

September 9<sup>th</sup> 2022

**CADRE INTERNATIONAL  
DE LA STRATÉGIE**



**ET CARREFOUR DANS LA TRANSITION  
ALIMENTAIRE**



**Benoît Soury,  
Director of Organic Market,  
Carrefour Group**

# A STRATEGIC PILLAR OF THE CARREFOUR 2022 PLAN

In **2018**, under Alexandre Bompard's impulsion, Carrefour Group adopts a new **strategic plan** that embodies the goal of bringing **eating well** to within everyone's reach.

4 pillars:

- Deploy a simplified and open organization
- Gain in productivity to reinforce our attractiveness
- Create an omnichannel universe of reference
- **Make “eating better” accessible to everyone**

The board of directors decides to write down Carrefour's « **raison d'être** » (mission) in its statutes.



**Goal: 5 billion € of turnover for organic products in 2022** (1,5 billion € in 2018).

Creation of the Organic market division, a unique and specialized team led by Benoît Soury.

# THE 5 MAIN PILLARS FOR ORGANIC MARKET DEVELOPMENT (1)

# 1

## AGRICULTURAL PARTNERSHIPS

- ✓ Create and structure **agricultural supply chain partnerships** which integrates all stakeholders.
- ✓ Support the agricultural world through **multi-year contracts** and **financial help** during conversion to organic agriculture.



**3 400** organic producers in an integrated partnership with Carrefour, including 180 within their conversion period.

**120** Carrefour Bio products from these partnerships.

**1** distinctive packaging highlighting the origin and the producer.

Innovative projects (eg. organic sugar from Reunion Island)



# THE 5 MAIN PILLARS FOR ORGANIC MARKET DEVELOPMENT (2)

## 2

### PRODUCT MIX

- ✓ Offer a **wide range** of organic products which covers all units of needs, from mainstream to specialized products.
- ✓ Develop Carrefour organic **private label**.

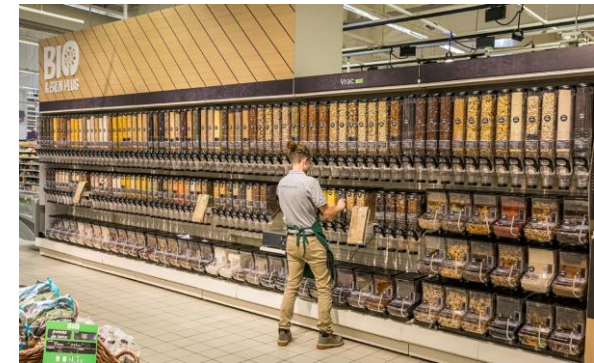
1<sup>st</sup> organic product in **1992** (30<sup>rd</sup> birthday in 2022)

**1 200** Carrefour Bio products, 1<sup>st</sup> organic brand.

**600** organic products below 2€.

Organic products in cosmetics, textile, petfood...

Bulk offer (up to **140** products).



# THE 5 MAIN PILLARS FOR ORGANIC MARKET DEVELOPMENT (3)

# 3

## EDUCATION

**Train employees** to organic field features.

**Educate consumers** to organic products benefits.

**4** online trainings for employees.

**2** face-to-face trainings.

**1** memo pamphlet for employees.

Weekly newsletters, articles, videos, interviews... for customers.



LA CERTIFICATION BIO

Parcours  
⌚ 25 minutes



Le Bio dans la RHF

Parcours  
⌚ 45 minutes



Maîtriser le vrac BIO V2

Parcours  
⌚ 45 minutes



A la découverte de la bio

Parcours  
⌚ 1 heure



*Manger Bio tous les jours, c'est possible !*



*Les produits Carrefour sont-ils vraiment Bio ?*





# THE 5 MAIN PILLARS FOR ORGANIC MARKET DEVELOPMENT (4)

# 4

## STORE DISPLAY

Adapt organic product **merchandising** to match the behavior of all consumers.  
Offer an incentive **loyalty program** on private label organic products.



Dedicated in-store areas:

- ✓ **60** Bio Expériences in Hypermarkets (since 2018).
- ✓ **220** Shop-in-shops in Supermarkets (since 2016).
- ✓ **1 600** organic corners in Proxi shops.

Distinctive point-of-sale signs.

**-10%** everyday on all Carrefour Bio products thanks to the loyalty card.

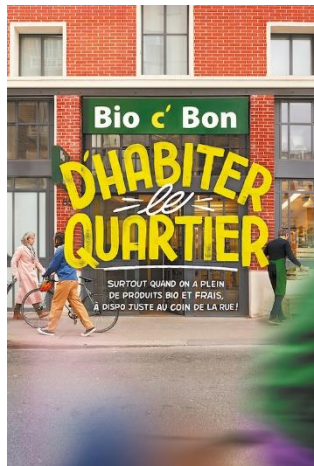


# THE 5 MAIN PILLARS FOR ORGANIC MARKET DEVELOPMENT (5)

# 5

## OMNICHANNEL

Be a main actor of the organic market through **all channels**: mass distribution and specialized shops, in-store experience and online shops.



DÉCOUVREZ NOS RAYONS INCONTOURNABLES



# CARREFOUR, LEADING RETAILER IN ORGANIC PRODUCTS IN EUROPE



**2,7 billion €** of turnover for Carrefour Group on organic products in 2022 (all countries included)

Carrefour Bio is the only organic brand above **1 billion €** of turnover.



**FMCG** market share: **22.7%**  
(Nielsen CAM P07 2022).

**Fresh products** market share: **28.7%** (Kantar CAD P06 2022).

**1st support** of the organic agricultural world amongst retailers.



THANK YOU

