



FY 2025 Results

Q4 2025 Sales

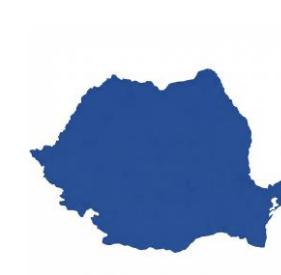
February 17th, 2026





Strategic overview

2025: Structural transformation & operational progress



Launch of the buying alliance in December 2025

Full acquisition and taken private in May 2025

Completion of the sale in December 2025

Exclusive negotiations
Sale expected in H2-26

2025: Key financial results

Net Sales

€82.1bn
+2.8% LFL

EBITDA

€4,506m
stable vs. 2024

Cost savings

€1,100m
(excl. Italy)

Recurring Operating Income

€2,158m
-0.9% at
constant FX

Net Free Cash-Flow

€1,565m
excl. Italy
(€1,305m reported)

Net debt at December 31st, 2025

€3,965m
(+€185m vs
Dec. 31st, 2024)

Ordinary dividend

€0.97/share
(+5.4% vs.
last year)

Special dividend⁽¹⁾

€150m
€0.21 / share

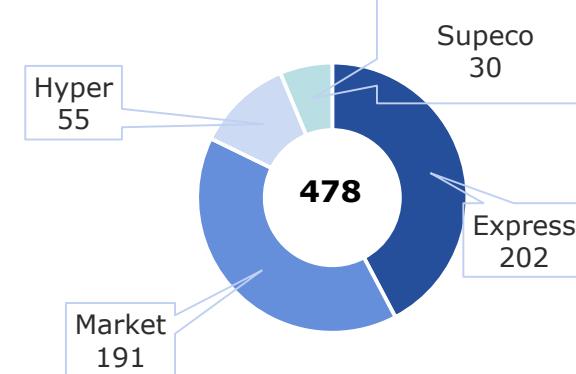
(1) Payment of special dividend will be conditioned to the closing of the sale of Carrefour Romania

Strategic rationale

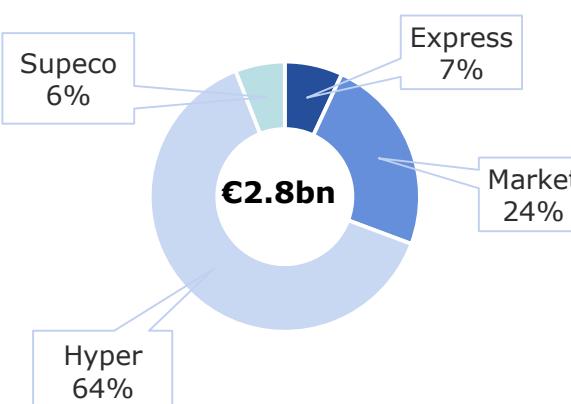
- › Refocus on Carrefour core and strategic countries
- › Small business unit for Carrefour Group
 - Carrefour Romania represents 3.5% of Group sales
- › Attractive offer received
 - 30% sales
 - 4.8x EBITDA
 - 28.4x ROI

Based on 2025A financials

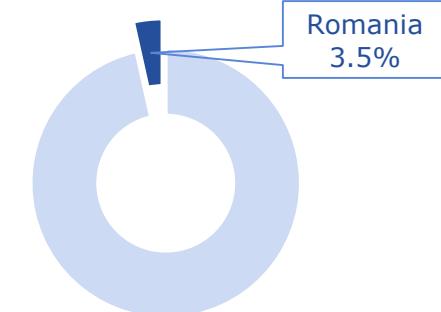
Stores split



Net sales by format FY 2025



3.5% of total Group gross sales



CSR & Food Transition Index: 113% achievement rate



Climate

87% of Top 100 suppliers have a 1.5°C trajectory
(+34pts vs end-2024)

31 SLBP⁽¹⁾ contracts
signed with our suppliers



Food transition

€664m in sales of plant-based alternatives
(ahead of the 2026 target of €650m)

51 490 partner producers
(ahead of the 2026 target of 50,000)



Nutrition and health

Removal of 2,155 tons of sugar and 350 tons of salt from Carrefour-branded products
(2026 target: 2,600 tons of sugar & 250 tons of salt)



Employees

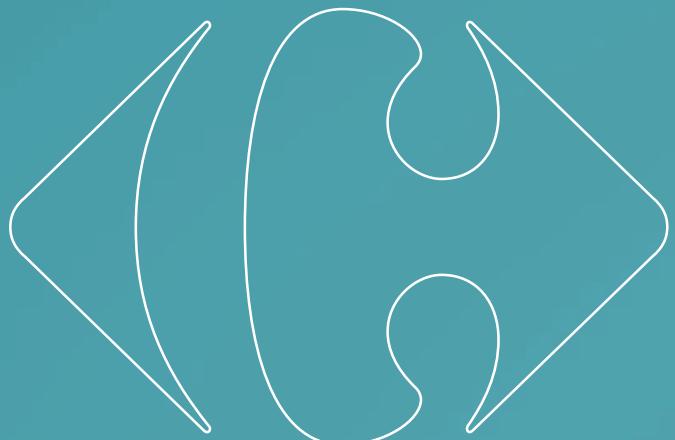
14,403 employees with disabilities

The Science Based Targets initiative (SBTi) validated the Group's climate trajectory for 2035

Carrefour obtained the A rating in the CDP Climate assessment

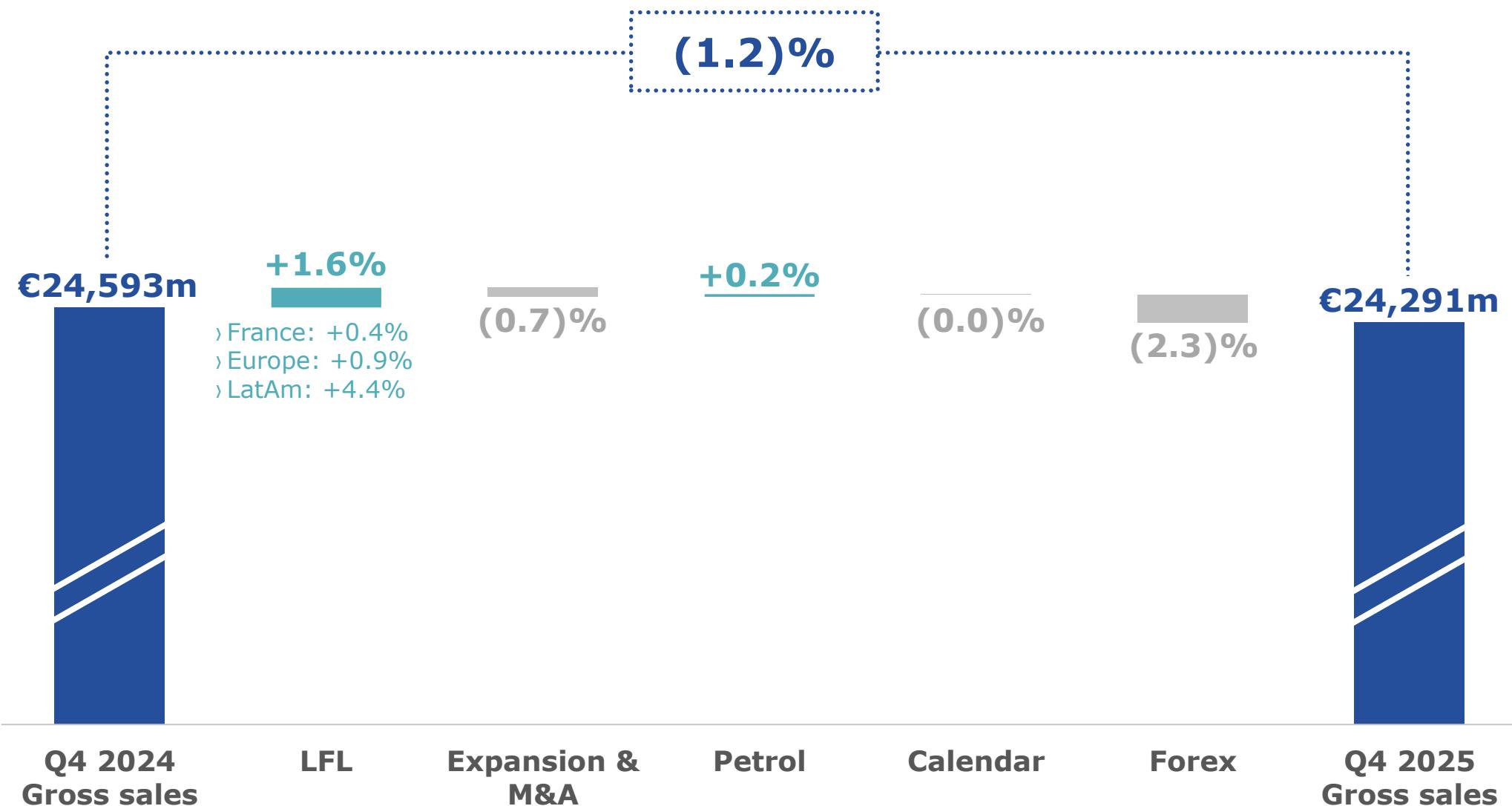
Carrefour is in the CAC 40 ESG index

(1) Sustainable Linked Business Plans: Non-financial agreements, supplementary to commercial contracts, focused on the Group's priorities: decarbonization, plastic reduction, biodiversity, animal welfare notably



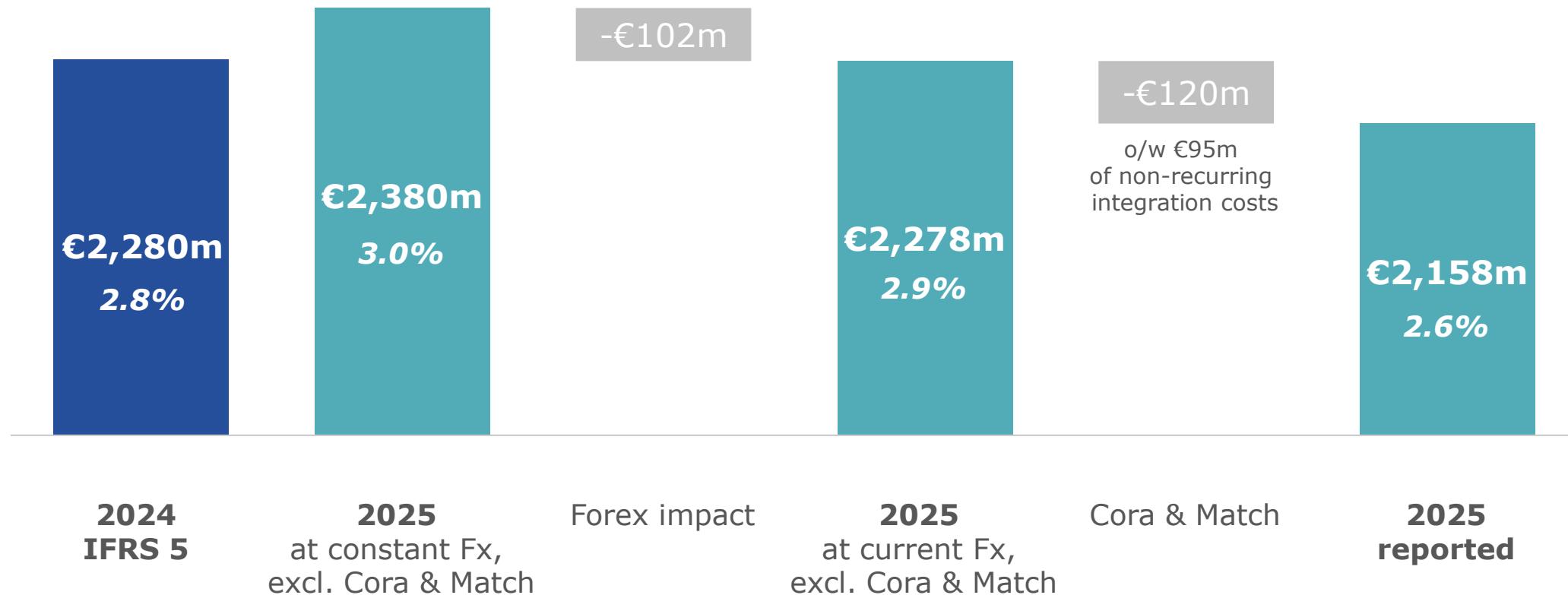
Financial results

Q4 2025 total sales growth



Cora & Match and Forex weighing on ROI

Group Recurring Operating Income *Operating margin*



France: Underlying performance improving for another year



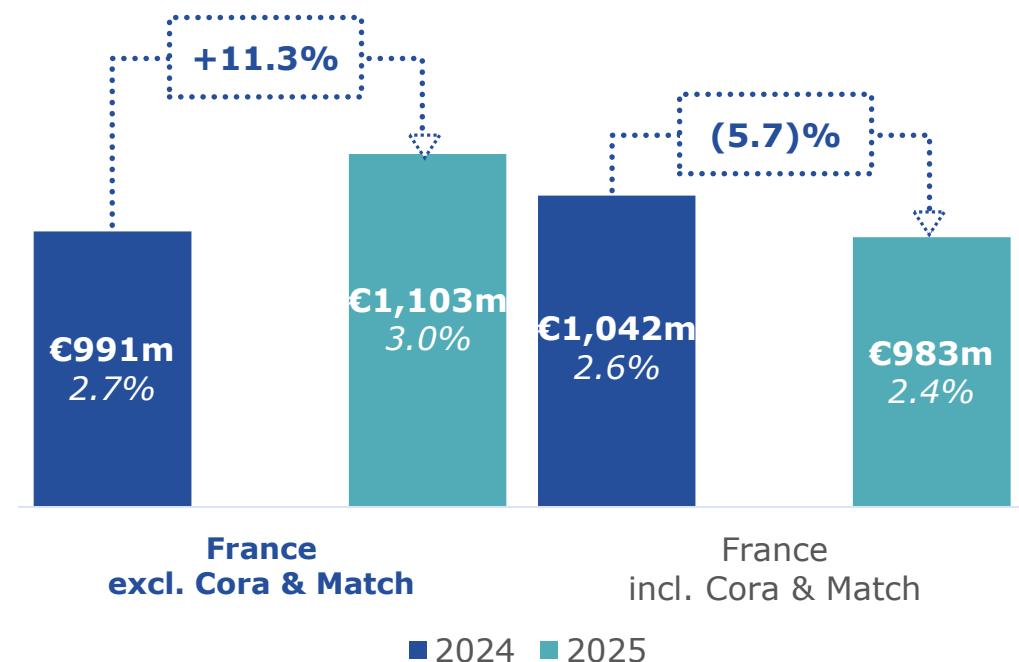
France Q4 2025 LFL of +0.4%

- › Q4 sales impacted by market slowdown in November and December; January back to better trend similar to previous quarters
- › Continued positive momentum in food (+0.9% LFL) driven by successful commercial policy; non-food (-3.7% LFL) still impacted by selective consumer spending and high household savings levels
- › Solid performance in the convenience format and 107 new stores opened in the quarter

LFL sales growth	Q4 25	FY 24	FY 25
France	+0.4%	-2.3%	+0.4%
› Hypermarkets	-0.7%	-4.2%	-1.1%
› Supermarkets	+0.6%	-1.4%	+0.2%
› Convenience & others	+3.2%	+0.7%	+4.4%
France ex. Cora & Match	+0.8%	-2.3%	+0.7%

ROI temporarily impacted by Cora & Match

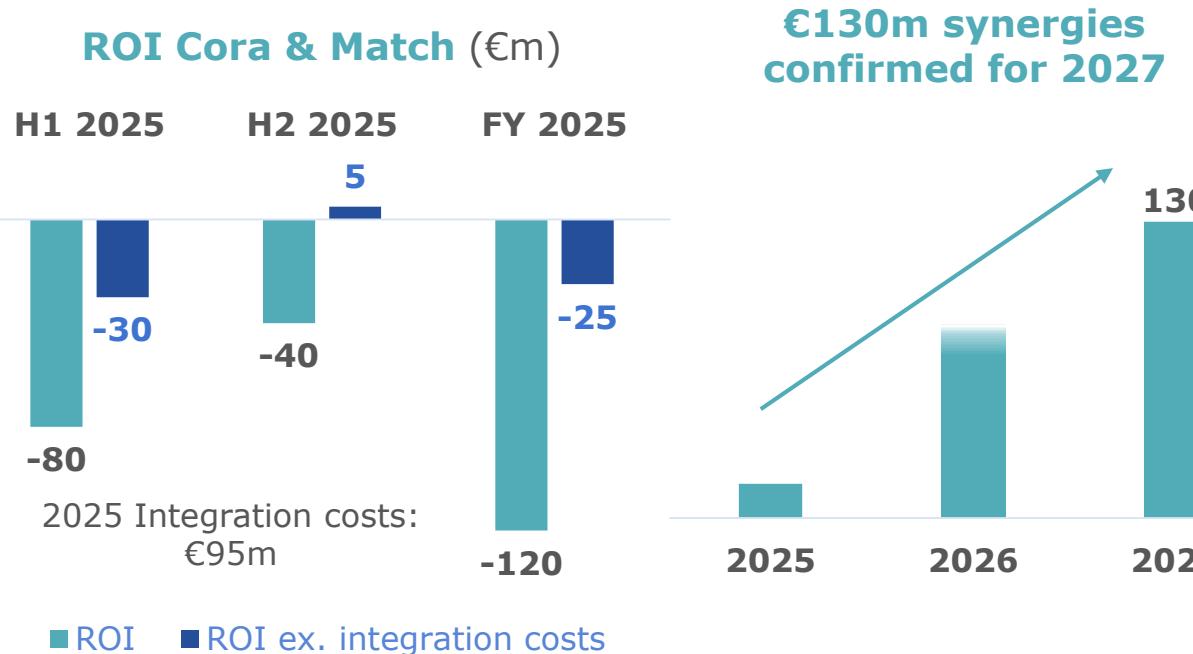
- › **Excl. Cora & Match: FY 2025 ROI up +11.3% with ROI margin up +31bps at 3.0%**
- › Cora & Match ROI: €(120)m of which €(95)m non-recurring integration costs



Cora & Match integration implemented per plan

Integration Cost Cycle concluded

€m	2024	2025		Total	
		H1	H2		
Opex	50	50	45	145	vs €150m expected
Capex	40	20	25	85	vs €100m expected



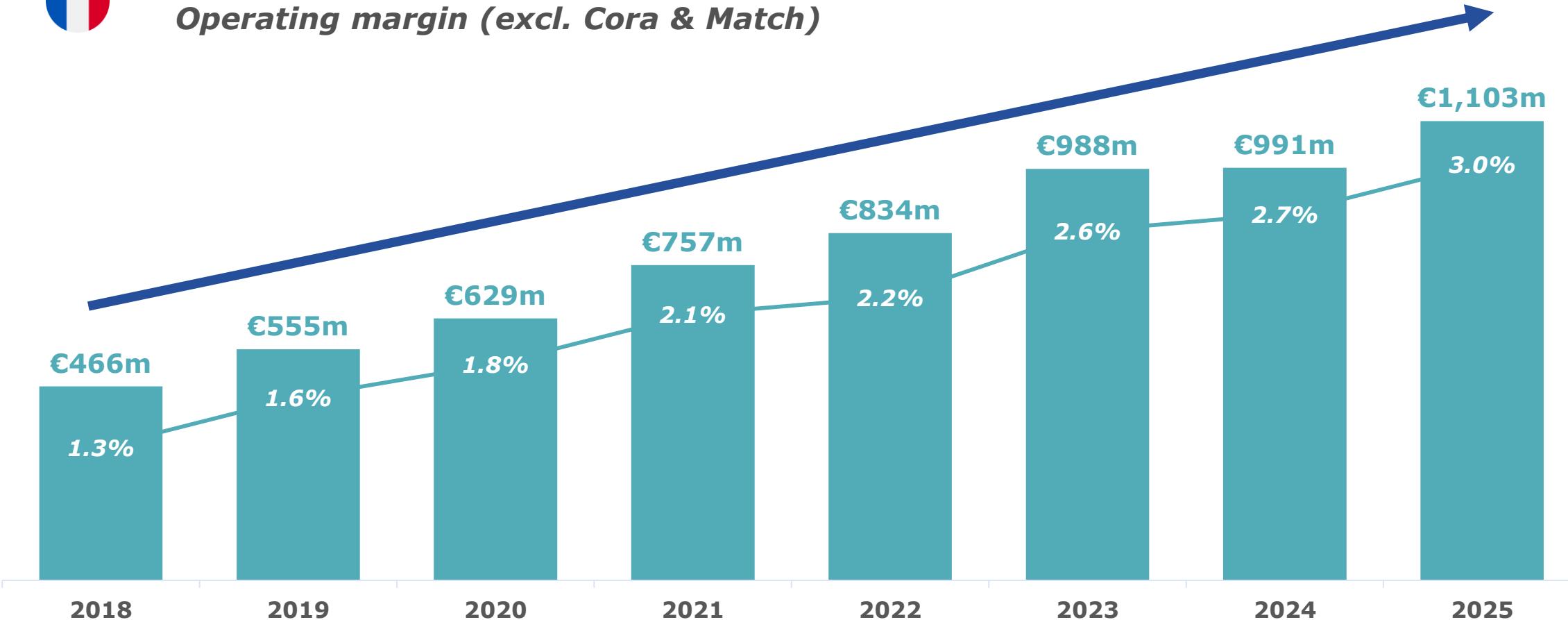
Commercial integration ramping up

- Banner conversion realized in Q4 2024
- Carrefour commercial model implemented over summer 2025 (more competitive, weighing on margin)
 - Price alignment with Carrefour stores
 - Carrefour private label roll-out, meeting strong success with sales penetration up +10pts YoY
 - Deployment of Carrefour's promotional policy
- Customers starting to react positively to the new commercial model
 - Increase in the number of tickets (+2.9% in Q4)
 - +20pts in NPS®
 - Market share gains since December 2025

French margin keeps increasing & passes 3% mark (ex Cora & Match)



Recurring Operating Income (excl. Cora & Match) *Operating margin (excl. Cora & Match)*



Europe: Improving ROI driven by Spain

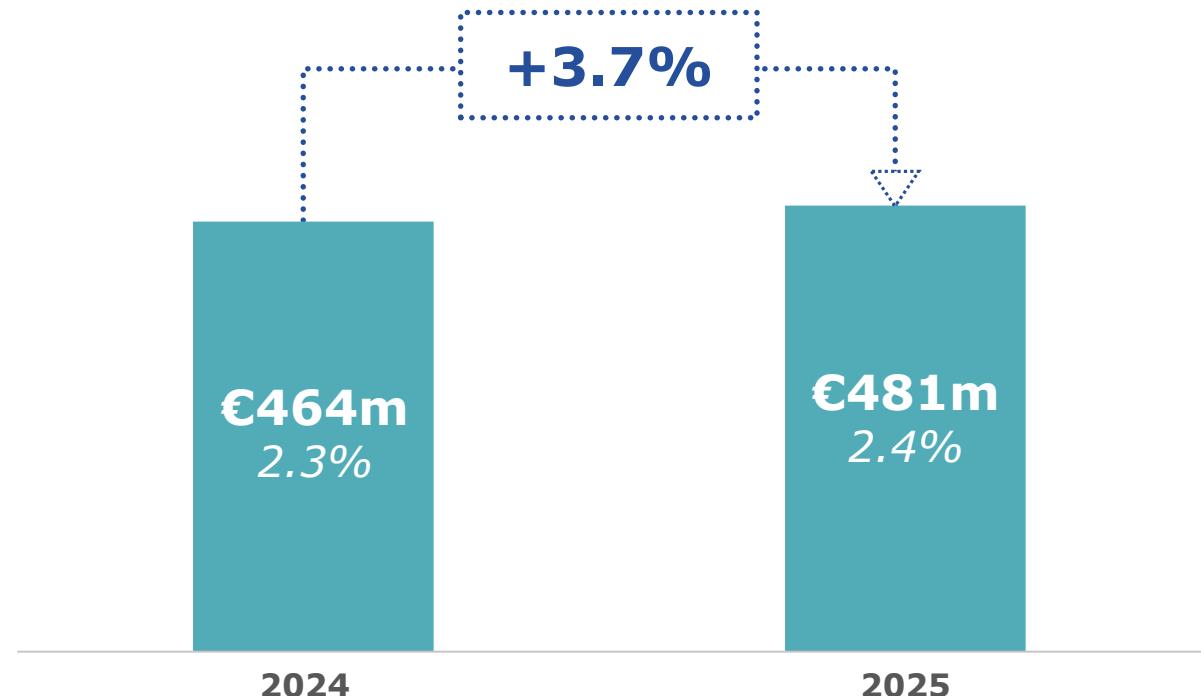
Europe Q4 LFL of +0.9%

- › Solid momentum in Spain in a dynamic market
- › Resilient LFL sales growth in Belgium and Romania despite strong competition and pressure on volumes respectively
- › Disappointing LFL in Poland in a highly competitive market

LFL sales growth	Q4 25	FY 24	FY 25
Other Europe	+0.9%	-0.6%	+1.2%
› Spain	+2.0%	-0.2%	+1.9%
› Belgium	+0.2%	-1.6%	+0.8%
› Romania	+0.5%	+1.2%	+1.5%
› Poland	-2.8%	-3.0%	-1.7%

Increase in ROI driven by Spain

- › Strong increase of ROI in Spain and sound performance in Belgium
- › ROI under pressure in Romania and Poland



Spain: Strong momentum

- › **Buoyant market**
- › **Solid dynamics in food sales** (+2.3% LFL in 2025) with an outstanding performance in fresh products
- › **Positive non-food sales** (+0.7% LFL in 2025)
- › **Sustained price leadership in the market** (best price positioning since 2022)
- › **Ongoing development of convenience stores network**
- › **ROI up +13.5% in 2025 to €463m** driven by both retail and financial services, **with ROI margin up +45bps at 4.2%**



Challenging environments in Brazil and Argentina in 2025



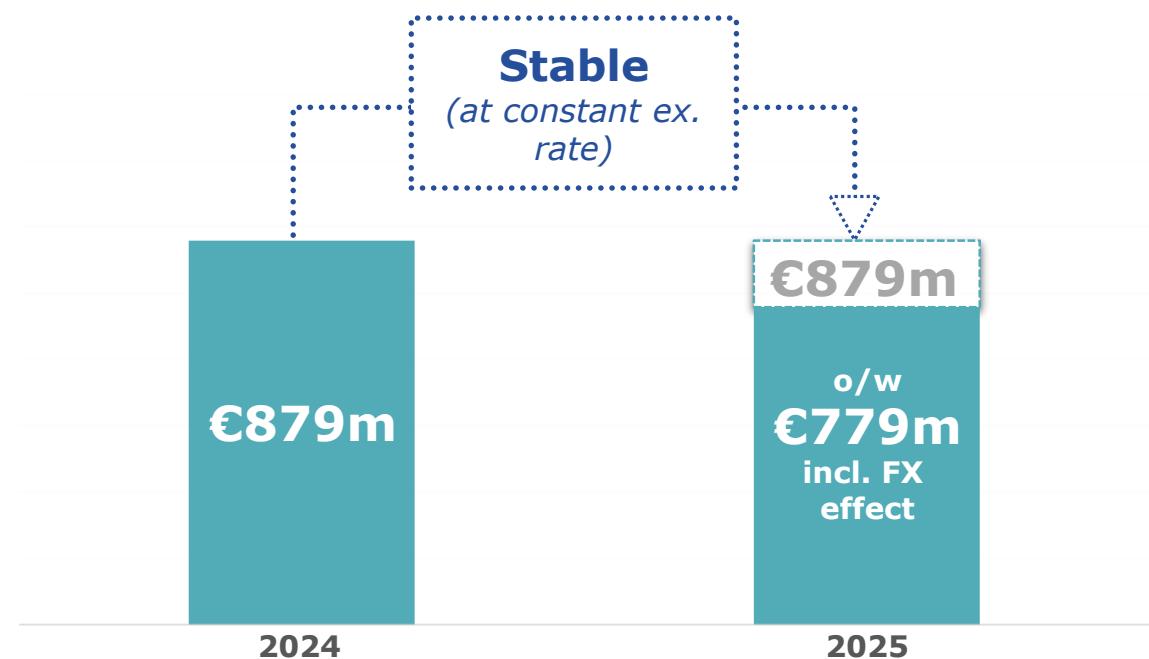
LatAm Q4 2025 LFL of +4.4%

- › **Performance in Brazil** (0.0% LFL) still affected by a difficult backdrop with record high interest rates
 - Food inflation slowing down to low single digit in Q4 with deflation of commodities (supporting purchasing power)
 - Progressive improvement in volumes: low single digit negative in Q4 vs mid single negative in Q3
- › **Solid progression in Argentina** (+24.3% LFL) with strengthened leadership in an environment still marked by pressure on volumes
 - Steady market share gains throughout the year, both in value and in volumes

LFL	Q4 25	FY 24	FY 25
LatAm	+4.4%	+38.1%	+7.9%
Brazil	0.0%	+4.9%	+2.6%
› Atacadão	-0.4%	+5.4%	+3.2%
› Retail	+1.2%	+3.4%	+1.4%
› Sam's Club	+0.3%	+3.5%	-0.6%
Argentina	+24.3%	+176.0%	+33.6%

2025 ROI impacted by FX

- › Negative FX impact of -€101m in Latin America
- › Brazil: FY 2025 ROI at €709m; resilient operating margin at 4.0% despite price investments
- › Argentina: FY 2025 ROI at €70m vs €115m in 2024



2025 ROI of €2,158m; ROI margin 2.6%

in €m	2024 IFRS 5	2025	Variation	
Net Sales	81,705	82,102	+0.5%	
Gross margin	16,126	16,024	-0.6%	
As a % of net sales	19.7%	19.5%	-22bps	Continued price investments and evolution of the integrated/franchised store mix
SG&A	(11,874)	(11,800)	-0.6%	
As a % of net sales	14.5%	14.4%	-16bps	Consistent cost discipline
Recurring operating income before D&A (EBITDA)	4,522	4,506	-0.4%	
D&A	(1,972)	(2,067)	+4.8%	
Recurring operating income (ROI)	2,280	2,158	-5.4%	-0.9% at constant exchange rates
Recurring operating margin	2.8%	2.6%	-16bps	
Recurring operating margin excl. Cora & Match	2.8%	2.9%	+13bps	+13bps excl. Cora & Match

Adjusted EPS: €1.60

in €m

	2024 IFRS 5	2025	
Recurring operating income	2,280	2,158	
Net income from associates and JVs	65	42	
Non-recurring income and expenses, net	(253)	(62)	• • Lower restructuring
EBIT	2,093	2,137	
Net financial expenses	(726)	(578)	• • Stable level cost of debt
<i>Cost of debt, net</i>	(386)	(396)	• •
<i>Net interest related to lease commitments</i>	(204)	(223)	• •
<i>Other financial income and expenses</i>	(136)	41	• •
Income before taxes	1,367	1,559	
Income tax expense	(302)	(516)	• •
<i>Normative tax rate</i>	27.0%	27.9%	• •
Net income from discontinued operations	(275)	(658)	• • Mainly Italy
Consolidated Net income	790	385	
Net income, Group share	723	319	
Net income from continuing operations, Group share	998	976	-2.2%
Net income from discontinued operations, Group share	(275)	(657)	
Minority interests	66	66	
Net income from continuing operations, Non-controlling interests	67	66	
Net income from discontinued operations, Non-controlling interests	(0)	(0)	
Adjusted net income, Group share⁽¹⁾	1,167	1,090	
Adjusted earning per share (EPS), Group share	1,74	1,60	-8.4%

(1) See detail of adjustments in appendix slide 34

Net Free Cash Flow

› EBITDA to Net FCF

in €m

	2024 IFRS 5	2025	Variation	
EBITDA	4,522	4,506	(16)	
Income tax paid	(604)	(603)	1	
Financial result (operations-related) ⁽¹⁾	(136)	41	177	• →
Cash impact of restructuring items and others	(327)	(189)	139	• →
Gross cash flow (excl. discontinued)	3,456	3,756	301	
Change in working capital requirement (incl. change in consumer credit)	816	263	(553)	• →
Discontinued operations	(1)	(1)	-	
Operating cash flow (incl. exceptional items and discontinued)	4,271	4,018	(253)	
Capital expenditure	(1,711)	(1,523)	188	• →
Asset disposals (business related)	595	640	45	
Change in net payables and receivables on fixed assets	(27)	2	30	
Free cash flow	3,128	3,137	10	
Payments related to leases (principal and interests) net of subleases				
payments received	(1,104)	(1,177)	(73)	
Net cost of financial debt	(386)	(396)	(10)	
Discontinued operations	-	-	-	
Net Free Cash Flow (excl. Italy)	1,637	1,565	(73)	
Italy	(180)	(260)	(79)	• →
Net Free Cash Flow (incl. Italy)	1,457	1,305	(152)	2025: From 01/01 to 30/11

(1) Excluding net cost of debt and net interest related to lease liabilities



Net Free Cash Flow excluding real estate

(in €m)	2024 IFRS 5	2025	Variation
Net free cash-flow (incl. real estate)	1,469	1,305	(164)
Real estate Capex	(308)	(253)	55
Real estate asset disposal	536	517	(18)
Net real estate investment/(disposal)	(227)	(264)	37
Net free cash-flow (excl. real estate)	1,242	1,041	(201)

FY 2025 Net Free Cash Flow compared to initial estimations

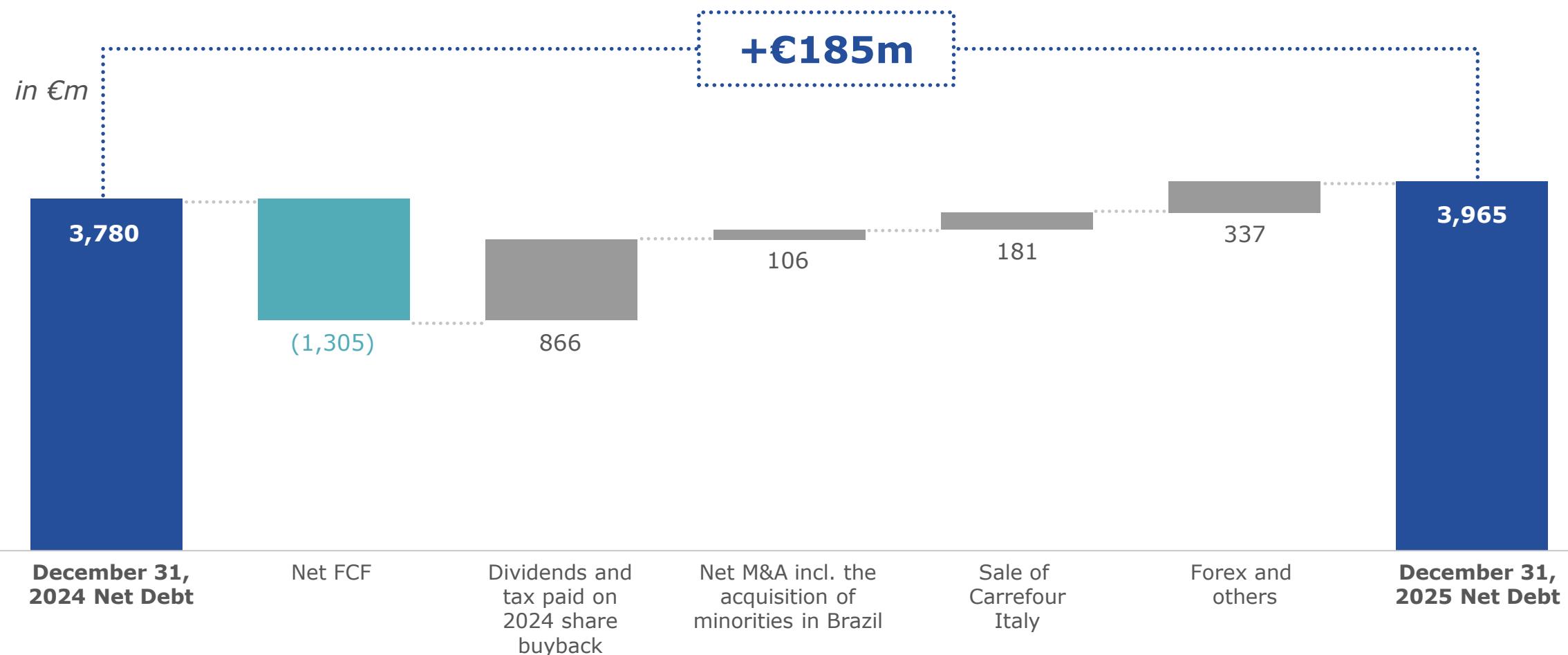
NFCF (in €m)	FY 2025 NFCF vs. FY 2024 NFCF		Achievements FY 2025 vs FY 2024		
	Expected (disclosed in July 2025)				
EBITDA	Increase in EBITDA	++	(16)	✗	FY 2025 EBITDA stable YoY
Income tax paid	Stable	~	+1	✓	Stable YoY
Financial result	Improving after high financial expenses in 2024 (Argentina notably)	+	+177	✓	Improved YoY due to high financial expenses in 2024
Restructuring costs	High cash out from restructuring in 2024	++	+139	✓	Lower cash out related to restructuring
Working Capital	Normalization of working capital contribution on high historicals	--	(553)	✓	Normalizing Working Capital contribution
Capex & change in working capital on fixed assets	Roughly stable Capex expected	~	+217	✗	Lower Capex in perimeters under review
Asset disposals	Lower to similar asset monetization vs 2024	-/~	+45	✓	Similar real estate asset disposals (€517m in 2025 vs €536m in 2024)
Others		-	(83)	✓	

✗ Different from expectations

✓ Consistent with expectations

NFCF growth impacted by lower than expected EBITDA and lower Capex in perimeters under review

Net debt variation



Carrefour Romania in a nutshell

	FY 2025
Net sales	€2.8bn
EBITDA	€173m
Recurring Operating Income	€29m
Net Free Cash-Flow	€(53)m
IFRS16 debt	€308m
# stores	478

Transaction timeline

- › Closing expected in H2 2026
- › Completion subject to customary regulatory approval

Transaction structure

- › Exclusive negotiations with Paval Holding, founders of the Dedeman DIY retail chain
- › Perimeter: All Carrefour activities in Romania
- › Valuation: Enterprise value of €823m
 - 30% of 2025 sales
 - 4.8x of 2025 EBITDA
 - 28.4x of 2025 ROI

Use of proceeds

- › Special dividend of €150m
 - Representing ~30% of Enterprise value excl. IFRS 16

2026 Shareholder Remuneration

€0.97 ordinary dividend

vs €0.92 in 2024 (+5.4%)

**+€150m/€0.21 per share
special dividend**

conditioned to the closing of
the disposal of Carrefour Romania



=> €1.18 /share i.e. 8.3% yield (share price at 31/12/25)





APPENDIX

Q4 2025 gross sales

	Gross sales (in €m)	LFL ex. petrol ex. calendar	Organic growth ex. petrol ex. calendar	Change at current exch. rates inc. petrol	Change at constant exch. rates inc. petrol
France	12,190	+0.4%	-0.5%	+0.0%	+0.0%
Hypermarkets	6,238	-0.7%	-1.7%	-1.4%	-1.4%
Supermarkets	3,896	+0.6%	-0.6%	+0.0%	+0.0%
Others, inc. convenience	2,057	+3.2%	+3.4%	+4.7%	+4.7%
Other European countries	6,014	+0.9%	+0.1%	-0.2%	-0.0%
Spain	3,280	+2.0%	+2.2%	+2.0%	+2.0%
Belgium	1,189	+0.2%	-2.8%	-2.6%	-2.6%
Romania	885	+0.5%	-0.6%	-2.9%	-0.7%
Poland	660	-2.8%	-3.7%	-2.7%	-4.2%
Latin America (pre-IAS 29)	6,087	+4.4%	+4.1%	-4.6%	+4.1%
Brazil	5,192	-0.0%	-0.8%	-1.4%	-0.6%
Argentina (pre-IAS 29)	895	+24.3%	+26.3%	-19.8%	+26.1%
Group total (pre-IAS 29)	24,291	+1.6%	+0.9%	-1.2%	+1.1%
IAS 29 impact	59				
Group total (post-IAS 29)	24,350				

Q4 2025 technical effects

	Calendar	Petrol	Forex
France	-0.1%	+0.6%	-
Hypermarkets	-0.4%	+0.8%	-
Supermarkets	+0.0%	+0.6%	-
Others, inc. convenience	+0.9%	+0.3%	-
Other European countries	+0.0%	-0.2%	-0.2%
Spain	+0.1%	-0.3%	-
Belgium	+0.2%	-	-
Romania	-0.1%	-	-2.2%
Poland	-0.3%	-0.2%	+1.5%
Latin America	-0.1%	+0.1%	-8.7%
Brazil	-0.1%	+0.3%	-0.8%
Argentina	-0.2%	-	-45.9%
Group total	-0.0%	+0.2%	-2.3%

FY 2025 gross sales

	Gross sales (in €m)	LFL ex. petrol ex. calendar	Organic growth ex. petrol ex. calendar	Change at current exch. rates inc. petrol	Change at constant exch. rates inc. petrol
France	46,301	+0.4%	-0.2%	+5.3%	+5.3%
Hypermarkets	22,998	-1.1%	-2.1%	+6.7%	+6.7%
Supermarkets	15,123	+0.2%	-0.4%	+3.6%	+3.6%
Others, inc. convenience	8,180	+4.4%	+5.1%	+4.9%	+4.9%
Other European countries	21,889	+1.2%	+0.8%	+0.2%	+0.2%
Spain	11,903	+1.9%	+2.4%	+1.5%	+1.5%
Belgium	4,427	+0.8%	-1.9%	-2.3%	-2.3%
Romania	3,175	+1.5%	+1.1%	-0.5%	+0.9%
Poland	2,384	-1.7%	-2.4%	-0.8%	-2.3%
Latin America (pre-IAS 29)	23,293	+7.9%	+8.1%	-5.1%	+7.9%
Brazil	19,585	+2.6%	+2.5%	-5.5%	+2.5%
Argentina (pre-IAS 29)	3,708	+33.6%	+35.8%	-3.2%	+35.5%
Group total (pre-IAS 29)	91,484	+2.8%	+2.5%	+1.2%	+4.8%
IAS 29 impact	(299)				
Group total (post-IAS 29)	91,185				

FY 2025 technical effects

	Calendar	Petrol	Forex
France	-0.4%	-0.4%	-
Hypermarkets	-0.4%	+0.0%	-
Supermarkets	-0.3%	-1.3%	-
Others, inc. convenience	-0.4%	+0.1%	-
Other European countries	-0.3%	-0.2%	-0.0%
Spain	-0.3%	-0.6%	-
Belgium	-0.5%	-	-
Romania	-0.2%	-	-1.4%
Poland	-0.3%	+0.4%	+1.5%
Latin America	-0.4%	+0.1%	-13.0%
Brazil	-0.3%	+0.3%	-8.0%
Argentina	-0.3%	-	-38.7%
Group total	-0.4%	-0.2%	-3.5%

FX impact on results

CURRENCY	2025 Evolution
Brazilian Real	-7.8%
Argentine Peso	-28.6%
Romanian Leu	-1.4%
Polish Zloty	+1.5%

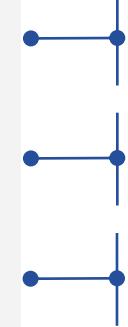
-3.5%
**negative FX impact on
FY 2025 gross sales**

-102m
**negative FX impact on
FY 2025 ROI**

Net sales and recurring operating income by region

	NET SALES		RECURRING OPERATING INCOME					
	2024 IFRS 5	2025	Variation at constant exch. rates	Variation at current exch. rates	2024 IFRS 5	2025	Variation at constant exch. rates	Variation at current exch. rates
<i>in €m</i>								
France	39,540	41,743	+5.6%	+5.6%	1,042	983	(5.7%)	(5.7%)
Other European countries	19,893	19,879	(0.0%)	(0.1%)	464	481	+3.8%	+3.7%
<i>Incl. Spain</i>	10,807	10,958	+1.4%	+1.4%	408	463	+13.5%	+13.5%
Latin America	22,272	20,480	+5.9%	(8.0%)	879	779	+0.0%	(11.4%)
<i>Incl. Brazil</i>	18,801	17,754	+2.4%	(5.6%)	764	709	+0.6%	(7.2%)
Global functions	-	-			(105)	(85)	(19.5%)	(18.8%)
TOTAL	81,705	82,102	+4.3%	+0.5%	2,280	2,158	(0.9%)	(5.4%)

Non-recurring expenses

in €m	2024 IFRS 5	2025	
Restructuring costs	(150)	(70)	
Impairment and asset write-offs	(239)	(496)	 <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Partial impairment of Polish and Belgian goodwill </div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Gain on sale of Carmila and sales and lease back </div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Mainly Reversal of provision following the abolition of the pre-pension scheme </div>
Results from asset disposals	112	312	
Other non-current items	24	191	
Non-recurring income and expenses, net	(253)	(62)	

2025 income statement

in €m	2024 IFRS 5	2025
Net Sales	81,705	82,102
Net sales, net of loyalty program costs	80,783	81,149
Other revenue	2,671	2,876
Total revenue	83,454	84,025
Cost of goods sold	(67,328)	(68,001)
Gross margin	16,126	16,024
SG&A	(11,874)	(11,800)
Recurring operating income before D&A (EBITDA)	4,522	4,506
Amortization	(1,972)	(2,067)
Recurring operating income (ROI)	2,280	2,158
Recurring operating income including income from associates and joint ventures	2,345	2,199
Non-recurring income and expenses	(253)	(62)
Operating income	2,093	2,137
Financial expense	(726)	(578)
Income before taxes	1,367	1,559
Income tax expense	(302)	(516)
Net income from continuing operations, Group share	998	976
Net income from discontinued operations, Group share	(275)	(657)
Net income, Group share	723	319
Adjusted net income, Group share⁽¹⁾	1,167	1,090
Depreciation from supply chain (in COGS)	(270)	(282)

(1) See detail of adjustments in appendix slide 34

Tax expense

in €m

	2024 IFRS 5	2025
Income before taxes	1,367	1,559
Non-recurring income and expenses, net	(253)	(62)
Income before taxes (excl. non-recurring income and expense and net income from associates)	1,619	1,621
Full-year normative tax rate⁽¹⁾	27.0%	27.9%
Normative tax expense	(438)	(453)
<i>Non income-based taxes (mostly CVAE⁽²⁾)</i>	(15)	(14)
<i>Others</i>	151	(49)
Total tax expense	(302)	(516)
Effective tax rate	22.1%	33.1%



Evolution of the geographic mix



Income tax benefit due to non-recurring items and recognition of deferred tax assets in 2024 vs. income tax expense due to non-recurring items, a lower recognition of deferred tax assets, and the exceptional tax contribution in France in 2025

(1) Normative tax rate:

- Reflects Carrefour's geographic footprint and the relative weighting of each country
- Calculation based on local corporate income tax rate applied to pre-tax income excluding non-current items

(2) CVAE: local business tax in France based on a modified taxable income, recorded as corporate income tax

Net income, Group share, adjusted for exceptional items

<i>in €m</i>	FY 2024 published	FY 2024 IFRS 5	FY 2025
Net income, Group share	723	723	319
Restatement of Recurring Operating Income (before tax)	-	6	38
Restatement for non-recurring income and expenses (before tax)	424	253	62
Restatement for exceptional items in net financial expenses (before tax)	157	157	(55)
Tax impact ⁽¹⁾	(186)	(209)	56
Restatement for exceptional items on share of income from companies consolidated by the equity method	(40)	(40)	-
Restatement on share of income from minorities	4	3	12
Restatement for net income of discontinued operations, Group share	(0)	275	657
Adjusted net income, Group share	1,081	1,167	1,090

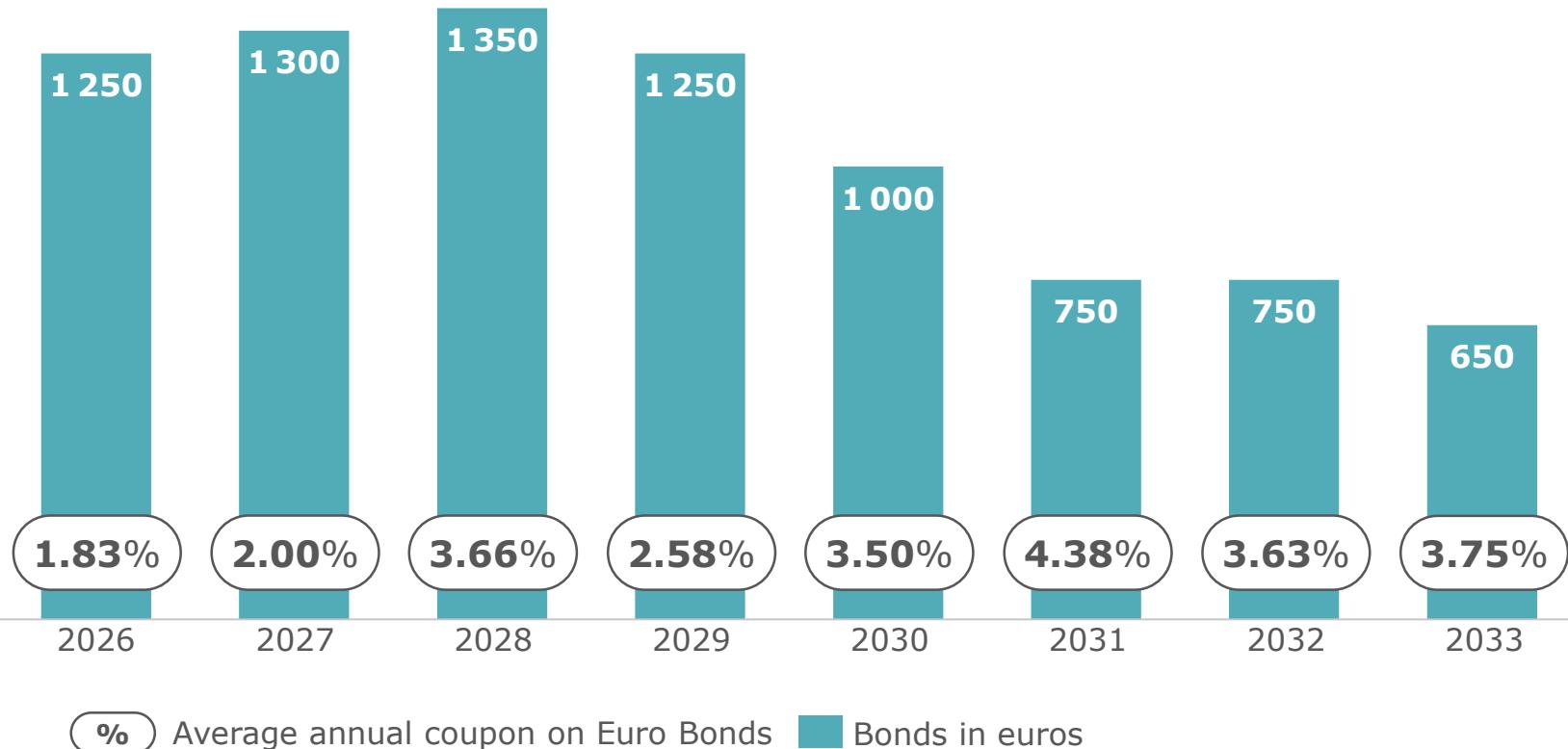
(1) Tax impact of restated items and exceptional tax items

Earnings per share

(€ per share)	2024 IFRS 5	2025
Net income from continuing operations, Group share	1.49	1.43
Net income from discontinued operations, Group share	(0.41)	(0.96)
Net income, Group share	1.08	0.47
Adjusted net income, Group share	1.74	1.60
Weighted average number of shares (in millions)	669.7	682.7
Outstanding number of shares, year-end (in millions)	645.8	706.2

Enhanced liquidity and solid balance sheet

Debt redemption schedule (in €m) – As of December 31, 2025



- › Credit Rating as of December 31, 2025:
BBB stable outlook by S&P
- › On December 31, 2025, average bond debt maturity is at **3.7 years**
- › January 2025: **Sustainability-linked Bond issuance for €500m (3.25%)**
- › April 2025: **Sustainability-linked Bond issuance for €500m (2.875%)**
- › May 2025: **Tender offer on the existing €1bn bond maturing in 2027 for €200m**
- › June 2025: **Sustainability-linked Bond issuance for €650m (3.75%) and €750m bond redemption (1.25% coupon)**
- › August 2025: **Bond issuance for €500m (2.875%)**

Stores under banners at end-2025

(#)	Hypermarkets	Supermarkets	Convenience	Cash & Carry	Soft discount	Sam's Club	Total
France	325	1,167	5,084	157	33	-	6,766
Other European countries	462	2,143	3,385	12	106	-	6,108
Spain	204	162	1,159	-	70	-	1,595
Belgium	40	346	317	-	-	-	703
Romania	55	191	202	-	30	-	478
Poland	94	142	495	-	6	-	737
Others	69	1,302	1,212	12	-	-	2,595
Latin America	188	103	668	422	-	58	1,439
Brazil	108	26	141	385	-	58	718
Argentina	80	77	527	37	-	-	721
Others⁽¹⁾	214	694	426	72	-	-	1,406
Total	1,189	4,107	9,563	663	139	58	15,719

(1) Africa, Middle-East, Dominican Republic and Asia



DISCLAIMER

This presentation contains both historical and forward-looking statements. These forward-looking statements are based on Carrefour management's current views and assumptions. Such statements are not guarantees of future performance of the Group. Actual results or performances may differ materially from those in such forward-looking statements as a result of a number of risks and uncertainties, including but not limited to the risks described in the documents filed with the Autorité des Marchés Financiers as part of the regulated information disclosure requirements and available on Carrefour's website (www.carrefour.com), and in particular the Universal Registration Document. These documents are also available in the English language on the company's website. Investors may obtain a copy of these documents from Carrefour free of charge. Carrefour does not assume any obligation to update or revise any of these forward-looking statements in the future.