Carrefour Group
Supply Chain Strategy
Introduction

Carrefour Group Strategy

Logistics History and Supply Chain vision

Value Chain 2016

2003 – 2006 results and current situation

2007 – 2008 Supply Chain Strategy

Recent performance

How to work together better

Conclusion

Gerard Lavinay
(Group Organization, Systems and Supply Chain Director)

Juan Cubillo / Christophe Geoffroy
(Group Commercial Food / Non-Food Directors)

Gerard Lavinay

Xavier Derycke
(Group Supply Chain Director)

Jean François Caillaud
(Group Logistics Operations Director)

Xavier Hua
(Group BtoB Strategy Director)

Agustin Riveiro
(Group Supplier Relations Manager)

Gerard Lavinay
Introduction

Your presence as partners and suppliers is important:

- We are implementing our Supply Chain strategy and we must carry it out together successfully.

- We are still reacting too slowly within the European countries whereas we must implement quicker, more flexible and cheaper solutions.

- At the moment you are not fulfilling some ’basics’.

- Yet, we have still such progress to make together.
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6. Recent performance
7. How to work together better
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Notre vision et nos convictions

Les grands axes de la stratégie ont été définis

- Réaffirmation et renforcement de la stratégie définie en 2005 - 2006

- 2 priorités :
  - Le client
  - La croissance
Notre vision et nos convictions

Le client

- Priorité aux gains de volumes et de parts de marché

- Le couple prix bas / promotions : le postulat de base non négociable

- Le choix et les services sont nécessaires pour faire la différence
2007 – 2008 : les leviers de croissance
Les trois leviers de croissance prioritaires

- Convergence des enseignes et renforcement de la marque
- Evolution du modèle commercial
- Accélération du développement sur les marchés de croissance
Levier 1 : convergence des enseignes et renforcement de la marque

La stratégie multifORMAT / mono - enseigne

- Le multifORMAT permet de mieux répondre aux attentes des clients
- La force de la marque est déterminante
- La notoriété de la marque Carrefour nous permet de capitaliser plus vite sur la croissance
Levier 1 : convergence des enseignes et renforcement de la marque

Déploiement de la stratégie multifORMAT / mono - enseigne

2006

- Espagne : 82 Carrefour Express
- Brésil : 34 Carrefour Bairro
- Pologne, Turquie : tests
- France : conversion d’un HyperChampion en Carrefour

2007

- Belgique
- Pologne
- Turquie
- Argentine
Levier 1 : convergence des enseignes et renforcement de la marque

Renforcement de la marque propre

**FRANCE**
- Accroissement des assortiments dans les catégories de croissance
- Renforcement en 2007 du positionnement prix

**ESPAGNE**
- Accroissement des assortiments dans les catégories de croissance
- Lancement de promotions de stockage
2007 – 2008 : les leviers de croissance

Les trois leviers de croissance prioritaires

- Convergence des enseignes et renforcement de la marque

- Evolution du modèle commercial

- Accélération du développement sur les marchés de croissance
Déploiement du modèle alimentaire en 2007 - 2008

Déploiement réalisé sur environ 700 points de vente à la fin de 2008, dont :

- l’ensemble des 218 hypermarchés France
- environ 300 supermarchés France
Le calendrier du développement du modèle non-alimentaire

- 2006 : 10 magasins laboratoires en France, Espagne, Belgique, Italie

- 2006 : signature des accords spécifiques : BCBG-Max Azria, Disney, Mattel...

- 2007 : démarrage du déploiement
2007 – 2008: les leviers de croissance

Les trois leviers de croissance prioritaires

- Convergence des enseignes et renforcement de la marque
- Evolution du modèle commercial

- Accélération du développement sur les marchés de croissance
Levier 3 : accélération du développement sur les marchés de croissance

L’accélération de la croissance des m² se poursuivra en 2007

- Nous ouvrirons dans le monde au moins 1,5 million de m²
  - Les pays hors G4 (France, Italie, Belgique, Espagne) ouvriront au moins 1 million de m² par an

- Nous étudions et développons de nouvelles sources de croissance : Russie, Inde

- Nous participerons aux opérations de consolidation locale
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7. How to work together better
Supply Chain Department’s mission

Create value

by *maximizing* shelf availability

Develop our turnover by monitoring merchandise flow.
From Logistics to Supply Chain

Logistics operations
- Inbound transport
- WAREHOUSE AND DC (Distribution Center) FLOW
- Outbound Transport

Replenishment forecast / Performance follow-up

Supplier Relations

Store Relations
- Reception Stockrooms Replenishment

Supply Chain

Shelves

Production
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7. How to work together better
Global Commerce Initiative: established in October 1999 as a voluntary platform.

The Purpose: to create a vision and enable a dialogue among industry participants to understand how the industry should address or influence these forces in order to assure long-term success.

The Global Commerce Initiative intends to use this report as a catalyst for discussion within the industry and within each of our companies. Further, GCI will undertake the projects identified in the report to help shape the future.

José Luis Durán  
Chairman of the Management Board, Carrefour Group

A.G. Lafley  
Chairman, President and Chief Executive, The Procter & Gamble Company

Co-Chairmen, Global Commerce Initiative (GCI)
# The Evolving Value Chain of 2016

<table>
<thead>
<tr>
<th>Manufacturers</th>
<th>Retailers</th>
<th>Supplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ajinomoto</td>
<td>Aeon</td>
<td>Crown Europe</td>
</tr>
<tr>
<td>British American Tabacco</td>
<td>Alberstons</td>
<td></td>
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<tr>
<td>Colgate-Palmolive</td>
<td>Carrefour Group</td>
<td></td>
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<td>Georgia-Pacific Corporation</td>
<td>Grupo Pão de Açúcar</td>
<td></td>
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<td>Groupe Danone</td>
<td>Corporacion E.Wong</td>
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<tr>
<td>Henkel KGaA</td>
<td>Federated department stores</td>
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<td>Johnson &amp; Johnson</td>
<td>Metro Group</td>
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<td>Kao Corporation</td>
<td>Pick ‘n pay</td>
<td></td>
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<td>Kraft Foods</td>
<td>Royal Ahold</td>
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<td>L’Oreal</td>
<td>Target corporation</td>
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<td>Nestlé</td>
<td>The Boots Company</td>
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<td>Pepsico, Inc</td>
<td>Wal Mart stores</td>
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</tr>
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<td>Philips Lighting BV</td>
<td>Wegmans Food Markets</td>
<td></td>
</tr>
<tr>
<td>Reckitt Benckiser</td>
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<td></td>
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<tr>
<td>Sara Lee / DE</td>
<td></td>
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<tr>
<td>The Coca Cola Company</td>
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<tr>
<td>The J.M. Smucker Company</td>
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<tr>
<td>The Procter &amp; Gamble Company</td>
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<td></td>
</tr>
<tr>
<td>Unilever</td>
<td></td>
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</tr>
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</table>

**Partners**
- AIM
- CIES – The Food Business Forum
- ECR Europe
- FMI (Food Marketing Institute)
- GMA (Grocery Manufacturers Association)
- GS1
- GS1 US
- VICS
For 20 years the logistics network has not much changed...
The Evolving Value Chain of 2016

We are tending to…
1. Carrefour Group strategy

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In 2004

Our strategic lines in 2004

From strategic lines to action plans

How to collaborate?

- Give the suppliers more information
  - Global performance: stocks, service levels, shortages
  - Promotion: forecasts, commitments, sales per store
  - Warehouse operational data: outflow, stocks
  - Store operational data: sales, stock per item

- Implement joint action plans
  - Stock reduction
  - Diminution of shortages
  - Sales increase

Two complementary strategic lines

- An incremental scenario which relies on the existing practices.
  - It is the phase of good management.
  - Sharing of good practices.
  - Store order follow-up.

- A new scenario which tends to propose more flexible solutions.
  - Sharing of information with suppliers.
  - Generalization of cross-docking.
  - The consolidation centers and warehouse consigned stocks.
The progress made was not significant enough, above all in Europe.

- **5 countries (14% of the group total)**
  - Indonesia
  - Taiwan
  - Malaysia
  - Poland
  - Spain
  - *These countries’ logistics costs coverage is almost balanced.*

- **6 countries (8% of the group total)**
  - Thailand
  - Brazil
  - Argentina
  - Greece
  - Colombia
  - China
  - *These countries’s logistics cost coverage is below the balance point but they are making progress.*

- **6 countries (78% of the group total)**
  - Italia*
  - Turkey*
  - Switzerland
  - France Hypermarkets
  - Belgium*
  - France Multi Format
  - *These countries are clearly far from the balance point.*
  - *Countries that have a recovery plan.*
Shelf ready packaging (SRP) status

SRP implementation in 2006 and the 1° quarter 2007 with the target at end of 2007.

<table>
<thead>
<tr>
<th>Country</th>
<th>Hypermarkets</th>
<th>Supermarkets</th>
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<tbody>
<tr>
<td>France</td>
<td>%PAV 2006</td>
<td>%PAV 2006</td>
</tr>
<tr>
<td>Espagne</td>
<td>%PAV 2007</td>
<td>%PAV 2007</td>
</tr>
<tr>
<td>Italie</td>
<td>%OBJ 2007</td>
<td>%OBJ 2007</td>
</tr>
<tr>
<td>Pologne</td>
<td>%PAV 2006</td>
<td>%PAV 2006</td>
</tr>
<tr>
<td>Grèce</td>
<td>%PAV 2007</td>
<td>%PAV 2007</td>
</tr>
<tr>
<td></td>
<td>%OBJ 2007</td>
<td>%OBJ 2007</td>
</tr>
</tbody>
</table>

Source: Countries’ declaration according to listing – in number of references

Same target: 50% of the volumes
No improvement of stocks rotation over the last 3 years.

To answer this problems, a stock quality plan has been implemented at the service of business in the main BUs: France Hypermarkets and Supermarkets, Spain, Italy and Brazil.

Generalized action plan to accelerate the stock reduction (end of promotion, stopped items, old stock, etc).

Source: End of year financial stock (end of December)
Evolution of cross-docking and warehouse consigned stock
Suppliers’ current situation 1er quarter 2007

- The delivery quality is really far from being acceptable, especially in France, and it is still not sufficient in all the countries.

- The replenishment contract terms are not always signed, even by major suppliers.

- The logistics costs are still not enough covered by logistics discounts.

- The sharing of information on basics (such as invoices) is not sufficient. The product sheet sharing has just started.
Suppliers’ current situation

Comparison of service level for the first 4 months of 2007 vs 2006

Supplier N°1
Dry grocery

Supplier N°2
Cleaning

<table>
<thead>
<tr>
<th>Country</th>
<th>2007</th>
<th>2006</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>France Hyper</td>
<td>-1.7%</td>
<td>-6.3%</td>
<td>4.6%</td>
</tr>
<tr>
<td>France SPM</td>
<td>-0.9%</td>
<td>-8.6%</td>
<td>7.7%</td>
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<tr>
<td>Italie</td>
<td>-4.0%</td>
<td>-4.0%</td>
<td>0.0%</td>
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<tr>
<td>Espagne</td>
<td>-0.9%</td>
<td>-8.6%</td>
<td>7.7%</td>
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<tr>
<td>Belgique</td>
<td>3.5%</td>
<td>3.5%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Country</th>
<th>2007</th>
<th>2006</th>
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<tbody>
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<td>France Hyper</td>
<td>-1.8%</td>
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<td>France SPM</td>
<td>-0.4%</td>
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<tr>
<td>Italie</td>
<td>-2.9%</td>
<td>-2.9%</td>
<td>0.0%</td>
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<tr>
<td>Espagne</td>
<td>-2.9%</td>
<td>-2.9%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Belgique</td>
<td>3.5%</td>
<td>3.5%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
Suppliers’ current situation

Comparison of service level for the first 4 months of 2007 vs 2006

Supplier N°3
Cleaning

Supplier N°4
Dry grocery

France Hyper  France SPM  Italie  Espagne  Belgique
-1,0%  -1,9%  -0,4%  4,0%  1,2%

France Hyper  France SPM  Italie  Espagne  Belgique
-1,0%  -0,2%  0,8% -4,2%  -2,3%
The Bazaar service level in France has been decreasing since June 2006.
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We are strengthening the implementation of the Supply Chain strategy we defined in 2004:

1. On Shelf Availability
2. Increase of product rotation
3. Information sharing
4. Shelf Ready Packaging
5. Logistics costs vs logistics discounts
The different *perceptions* of On Shelf Availability:

- **Wished**
  - **Customer**
  - Assess the OSA (On Shelf Availability) from the customer’s point of view.

- **Carrefour**

- **Supplier**

TOGETHER
Increase of products rotation

Control the information flow

Master File

Store Operational Excellence
- Boucle Complète
- Centralized replenishment
- Standard métier
- Shelf productivity

Optimization of logistics networks
- Multipick Multidrop
- New Techno
- Best Practices
- Performance
- 3/4PL strategy

Supplier collaboration
- EDI
- Pooled CMI
- Shelf ready packaging
- Promo process/CPFR
- GDS

Control the merchandise flow

Group Organization, Systems and Supply Chain
Supply Chain Department – Suppliers Relationship
The direct flow relies on the supplier’s delivery skills. The management of flows enables to consolidate the deliveries to different stores.

- The simplicity of direct flow managed centrally has to be rediscovered in Europe.

A cross-docking platform enables to improve the service to stores:

1. Thanks to an order frequency higher than with direct flow: 2-3 times per week,
2. By reducing the impact of minimum order due to the consolidation of stores’ orders,
3. The safety stock remains in store,
4. The delivery leadtime for the store is the same than with the direct flow.

Fresh food is by nature managed in cross-docking. For dry food, cross-docking is more adapted to Hypermarket format than Supermarket/Convenience formats because of the service frequency required.

The use of cross-docking should be increased, especially in Europe.
**Increase of products rotation**

**Consolidation centre:** Same service to stores than in logistics picking flow: daily delivery, no minimum order, consolidated safety stock.

---

**Multi-supplier-warehouse**

- Suppliers factory
- Consolidation center
- Invoice for warehousing & transport
- Replenishment
- Transport

**Carrefour stores**

- Common Transport
- Import/F&L

**Logistics organization and replenishment managed by Carrefour**

- Orders invoicing
- Detail of stores sales and stock
**Information sharing - Business to Business (BtoB)**

BtoB processes enable to implement a new relationship with suppliers, through more information sharing, focused on economic performance improvement.

<table>
<thead>
<tr>
<th>Scope</th>
<th>Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master File</td>
<td>Alignement of product data : Data Synchronization</td>
</tr>
<tr>
<td>Supply Chain / Finance</td>
<td>Performance review : shared scorecard</td>
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<td>Order-invoice cycle: EDI messages</td>
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<tr>
<td></td>
<td>Supply Chain Data Sharing</td>
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<tr>
<td></td>
<td>- On Shelf availability</td>
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<tr>
<td></td>
<td>- Co-managed inventory: CMI</td>
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<tr>
<td></td>
<td>- Shared forecasts: CPFR</td>
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<td>Purchase/ Marketing/ Quality</td>
<td>e-Sourcing</td>
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<td>- Design specifications</td>
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<td>- Reverse auctions</td>
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<td></td>
<td>Data Sharing Marchandise</td>
</tr>
<tr>
<td></td>
<td>- Innovation management</td>
</tr>
<tr>
<td></td>
<td>- Category Management</td>
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<td></td>
<td>Customer Data Sharing</td>
</tr>
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</table>
Data Synchronization

Carrefour has a global solution which has been working since the end of 2006.

Each supplier must prepare to publish online the information asked by Carrefour.

Carrefour doesn’t impose any specific channel or provider, and will accept any format / protocol that meet GS1 standards
  - Global Data Synchronization (GDS)
  - Peer to peer
  - Web Form

Started in France, Spain will follow before the end of 2007.
Accelerate the roll-out of dematerialized invoice.

Information sharing - Business to Business (BtoB)

EDI message

Global platform

EDI provider

Web screen

C4 WAN

Store 1

Store 2

Logistics

Order Data

Remote Platform

EDI Message

EDI Message

EDI Message

UNH+14

PRI+++E

UNH+14

PRI+++E

EDI provider

Supply Chain Department – Suppliers Relationship
Sharing of Point of sale data must be concomitant to the implementation of several processes:

- Cross-docking
- Centralized store replenishment
- Management of events: promotion, listing of new product, innovation.

The methods of implementation are being defined.

The general target is to increase On shelf availability.
Shelf Ready Packaging

SRP 6 criteria

1. Immediate product recognition
2. Easy case opening
3. One-shot shelf filling*
4. At a glance identification
5. Easy access to the product
6. Good display throughout the day

(*) Filling + facing + reprocessing of cases after opening

Criteria for implementing shelf-ready packaging in store

100% easy shelf filling

100% service for customers
Implications related to SRP roll-out in 2007

🔹 Identification and development of SRP with the suppliers in each country.

🔹 Integration of SRP notion: from item creation to price labels and also in planograms.

🔹 Training of teams and change management, SRP is one of the 8 key processes of « New PGC concept » training.

🔹 Collaboration between stores and Merchandise Department to guarantee the effective implementation of SRP in store and the optimization of their quality.

🔹 Working groups in Europe ECR organizations on this strategic topic.
The coverage of distribution costs by logistics discounts is a Supply Chain good management rule. We must reason in mass margin.

These logistics discounts must cover our costs: handling, transport, warehouse real estate, stock financing, etc.

This negotiation is always related to a business negotiation.

It is a continuous clarification and improvement effort to undertake each year.

In 2007, we must balance this economic equation by:
- strengthening negotiations to improve an unbalanced situation in some countries
- renegotiating logistics discounts in parallel to Xdock implementation
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Recent performance

- Substantial implementation of cross-docking in Spain
- Pooling (pooled co-managed inventory) in supermarkets in France
- On-shelf availability with one supplier in several countries
- Consolidation centers in France and Europe in Cavaillon
- Warehouse consigned stocks in Spain (Non Food)
- Roll-out of store centralized order
- Pooled distribution of frozen food relying on a manufacturer’s logistics means in Italy
Substantial implementation of PGC (Grocery) cross-docking in Spain

Evolución % Flujos PGC
Substantial implementation of PGC cross-docking in Spain

Evolution of 2004-2007 PGC stock

PGC data

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<tbody>
<tr>
<td>Nber of deliveries/week</td>
<td>3</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Delivery leadtime</td>
<td>48 hours</td>
<td>48 hours</td>
<td>48 hours</td>
<td>48 hours</td>
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<td>Nber of warehouses</td>
<td>4</td>
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<td>Nbre of references:</td>
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PGC warehouse network

- Cross-docking (4 warehouses):
  1. February 2004 (Miralcampo).

Logistics stock trend

- 4,2 DAYS

The stock level in stores has increased by 2 days between 2004 and 2006.
Substantial implementation of PGC cross-docking in Spain

Evolution of Procter & Gamble sales vs stock (2002-2007)

P&G data FOR CROSS-DOCKING

<table>
<thead>
<tr>
<th>Nber of deliveries/week:</th>
<th>5</th>
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<tbody>
<tr>
<td>Delivery Leadtime</td>
<td>48 hours</td>
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<td>Nber warehouses</td>
<td>4 Cross-docking</td>
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<td>Nber references</td>
<td>271</td>
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Sales evolution

VENTES K(€)

Logistics stock trend

<table>
<thead>
<tr>
<th>Stock days = ∑ stock units / ∑ units sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 12 days</td>
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</tbody>
</table>

Cross-docking process (4 warehouses):
1. February 2004 (Miralcampo).

Stock is 2.4 days lower in stores that are delivered from picking warehouses than in those delivered from cross-docking platforms.

Sales evolution

<table>
<thead>
<tr>
<th>Year</th>
<th>Stock Days</th>
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<tbody>
<tr>
<td>2002</td>
<td>+7.0%</td>
</tr>
<tr>
<td>2003</td>
<td>+4.2%</td>
</tr>
<tr>
<td>2004</td>
<td>+8.6%</td>
</tr>
<tr>
<td>2005</td>
<td>+40.5%</td>
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Gillette effect

<table>
<thead>
<tr>
<th>Year</th>
<th>Stock Days</th>
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<tbody>
<tr>
<td>2002</td>
<td>15.4</td>
</tr>
<tr>
<td>2003</td>
<td>14</td>
</tr>
<tr>
<td>2004</td>
<td>11.2</td>
</tr>
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<td>2005</td>
<td>9.7</td>
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<td>2007</td>
<td>3.4</td>
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Pooling (pooled CMI) in supermarkets in France

- CMI: Co-Managed Inventory
  Pooled CMI: pooled Co-Managed Inventory

- France Food Multiformat.

- Already implemented: 8 groups of suppliers (by 2 or 3) with 6,000 orders and 150,000 pallets in 2006.

- The result is a drop in stock from 15% to 25%.

- In 2007: 3 to 5% of PGC sales figure will be managed in pooled CMI.

Multi-manufacturers VMI Cell managed by one of the manufacturers or by FM Logistic
On Shelf Availability with one supplier

Project implemented in 2006 and continued in 2007

Target: 50% reduction of OSA losses in 3 years.

Ambition: To be best in class on OSA, achieving Carrefour recognition as an expert on this subject.

Argentina
Continue OSA with Hyper markets & extensions to more hypermarkets

Belgium
First measurement has been done & pilot in Masse de Marge categories defined

Belgium
Measurements in place TPM awareness program started

Greece
OSA programme started First training Carrefour – Unilever people planned

Poland
OSA program will continue at HM & further roll out to supermarkets

Thailand
Continue with OSA pilot in 3 stores

Turkey
Measurements & OSA Pilot C4 started

Target: 50% reduction of OSA losses in 3 years.

Ambition: To be best in class on OSA, achieving Carrefour recognition as an expert on this subject.
Own brand products (PGC excluding perishable)

The three parties: the manufacturer, the logistics provider and the retailer agree on how to work.

For suppliers located in Spain, Italy, Greece or/and South of France.

Saving of space in platforms thanks to a drop in stocks.
Stock consigned by the supplier

- Spain Non Food.
- This lever concerns all the suppliers who don’t meet the criteria for cross-docking (service level, too long delivery leadtime, etc.).
- We use the existing Carrefour warehouses.
- 20 suppliers over 104 have already been implemented.
Roll-out and strengthen the store centralized order synchronizing it with the warehouse order (France hypermarkets, Spain, Italy, Poland)

- Necessary basis for management of flows

Management of flows: choose the best flow according to the department requirement

- According to the stores format (hypermarket, supermarket, convenience, etc)
- According to the logistics context
- According to the division (PGC, Fresh or Non-food) or the type of product (permanent, seasonal or promotion)
- Implementing the simplest organization model as possible.

Cross-docking and/or store direct flow are the flows recommended by the Group; consolidation centers, consigned stocks or pooling can also be implemented if necessary.
In 2007, as a conclusion of the performance:

- France Hypermarkets: the cross-docking roll-out in PGC will reach 10% at the end of 2007.

- France multiformat: rationalization of the PGC warehouse network is going on, the massification plan is growing.

- In Italy, cross-docking will be extended this year to the warehouse located in the South.

- In Spain, cross-docking plan will be completed with the last distribution centers and the implementation of suppliers consigned stocks.

- In Belgium, centralized order will be launched in hypermarkets in 2008 as well as pooling and cross-docking plans.
1. Carrefour Group strategy

2. Logistics history and Supply Chain vision

3. Value Chain 2016

4. 2003 – 2006 results and current situation

5. 2007 – 2008 Supply Chain strategy

6. Recent performance

7. How to work together better
How to better work together

The Suppliers Relationship’s mission is to reach the suppliers’ ‘Service excellence’
Collaboration with the suppliers consists of four essential steps:

- **Excellence:** high availability of products in shelves at the lowest cost.
- **Alignment:** with suppliers on the strategy to take on at the group and country level.
- **Sharing:** of information and processes.
- **Basics:** Definition of service conditions and performance follow-up.

How to better work together
How to better work together

- Work with the Supply Chain Department of each Business Unit; it includes Logistics operations as well as warehouse and store replenishment teams:
  - Respect of ‘basics’ and replenishment contract.
  - The store order’s parameters.
  - The products’ on shelf availability.
  - Sales forecast (including promotion).

- Work at the Group level:
  - Sharing and challenge of service performance as well as collaborative processes performance.
  - Support to joint action plans.
  - Close relationship with the Group Commercial Departments.
How to better work together

Within the Group Supply Chain, a dedicated team which is made up of one person per zone in charge of enhancing relationship with suppliers.

Agustin Riveiro
Antoine Passat
(Latin America, Poland, Switzerland and Romania)

Julien Zabala
(Asia, Turkey, Greece and Bulgaria)

Regis Le Boucher (Sept 2007)
(France, Spain, Italy, Belgium, Portugal)
Conclusion

Carrefour Supply Chain strategy is strong and it allows us all to be in line with the GCI target.

Let’s change and implement cross-docking properly and quickly.

React on the current delivery problems.

Lastly, focus your efforts on the real challenge: on-shelf availability.