

RALLYE



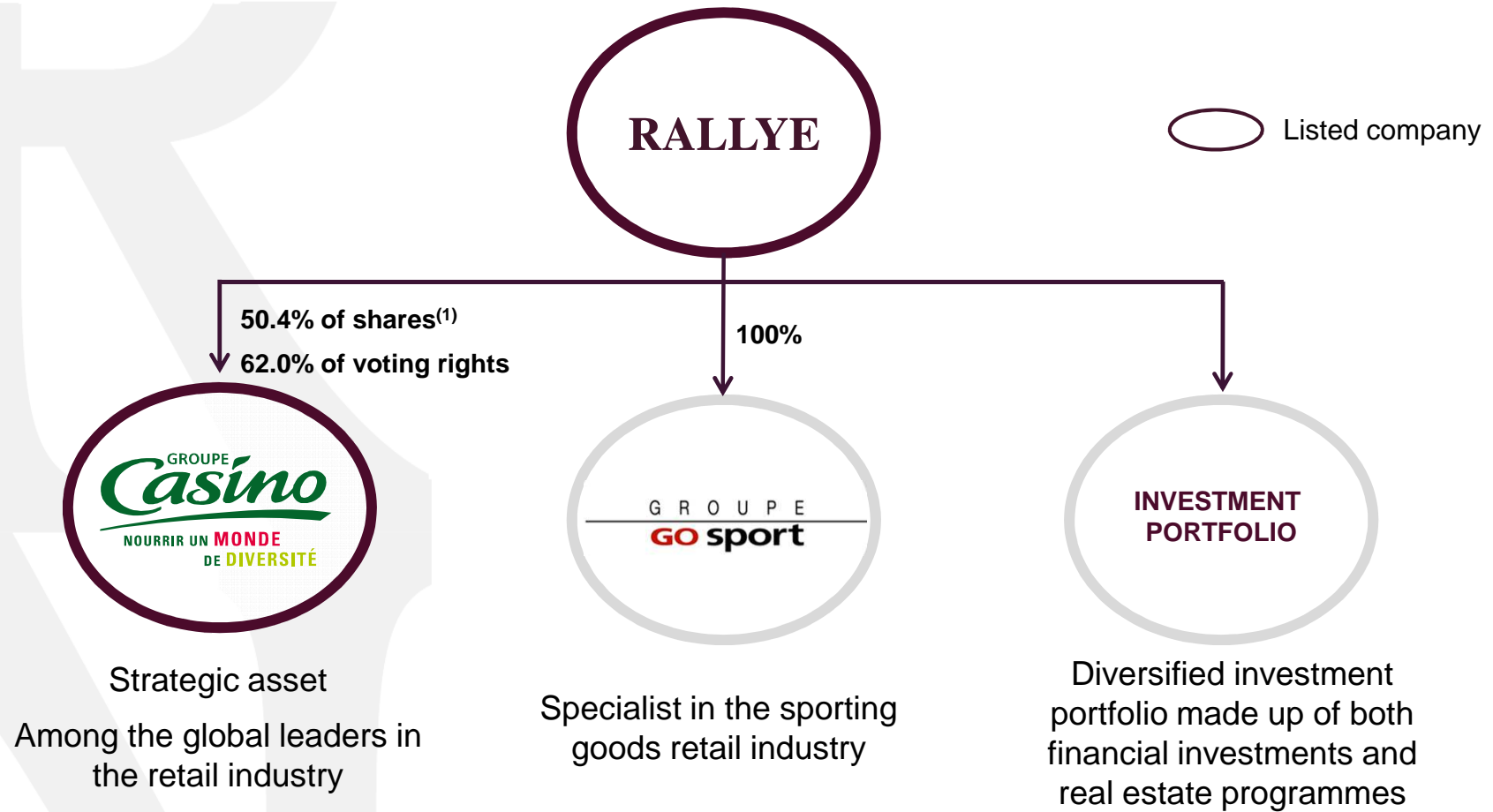
GRUPE
Casino
NOURRIR UN MONDE
DE DIVERSITÉ

GRUPE
GO sport

First-Half 2016 results

July 29, 2016

GROUP PRESENTATION AS AT JUNE 30, 2016



⁽¹⁾ 0.7% of which held via an Equity Swap

H1 2016 HIGHLIGHTS

RALLYE

- Decrease in Rallye's cost of net financial debt at €50m, compared to €57m in H1 2015
- Buyback of €35.4m of bonds maturing in 2021

GROUPE CASINO

- Casino's consolidated net sales of €19.7bn, with organic growth of +2.7%
- Current operating profit of €317m for the period
- In France: increase in activity with a growth of +0.9% on a same-store basis and +2.0% on an organic basis and further market share gains
- At the international level, sustained good performances in Colombia, Argentina and Uruguay, and Improved sales in Brazil with a stepped-up development of cash & carry and the initial results of Multivarejo's sales relaunch programme which weighed on profitability. The activity of Via Varejo has stabilized since Q2 2016.
- E-commerce: Cdiscount reported good performance over the semester, the activity of Cnova Brazil is still impacted by Brazil's economic environment
- Consolidated net profit, Group share of €2,581m, related to capital gains from the disposal of Asia
- Sharp decline in Casino's net financial debt in France⁽¹⁾ (€4,027m versus €8,482m in H1 2015 restated)

OTHER ASSETS

- Continued commercial momentum for Groupe Go Sport (sales growth of +4.6% on a LFL basis)
- Investment portfolio valued at €96m, after a net cash-in of €5m over the semester

⁽¹⁾ Scope: Casino Guichard Perrachon, parent company, French business activities, and wholly-owned holding companies

AGENDA

- RALLYE : H1 2016 Results
- Subsidiaries : H1 2016 results
- Conclusion and perspectives
- Appendices

KEY FIGURES OF THE H1 2016 P&L

<i>In €m</i>	H1 2015 <i>Restated⁽¹⁾</i>	H1 2016
Net sales	21,909	20,025
EBITDA ⁽²⁾	793	666
Current operating income (COI)	373	306
Net income from continuing operations, Group Share	(110)	(241)
Consolidated net income, Group Share	(80)	1 223
Net underlying income ⁽³⁾ from continuing operations, Group Share	(106)	(92)

⁽¹⁾ Restated for the disposal of the business in Asia

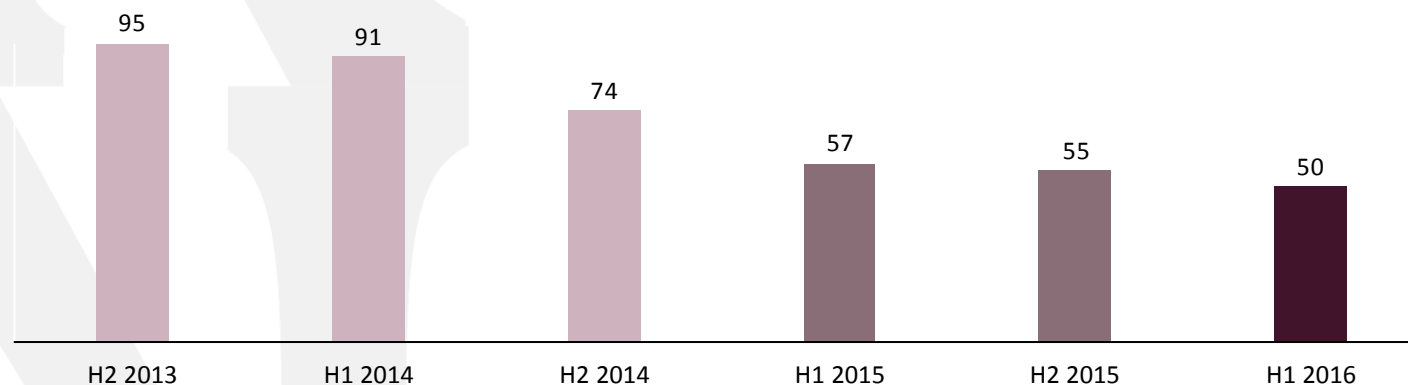
⁽²⁾ EBITDA = current operating income + current depreciation and amortization expense

⁽³⁾ Underlying net income corresponds to net profit from continuing operations adjusted for the impact of other operating income and expense, non-recurring financial items and non-recurring income tax expense/benefits

CONTINUED DECREASE OF RALLYE'S COST OF NET FINANCIAL DEBT IN H1 2016

- Over the last semesters, Rallye replaced the majority of its most expensive financing with cheaper resources
- During H1, Rallye carried on the optimization of its financial costs by arbitrating between available resources
 - Buyback of €35m of bonds maturing in 2021
 - Signing of bank financings at a reduced cost compared to bonds

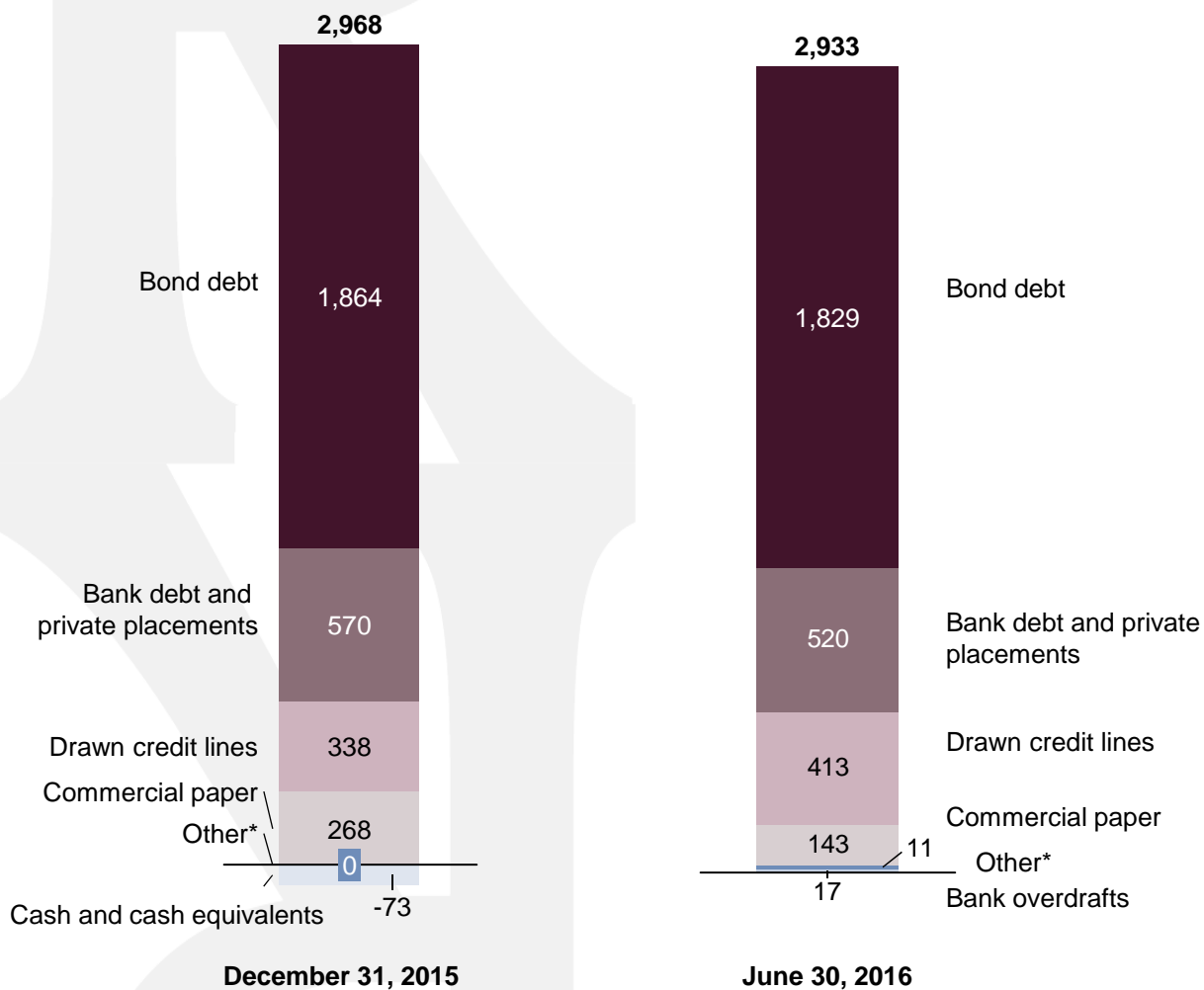
Half-yearly evolution of Rallye's cost of net financial debt (in €m)



Rallye's cost of net financial debt amounted to €50m in H1 2016, compared to €57m in H1 2015

NET FINANCIAL DEBT AS AT JUNE 30, 2016

Rallye's net financial debt stood at €2,933m as at June 30, 2016



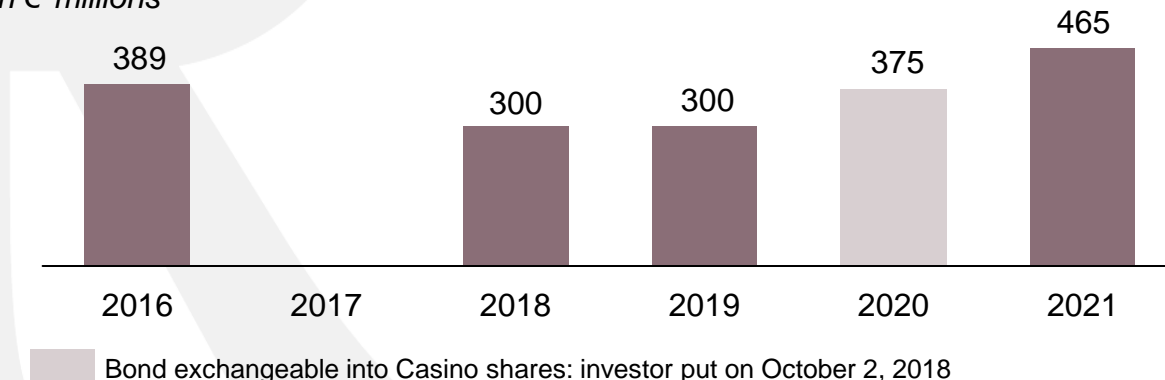
Rallye's gross debt was **down to €2,922m vs €3,041m** at year end 2015

* Other: Accrued interest and IFRS restatements

A CONTROLLED DEBT SCHEDULE, WITH ONLY ONE REDEMPTION IN 2016 AND NONE IN 2017

Bond redemption schedule

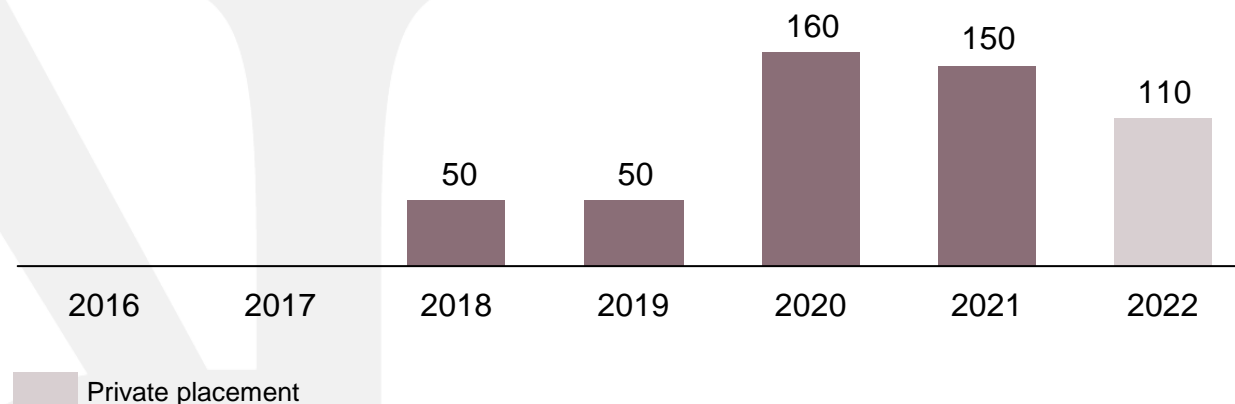
In € millions



Total : €1,829m⁽¹⁾

Bank loans and private placements redemption schedule

In € millions



Total : €520m⁽²⁾

⁽¹⁾ Bonds and commercial paper are not subject to asset pledges

⁽²⁾ As at 06/30/2016, €210m of bank loans were subject to Casino share pledges

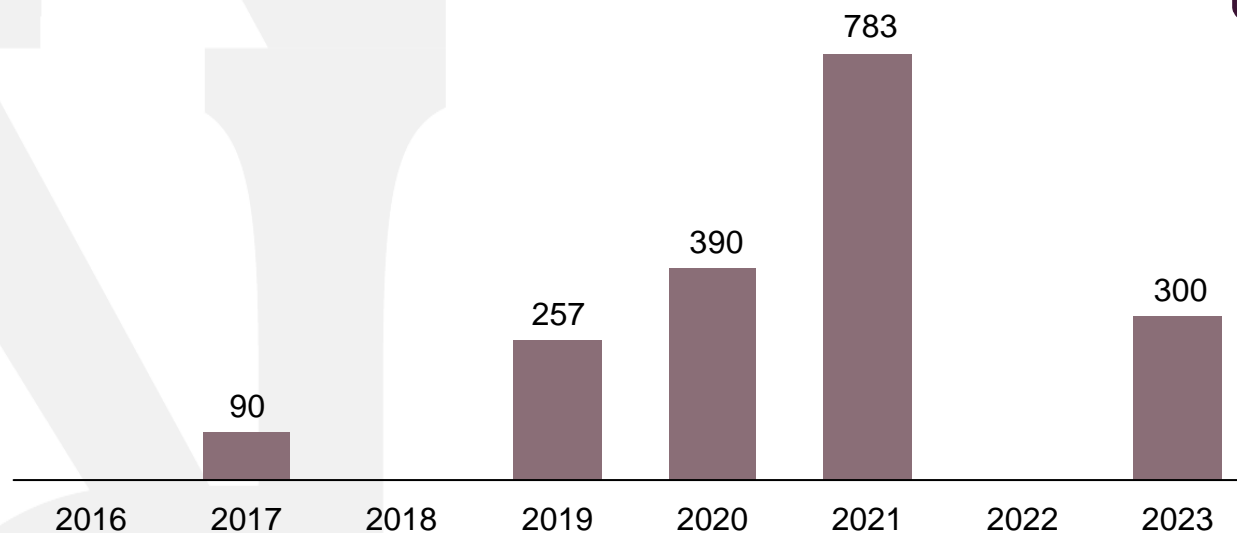
A STRONG LIQUIDITY POSITION, WITH €1.8bn OF CONFIRMED AND IMMEDIATELY AVAILABLE CREDIT LINES, €1.4bn OF WHICH UNDRAWN

The average maturity of the €1,820m of confirmed credit lines stood at 4.5 years :

- Since January 1st, Rallye has extended the maturity of more than €850m of credit lines
- Confirmed credit lines are contracted with about twenty different banks

Confirmed credit lines maturity schedule

In € millions



Total : €1,820m⁽¹⁾

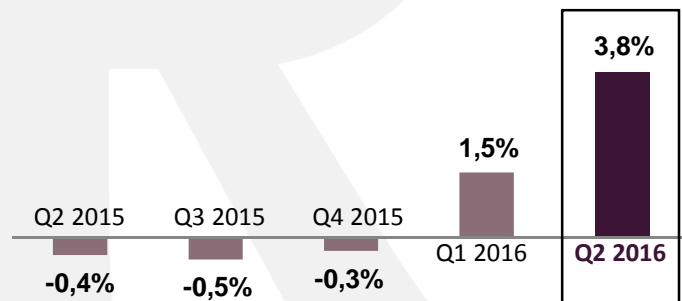
⁽¹⁾ €1.45bn of which are credit lines subject to Casino share pledges, only when drawn. As at 06/30/2016, €350m of drawn credit lines required share pledges

AGENDA

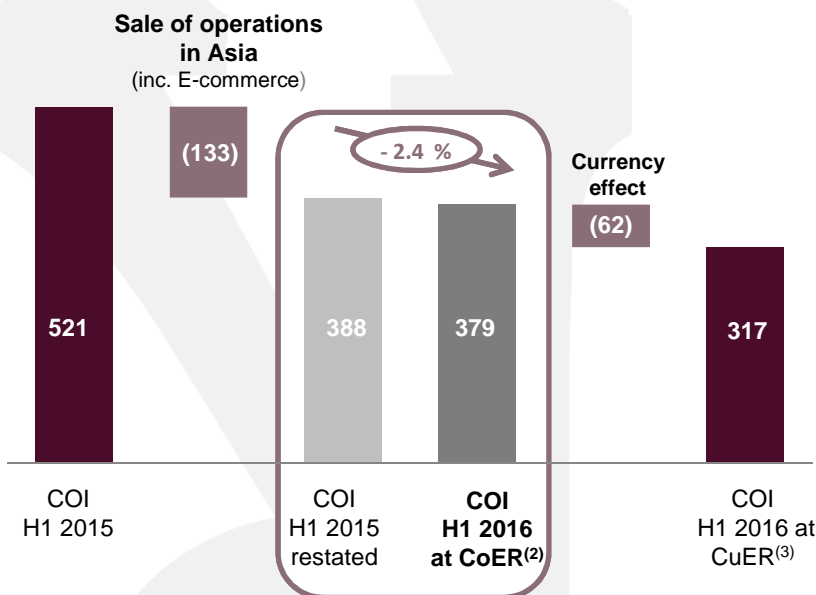
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H1 2016 HIGHLIGHTS

Improvement in organic sales ⁽¹⁾ In %



Consolidated COI – H1 2016 In €m



⁽¹⁾ Excluding fuel and calendar effects

⁽²⁾ CoER: Constant Exchange Rates

⁽³⁾ CuER: Current Exchange Rates

In France, continued upturn :

- Same-store sales up +0.9% ⁽¹⁾ in H1 2016
- Further market share gains
- **Profit recovery**: improved COI of +€85m versus a loss of -€53m in H1 2015

At the international level :

- **Sustained good performances** in Colombia, Argentina and Uruguay
- **Improved sales in Brazil, reflecting** the stepped-up development of cash & carry, the initial results of Multivarejo's sales revitalisation programme (which weighed on profitability), activity stabilised at Via Varejo since the Q2 2016
- Project of a simplified organisation for Casino's E-commerce operations

Disposal plan :

- **Rapid execution of the asset disposal plan, which exceeded objectives** by delivering proceeds of €4.2bn as of end-April (sale of operations in Thailand in March 2016 and in Vietnam in April 2016)
- **Sharp decline in Casino's net debt in France** : net debt in France amounted to €4.0bn at 30 June 2016 versus €8.5bn a year earlier. A total of €1.5bn was employed in H1 2016 to reduce gross debt and to exercise the call option on the Monoprix mandatory convertible bonds

H1 2016 earnings were impacted by the sale of operations in Asia, the economic slowdown in Brazil, notably in non-food businesses, and Latin American currency effects

Net profit, Group share amounted to €2.6bn, related to gains on the disposal of operations in Asia

KEY FIGURES - FIRST-HALF 2016

In €m	H1 2015 <i>Restated</i> ⁽¹⁾	H1 2016
Net sales	21,581	19,673
EBITDA	801	670
Current operating income (COI)	388	317
Consolidated net profit, Group share	79	2,581
Net underlying profit (loss), Group share	6	(3)
Consolidated net debt	(8,438) ⁽³⁾	(6,343)
Casino France net debt ⁽²⁾	(8,482) ⁽³⁾	(4,027)

First-half 2016 results are notably impacted by:

- The 2015 financial statements have been restated in accordance with IFRS 5: profits from the Asian businesses up until their sale, as well as the consolidated disposal gain, are reported under "Net profit from discontinued operations". The consolidated income statement also reflects a non-material restatement related to the first-time consolidation of Disco (PPA).
- In the first half of 2016, **changes in the scope of consolidation** were not material and primarily concerned Franprix and Leader Price stores sold to master franchise partners that are now accounted for by the equity method.
- **Currency effects** were negative, with significant average declines in the Colombian peso and Brazilian real against the euro. Nevertheless, the real and the COP have rallied against the euro since early June 2016.

⁽¹⁾ Restated to reflect the sale of operations in Asia

⁽²⁾ Scope: The Casino Guichard Perrachon parent company, French businesses and wholly-owned holding companies. H1 2015 debt of Casino in France presented based on the H1 2016 scope

⁽³⁾ Debt after reclassification of put option liabilities as financial liabilities, including net assets, Group share, that the Group decided to sell during the 2015 financial year. The Group has reviewed in 2015 the definition of net financial debt mainly in view of net assets held for sale in connection with its debt reduction plan and debt of "minorities puts". NFD at 30 June 2015 has been restated according to this new definition

FRANCE RETAIL: SALES RECOVERY CONFIRMED



- **Confirmed growth at Géant during H1 2016** : same-store sales growth of +3.1%⁽¹⁾, continued good sales trends (high growth in traffic and increased market share), and good commercial dynamics: co-leader on prices, work on the offering, faster check-out and more items availability
- **Continuous good dynamic at Leader Price**: same-store sales growth of +3.1%⁽¹⁾ in H1, strong commercial momentum during the period with good price positioning⁽²⁾ and a simplified and better designed offer generating growth in sales per square meter, test of a new concept, and stepped-up deployment of the franchise network with half of the network franchised at the end of Q2, vs. 22% at end-June 2015
- **Good performances at Monoprix**: resilient food and apparel sales in a context marked by unfavourable weather conditions and the decline in tourist activity in Paris, organic sales growth of +1.5%⁽¹⁾ over H1, and continued very dynamic expansion with the opening of 36 new stores during the period
- **Improvement in performances for Supermarchés Casino during H1 2016** : same-store sales growth of +0.6%⁽¹⁾, organic growth of +2.5% thanks to the opening of 11 new stores since Q3 2015 and the activity of franchises, success of the marketing and operational action plans with notably the revamp of promotions and loyalty programme
- **Sound performance at Franprix**: stable same-store sales⁽¹⁾ over H1 2016 and continued roll-out of the Mandarine concept which has delivered strong growth and outperformed the other stores. By end-2016, 58% of the store base to be renovated into the new format
- **Continuous action plans in Convenience**: continuous improvement on the offering and services with the development of new services, offer modernization, and ongoing rationalisation of the store network (opening of stores, transfer to franchises, switch to new concepts)

In €m	H1 2015 restated	H1 2016
Net sales	9,136	9,264
EBITDA	146	267
<i>EBITDA margin</i>	<i>1.6%</i>	<i>2.9%</i>
Current operating income (COI)	(53)	85
<i>of which property development</i>	<i>81</i>	<i>49</i>

⁽¹⁾ Excluding fuel and calendar effects

⁽²⁾ Independent panellist

LATAM RETAIL: EXCELLENT SALES MOMENTUM AT ÉXITO AND IMPROVED SALES IN BRAZIL

Latam Retail -



H1
2016

Grupo Éxito: excellent sales momentum

- **Good growth in organic sales** at around +11%⁽¹⁾ in the first half (excluding Brazil)
- **Good sales performance in Colombia**, driven by the revitalisation of hypermarkets, and **continued expansion** with 264 store openings (including 257 Aliados Surtimax stores)
- Sound performance in Argentina and Uruguay

GPA Food: organic growth of +11.4%⁽¹⁾ during Q2 2016

- **Initial success of the new commercial strategy at Extra**
- **Very good commercial performances at Assaí**, with a strong increase in same-store sales and traffic
- **Stable market share for Pão de Açúcar**
- **Solid same-store sales growth** and continuous gains in market share in convenience

In €m	H1 2015 published	H1 2016 at CER ⁽²⁾	H1 2016
Net sales	7,803	8,607	6,836
EBITDA	459	427	340
Current operating income (COI)	299	267	212
<i>COI margin</i>	3.8%	3.1%	3.1%

⁽¹⁾ Excluding fuel and calendar effect

⁽²⁾ CER: Constant Exchange Rates

LATAM ELECTRONICS: RECOVERY IN SAME-STORE SALES STARTING IN Q2 2016

Latam Electronics - 

H1
2016

- **Sharp turnaround in sales** driven by the success of the revamped sales policy and the action plans
- **Continued market share gains**, both by category (+150bp) and in the overall market (+220bp), at end-May 2016 vs end-May 2015: Via Varejo has returned to market share historic highs
- **Ongoing implementation of 2015 operational plans**: improvement in the offer, in customer service and stronger cost control

In €m	H1 2015 published	H1 2016 at CER ⁽¹⁾	H1 2016
Net sales	2,924	2,722	2,182
EBITDA	226	156	125
Current operating income (COI)	191	124	100
COI margin	6.5%	4.6%	4.6%

⁽¹⁾ CER: Constant Exchange Rates

E-COMMERCE: TRAFFIC PROGRESSION AND MARKETPLACES DEVELOPMENT

E-commerce



H1
2016

Cdiscount

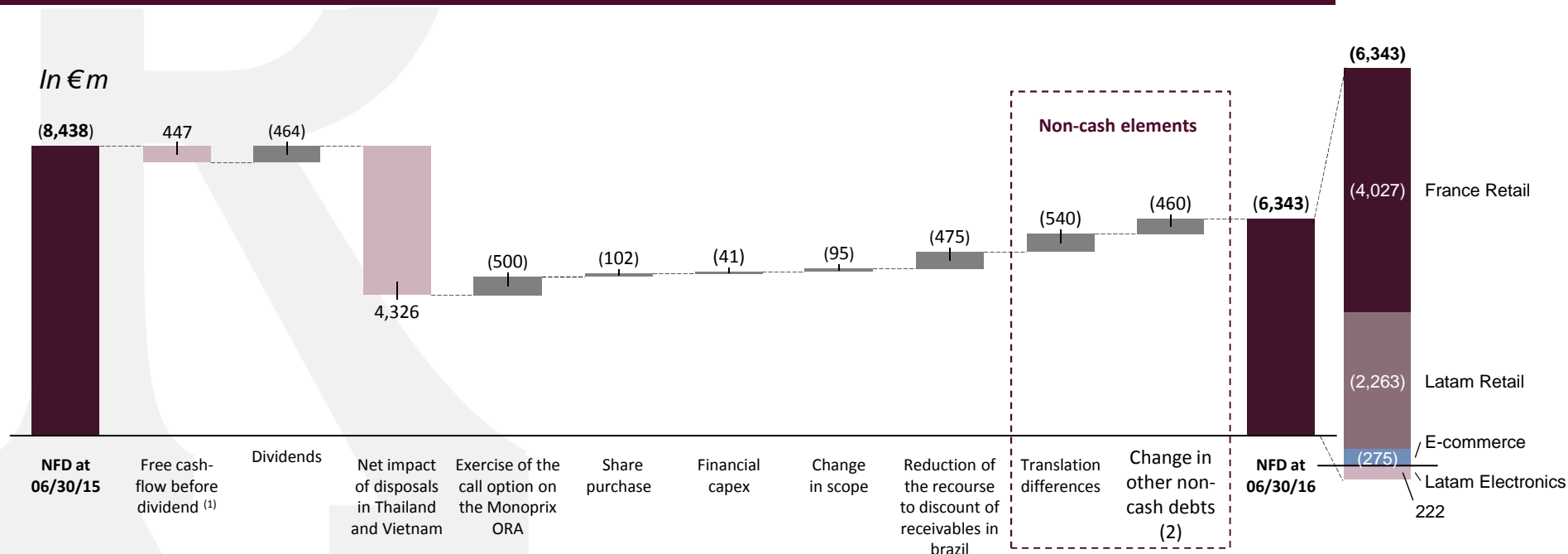
- Sustained increase of organic sales at +13.7%
- Strong growth of marketplace as at June 30, 2016, with circa 9 500 merchants
- More than 50% of traffic is now realized on mobile
- Action plans include new innovative services: same-day delivery for packages over 30kg, Sunday delivery
- Improved profitability at Cdiscount

Nova

- Organic sales: -29.8% in H1 2016
- Satisfactory development of marketplace (>3 500 merchants)
- Strong growth in mobile traffic and sales
- First results of action plans: improved availability, migration of back office IT systems
- Profit impacted in Brazil by lower sales, and introduction of a cost-cutting plan

In €m	H1 2015 published	H1 2015 restated	H1 2016
EBITDA	(35)	(30)	(62)
<i>Of which France</i>	<i>(25)</i>	<i>(20)</i>	<i>1</i>
<i>Of which Brazil</i>	<i>(10)</i>	<i>(10)</i>	<i>(63)</i>
COI	(55)	(50)	(80)
<i>Of which France</i>	<i>(36)</i>	<i>(31)</i>	<i>(9)</i>
<i>Of which Brazil</i>	<i>(19)</i>	<i>(19)</i>	<i>(70)</i>

CHANGE IN GROUP NET DEBT OVER 12-MONTH ROLLING PERIOD

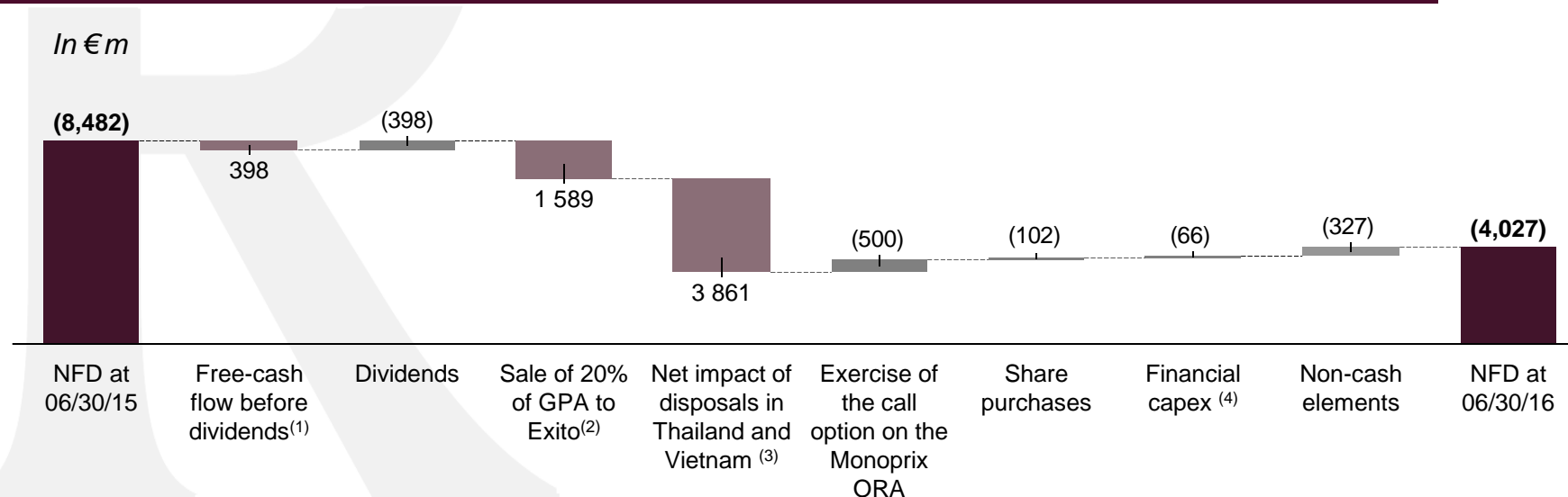


- Free cash flow after dividends is close to balance (-€17m)
- GPA decided to reduce the recourse to discount of receivables due to the evolution of interest rates in Brazil
- The non-cash elements include the translation differences for €540m and the reverse factoring for €389m⁽²⁾
- **Liquidity further strengthened by the disposals:** €6.6bn, o/w €2.9bn of gross cash and €3.7bn in confirmed undrawn lines of credit
- Casino has been rated BB+ by Standard & Poor's (stable outlook) since 21 March 2016 and is rated BBB- (stable outlook) by Fitch Ratings
- **Payment of an interim dividend** of €1.56 per share for 2016 (50% of the annual dividend paid in respect of 2015, unchanged in the last three years) - Ex-dividend on 28 November 2016 with a payment on 30 November 2016

(1) Before change in the discount policy in Brazil

(2) Reclassification of Via Varejo reverse factoring in Brazil as NFD for €389m

CHANGE IN CASINO NET DEBT IN FRANCE OVER 12-MONTH ROLLING PERIOD



Debt redemption operations and simplification of financial structure in France in H1 2016

Redemption of bond maturing in April 2016

€368m

Exercise of the call option for the Monoprix convertible bond

€500m

Bond buybacks

€645m

o/w €107m during the period
€537m via public offer in June 2016

TOTAL

€1,531m

(1) Before intercompany WCR variation (€33m)

(2) Net of €41m of transaction costs

(3) Selling price excluding accrued dividend (€31m), which is presented in the FCF as in 2015

(4) Net of €20m of transaction costs

PERSPECTIVES

Sales growth and profitability improvement in France

- Good commercial dynamic and profitability improvement in H1 2016
- Continuous action plans and operating excellence: ramp up of purchasing agreements with Intermarché and Dia, reduction of shrinkage and logistics' optimisation, reduction of operating and headquarters costs and closure of non profitable stores
- New commercial initiatives adapted to each banner (deployment of the Mandarine concept, work on the fresh assortment, development of new products, snacking...)
- These objectives are maintained in H2 2016
- In that context, confirmation of the €500m objective for the annual COI in France in 2016, subject to the pursuit of consumption trends

Development of Éxito across the various formats and countries where it operates

- Continuous expansion in Colombia on all formats:
 - C. 20,000sqm of new retail areas in 2016
 - Development of the new cash & carry format upon the Assaí model in Brazil
 - Commercial real estate :
 - In total 26 commercial galleries currently operated and 6 under development (o/w Viva Barranquilla and Viva La Ceja will open end-2016 for 70,000sqm GLA)
 - Project to create a real estate vehicle to enhance the value of real estate assets in Colombia and intensify the pace of existing projects
- **In Uruguay**, continued growth and development of proximity
- **In Argentina**, expansion in commercial real estate of above 50,000sqm of GLA over the next 3 years

Continued new commercial policy in Brazil

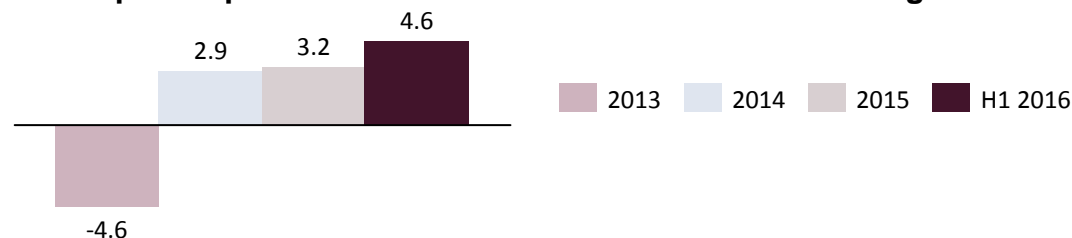
- **At GPA Food:**
 - Continued commercial initiatives at Multivarejo: new promotional policy, work on fresh and vegetable assortment, entry price and textile offer
 - Acceleration of cash & carry growth via expansion and stores' conversions to the Assaí format
- **At Via Varejo :**
 - Continued commercial policy: deployment of "mobile-stores", renewal of furniture line, continuous improvement of services to customers
 - Store conversions
- **Continued cost reduction plans**

AGENDA

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CONTINUED GROWTH OF GROUPE GO SPORT IN H1 2016

Evolution of net sales of Group GO Sport on an LFL basis and at constant exchange rates



Business volume of Groupe GO Sport reached more than €440m in H1 2016

During H1, net sales of €349m and growth of +4.6% on a like-for-like basis and at constant exchange rates

- **Continued commercial momentum of GO Sport France** : same-store sales growth of +2.3%, in connection with the very strong performance of the Team Sports department during the Euro 2016. Launch of a new banner dedicated to cycling : Bike+
- **Ongoing strong growth for Courir**, which acquired during the semester 12 additional stores formerly under the Bata banner
- **Continued development of franchise networks, both for GO Sport and Courir**, with a network of respectively 33 and 25 stores at the end of H1 2016, versus 17 and 23 at the end of 2015
- **GO Sport in Poland posted good performance** with a same-store sales growth of +3.5% at constant exchange rates, driven by both clients and volumes' growth
- **New sustained growth for the Group's e-commerce websites and reinforced cross-canal strategy**: all GO Sport stores are now equipped with online purchasing terminals
- **The international franchise network expanded in H1** with the opening of 7 stores
- **EBITDA and COI are up** compared to H1 2015
- **A total network of 542 stores at the end of H1 2016**, 81 of which are located abroad

AGENDA

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CONCLUSION AND PERSPECTIVES


Casino

The objectives for H2 2016 are as follows :

- Sales growth and profitability improvement in France
- Development of Éxito across the various formats and countries where it operates
- Continued new commercial policy in Brazil

Rallye

- Only one limited bond maturity in 2016 (€389m) and no redemption in 2017
- Very strong liquidity position with €1,8bn of confirmed and immediately available credit lines (€1,4bn of which are undrawn), presenting an average maturity of 4.5 years



Rallye reiterates its strategy to maximize its assets' value and confirms the strength of its financial structure

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RALLYE – CONSOLIDATED BALANCE SHEET AS AT JUNE 30, 2016

In € millions	12/31/2015	06/30/2016
Goodwill	11,365	11,242
Fixed assets	13,259	13,025
Investments in associates	632	671
Other non-current assets	2,504	2,732
Inventories	5,040	5,188
Trade and other receivables	3,125	3,896
Other financial assets	401	179
Cash and cash equivalents	4,667	4,186
Assets held for sale	538	17
TOTAL ASSETS	41,530	41,134
Shareholder's equity	10,575	12,834
Long-term provisions	853	1,081
Financial liabilities	11,772	10,204
Other non-current liabilities	2,030	2,058
Short-term provisions	203	195
Trade payables	8,162	6,200
Other financial liabilities	3,410	4,275
Other liabilities	4,524	4,289
TOTAL LIABILITIES	41,530	41,134

RALLYE – CONSOLIDATED INCOME STATEMENT

AS AT JUNE 30, 2016

In € millions	06/30/2015 <i>Restated ⁽¹⁾</i>	06/30/2016
Net sales	21,909	20,025
EBITDA ⁽²⁾	793	666
Current Operating Income (COI)	373	306
Other operating income and expenses	68	(531)
Cost of net financial debt	(152)	(189)
Other financial income and expenses	(318)	(95)
Profit before tax	(29)	(509)
Income tax expense	37	15
Income from associated companies	35	17
Net income from continuing operations	43	(477)
Group share	(110)	(241)
<i>Minority interests</i>	152	(236)
Net income from discontinued operations	101	2,900
<i>Group share</i>	30	1,464
<i>Minority interests</i>	71	1,436
Net income	143	2,424
Group share	(80)	1,223
<i>Minority interests</i>	223	1,201

⁽¹⁾ Restated for the disposal of the business in Asia

⁽²⁾ EBITDA = COI + current depreciation and amortization expense

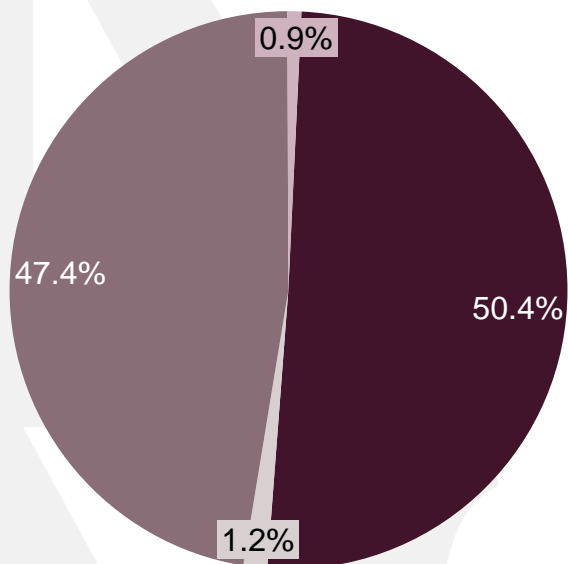
RECONCILIATION OF REPORTED PROFIT TO UNDERLYING PROFIT

In € millions	H1 2015 restated ⁽¹⁾			H1 2016		
	H1 2015	Items restated	S1 2015 underlying	H1 2016	Items restated	H1 2016 underlying
Current Operating Income (COI)	373	-	373	306	-	306
Other operating income and expenses	68	(68)	-	(531)	531	-
Operating income	441	(68)	373	(224)	531	307
Cost of net financial debt	(152)	-	(152)	(189)	-	(189)
Other financial income and expenses	(318)	183	(135)	(95)	(44)	(139)
Income tax expense	37	(110)	(74)	15	(80)	(65)
Income from associated companies	35	-	35	17	-	17
Net income from continuing operations	43	5	47	(477)	408	(69)
Of which minority interests	152	2	154	(236)	258	22
Of which Group share	(110)	3	(106)	(241)	149	(92)

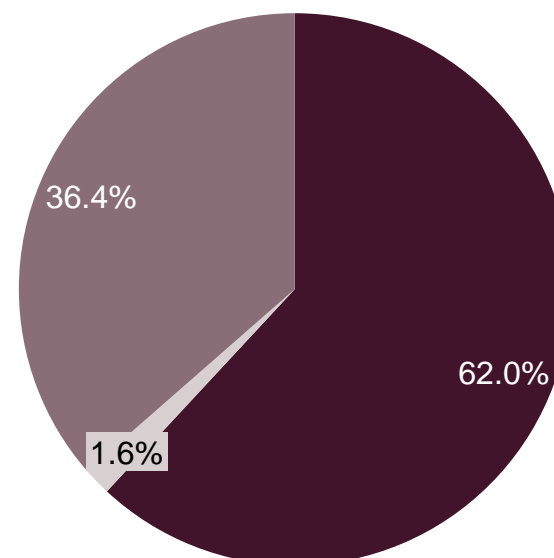
⁽¹⁾ Restated for the disposal of the business in Asia

CASINO SHAREHOLDING STRUCTURE AS AT JUNE 30, 2016

In % of shares



In % of voting rights



- Groupe Rallye
- Casino employees
- Other shareholders
- Treasury stocks

Breakdown of Casino's shareholding structure as at 06/30/2016

Number of shares	112,497,686
Number of voting rights	160,522,300

Rallye's share

%

56,714,263	50.4%
99,554,539	62.0%

RALLYE SHAREHOLDING STRUCTURE AS AT JUNE 30, 2016

Rallye's shareholding structure as at 06/30/2016

	Shares	In %	Voting rights	In %
Foncière Euris	26,996,291	55.3%	53,992,582	70.3%
Other Euris Group companies	1,275	0.0%	2,217	0.0%
Treasury stocks	67,000	0.13%	n/a	
Other shareholders	21,713,960	44.5%	22,774,922	29.7%
Total	48,778,526	100.0%	76,769,721	100.0%

Rallye's fully diluted number of shares as at 06/30/2016

Ordinary shares before dilution	48,778,526
Bonus shares	244,778
Fully diluted number of shares	49,023,304

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