Investor Presentation

27 March 2018

GROUPE Casino

NOURRIR UN MONDE DE DIVERSITÉ

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2017 highlights

Highlights – France

- **Total gross sales under banner** of €22bn, up **2.3%** excluding calendar effect, of which **+1.7% in food** and **+5.6% in non-food** (including Cdiscount)

- Good **sales momentum** and **excellent profitability** at convenience/qualitative/service-led banners: **Franprix, Monoprix, Casino Supermarkets**
  - **Gross sales under banner** up **2.2%**, **2.7%** and **1.1%** respectively in 2017
  - Strong **innovation** capabilities (Mandarine, Noé, Casino Supermarkets, Naturalia Vegan)
  - Good **expansion and franchise** dynamic: **60** new Monoprix stores and **51** new Franprix stores; **first independent retailer signed up** to the Casino Supermarkets franchise network
  - **168 Naturalia Organic stores** at end-December 2017

- **Ongoing recovery at Géant**
  - **Same-store food** sales up **2.3%** in 2017
  - **Improved net sales** and **margin per sq.m.** in 2017

- **Multi-channel and digital acceleration**
  - Refonded **loyalty programmes and apps** (Casino, Monoprix, Franprix, Leader Price)
  - Partnership with **Ocado** to develop **a grocery e-commerce offering** in Paris, Greater Paris, Normandy and the Hauts-de-France region
  - Project to acquire **Sarenza**, aimed at developing Monoprix's **non-food e-commerce** offer
  - Outperformance of the first **Cdiscount corners**

Highlights – Cdiscount

- **New strategic plan** and strong growth at **Cdiscount: customer traffic** up **12%** and around **1bn of visits** in 2017.
  - **Sharply improved delivery service**
    - **Same-day delivery** in Greater Paris, Lyon, Lille and Bordeaux; Sunday deliveries in 14 large French cities in 2017**, real-time** delivery tracking
    - Warehouse capacity increased by **70%** in 2017
  - **Shift towards a more technological model:**
    - Newly created team of **500 developers** and **30 data scientists**
  - **Faster expansion of the offering in 2017:**
    - **Three-fold** increase in number of **references eligible for CDAV** (unlimited free delivery service)
    - **80%** expansion of **marketplace product references**
    - **Cdiscount corners** opened in Géant hypermarkets, with over 700 products on display in stores and immediate in-store pick-up for c. 4,000 items
    - ***Fulfillment-by-Cdiscount*** (FBC) service expanded, with double the number of references and double the share in GMV
- Cdiscount developed its **B2B activities**, including the advertising agency and a new business aimed at managing, enriching and commercialising its **data** in order to create **new sources of revenus.**

Highlights – Latam

- At **GPA, excellent** performance by **the cash & carry business** and **ongoing recovery of the hypermarkets:**
  - Recovery of the hypermarkets and of Pão de Açúcar, leading to **market share gains** at comparable scope according to Nielsen
  - **Accelerated digitalisation of CRM**, with the **Meu Desconto** app (3.7m active customers in 2017, raising the number of loyal customers of Multivarejo to **14m**)
  - Rapid transformation of the store network to refocus on **cash & carry outlets**, which are more profitable (with 15 conversions in 2017)
  - **Very strong growth in cash & carry in 2017**
    - **27.8%** organic growth
    - **126** Assaí stores in total at end-2017
    - **41.3%** of GPA's annual net sales, compared to 35.0% in 2016
- **At Éxito,** changes in the **store network** and further **property development**
  - Development of the cash & carry business, with **9 Surtimayorista stores** opened as of end-2017
  - Ongoing **development** of the shopping mall network, with over 375,000sq.m. at end-2017
  - Deployment of new **revenue** sources (such as mobile, insurance and consumer finance offers) and launch of a multi-banner **nationwide loyalty programme** ("Puntos Colombia")

2017 financial highlights (continuing operations)

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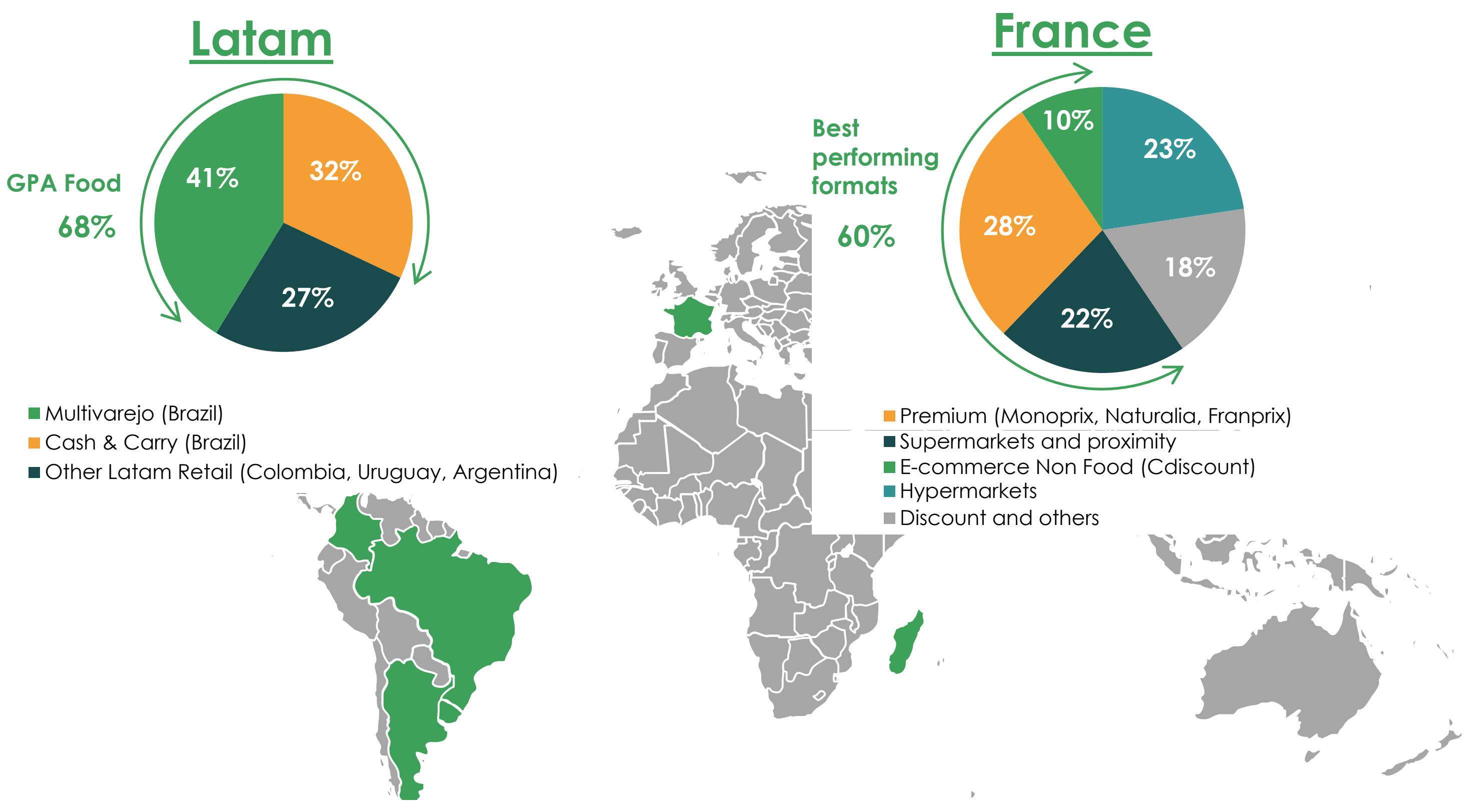
In €m	2016	2017	Δ
Consolidated net sales	36,030	**37,822**	***+5.0%***
EBITDA	1,697	**1,930**	***+13.7%***
Trading profit	1,034	**1,242**	***+20.1%***
Underlying net profit, Group share	341	**372**	***+9.0%***
Underlying diluted earnings per share	2.56	**2.90**	***+13.4%***
Consolidated net debt	3,367	**4,126**	***+€759m***

Group's formats well-adapted to current consumer trends across different geographies

Well balanced contribution to 2017 sales: France 55%, Latam 45%



In Latam, fast rollout of Cash & Carry

- In **Brazil**, **cash & carry** accounts for **43%** for sales in Q4, vs 24% by the end of 2014
- **Cash & carry now developed in Colombia**

In France, high contribution of performing formats

- **Premium** accounts for 28% of sales and is unrivalled in France
- **Convenience** accounts for 22% of sales
- **E-commerce** (Cdiscount) represents 10% of sales
- Hypermarkets only account for 23% of sales

Casino is the leader in Premium formats in its 3 main countries of operations

Strengthening the Group's leading position in each of its 3 main countries in a differentiating and highly profitable format

Continued premium rollout across the Group

MONOPRIX NATURALIA	789 stores
franprix	893 stores
Pão de Açúcar	186 stores
Carulla	82 stores

- **1,948 stores in 2017**
- **€8,3Bn of sales**
- **+5% growth**
- **+100 stores opened per year in average**

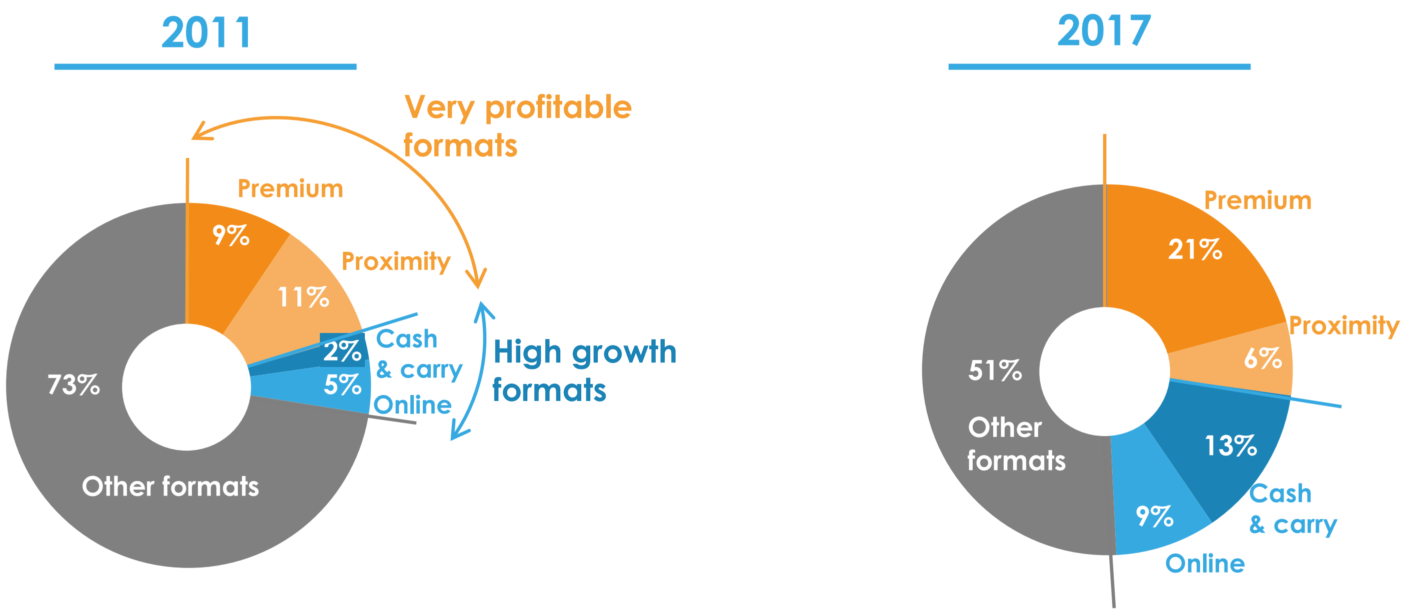
Frontrunner in terms of offer, innovation and services

- **New concepts:**
  - Franprix Noé (new eco-friendly concept),
  - Naturalia 100% vegan stores,
  - Enlarged fresh market space (Pao de Açucar, Carulla Fresh Market)
- **New services to improve customer experience:**
  - Express home delivery
  - «leave your cart»,
  - Monop'Easy (scan & go)
- **Strong e-commerce initiatives**:
  - Partnership with Ocado,
  - Acquisitions of Epicery and Sarenza

Consolidate positions on the best performing formats

Strategy to increase contribution of best performing formats where the Group is present

Sales contribution by format:



Promising formats	27%	→	49%

NOURRIR UN MONDE DE DIVERSITÉ

2 Results

Preliminary comments

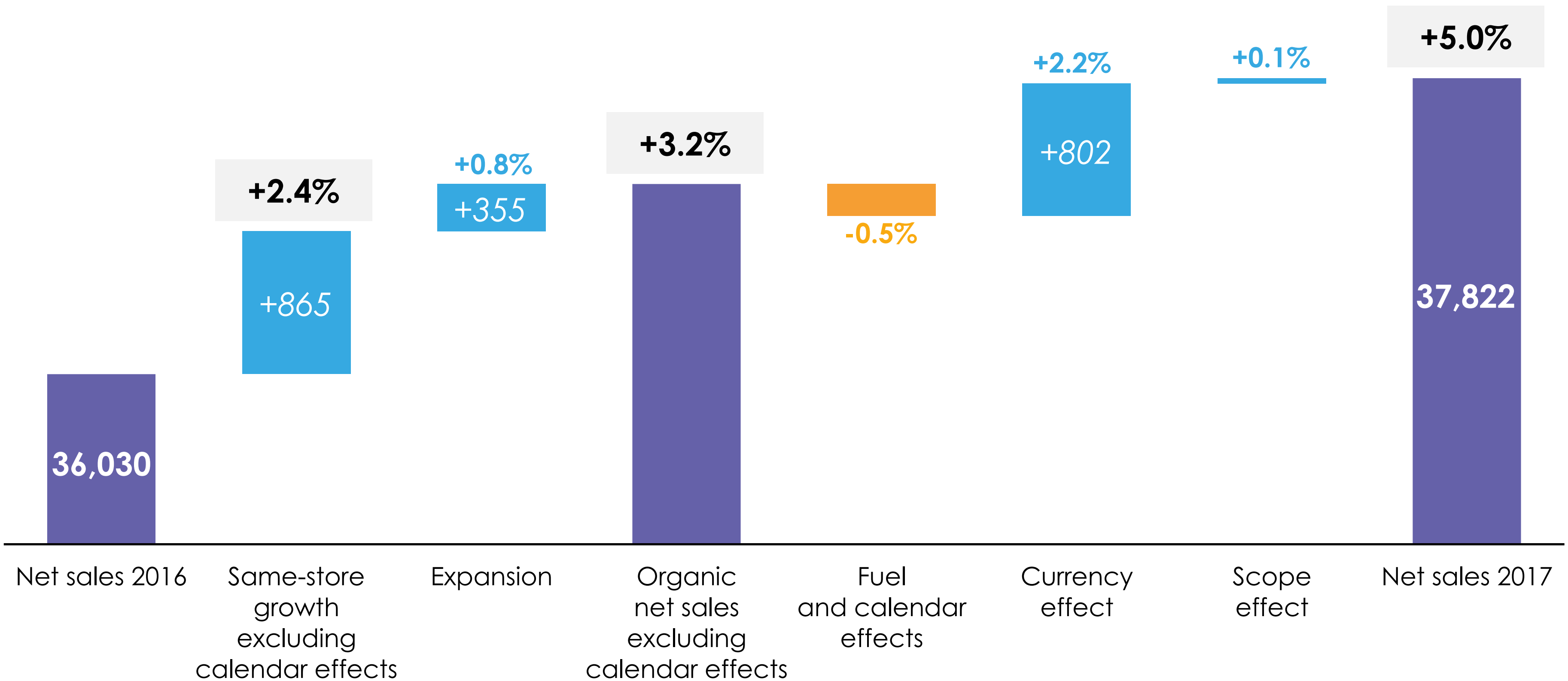
- In light of the ongoing process for the sale of Via Varejo, this business has been classified as a discontinued operation in 2016 and 2017, in accordance with IFRS 5

- Currency effects were positive in 2017, with the Colombian peso and Brazilian real gaining an average 1.2% and 7.0% against the euro, respectively. However, the closing exchange rates indicated a more marked declined of these currencies

	Average exchange rates			Closing exchange rates			Spot exchange rate
	2016	2017	*% change*	2016	2017	*% change*	01/03/2017
Colombia (COP/EUR) (x1,000)	3.3759	**3.3361**	***+1.2%***	3.1649	**3.5809**	***-11.6%***	**3.5099**
Brazil (BRL/EUR)	3.8561	**3.6054**	***+7.0%***	3.4305	**3.9729**	***-13.7%***	**3.9740**

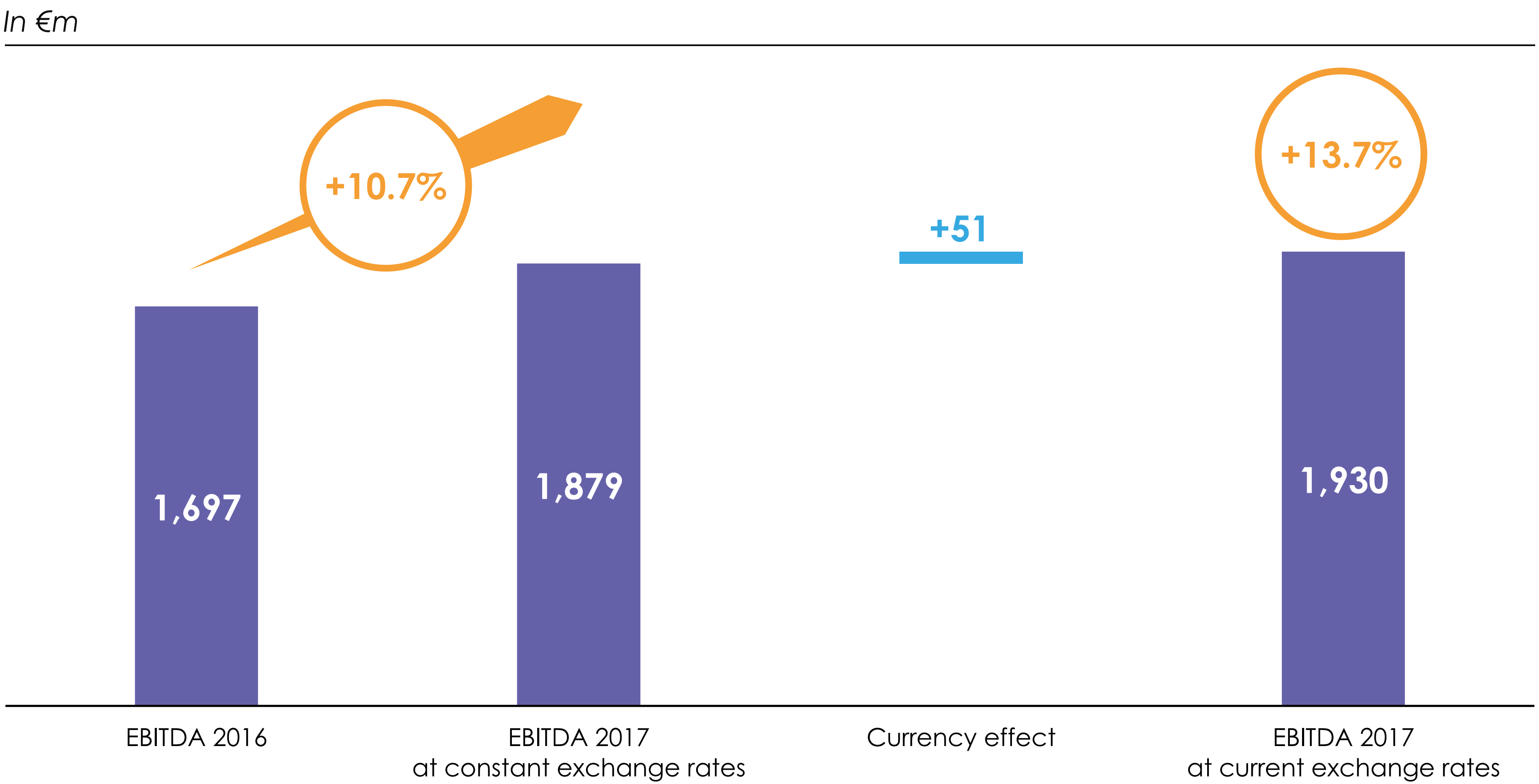
2017 consolidated net sales up 5.0%

In €m



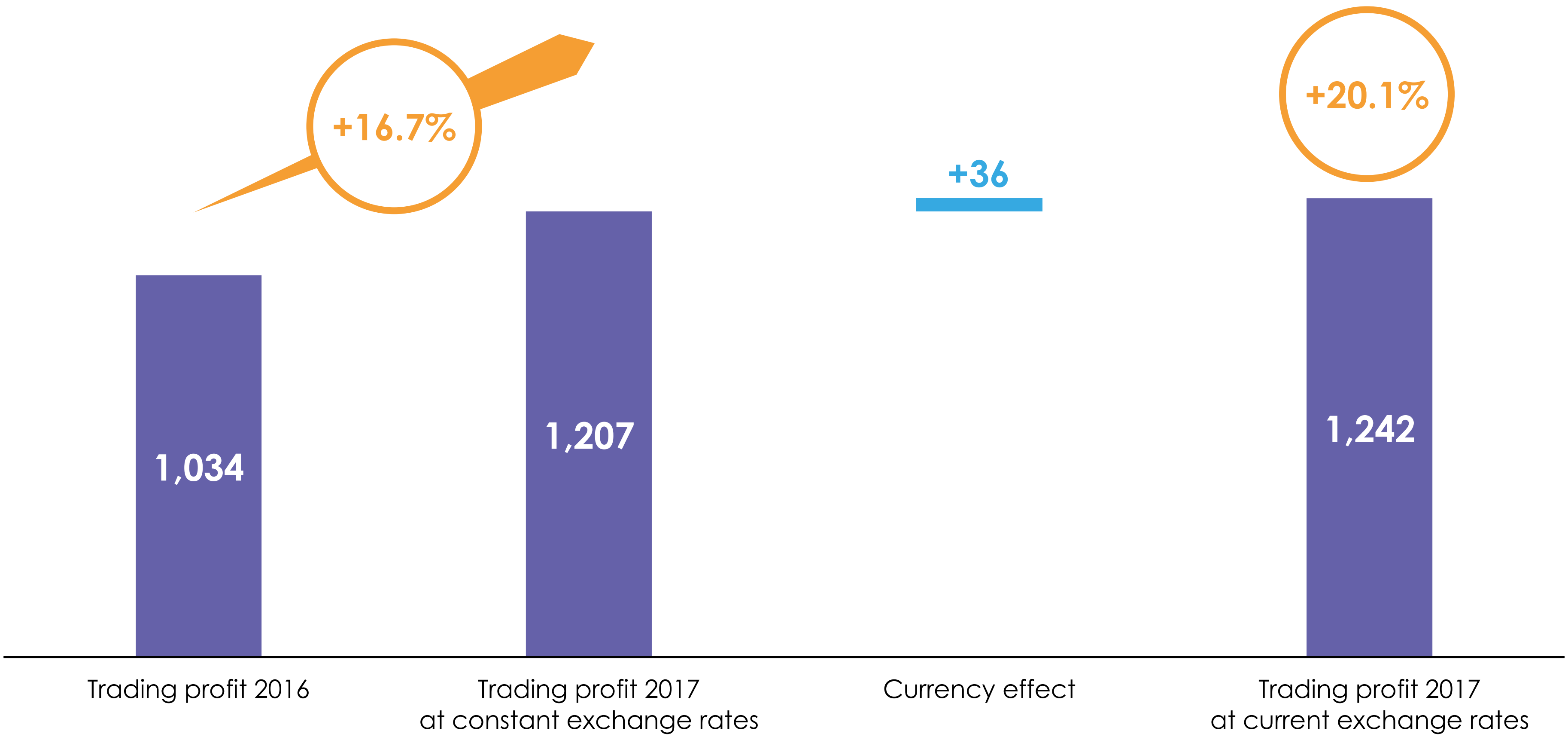
NB: Organic changes exclude fuel and calendar effects

2017 consolidated EBITDA up 13.7%



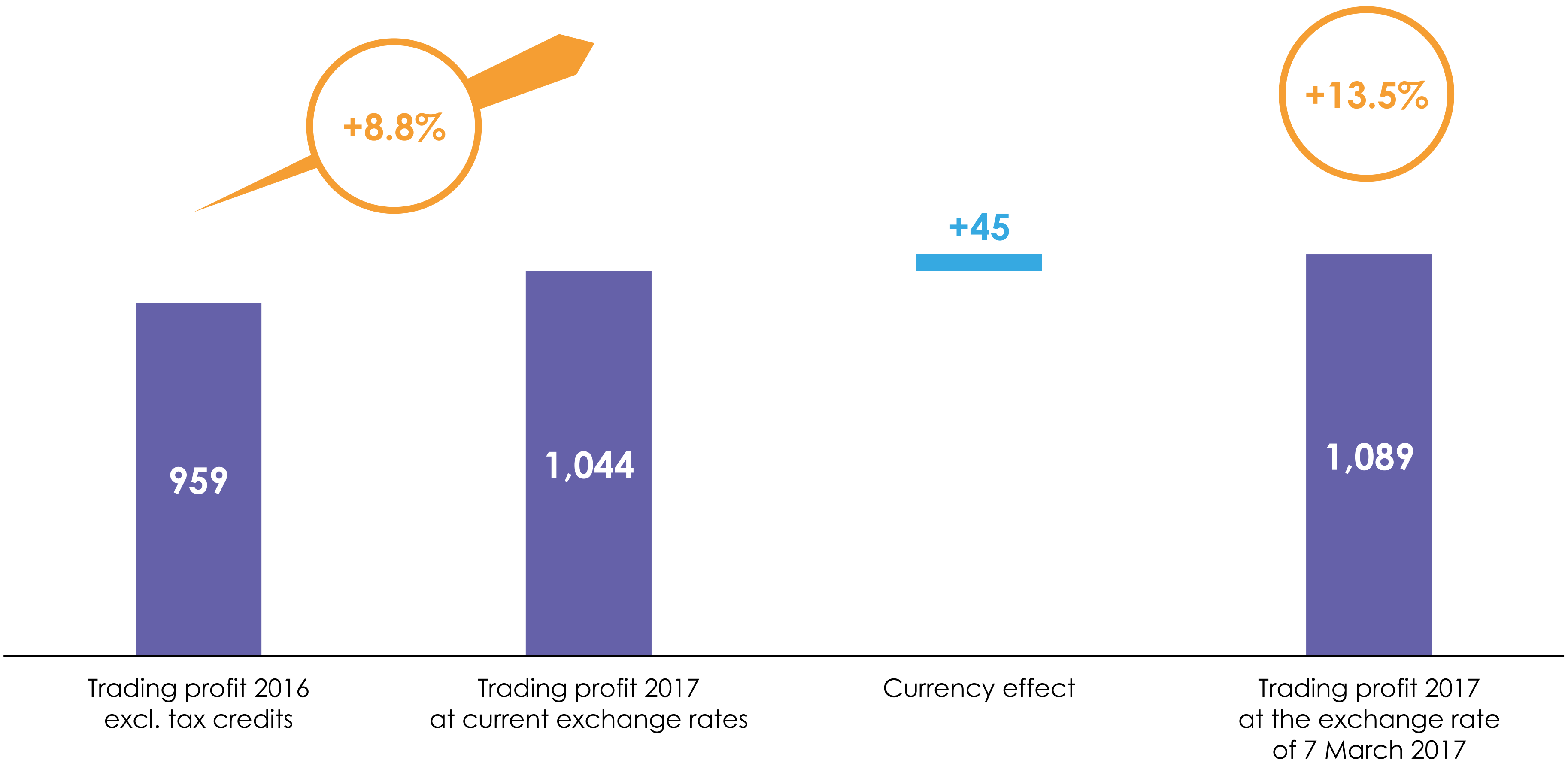
2017 consolidated trading profit up 20.1%

In €m



2017 consolidated trading profit excluding tax credits up 13.5%

In €m



2017 consolidated trading profit

In €m	2016	2017 at constant exchange rates	2017
France Retail	508	554	**556**
Latam Retail	538	679	**713**
E-commerce	(11)	(27)	**(27)**
Total	**1,034**	**1,207**	**1,242**

- Consolidated trading profit increased by €208m or 20.1% at current exchange rates and by €173m at constant exchange rates
- Trading profit in France was up 9.5%
- In Latin America, trading profit grew by 32.7% in total and by 11.3% excluding the favourable catch-up impact of tax credits

France Retail

In €m	2016	2017
Consolidated net sales	18,939	**18,903**
Trading profit	508	**556**
Retail	*421*	***463***
Property development	*87*	***92***
Trading margin	2.7%	**2.9%**

- Retail trading profit rose by 10%, reflecting:
  - Sound standing profitability at Franprix and Monoprix and a better contribution from Casino Supermarkets
  - Increased profitability at Géant
- Good results of property development activities
- Trading margin increased by 26bps, thanks to the retail business

The property development business in 2017

- **In 2017, the Group continued to develop its property promotion activity, launching notably 7 new projects of which 6 are with new partners (Tristan Capital, Novaxia, La Française)**

- **In hypermarket, ongoing reduction in retail space focused on non-food, and creation of additional sq.m for the commercial gallery**
  - **9 hypermarket transformation delivered**, creating **18,260sq.m.** of shopping malls, and ongoing projects continued in 2018 (Annecy, Brest, Besançon, Saint Nazaire)
  - **Bordeaux Pessac:**
    - Géant retail space reduced by 2,300sq.m. and **medium-sized retail units created representing a GLA of 3,500sq.m.**
    - Retail park creation project: 4 medium-sized areas representing a total GLA of around **6,000sq.m.**
  - **Project launched on "Le Port" hypermarket site on Réunion Island**

- **Leveraging on Monoprix assets through renovation and extension projects and creation of adjacent surface area attracting new customer traffic:**
  - **Projects underway on 5 Monoprix properties in Greater Paris (Belleville, St Cloud, Meudon, St Maur and St Ouen)**
    - **Over 4,000sq.m.** of additional retail space created (for a current selling area of 10,800sq.m. for these stores)
    - **Up to 8,000sq.m. of residential units built on top of the stores**
    - **Two daycare nurseries** created on the Belleville site

E-commerce

In €m	**2016**	**2017**
GMV*	2,994	**3,391**
Consolidated net sales	1,843	**1,995**
EBITDA	10	**(0)**
Trading profit	(11)	**(27)**

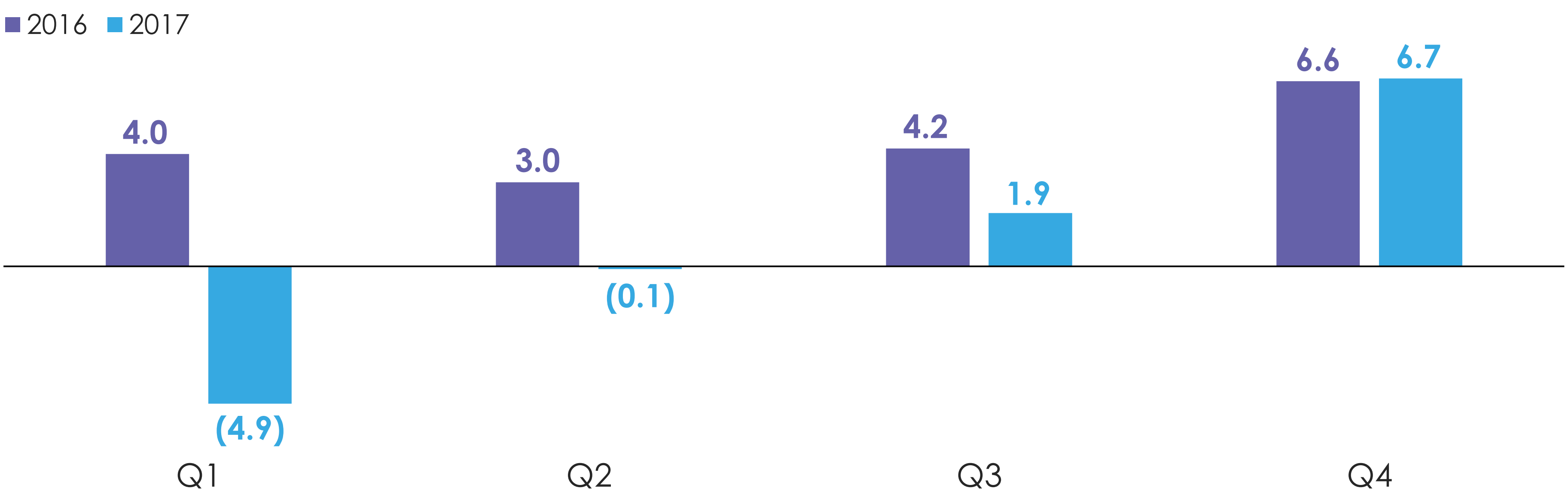
- The e-commerce segment consists of Cdiscount and has been refocused on France
- 2017 EBITDA was at break-even, reflecting the impact of investments carried out under the strategic plan (marketing development, extension of same-day and next-day delivery, logistics capacity, hiring) and in sequential improvement between H1 and H2

* GMV includes sales of merchandise, other revenues and the marketplace's sales volume (based on confirmed and shipped orders), including tax

E-commerce: a sequential improvement in EBITDA

Quarterly EBITDA

In €m



- The strategic plan initiated in 2017 resulted in investments aimed at significantly increasing the number of references and strongly improving delivery times.
  The corresponding costs (warehouse space, headcount, delivery costs, etc.) temporarily affected the performance of Q1 and Q2
- These action plans provided good results, enabling EBITDA to improve in H2 and to reach a slightly higher level in Q4 than in 2016

Note: Data published by the subsidiary, excluding IFRS 8

Latam Retail

In €m	2016	2017 at constant exchange rates	2017
Consolidated net sales	15,247	16,121	**16,923**
o/w Éxito group (excl. GPA Food)	*4,499*	*4,547*	***4,544***
o/w GPA Food	*10,749*	*11,574*	***12,379***
Trading profit	538	679	**713**
o/w Éxito group (excl. GPA Food)	*236*	*182*	***182***
o/w GPA Food	*302*	*496*	***531***
Trading margin	3.5%	4.2%	**4.2%**

- Trading margin was up by 69bps at 4.2%
- The Éxito group (excluding GPA Food) experienced a decline in profitability, with trading margin down by 120bps at 4.0%, in a context of economic slowdown
- GPA Food's trading margin rose by 148bps to 4.3%

Evolution in GPA's trading margin

In €m	2016	2017	% change
Total trading profit	302	**531**	**+76.0%**
Catch-up impact of tax credits	75	**198**	**n.m.**
Trading margin excl. impact of tax credits	227	**333**	**+46.6%**
Trading margin			
Reported	2.8%	**4.3%**	**+148bp**
Excluding tax credits	2.1%	**2.7%**	**+58bp**

- Reported trading margin was up by 148bps at 4.3%
- Excluding the catch-up impact of tax credits, the increase in trading margin was 58bps, with a sharp rise at Assaí and a further improvement at Multivarejo

Underlying financial income (expense)*

En M€	2016	2017
France Retail	(65)	**(146)**
Latam Retail	(328)	**(289)**
Éxito (hors GPA Food)	(131)	**(129)**
GPA Food	(197)	**(160)**
o/w Discount of receivables	*(42)*	***(40)***
E-commerce	(18)	**(40)**
Total	(411)	**(475)**

- Underlying net financial expense for the year amounted to €475m. The deterioration observed in H1 is unchanged at year-end
- In France, as opposed to what had happened in 2016, net finance costs did not benefit in 2017 from any bond buybacks (impact of +€33m in 2016) and were adversely affected by the €46m full year impact of interest step-up on bond debt
- Finance costs in Latin America continued to decline, thanks in particular to the steady fall in interest rates in Brazil (to 10% in 2017 from 14% in 2016) and Colombia
- The e-commerce segment's finance costs increased, due to business growth and inventory financing costs

* Underlying financial income (expense) corresponds to financial income (expense) adjusted for the effects of non-recurring financial items. Non-recurring financial items result from changes in fair value of equity derivatives (for example, total return swap and forward instruments related to GPA shares) and the effects of discounting Brazilian tax liabilities

Underlying net profit, Group share*

In €m	2016	2017
Trading profit and share of profit of equity-accounted investees	1,054	**1,255**
Financial expense	(411)	**(475)**
Income tax	(189)	**(159)**
Underlying net profit from continuing operations	**455**	**621**
o/w attributable to minority interests	*114*	***249***
o/w Group share	***341***	***372***

- Underlying net profit, Group share amounted to €372m, an increase of 9.0% compared with 2016
- The effective tax rate on underlying recurring profit was 20.7% in 2017 vs 30.4% in 2016, in relation with the change in tax legislation in France. This rate also takes into account favourable effects from activation of deferred tax assets

* Underlying net profit corresponds to net profit from continuing operations, adjusted for (i) the impact of other operating income and expenses, as defined in the "Significant accounting policies" section of the notes to the consolidated financial statements, (ii) the impact of non-recurring financial items, as well as (iii) income tax expense/benefits related to these adjustments

Underlying diluted earnings per share

	2016	2017
Weighted average number of ordinary shares before dilution	111,185,050	**110,734,374**
Underlying net profit, Group share *(in €m)*	**341**	**372**
Dividends payable on perpetual deeply-subordinated bonds (TSSDI)	(49)	**(50)**
Income payable on Monoprix mandatory convertible bonds	(7)	**0**
Underlying diluted net profit, Group share *(in €m)*	**285**	**322**
Underlying diluted earnings per share* *(in €)*	**2.561**	**2.904**

- Share buybacks and cancellations led to a 0.4% decrease in the average number of shares
- After taking into account dividends paid to holders of TSSDI deeply-subordinated bonds, underlying diluted net profit group share amounted to €322m
- Underlying diluted EPS came to €2.90 in 2017, an increase of 13.4% compared to 2016

* Underlying diluted EPS includes the dilutive effect of the Monoprix mandatory convertible bonds in 2016 and the TSSDI deeply-subordinated bonds in 2016 and in 2017

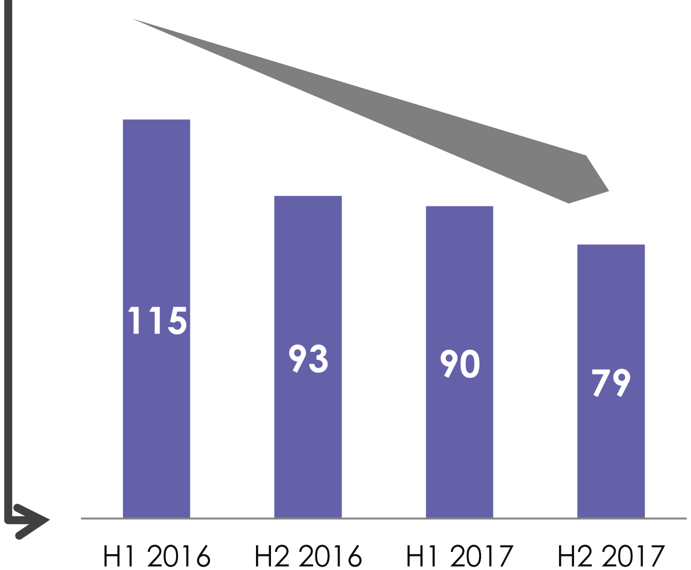
Other operating income and expenses in 2017 - Group

In €m	*H1 2016*	*H2 2016*	2016	*H1 2017*	*H2 2017*	2017
Other operating income and expenses	***(418)***	***(207)***	**(625)**	***(274)***	***(207)***	**(480)**
o/w Restructuring costs	*(131)*	*(121)*	*(252)*	*(124)*	*(93)*	*(217)*

- Between 2016 and 2017, other operating income and expenses declined by 23%, from €625m to €480m
- In France, the decrease was 33% (from €408m to €271m). It is linked to the completion of programmes for store closures, changes of concepts and reorganisation of banners

Other operating income and expenses in 2017 - France

In €m	*H1 2016*	*H2 2016*	2016	*H1 2017*	*H2 2017*	2017
Other operating income and expenses	***(299)***	***(109)***	**(408)**	***(169)***	***(101)***	**(271)**
o/w Restructuring costs	*(115)*	*(93)*	*(207)*	*(90)*	*(79)*	*(169)*



- The 34% drop in other operating income and expenses reflects the gradual end of the Group's major transformation programs in France:
  - Reduction of Géant’s retail spaces
  - Deployment of Mandarine concept
  - Redesign of the catering business
  - Rationalisation of proximity stores network
- As these programmes are nearing completion, it is reasonable to estimate for 2018 an amount of other operating income and expenses significantly lower than in 2017

Consolidated net profit, Group share

In €m	**2016**	**2017**
Net profit from continuing operations, Group share	33	**127**
Net profit (loss) from discontinued operations, Group share	2,645	**(7)**
Consolidated net profit, Group share	**2,679**	**120**

- Including other operating income and expenses, profit from continuing operations, Group share amounted to €127m
- Consolidated net profit, Group share came to €120m in 2017. Net profit for 2016 included the €2.9bn gain on the sale of the Group's businesses in Asia

Growth in operating cash flow

Group (continuing activities)

In €m	2016	2017	%
EBITDA	1,697	1,930	**+13.7%**
Operating cash flow	1,372	1,573	**+14.7%**

France

In €m	2016	2017	%
EBITDA	872	901	**+3.4%**
Operating cash flow	552	601	**+8.7%**

- The Group's consolidated operating cash flow rose by 14.7%, in line with EBITDA growth
- In France, operating cash flow growth was 8.7%. This was greater than the rate of EBITDA growth, due mainly to the decrease in other operating expense

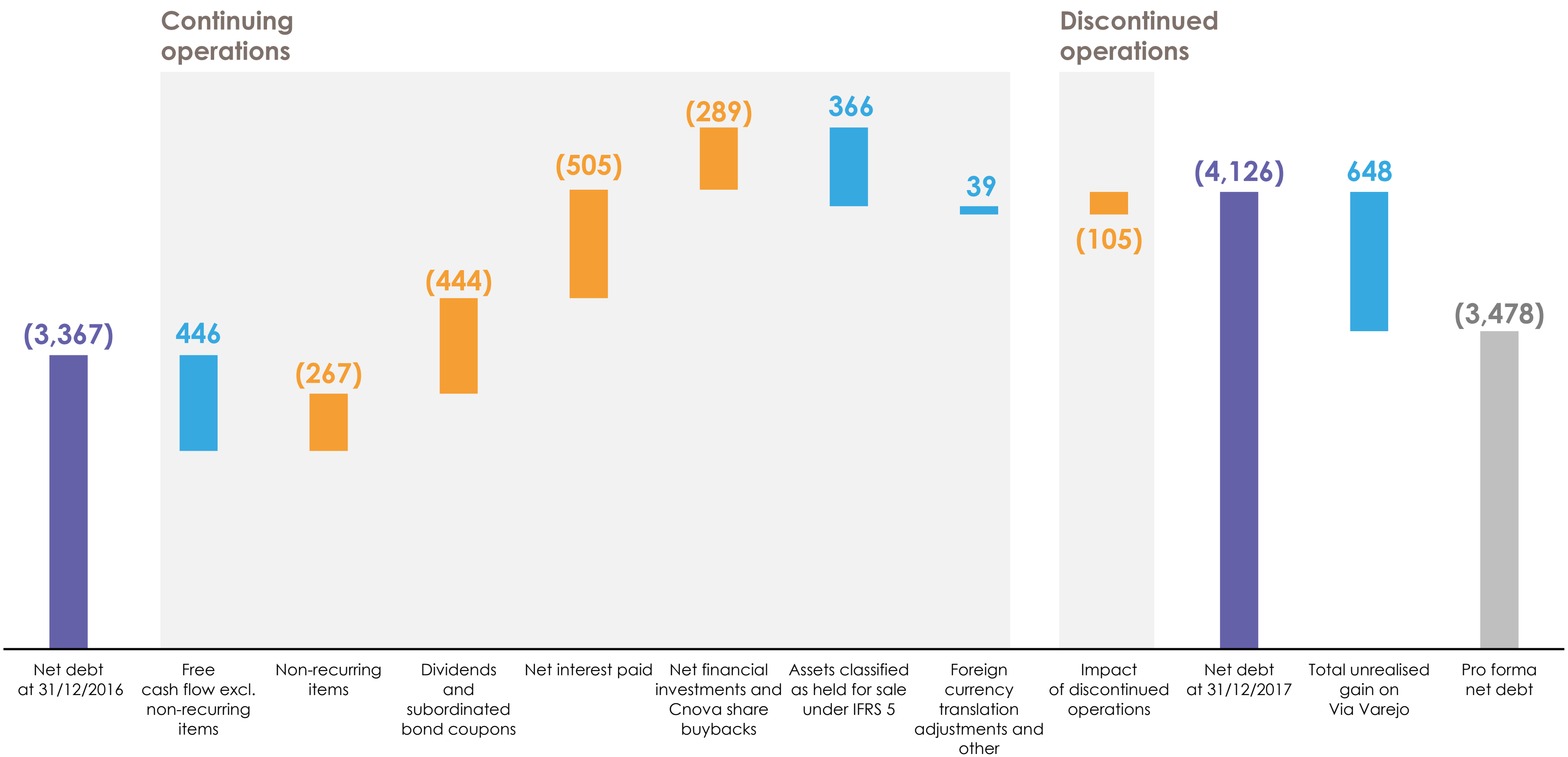
2017 consolidated free cash flow from continuing operations

In €m	FY 2017
Operating cash flow from continuing operations	1,573
o/w Non-recurring items	*(267)*
Change in working capital	(336)
Income tax paid	(114)
Net cash from operating activities	**1,123**
CAPEX	(944)
Free cash flow from continuing operations before dividends*	**179**
o/w Non-recurring items	*(267)*
Free cash flow from continuing operations after non-recurring items and before dividends*	**446**

- Free cash flow amounted to €446m after exceptional cash costs paid in 2017 (mainly restructuring costs)
- Working capital declined by €336m, notably reflecting tax credits and insurance settlements receivables in Brazil (for €295m) and payroll and other tax benefits receivables in France (for €60m)

* Before dividends paid to shareholders of the parent company, TSSDI holders and minority interests, excluding interest paid

Increase in Group net debt in 2017



- For the determination of consolidated net debt, GPA's interest in Via Varejo has been calculated at net book value (BRL13.7 per share). Taking into account Via Varejo at its current market value (BRL27.6 per share as at 27 Feb. 2018), Group net debt would amount to €3,478m.

2017 free cash flow from continuing operations – France

In €m	2017	2018 Trend
Operating cash flow from continuing operations	**601**	*Increase of EBITDA as per guidance*
Change in working capital	(120)	*Back to strong positive contribution as in 2015-2016*
Income tax paid	(43)	*In line with profit improvement*
Net cash from operating activities	**438**	
Net CAPEX	(385)	*Decrease following completion of several transformation plans (HM, SM & Franprix)*
Dividends received from subsidiaries	14	
Free cash flow from continuing operations before dividends*	**67**	
o/w Exceptional items	*(231)*	*Strong decrease of restructuring costs*
Free cash flow from continuing operations excluding non-recurring items and before dividends*	**298**	*2018 FCF to cover financial expenses and dividends, enabling to improve net financial debt*

* Before dividends paid to shareholders of the parent company and TSSDI holders, excluding interest paid

Increase in Casino France's net debt in 2017

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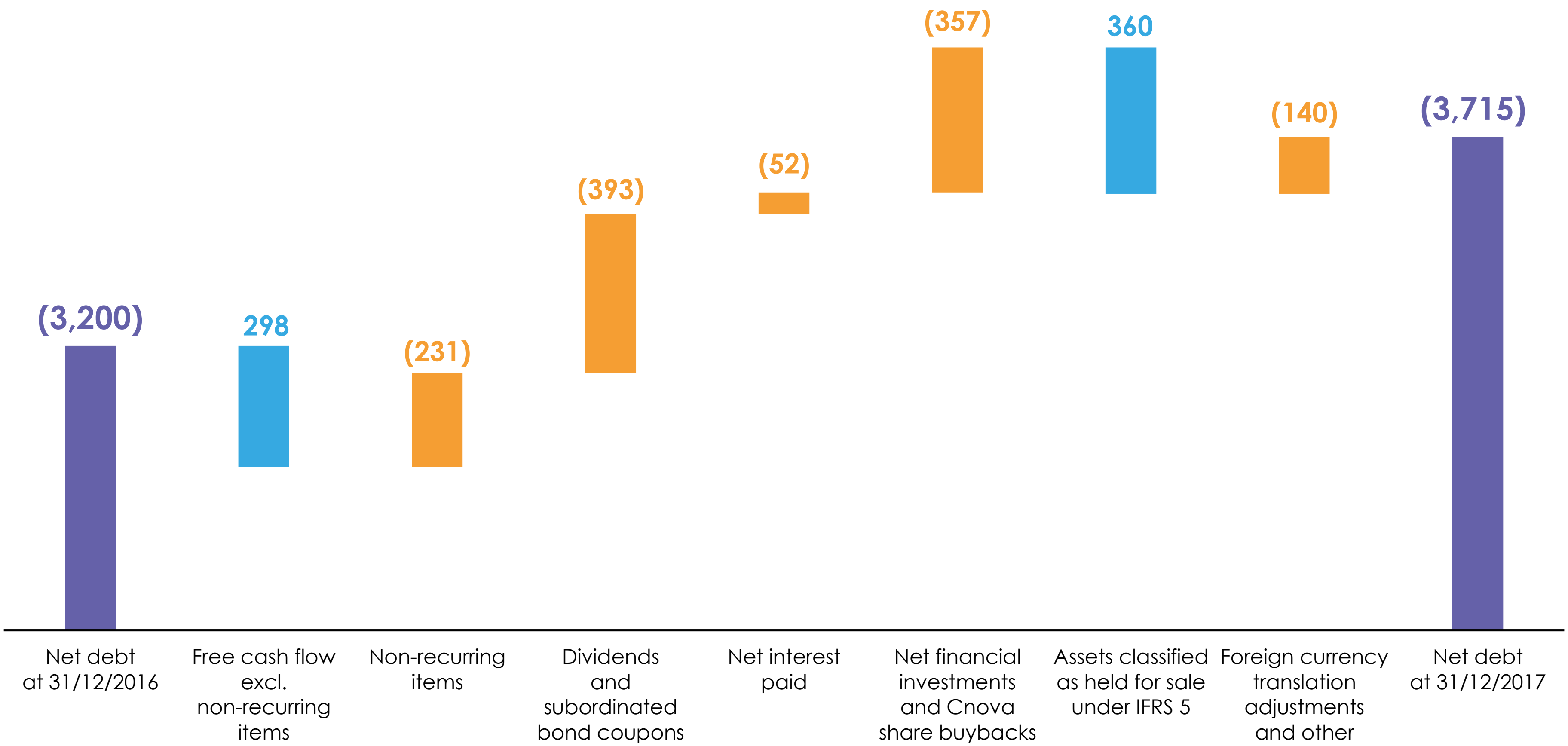


Change in net financial debt by entity

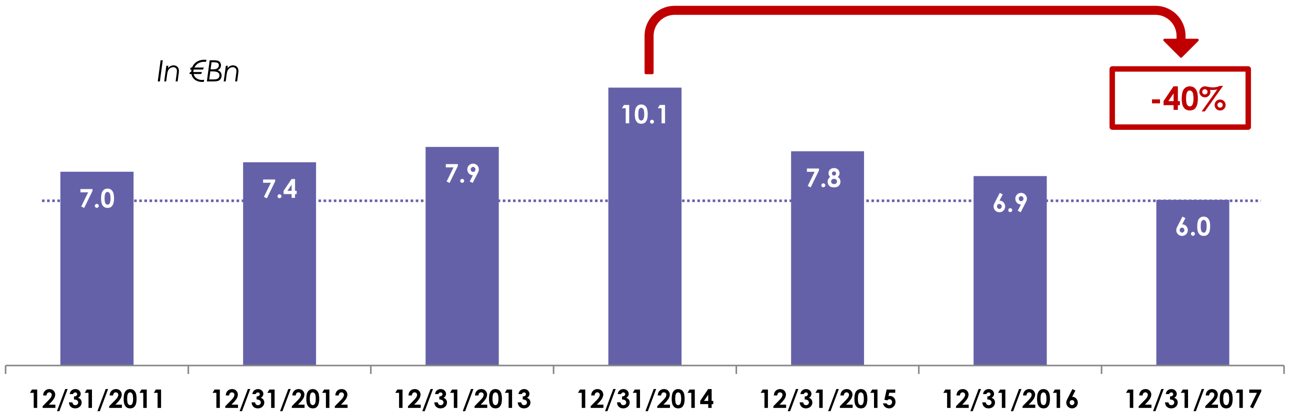
In €m	2016	2017
France Retail	(3,200)	**(3,715)**
Cdiscount	168	**(194)**
Latam Retail	(1,032)	**(845)**
o/w Éxito (excl. GPA Food)	*(810)*	**(655)**
o/w GPA Food	*(221)*	**(189)**
Latam Electronics*	697	**628**
Total	**(3,367)**	**(4,126)**

- The increase in net financial debt in France was mainly due to exceptional costs, financial investments made in H1 (notably the Cnova buybacks) and working capital evolution at the end of the year
- The evolution in Cdiscount cash position can be explained primarily by expanded product offer (increase in inventories), deployment of the multi-channel strategy and capital expenditure on logistics and information systems
- The Latam Retail segment's net debt fell by 18% in 2017
- Net financial Debt / EBITDA ratio at 2.1x

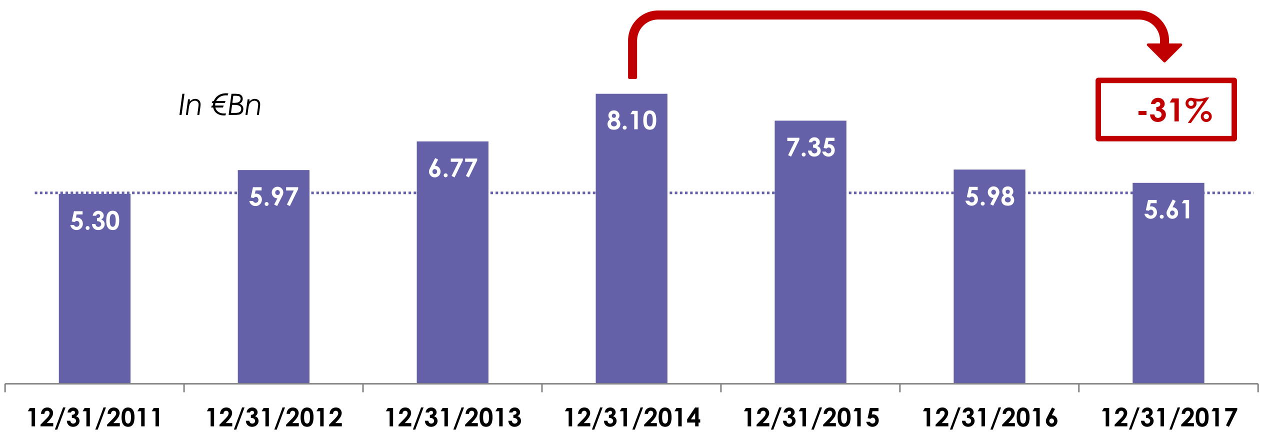
* For the determination of consolidated net debt, GPA's interest in Via Varejo has been calculated at net book value (BRL13.7 per share). Taking into account Via Varejo at its market value (BRL27.6 per share as at 27 Feb. 2018), Group net debt would amount to €3,478m.

The lowest gross debt in France in seven years

- Continued reduction in France gross debt, -0.9bn in 2017, and down -40% vs. 2014 levels



- Significant reduction in outstanding bonds, now back to 2011 level



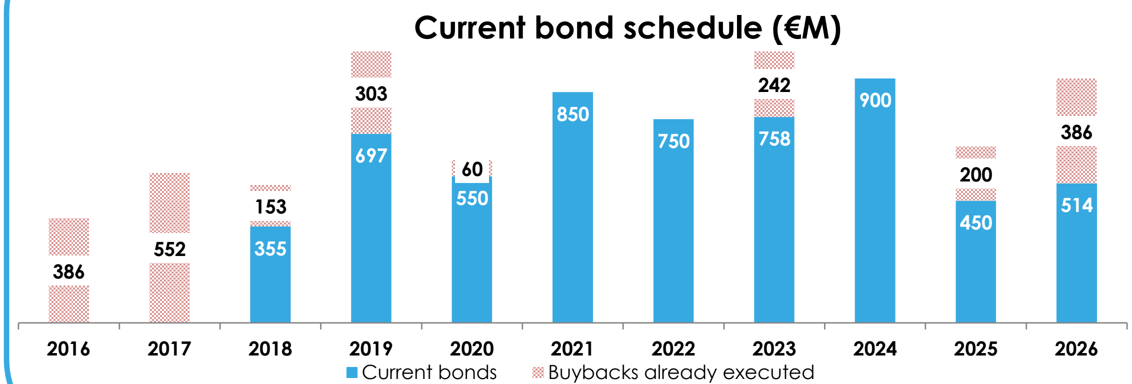
Overview of outstanding bond reduction and simplification of the financial structure over 2016-2017

Redemption of bonds	**- €938M**
- Bond maturing in April 2016	- €386M
- Bond maturing in February 2017	- €552M
Bond buybacks	**- €794M**
- 2016 buy-backs	- €978M
- 2017 buy-backs of bonds maturing in 2018, 2019 and 2020	- €366M
- New issuance of bond maturing 2022	+ €550M
Total 2016-2017 bonds reduction	**- €1,732M**
Call option exercized on Monoprix convertible bonds (2016)	- €500M
Renegotiation/unwinding of equity derivatives (2016)	- €93M
Tender offer on Cnova free float (2017)	- €171M
Total 2016-2017 bonds reduction and financial structure simplification	**- €2,496M**

Continue the improvement and simplification of the Group's financial structure (1/2)

Continued focus on gross debt reduction

- **Outstanding bonds reduced by €1.73Bn in 2016-2017**
  - **€1.34Bn buybacks already executed**
  - **€0.94Bn of bond redemptions**
- **Continued focus on bond buybacks in 2018, depending on market conditions**
  - **Target to smooth the redemption schedule**
- **Improved debt structure thanks to recent operations**
  - **Successful bond exchange offer**
  - ➢ Issuance of a new €550M bond in May
  - ➢ Buybacks of €366M in June
  - **Tap of the 2022 bond for €200M in January 2018**



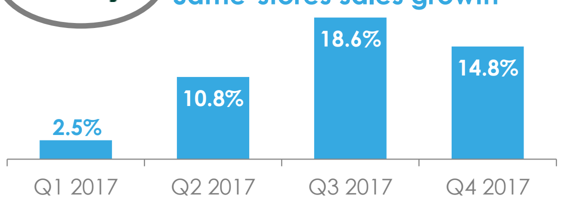
Continue the improvement and simplification of the Group's financial structure (2/2)

Update on Via Varejo in the context of its disposal process

Via Varejo sales

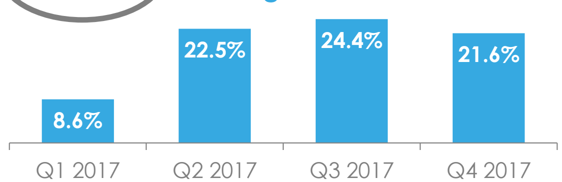
Bricks & Mortar stores

Same-stores sales growth*



Online

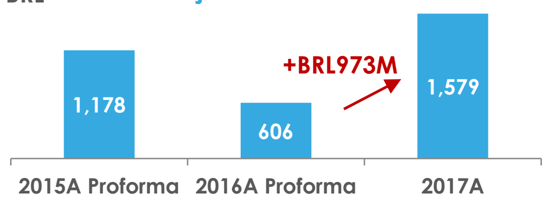
GMV growth



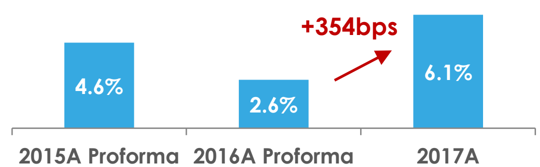
Via Varejo margin

BRL

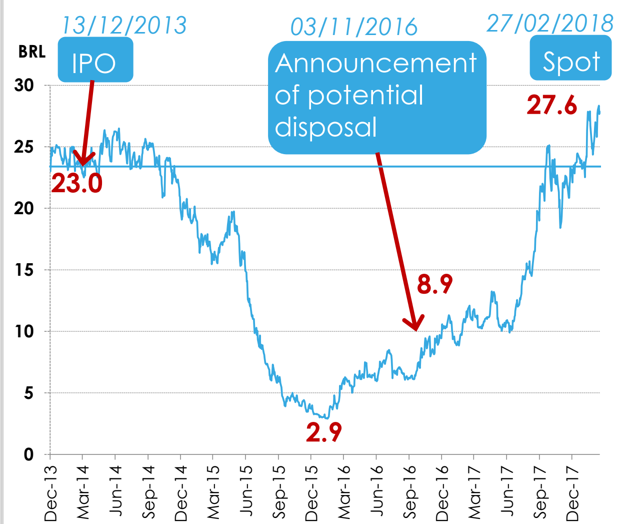
Adjusted EBITDA**



Adjusted EBITDA margin



Via Varejo stock price



* Excluding calendar effect **Excluding other operating income and expenses

2017 dividend

	2017
Casino, Guichard Perrachon, parent company, profit *(in €m)*	**394**
Per share (in €)	*3.56*
Dividend proposed to Annual General Meeting *(in €)*	**3.12**
Interim dividend paid on 11 December 2017	*1.56*
Balance of the dividend to be paid in May 2018	*1.56*

- At the Annual General Meeting, it will be proposed to pay a dividend of €3.12 per share from 2017 results
- Taking into account the interim dividend paid in 2017, the balance of the dividend will amount to €1.56 per share. The shares will trade ex-dividend from Thursday, 18 May 2018 and the balance of dividend will be paid on 22 May 2018

GROUPE Casino
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3

Strategic priorities and Perspectives

Strategic priorities

1. Pursue growth in the Group's best formats
2. Accelerate development of digital and omni-channel activities
3. Pursue action plans to cut costs and improve the supply chain
4. Increase cash generation and strengthen its financial structure

1 Following the action plans led in France, the Group is now well-positioned in the best formats

The Group is now well-positioned in buoyant formats

- Qualitative and highly profitable banners continue to grow: **Monoprix, Franprix and Casino Supermarkets**
- **Convenience** banners have resumed growth, thanks to a now streamlined store base that still remains the mot dense in France, with a unique geographic coverage (~5,400 stores)
- **Hypermarkets** recovery:
  - Very good performance in **food**
  - Continuous **reduction in sales area** and introduction of a a **multi-channel** model **in food**

The offering has been extensively **rebuilt** to address rapidly **changing consumer habits**

- A network of **168 Naturalia Organic ("bio") stores** and already **9%** of Organic ("bio") sales among Monoprix's food sales
- A renovated, modernised **private label** aligned with consumers' changing tastes
- Deployment of the **latest concepts** (fresh, organic, apparel, beauty products, etc.) more attractive across all formats

1 In 2018, the formats most closely aligned with consumer trends will continue to grow

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- **Expansion** in qualitative, highly profitable banners, **Monoprix, Franprix and Casino Supermarkets:**
  - Good pace of **expansion** in 2017 (114 stores opened)
  - **Expansion** set to continue in 2018, with an annual pace of at least 100 new openings of Monoprix and Franprix stores and more independent retailers set to join the supermarket franchise network
  - Continuous improvement of existing **concepts, offerings and services**
- **Naturalia's vigorous expansion** pace to be pursued, with the aim of reaching 200 new stores as at end-2018
- Development of the **convenience network**
  - **Around 200 openings** under franchise planned in 2018
- **The new Next concept to continue to be deployed**: aim of **~100 renovations** in 2018

1 In 2018, Géant recovery set to continue

- **In food**, action plans that have already delivered increases in sales and margins set to be pursued:
  - **Renovation of the offering** (excellence for fresh products, service counters)
  - Deployment of **new concepts** (organic, beauty products)

- Continuous **recovery** in **non-food** performance:
  - Completion of the programme to **reduce surface area**
  - New **textile and home** concepts
  - Ongoing deployment of **Cdiscount corners**

- **Two independent retailers have joined the franchise network as of today**, attesting to the concept's appeal

- First transfers to **lease management contract in 2018**

1 Pursue growth in the Group's best formats - Latam

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In cash & carry, further sustained growth in 2018

- Significant contribution of this format already: 135 stores as of end-2017 (+27 openings: +20 in Brazil and +7 in Colombia) that account for 14% (€5.1bn of sales) of Group sales
- Aim of over **20 openings per year** in Brazil and Colombia, with continued implementation of the conversion strategy at Assaí and Éxito

Continued growth of the qualitative banners, where the Group is leader

- Ongoing deployment of **fresh concepts** in Colombia (Carulla Fresh) and Uruguay (Devoto Fresh Market), with 3 to 5 new stores in 2018
- Further **Pão de Açúcar renovations** in Brazil
- Development of **convenience banners** in the countries where the Group is present (Aliados Éxito, Mini and Petit Libertad, Devoto Express)

2 Accelerate development of digital and omni-channel activities: Group strategic assets

- A **unique bricks-and-mortar network** in France
  - More than 9,000 points of sales in France
- A **growing contribution of e-commerce** to gross sales under banner in France (currently 15.5%)
- **More qualified customer data,** thanks to the share of Cdiscount, and potential new **monetisation** perspectives in the strongly-growing **data** market
- A **widespread omni-channel** approach across all banners
  - **New customers** recruitement into **loyalty** programmes, due notably to **mobile apps** (Monoprix, Franprix and Casino Max)
  - Development of **omni-channel services** (drive-through up 10% in 2017, express home delivery
- **A dense logistics network well adapted to e-commerce:**
  - In **non-food**, an excellent warehouse network with Cdiscount
  - Thanks to the Ocado partnership and to the density of physical network, the best of **grocery** delivery options (home delivery, drive-through, in-store pick-up)

2 Accelerate development of digital and omni-channel activities: 2018 objectives

- **Strengthen the Group's position as a major e-commerce player in France**
  - **In non-food**:
    - Comfort **no. 2 position with Cdiscount**
    - Accelerate growth of Monoprix.fr by integrating **Sarenza.com**
  - **In food**:
    - Target **double-digit growth** across all channels in 2018 notably by expanding services (home delivery and express delivery in major cities, drive)
    - Continue works aiming at opening the **first delivery warehouse under the Ocado solution in early 2020**
- **Accelerate digitalisation of the customer experience**
  - Development of services via **mobile apps**
  - Continue to develop **drive-through**, **click & collect and Cdiscount corners** (5 to date, with an **objective of 20 in H1 2018** and further deployment planned)

3 Continuous action plans to cut costs and improve the supply chain

- **Significant cost cuttings** have already been implemented
  - In **France**, a 1-point **improvement** in the **cost ratio** over two years
    - Permanent **benchmarks** and deployment of best practices in stores: productivity, cleaning, safety, security, maintenance
    - Development of synergies and massification in **overheads**
    - **Automation** of in-store ordering process, to limit stock-outs and shrinkage
  - In **Brazil**: 13,000 fewer employees at Multivarejo in the space of two years
    - **Supply chain rationalisation** (21% headcount reduction): cross-docking, optimised delivery routing
    - **Productivity** plans **in hypermarkets** (18% headcount reduction): simplification of organisations, development of multi-tasking

- **These plans will be continued**
  - In **France**, continued implementation of operational efficiency plans
    - **Logistics**: development of inter-banner synergies (transport, overheads)
    - **Stores and central costs:** a process of continuous optimisation
  - In **Brazil**, ongoing optimisation programmes
    - Lower **marketing costs** in connection with Meu Desconto deployment
    - Ongoing **organisational simplification**, particularly at headquarters
    - Extension of in-store multi-tasking and **productivity management, tools sharing** with cash & carry

4 Group financial perspectives in 2018

The Group sets the following objectives:

- For **trading profit:**
  - In France, it targets in food retail an organic* growth above10% of trading profit excluding property development, led by growth in the most profitable formats, by improved hypermarket and convenience profitability
  - In all, the Group is aiming to deliver organic* growth of its consolidated trading profit and above 10% excluding tax credits

- In France, **a free cash flow**** from continuing operations excluding exceptional items covering financial expenses and dividends and enabling to improve net financial debt

- A **reduction in Group net financial debt** with:
  - Return to breakeven for Cdiscount's free cash flow
  - Free cash flow** from continuing operations excluding exceptional items of over €1bn in total
  - A CAPEX envelop of around €1bn
  - And the significant potential impact of the disposal of Via Varejo

* Excluding currency effect and scope impact
** Prior to dividends paid to shareholders of the parent company, TSSDI holders and excluding financial expenses

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