difficult period in their lives or helping those most in need return to the workforce or integrate into their communities. By forging partnerships with local organisations, Carrefour workers can support initiatives tailored to community needs. In 2016, for example, Carrefour helped to fund a series of specialised training programmes on hygiene and food safety for staff from the French Federation of Food Banks. Meanwhile, Carrefour Argentina renewed its support for the *Fundación Conin*, which battles child malnutrition. This year's grants are funding a project to monitor the medical, nutritional, psychomotor and social development of 150 young children, with more than 500 Carrefour employees regularly volunteering within associations.

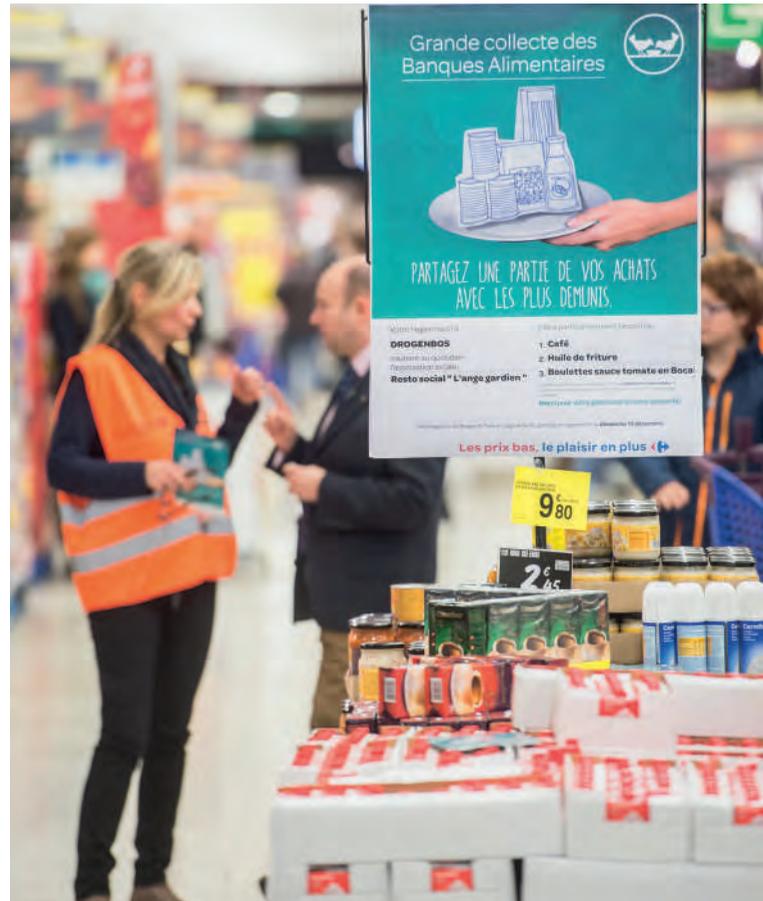
In 2016, Carrefour's product donations totalled the equivalent of 142.8 million meals worldwide



FOCUS

Solidarity on all fronts

The Carrefour Foundation held its 4th international food collection in over 2,000 stores spanning 10 countries in aid of local Food Banks, while helping to fund the purchase of more than thirty refrigerated vehicles destined for charitable organisations. Local non-profits also drew on Carrefour's support to open and operate an inclusive restaurant in Taiwan, as well as cooking schools in Brazil, social bakeries in France, children's centres in China and more. Initiatives to promote reintegration into jobs and the community are multiplying in every country, as are urban farming initiatives such as school gardens in Argentina, composting projects in Romania and permaculture gardening in France. Carrefour stores worldwide invite their customers to take part in social initiatives, opening their doors to the national campaigns of local non-profits (*Restaurants du Cœur*, Autism Without Borders, the Small Change drive, the *Telethon* for muscular dystrophy, the Pink Ribbon campaign for breast cancer research) and coordinating local calls for projects like "Solidarity Click" in Belgium, Italy and Argentina.

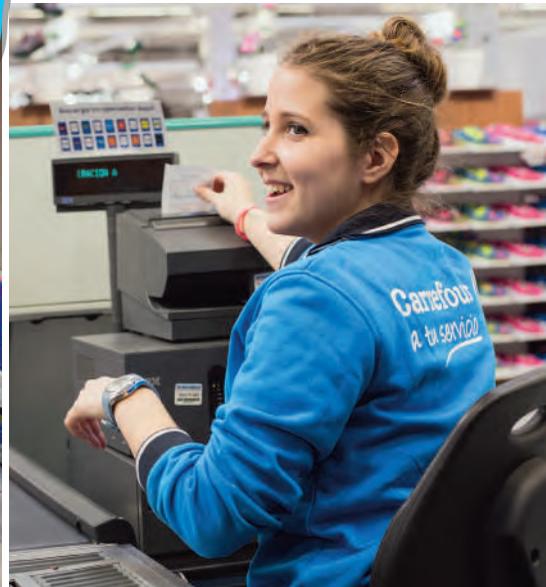




A BUSINESS MODEL
THAT CREATES
VALUE
for EVERYONE



INNOVATION
IN EVERY DEPARTMENT





ORDER
online
PICK UP
in store

Working for sustainable growth

CSR overview

Because Carrefour knows that performance can also be measured by the contribution made to society, social responsibility has become an integral part of its strategy. This performance, measured by both financial and non-financial indicators, is the result of a commitment to continuous improvements in every Carrefour business worldwide.

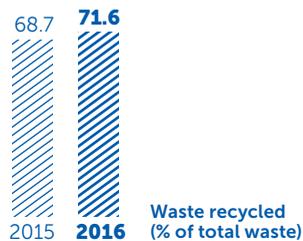
The Group undertakes concrete actions in every country in which it operates. These actions contribute to sustainable, responsible performance and help Carrefour meet its objective of “doing its job well”, as conveyed in three principal policies:

- limit the use of resources by combatting all forms of waste;
- encourage the protection of resources and biodiversity;
- support employees and Company partners.

Combatting all forms of waste

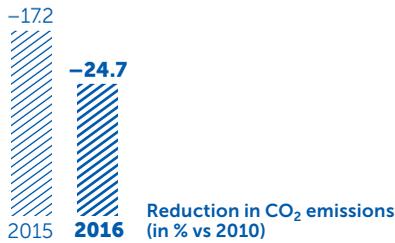
Waste recovery

Carrefour has adopted a goal of recovering 100% of its waste from hypermarkets and supermarkets by 2025. The Group must therefore reduce its waste management costs and turn them into a potential source of revenue. In 2016, the waste recovery rate rose 2.9 points compared with the previous year. This improvement can be attributed to ongoing efforts to improve waste sorting, train employees, optimise recovery lines and monitor performance more closely.



Taking action on climate issues

Carrefour is committed to working with its customers, suppliers and partners to adopt solutions that benefit the climate. The Group has pledged to reduce its CO₂ emissions by 40% by 2025 and by 70% by 2050, compared with 2010 levels. These efforts continued in 2016, with a 7.5 point improvement. In addition, total direct and indirect greenhouse gas emissions amounted to 3.0 million tonnes of CO₂ equivalent, a 9.1% decrease from 2015.



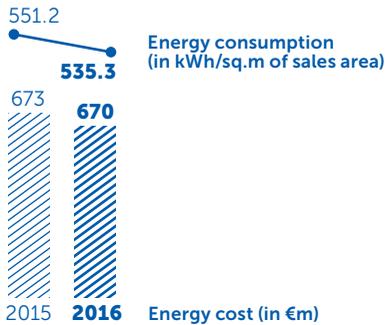
Source of greenhouse gas emissions (in thousands of tonnes of CO₂ equivalent)

More information is available in the Registration Document at www.carrefour.com



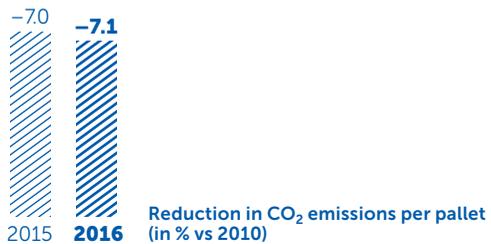
Energy

Carrefour has set a goal of achieving a 30% reduction in its energy consumption per sq.m of sales area by 2025, compared with 2010 levels. The policies currently in place have yielded a cumulative decrease of 15.4% since 2010, notably through the introduction of closed refrigeration units, LED lighting, tracking of store energy consumption, enhancements to cold storage rooms and the dissemination of best practices.



Transport

In order to meet the objective of a 30% reduction in transport-related CO₂ emissions by 2025, compared with 2010 levels, Carrefour has been working in close cooperation with carriers to improve vehicle fill rates, reduce distances travelled and promote alternative means of transport. CO₂ emissions per transport unit stood at 6.42 kg of CO₂/pallet, a 0.1% decrease compared with 2015.



Refrigerant fluids

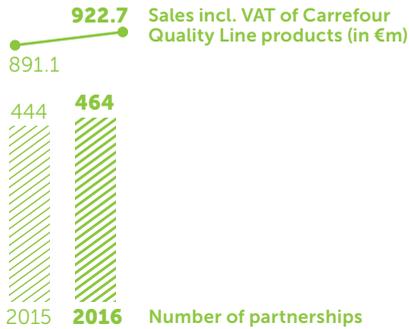
Refrigeration is Carrefour's leading source of energy consumption and greenhouse gas emissions from store operations. Consequently, the Group has pledged to reduce its CO₂ emissions from refrigerant fluids by 40% by 2025 (versus 2010). In 2016, the objective was achieved and even exceeded, due to a combination of all of the efforts on refrigerants, notably detecting leaks, maintenance and the low overall warming potential of the fluids used in new solutions.



Protecting biodiversity

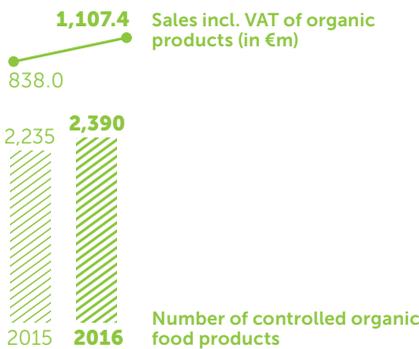
Expanding the Carrefour Quality Lines

Carrefour has continued to expand its Carrefour Quality Lines, guided by one simple idea: offer local agricultural products at a fair price, produced using environment-friendly methods through long-term relationships with nearly 20,000 partner suppliers. Sales of these products rose 3.5% in 2016.



Expanding the offer of organic products

Sales of organically grown foods grew by 32.2% in 2016 as compared with 2015, and the number of controlled food product SKUs rose by 6.9%. In all areas of consumption, Carrefour offers a wide range of organic foods, cosmetics and textiles.



Encouraging responsible consumption of seafood products

Carrefour has announced that by 2020, half of all fish sold in its seafood and frozen foods departments (both wild and farmed) will be sourced from responsible supply chains. To meet that goal, the Group gives preference to MSC⁽²⁾-certified products and fishing techniques that have a reduced impact on ecosystems, and has discontinued sales of sensitive species.



Eliminating net deforestation

100% of palm oil obtained from supply chains endorsed by the RSPO⁽⁴⁾.

99.6% of paper used for Carrefour's business publications is certified or recycled.

€105 million in sales of PEFC⁽⁵⁾ and FSC⁽⁵⁾ Carrefour-brand products.

Supporting employees and Company partners

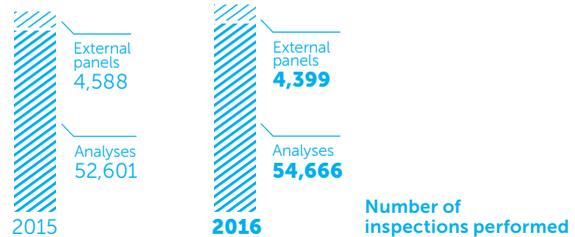
Expanding the offer of fair-trade products

Carrefour offers nearly 700 fair-trade items in its stores under either Carrefour or national brands. During 2016, sales of fair-trade products jumped 20.1% over the previous year, while the number of product SKUs increased by 28.6%.



Mobilising stakeholders in support of quality

Carrefour maintains active policies for ensuring the quality and safety of its own-brand products. Thus, 100% of Carrefour-brand product manufacturing sites are certified by international standards bodies such as the International Food Standard (80% in 2016) or audited by Carrefour (20%).



Maintaining long-term, responsible relationships with suppliers

More than 5,000 SMEs are partners of Carrefour in France.

74% of all Carrefour-brand food products sold come from national suppliers.

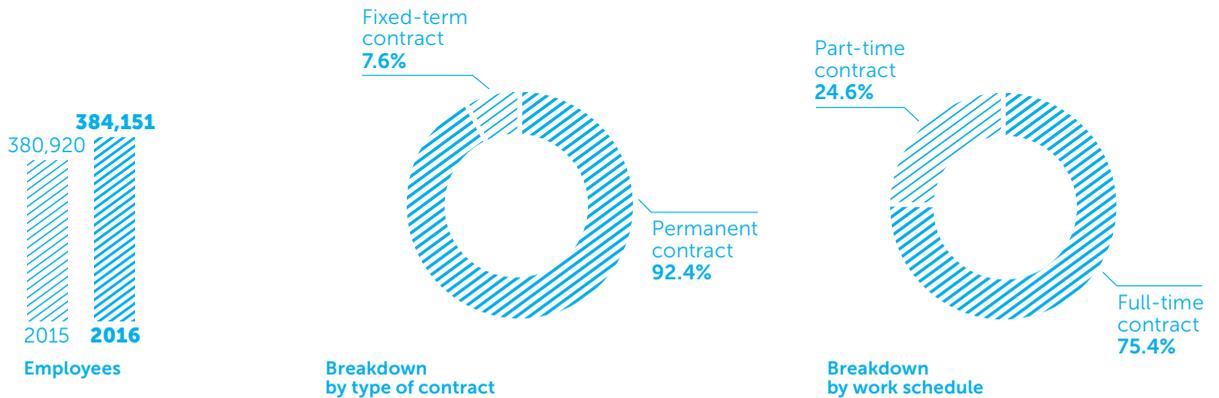
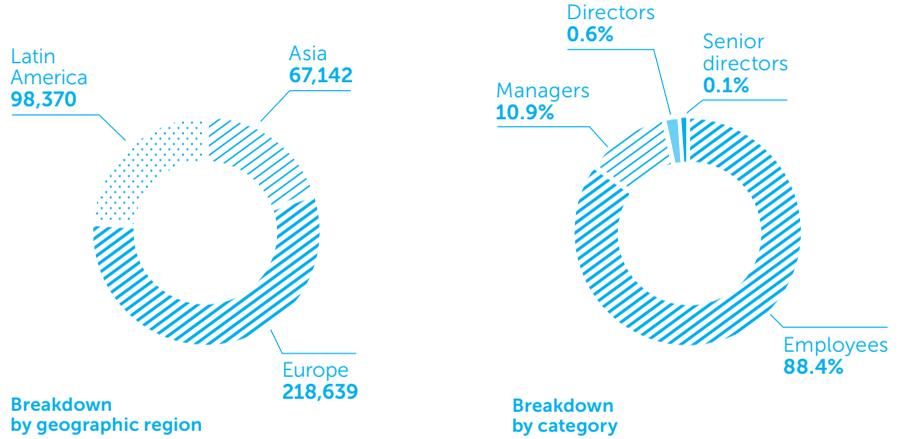
1,344 social audits to verify respect for human rights in countries requiring particular vigilance.

142.8 million meal equivalents donated to food aid associations.

(1) Carrefour Quality Lines.
 (2) Marine Stewardship Council.
 (3) Aquaculture Stewardship Council.
 (4) Roundtable on Sustainable Palm Oil.
 (5) Programme for the Endorsement of Forest Certification and Forest Stewardship Council.

Promoting employment

The breakdown of the workforce reflects Carrefour's multi-local and multi-format model. On a like-for-like basis, the number of employees rose slightly in 2016 from the previous year, primarily as a result of Carrefour's expansion through the acquisition of Billa supermarkets in Romania and its buyout of two hypermarkets and the opening of convenience stores in Spain. Carrefour is committed to implementing organisational models that ensure consistent quality of service while taking into account employee expectations and complying with local regulations. Part-time work and fixed-term contracts address the need to tailor store activities to customer flow.



Enhancing skills

The training plan focuses on two key areas: enhancing Carrefour's professional skills base in order to provide better customer service, and encouraging each employee's personal and managerial growth.

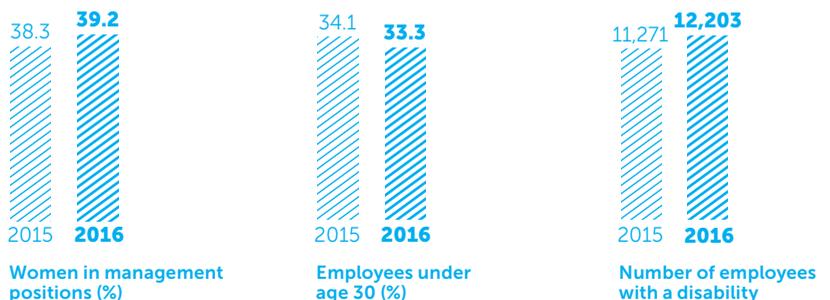
14 hours
of training per employee on average (+2.8% compared to 2015).

5.2 million
training hours in 2016 (+1.9% compared to 2015).

50.7%
internal promotion rate.

Encouraging diversity and equal opportunity

As a multi-local, neighbourhood-based Group, Carrefour is committed to reflecting the diversity and social mix of the areas where it operates. In 2016, the Group continued its initiatives to expand its Women Leaders gender equality programme, raise awareness among managers on ways to combat discrimination and stereotypes and promote diversity and equal opportunity, while embarking on new campaigns to help those who are isolated from the labour market.



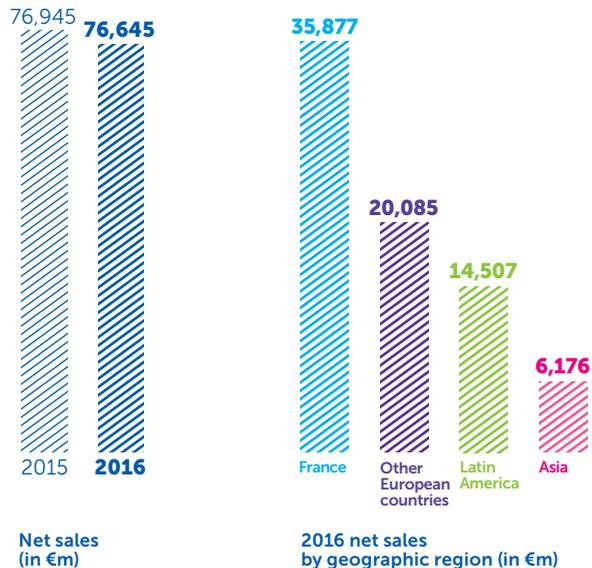
Financial overview

2016 confirmed the Group's growth momentum, as shown in the organic increase in sales by 3.0% (excluding petrol and calendar effect). Recurring operating income this year stands at €2.351 billion. In France, Carrefour saw renewed growth, with like-for-like sales excluding petrol and calendar effect climbing by 0.3%, reflecting its reinforced position in food and the momentum of its multi-format model. The Group improved its profitability in other European countries, with recurring operating income up 25.7% at constant exchange rates. In Latin America, recurring operating income rose 3.7% at constant exchange rates. Carrefour continued upgrading its assets and modernising and developing its network, for an investment of €2.5 billion. In 2016, the Group's free cash flow from recurring operations, excluding exceptional items, increased to €1.039 billion, versus €951 million in 2015.

**€103.7 billion
in sales (incl. VAT)
under Group banners**

Sales

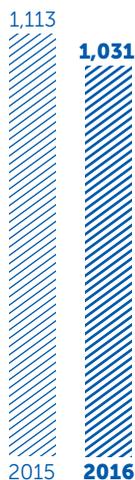
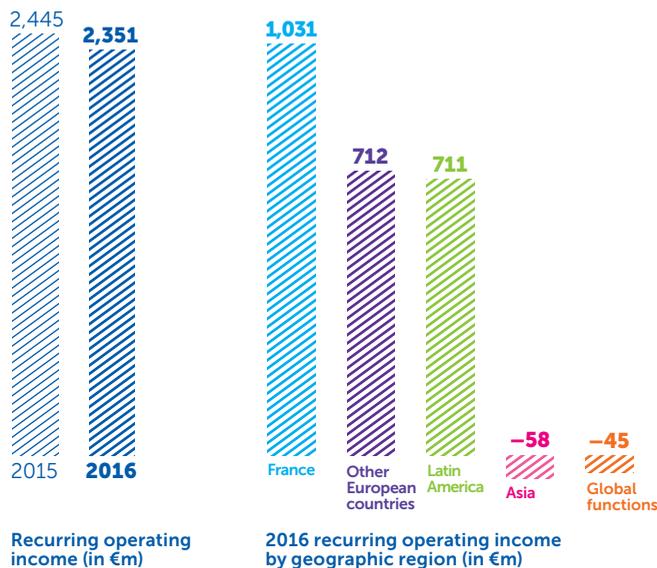
Net sales increased by 2.7% at constant exchange rates versus 2015. The growth of the Group's sales can be explained mainly by the 3.0% increase in sales on a same-store basis (excluding petrol and calendar effect). In France, sales are up 0.3% on a same-store basis excluding petrol and calendar on an already strong comparable basis of 1.3% excluding petrol in 2015. In other European countries, sales were up 2.3% at constant exchange rates. All European countries experienced positive growth on a like-for-like basis. In Latin America, organic sales (excluding petrol and calendar effect) were up sharply by 16.2% on the back of a strong comparable base in 2015. In Asia, organic sales, excluding petrol and calendar effect, fell in 2016 (-3.8%), reflecting the slowdown in the Chinese economy and rapid changes in consumption patterns.



 Find more information in the **2016 Registration Document**, available at www.carrefour.com

Recurring operating income

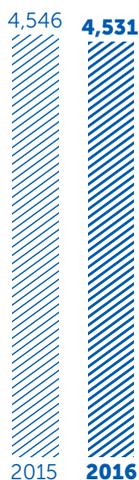
Recurring operating income stands at €2.351 billion, representing 3.1% of net sales. In France, recurring operating income totalled €1.031 billion. Other European countries saw their profits increase by 25.7% at constant exchange rates. In Latin America, recurring operating income rose 3.7% at constant exchange rates. In Asia, recurring operating income stands at –€58 million in the context of China’s economic downturn and rapid changes in consumption patterns. Activity held up well in Taiwan.



Adjusted net income – Group share (in €m)

Adjusted net income – Group share

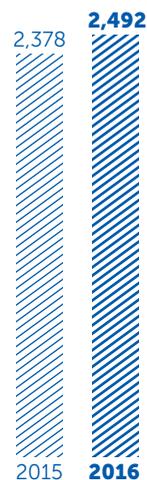
The adjusted net income, Group share, is €1.031 billion, down 7.4% compared with 2015 at current exchange rates. Net income from continuing operations, Group share amounted to €786 million. Net income from discontinued activities, Group share, was –€40 million.



Net debt (in €m)

Net debt

Net financial debt stood at €4.531 billion at the end of 2016. At the same time, the cost of net financial debt held steady compared to 2015. The ratio of net financial debt/EBITDA stands at 1.2x (vs 1.1x in 2015).



Investment excluding Cargo (in €m)

Investments

With €2.5 billion, the Group continued to invest in 2016 in order to upgrade its assets, modernise and develop its network. The Group significantly strengthened its multi-local and multi-format presence, which contributed to the current balance of its country and activity portfolio.

Stock market overview

As of December 31, 2016, Carrefour's share was in 28th position in the CAC 40 index in terms of market capitalisation, with a weighting of 1.28%.

**756,235,154 shares
as of December 31, 2016**

**€17.3 billion
in market capitalisation**

Capital and shareholding

As of December 31, 2016, the share capital was €1,890,587,885.

It is divided into 756,235,154 shares of €2.50 each.

The number of voting rights, as of December 31, 2016, stood at 894,219,155.

After deducting from this figure the voting rights that can not be exercised, the total number of voting rights stands at 884,746,116.

To the Company's knowledge, the breakdown of capital and voting rights as at December 31, 2016 was as follows:

Shareholders	Number of shares	As a %	Number of voting rights	As a %
Blue Partners ⁽¹⁾	38,611,574	5.11%	45,174,022	5.05%
Cervinia Europe	38,046,501	5.03%	73,646,322	8.24%
Groupe Arnault	2,656,752	0.35%	2,656,752	0.30%
Bunt ⁽²⁾	25,401,013	3.36%	25,401,013	2.84%
Subtotal⁽³⁾	104,715,840	13.85%	146,878,109	16.43%
Galfa⁽⁴⁾	87,414,211	11.56%	142,914,486	15.98%
Stanhore Trading International	57,973,181	7.67%	57,973,181	6.48%
Energy Jet	1,461,957	0.19%	1,461,957	0.16%
Subtotal	59,435,138	7.86%	59,435,138	6.65%
Employees	7,376,156	0.98%	14,715,332	1.65%
Shares owned	9,473,039	1.25%		
Public	487,820,770	64.51%	530,276,090	59.30%
TOTAL	756,235,154	100.00%	894,219,155	100.00%

(1) Of which 4,135,736 Carrefour shares held through assimilation lent by Blue Partners with right of recall at its sole initiative by virtue of article L. 233-9 I 6° of the French Commercial Code. (2) Of which 24,999,996 shares held through assimilation of Carrefour shares that can be acquired under a call option. (3) As of December 31, 2016, Blue Partners and Cervinia Europe owned 42,162,269 shares granting double voting rights. (4) Of which 10,000,000 shares held in relation to a call option to be settled physically or in cash.

Additional information: as from January 23, 2017, Blue Partners no longer owns any shares or voting rights in the Company; the agreement between Blue Partners on the one hand and Groupe Arnault, Bunt and Cervinia Europe on the other has expired; directly and through Bunt and Cervinia Europe, Groupe Arnault held, as of that date, 66,104,266 shares of the Company and related rights, representing 101,704,087 voting rights of the Company, i.e., 8.74% of the capital and 11.46% of the voting rights of the Company.

On March 27, 2017, Galfa notified the Company that it had exceeded the threshold of 16% of the voting rights of the Company and, on April 1, 2017, the threshold of 17% of voting rights. At that date, Galfa held 87,414,211 shares, i.e. 11.559% of the capital and 17.562% of voting rights.

Dividend

The Board of Directors decided to propose to the Shareholders' Meeting held on June 15, 2017 a dividend of €0.70 per share for fiscal year 2016, payable in cash or in Carrefour shares. This dividend represents a distribution rate of 51% of net income, Group share, adjusted for exceptional items, in line with the distribution policy. The ex-dividend date has been set as June 21, 2017. The option period during which shareholders can opt for a payment of the dividend in cash or in shares will run from June 21 until July 4, 2017 inclusive.

Payment of the dividend in cash and delivery of the new shares will occur on July 13, 2017.

New shares will be distributed at a price equivalent to 90% of the first listed prices on the Euronext Paris regulated market during the 20 trading sessions preceding the date of the Shareholders' Meeting, less the net amount of the dividend and rounded up to the nearest euro cent.

Carrefour shares

Changes in the Carrefour share price must be considered over the long term, as short-term variations do not always reflect the Group's fundamentals.

	2012	2013	2014	2015	2016
Closing price ⁽¹⁾ (in euros):					
• highest	19.63	29.02	29.20	32.80	26.50
• lowest	13.07	18.90	22.09	23.65	21.30
• as of December 31	19.35	28.81	25.30	26.65	22.89
Number of shares as of December 31	709,214,653	723,984,192	734,913,909	738,470,794	756,235,154
Market capitalisation as of December 31 (in billions of euros)	13.7	20.9	18.6	19.7	17.3
Average daily volumes ⁽¹⁾⁽²⁾	3,239,839	2,598,027	2,985,228	3,064,488	3,167,915
Net income from recurring operations – Group share, per share (in euros)	0.17	1.37	1.67	1.35	1.06
Net dividend (in euros)	0.58	0.62	0.68	0.70	0.70⁽³⁾
Yield	3.00%	2.15%	2.69%	2.63%	3.06%

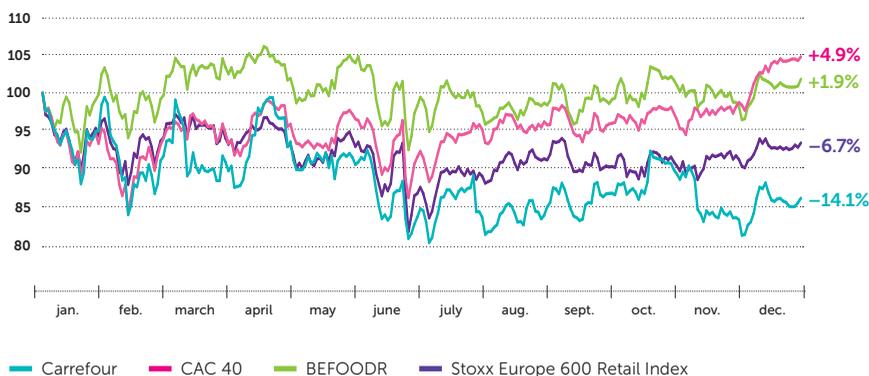
(1) Source: Euronext.

(2) Average daily volume on Euronext.

(3) Subject to approval by the shareholders at the Shareholders' Meeting on June 15, 2017.

Stock market performance of Carrefour shares in 2016 (base 100)

Comparison with the CAC 40, BEFOODR⁽¹⁾ and Stoxx Europe 600 Retail⁽²⁾ indices.



Source: Bloomberg.

(1) Composition of the Bloomberg Europe Food Retailers Index (BEFOODR): Ahold Delhaize, Carrefour, Casino, Colruyt, Dia, Green King PLC, ICA Gruppen, Jeronimo Martins, Kesko OYJ, Metro, Morrison, Sainsbury, Tesco.

(2) Composition of the Stoxx Europe 600 Retail index: Ahold Delhaize, B&M European Value Retail, Groupe Booker, Carrefour, Casino, Colruyt, Dixons Retail, Dia, Dufry, Galenica, H&M, ICA Gruppen, Inchcape, Inditex, Jeronimo Martins, Just Eat, Kering, Kesko OYJ, Kingfisher, Marks & Spencer, Metro, Morrison, Next, Ocado, Saga, Sainsbury, Tesco, WH Smith, Zalando.

Share information

Principal stock exchange

Euronext Paris – compartiment A

ISIN code: FR0000120172

Nominal value: €2.50

Main indices: CAC 40, SBF 120,

FTSE Eurotop 100,

Stoxx Europe 600 Retail Index

Ticker symbol: CA

Reuters code: CARR.PA

Bloomberg code: CA:FP

Eligibility for PEA/SDR: yes/yes

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 For more information, visit www.carrefour.com

Governance

The Board of Directors is a collective body that represents all shareholders and consistently acts in the Company's interest in all circumstances. The Board ensures that its membership is properly balanced, its ability, experience and representativeness serve the Company and its operating procedures are appropriate in order to act in the Company's interests and fulfil its missions. The Board of Directors approves the Company's strategy and ensures its implementation.

The Board of Directors

Georges Plassat

Chairman and Chief Executive Officer

Appointed on May 23, 2012

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2017

Georges Ralli*

Vice-Chairman

Appointed on June 18, 2012

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2017

Bernard Arnault

Appointed on July 28, 2008

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2016

Nicolas Bazire

Appointed on July 28, 2008

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2017

Jean-Laurent Bonnafé

Appointed on July 28, 2008

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2016

Thierry Breton*

Appointed on July 28, 2008

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2018

René Brillet*

Appointed on April 20, 2005

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2016

Flavia Buarque de Almeida

Cooptation on April 12, 2017

Ratification proposed during the Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2016

Abílio Diniz

Appointed on May 17, 2016

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2018

Charles Edelstenne*

Appointed on July 28, 2008

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2018

Philippe Houzé

Appointed on June 11, 2015

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2017

Diane Labruyère-Cuilleret*

Appointed on June 18, 2012

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2017

Mathilde Lemoine*

Appointed on May 20, 2011

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2017

Patricia Lemoine

Appointed on June 11, 2015

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2017

Bertrand de Montesquiou*

Appointed on June 18, 2012

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2017

Amaury de Seze*

Senior Independent Director

Appointed on April 20, 2005

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2016

Anne-Claire Taittinger*

Appointed on April 20, 2005

Term of office expires: Shareholders' Meeting convened to approve the financial statements for the fiscal year ending December 31, 2018

* Independent member.
Governance as of April 12, 2017.



Find more information
about Carrefour's governance
at www.carrefour.com

Specialised Committees

To take into account the nature and specific characteristics of the Company's activities, the Committees of the Board of Directors are as follows:

The Accounts Committee

Chairman

Georges Ralli*

Members

Nicolas Bazire,
René Brillet*,
Philippe Houzé,
Mathilde Lemoine*

The Remuneration Committee

Chairman

Thierry Breton*

Members

René Brillet*,
Charles Edelstenne*

The Appointments Committee

Chairman

Bertrand de Montesquiou*

Members

Nicolas Bazire,
Philippe Houzé,
Diane Labruyère-Cuilleret*,
Anne-Claire Taittinger*

The CSR Committee

Chairman

Amaury de Seze*

Members

Diane Labruyère-Cuilleret*,
Patricia Lemoine

The Strategy Committee

Chairman

Georges Plassat

Members

Nicolas Bazire,
Abilio Diniz,
Philippe Houzé,
Georges Ralli*

The Management team

Georges Plassat

Chairman and Chief Executive Officer

Jérôme Bédier

Deputy Chief Executive Officer,
General Secretary

Marie-Noëlle Brouaux

Executive Communications Director

Anne Carron

Human Resources Director

Pierre-Jean Sivignon

Deputy Chief Executive Officer,
Chief Financial Officer

Jacques Ehrmann

Executive Director, Assets,
Development and New Ventures

Country and Region Management

Noël Prioux

Executive Director France

Éric Uzan

Executive Director Italy

Gérard Lavinay

Executive Director Northern Europe

Thierry Garnier

Executive Director China – Taiwan

Guillaume de Colonges

Executive Director Poland

Rami Baitieh

Executive Director Taiwan

Jean-Baptiste Dernoncourt

Executive Director Romania

Charles Desmarts

Executive Director Brazil

François Melchior de Polignac

Executive Director Belgium

Daniel Fernandez

Executive Director Argentina

Pascal Clouzard

Executive Director Spain

Stéphane Thouin

Executive Director International Partnerships

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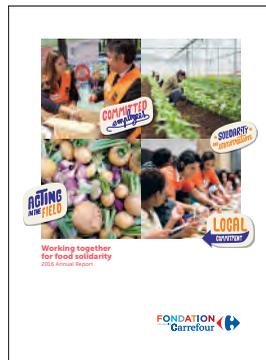
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2016 Registration Document
Annual Financial Report



2016 Activity Report
of the Carrefour Foundation



2017 Shareholder's Guide
(in French)

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