

## 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.

### ***Changes in accounting methods and restatement of comparative information***

The main changes in accounting standards with an impact on the consolidated financial statements are as follows:

- ✓ IFRS 16: The Group has applied IFRS 16 as from 1 January 2019 and elected to apply the "full retrospective" transition method, which led to the restatement of the 2018 financial statements, allowing them to be compared with the 2019 financial statements.
- ✓ IFRIC 23: The introduction of IFRIC 23 – *Uncertainty over Income Tax Treatments* did not result in any significant changes in the financial statements at 31 December 2018. IFRIC 23 was applied using the modified retrospective method, i.e., with no restatement of comparative information.

In 2019, the Group also reviewed the presentation of costs to obtain contracts in the statement of financial position. Accordingly, costs to obtain contracts, previously included in "Other current and non-current assets" are now included in "Other intangible assets". In the income statement, costs to obtain contracts are now recognised over the term of the contract as an amortisation expense within selling expenses and no longer as an expense within cost of goods sold. The reclassification qualifies as a change of method and has therefore been applied retrospectively to 2018.

The data for 2018 in the tables below also reflect the reclassification of Leader Price within discontinued operations in accordance with IFRS 5.

Some non-GAAP indicators in this note are presented without reflecting the application of IFRS 16, the impact of the disposal plan and the store restructuring plan, in view of their material nature.

## **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:

<b>(€ millions)</b>	<b>2019</b>	<b>2018 (restated)</b>
Net finance costs	(356)	(320)
Other financial income	265	122
Other financial expenses	(659)	(478)
Plus/(minus):		
Change in fair value of derivative instruments not qualifying for hedge accounting	29	41
Other	5	6
<b>Underlying financial income/(expense)</b>	<b>(716)</b>	<b>(629)</b>
<i>o/w interest expense on lease liabilities</i>	<i>(268)</i>	<i>(218)</i>
<i>Underlying net financial expense (excluding interest expense on lease liabilities)</i>	<i>(448)</i>	<i>(411)</i>

***Underlying net profit***  
***Underlying profit, Group share***  
***Non-controlling 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 and the application of IFRIC 23 – Uncertainty over Income Tax Treatments.

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

Non-controlling interests in underlying profit represent the attributable share of underlying profit. 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 and the application of IFRIC 23 – *Uncertainty over Income Tax Treatments* (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)	2019	2018 (restated)
<b>Net profit/(loss) from continuing operations</b>	<b>(268)</b>	<b>159</b>
Plus/(minus):		
Other operating income and expenses	719	402
Other financial income and expenses <sup>(1)</sup>	34	47
Tax effect related to the above restatements and IFRIC 23	(116)	(12)
<b>Underlying net profit/(loss)</b>	<b>369</b>	<b>595</b>
o/w attributable to non-controlling interests	157	267
<b>o/w Group share</b>	<b>212</b>	<b>327</b>
Basic underlying earnings per share (€)	1.6156	2.5743
Diluted underlying earnings per share (€)	1.6156	2.5743

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

**Free cash flow before and after dividends and net interest paid**

Free cash flow before dividends and net interest paid 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).

Free cash flow after dividends and net interest paid is defined by the Group as free cash flow before dividends received and net interest paid less dividends and net interest 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 and net interest paid to the aggregates reported in the consolidated financial statements:

(€ millions)	Continuing operations		Discontinued operations		Group	
	2019	2018 (restated)	2019	2018 (restated)	2019	2018 (restated)
<b>Net cash from operating activities</b>	<b>2,004</b>	<b>2,061</b>	<b>(884)</b>	<b>540</b>	<b>1,120</b>	<b>2,601</b>
Cash outflows related to acquisitions of property, plant and equipment, intangible assets and investment property	(1,107)	(1,188)	(74)	(196)	(1,182)	(1,384)
Cash inflows related to disposals of property, plant and equipment, intangible assets and investment property	890	1,230	8	22	898	1,252
<b>Free cash flow before dividends and net interest paid</b>	<b>1,786</b>	<b>2,104</b>	<b>(950)</b>	<b>366</b>	<b>836</b>	<b>2,469</b>
<i>o/w Latam Retail and E-commerce</i>	308	522	(568)	415	(259)	937
<i>o/w France Retail</i>	1,478	1,582	(383)	(50)	1,095	1,532
<i>Rocade and disposal plan restatements<sup>(1)</sup></i>	204	-	(5)	-	199	-
<i>Restatement of IFRS 16 rentals paid</i>	(614)	(512)	(48)	(46)	(674)	(561)
<i>Restatement of other repayments</i>	(12)	(3)	-	-	-	-
<i>o/w France restated for Rocade and disposal plan</i>	1,057	1,066	(436)	(96)	620	971

  

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Interest paid, net	(617)	(629)	(107)	(245)	(724)	(874)
Dividends paid to owners of the parent	(169)	(338)	-	-	(169)	(338)
Dividends paid to non-controlling interests	(83)	(104)	0	(2)	(83)	(106)
Dividends paid to holders of TSSDI deeply-subordinated perpetual bonds	(46)	(48)	-	-	(46)	(48)
<b>Free cash flow after dividends and net interest paid</b>	<b>870</b>	<b>984</b>	<b>(1,056)</b>	<b>119</b>	<b>(187)</b>	<b>1,103</b>
<i>o/w France Retail</i>	1,012	994	(387)	(65)	625	929
<i>o/w Latam Retail and E-commerce</i>	(143)	(10)	(669)	184	(812)	174

*(1) This amount reflects the impacts of the Rocade disposal plan as well as the disposal of the contract catering/restaurants business, shown in changes in scope of consolidation in the statement of cash flows in the consolidated financial statements.*

Free cash flow is also tracked by operating segment.

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

### **Gross capex, net capex in continuing operations**

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)	2019	2018 (restated)
Cash outflows related to acquisitions of property, plant and equipment, intangible assets and investment property <sup>(2)</sup>	(1,107)	(1,188)
Cash inflows related to disposals of property, plant and equipment, intangible assets and investment property	890	1,230
<b>Net capex in continuing operations</b>	<b>(218)</b>	<b>43</b>
<i>Disposal plan impacts<sup>(1)</sup></i>	<i>657</i>	<i>734</i>
<i>Cash inflows related to disposals of property, plant and equipment and</i>	<i>233</i>	<i>496</i>
<i>o/w France Retail</i>	<i>126</i>	<i>388</i>
<i>o/w Latam Retail and E-commerce</i>	<i>107</i>	<i>108</i>

(1) These amounts are shown under "Cash inflows related to disposals" in the consolidated statement of cash flows in the consolidated financial statements for the year ended 31 December 2019.

(2) Gross capex, which is also tracked by operating segment.

### **Net investment in continuing operations**

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 the **other investments in continuing operations** to the aggregates reported in the consolidated financial statements:

<b>(€ millions)</b>	<b>2019</b>	<b>2018 (restated)</b>
Cash outflows related to acquisitions of financial assets	(440)	(53)
Cash inflows related to disposals of financial assets	68	31
Effect of changes in scope of consolidation resulting in acquisition or loss of control	218	(66)
Effect of changes in scope of consolidation related to equity-accounted investees	(39)	170
Change in loans, advances granted	(42)	(21)
Other	(4)	-
<b>Other investments in continuing operations</b>	<b>(240)</b>	<b>61</b>
<i>o/w disposal and Rocado plans</i>	204	-
<b>Other investments in continuing operations excluding disposal and Rocado plans</b>	<b>(444)</b>	<b>61</b>
<i>o/w France Retail</i>	(439)	69
<i>o/w Latam Retail and E-commerce</i>	(5)	(8)

## **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) items which, by definition, are not included in an assessment of a business unit's recurring operating performance, such as gains and losses on disposals of non-current assets, impairment losses on non-current assets, and income/(expenses) related to changes in the scope of consolidation (for example, transaction costs and fees for acquisitions of control, gains and losses from disposals of subsidiaries, remeasurement at fair value of previously-held interests) and (ii) non-recurring items that would distort analyses of the Group's recurring profitability. They are defined as significant items of income and expense that are limited in number, unusual or abnormal, whose occurrence is rare. Examples include restructuring costs (such as reorganisation costs and the costs of converting stores to new concepts) and provisions and expenses for litigation and risks (including discounting adjustments).

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.

### ***Operating cash flow***

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

Net cash from operating activities is also tracked by operating segment.

(€ millions)	2019	2018 (restated)
<b>Operating cash flow</b>	<b>2,169</b>	<b>2,740</b>
- Profit/(loss) before tax from discontinued operations	979	(27)
- Non-cash restatement related to discontinued operations	(856)	(316)
+ Neutralisation of profit on disposal of discontinued operations	(121)	17
<b>Operating cash flow from continuing operations</b>	<b>2,172</b>	<b>2,414</b>

**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 net sales***

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

### ***Organic net sales***

Organic net sales correspond to consolidated net 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.