

Alternative performance indicators

Management believes that alternative indicators which are not defined in any IFRS standard provide additional information that is useful to shareholders when analysing the Group's underlying trends as well as its performance and financial position. These indicators are used by management to analyse performance. As they are not defined in any IFRS standard, they are not directly comparable with indicators with similar names reported by other companies. Furthermore, they are not intended to replace the IFRS indicators presented in the financial statements, nor should they be seen as more important.

This document has been drawn up in line with Position no. 2015-12 issued by France's securities regulator (Autorité des Marchés Financiers – AMF) on alternative performance indicators.

Alternative performance indicators not published in the financial statements

Underlying financial income/expense

Underlying financial income/expense corresponds to net financial income/expense restated for changes in the fair value of equity derivatives (such as total return swaps and forward contracts on GPA shares) and the effects of discounting tax liabilities in Brazil.

The Group uses this indicator to measure recurring financial income/expense.

The table below reconciles underlying financial income/expense to the aggregates reported in the consolidated financial statements:

(€ millions)	31 December 2017	31 December 2016
Net finance costs	(367)	(324)
Other financial income	161	286
Other financial expenses	(239)	(321)
Plus/(minus)		
Change in fair value of derivative instruments not qualifying for hedge accounting	(68)	(69)
Other	38	18
Underlying financial income/expense	(475)	(411)

Underlying net profit

Underlying profit, Group share

Minority interests in underlying profit

Underlying earnings per share

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 in 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.

Non-recurring financial items result from restatements made to calculate underlying financial income/expense (see above).

Minority interests in underlying profit represent the share of underlying net profit attributable to non-controlling interests. This indicator is therefore equal to net profit from continuing operations attributable to non-controlling interests, adjusted for non-controlling interests in other operating income and expenses and the impact of non-recurring financial items, as well as income tax expense/benefits related to these adjustments (see the definition of underlying net profit, Group share).

Basic underlying earnings per share corresponds to underlying net profit, Group share for the period divided by the weighted average number of shares outstanding during the period that make up the share capital. Diluted underlying earnings per share is calculated by adjusting underlying profit, Group share and the weighted average number of shares outstanding, for the impact of all potentially dilutive instruments.

The Group uses these indicators to measure changes in recurring profit from operations. The table below reconciles underlying net profit to the aggregates reported in the consolidated financial statements:

(€ millions)	31 December	31 December
	2017	2016
Net profit (loss) from continuing operations	273	36
Plus/(minus)		
Other operating income (expense)	480	625
Other financial income (expense) ⁽¹⁾	(30)	(51)
Tax effect related to the above restatements	(103)	(155)
UNDERLYING NET PROFIT	621	455
o/w attributable to non-controlling interests	249	114
o/w Group share	372	341
Basic underlying earnings per share	2,90	2,62
Diluted underlying earnings per share	2,90	2,56

(1) See paragraph above on "underlying financial income/expense"

Free cash flow before and after dividends

Free cash flow before dividends is defined by the Group as cash flow from operating activities, as presented in the consolidated statement of cash flows, less net capital expenditure (see below) and net interest paid.

Free cash flow after dividends is defined by the Group as free cash flow before dividends received less dividends paid.

This indicator allows the Group to measure cash flow arising from and used in operating activities. Management believes that free cash flow provides investors with critical perspective on the liquidity available to shareholders and for debt repayments and acquisitions, after the necessary investments have been made in fixed assets to support ongoing business operations, interest on borrowings and long-term value creation. Free cash flow is used to measure Group performance and overall liquidity. The table below reconciles **free cash flow before and after dividends** to the aggregates reported in the consolidated financial statements:

(€ millions)	Continuing operations		Discontinued operations		Group	
	31 December 2017	31 December 2016	31 December 2017	31 December 2016	31 December 2017	31 December 2016
Net cash from operating activities	1 123	1 786	383	(122)	1 506	1 664
Cash outflows related to acquisitions of property, plant and equipment, intangible assets and investment property	(1 247)	(1 160)	(99)	(66)	(1 346)	(1 226)
Cash inflows related to disposals of property, plant and equipment, intangible assets and investment property	303	368	5	5	308	373
Restatement of cash impact of non-recurring items	267	358	75	141	342	499
Free cash flow before dividends, non-recurring items and financial interests	446	1 351	365	(42)	811	1 309
Cash impact of non-recurring items	(267)	(358)	(75)	(141)	(342)	(499)
Interest paid, net	(505)	(165)	(231)	(272)	(735)	(436)
Free cash flow before dividends	(326)	829	59	(455)	(267)	374
Dividends paid to equity-holders of the parent	(346)	(521)	-	-	(346)	(521)
Dividends paid to non-controlling interests	(52)	(78)	(5)	-	(57)	(78)
Dividends paid to deeply subordinated perpetual bond holders	(47)	(47)	-	-	(47)	(47)
Free cash flow after dividends	(770)	183	53	(455)	(717)	(272)
<i>o/w France</i>					(378)	102
<i>o/w other</i>					(339)	(374)

Free cash flow is also tracked by operating segment.

Free cash flow generated by continuing operations (before and after dividends) corresponds to total consolidated free cash flow less free cash flow from discontinued operations.

Gross capex

Net capex

Gross capex corresponds to "Cash outflows related to acquisitions of property, plant and equipment, intangible assets and investment property", as presented in the consolidated statement of cash flows.

Net capex corresponds to gross capex less "Cash inflows related to disposals of property, plant and equipment, intangible assets and investment property", as presented in the consolidated statement of cash flows.

These two items are components of free cash flow.

The table below reconciles **net capex in continuing operations** to the aggregates reported in the consolidated financial statements:

(€ millions)	31 December 2017	31 December 2016
Cash outflows related to acquisitions of property, plant, equipment, intangible assets and investment property	(1 247)	(1 160)
Cash inflows related to disposals of property, plant, equipment, intangible assets and investment property	303	368
Capex net in continuing operations	(944)	(792)

Net investment

Net investment is based on the amounts reported in the statement of cash flows, and is equal to the sum of (i) acquisitions of non-current financial assets less disposals of non-current financial assets, (ii) changes in loans and advances granted and (iii) the effect of changes in scope of consolidation resulting in the acquisition/loss of control or related to equity-accounted investees.

This indicator measures non-operational investments.

The table below reconciles **net investments in continuing operations** to the aggregates reported in the consolidated financial statements:

(€ millions)	31 December 2017	31 December 2016
Cash outflows related to acquisitions of financial assets	(39)	(118)
Cash inflows related to disposals of financial assets	12	11
Effet of change in scope of consolidation resulting in gain/loss of control	(69)	(116)
Effet of change in scope of consolidation related to equity-accounted entities	(17)	(5)
Changes in loans, advances granted	(47)	(48)
Net investment in continuing operations	621	455

Non-GAAP indicators published in the financial statements

The indicators presented below are included in the consolidated financial statements. Only the definitions of these indicators are provided. The corresponding reconciliation tables can be found in the notes to the financial statements.

Trading profit

Trading profit is defined as operating profit before (i) certain non-recurring items that would distort analyses of the Group's recurring operating performance due to their unusual, abnormal or infrequent nature and material value, and (ii) certain items which, by definition, are not included in an assessment of a business unit's recurring operating performance, such as impairment losses on non-current assets, and income/expenses related to changes in the scope of consolidation.

Trading margin corresponds to trading profit expressed as a percentage of net sales.

EBITDA

EBITDA (earnings before interest, taxes, depreciation and amortisation) is defined as trading profit plus recurring depreciation and amortisation expense included in trading profit.

EBITDA margin corresponds to EBITDA expressed as a percentage of net sales.

Net cash from operating activities before change in working capital, net finance costs and income tax

Net cash from operating activities before change in working capital, net finance costs and income tax, as presented in the statement of cash flows, corresponds to net cash from/(used in) operating activities before changes in working capital, interest paid net of interest received and income tax paid. It is calculated based on consolidated net profit excluding non-cash items or items unrelated to operating activities (such as depreciation, amortisation, provisions other than on current assets, fair value adjustments, expenses related to share-based payments, gains/losses on disposal of non-current assets, and gains/losses due to changes in percentage ownership of subsidiaries resulting in the acquisition/loss of control or changes in non-controlling interests), adjusted for net finance costs, non-recourse factoring costs, and the difference between dividends received from equity-accounted investees and the Group's share of their profit.

Net cash from operating activities of continuing operations corresponds to total net cash from operating activities less the pre-tax profit of discontinued operations and the net cash from/(used in) operating activities of discontinued operations.

(€ millions)	31 December 2017	31 December 2016
Operating cash flow	2 034	1 625
- Pre-tax profit of discontinued operations	(74)	(2 198)
- Non-cash restatement related to discontinued operations	(387)	(947)
+ Neutralization of results on disposal of discontinued operations	-	2 893
Operating cash flow from continuing operations	1 573	1 372

Net cash

Net cash corresponds to cash and cash equivalents less bank overdrafts.

Net debt

Net debt corresponds to loans and other borrowings including related derivatives with a negative fair value designated as fair value hedges and reverse factored trade payables reclassified as financial liabilities (“Trade payables – structured programme”), less (i) cash and cash equivalents, (ii) financial assets held for cash management purposes and as short-term investments, (iii) derivatives with a positive fair value designated as fair value hedges, (iv) financial assets arising from a significant disposal of non-current assets and (v) net assets held for sale attributable to owners of the selling subsidiary.

Net debt is also tracked by operating segment.

Other terms

Constant exchange rates

The expression "at constant exchange rates" means applying prior-year exchange rates to the current year, with all other things being equal.

Same-store sales

Same-store sales include e-commerce sales and sales of merchandise excluding fuel from consolidated stores open for at least 12 months. The figure is calculated at constant exchange rates.

Organic sales

Organic sales correspond to consolidated sales at constant scope of consolidation and exchange rates.

Gross merchandise volume (GMV)

The gross merchandise volume of e-commerce sites corresponds to sales including tax made directly on the Cdiscount group websites and by independent marketplace merchants. For all other retailing activities (excluding fuel), gross merchandise volume corresponds to the total net sales generated by each banner from integrated stores and franchises, excluding fuel.

Food sales

Food sales are defined as net sales before tax of fast moving consumer goods, fresh produce and processed products.

Calendar effect

The calendar effect measures the theoretical impact on net sales growth of calendar differences from one year to the next. It includes:

- ✓ the impact of the change in the number of selling days per calendar week from one year to the next (increase/decrease in number of days compared to Y-1 over a given period: month, quarter or year),
- ✓ the impact of calendar differences concerning selling days that traditionally see a significant surge or drop in net sales (public holidays, school holidays, long weekends, major promotional campaigns, seasonal sale periods and key holidays).

Customer traffic

Customer traffic corresponds to the number of check-out transactions.

Organic trading profit

Organic trading profit corresponds to consolidated trading profit at constant scope of consolidation and exchange rates.