



GILLES PETIT

NON EXECUTIVE CHAIRMAN - CEO
SENIOR ADVISOR - BOARD MEMBER

EDITORIAL

KEY COMPETENCIES

MAISONS DU MONDE

ELIOR

CARREFOUR

PROMODES

BRUNO PETIT

ARTHUR ANDERSEN

Performance, initiative and commitment are the values which have shaped my career to date.

I have put these values into practice in progressively more senior roles at Promodes, Carrefour, Elio Group and, most recently, Maisons du Monde.

From turnarounds of Carrefour Belgium and Champion supermarkets in Spain, through brand harmonisation and new concept development in Carrefour Spain and as CEO of Carrefour France, I led a continuous process of transformation, innovation and brand convergence which is still bearing fruit today.

At Elio, I developed and delivered the Elio Ambition program which, together with a series of financial and M&A transactions, led to a highly successful IPO in June 2014, which it was my honour to lead.

These achievements, accomplished only by engaging the full commitment of those working for me, have been the highlights of my professional life. They, and the values which underpin them, are the foundations on which I permanently seek to build my career.

Gilles Petit

KEY COMPETENCIES

- CEO with outstanding experience in Retail & Services B to C, B to B
- International exposure to Europe and USA
- Strong operational & financial background
- Successful IPO experience

DIFFERENTIATING STRENGTHS

Innovating in brands & marketing

- Pioneer in Carrefour brand convergence strategy
- Initiator of Carrefour City concept (urban format)
- Launching of 500 Carrefour hard discount references
- Elior brand convergence strategy
- Implementing innovative solutions in contract catering at Elior

Helping people work together

- Carrefour/Promodes merger, changing of Promodes hypermarkets into Carrefour
- Social turnaround, Carrefour Belgium
- Elior Ambition program: revenue growth, operational efficiency, people & brand

Achieving business model turnarounds

- GB/Carrefour Belgium
- Champion supermarkets in Spain
- Shopi, 8 à 8 in France

Managing operational & financial matters

- Successful M&A integration process (Elior)
- Productivity optimization programs
- Cost reduction programs
- Various amendments, financial waivers, issuance of bonds (Elior)

Delivering resilient, profitable and cash generative growth

MAISONS DU MONDE

2015 - Today

- CEO of Maisons du Monde Group
- Chairman of the executive committee



KEY FIGURES 2015*

€605m
revenues

+4,000
employees

241
stores
in Europe

311,000m²
total store surface

388,000m²
storage
capacity

*Figures as of December 31, 2014

International footprint

7 countries in Europe:
France, Italy, Spain, Belgium, Germany, Switzerland and
Luxembourg

11 websites in the world:
France, Italy, Belgium, Spain, Germany, Luxembourg,
Switzerland, Austria, the Netherlands, Portugal and
United Kingdom

ABOUT MAISONS DU MONDE

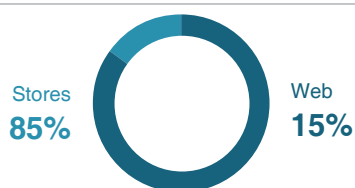
MAISONS DU MONDE, A UNIQUE PROFILE IN THE HOME DECORATION MARKET

Maisons du Monde is a fast-growing multichannel retailer of home decoration products: stylish, affordable homeware items sold through our network of stores, our online platform and our catalogue. Our product categories include small decorative products, such as household textiles, tableware and kitchenware, mirrors and picture frames, as well as large decorative products and furniture, such as large mirrors and lamps, tables, chairs, armchairs and sofas, cupboards, bookshelves and outdoor furniture. All of our products are offered under our own « Maisons du Monde » brand and substantially all of our furniture is delivered to our customers fully assembled.

Home products



Multi-channel retail network



Successfully internationalized



ELIOR

Chief Executive Officer shaping Elior into a leading operator in the contracted food & service industry, listed on NYSE Euronext Paris, with over 100,000 employees and €5bn in sales.

KEY FIGURES 2014

€5,341bn
revenues

13
countries
of operations

3.8m
guests served
every day

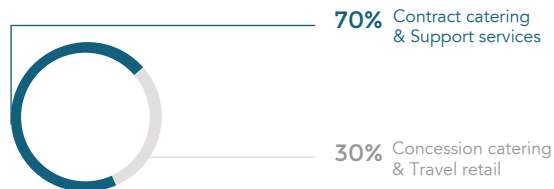
106,000
employees

€447m
EBITDA

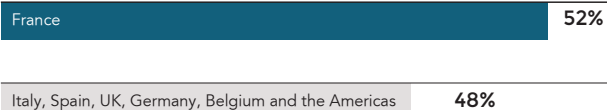
- #1** in France, Spain and Italy
in contract & concession catering
- #4** worldwide
in contract catering
- #3** worldwide
in concession catering

SHAPING A LEADING CATERER

Activity

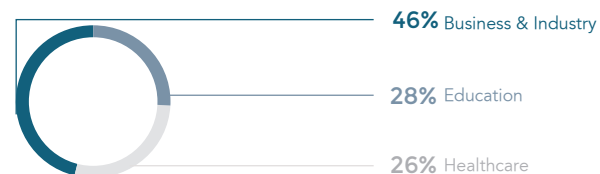


Footprint

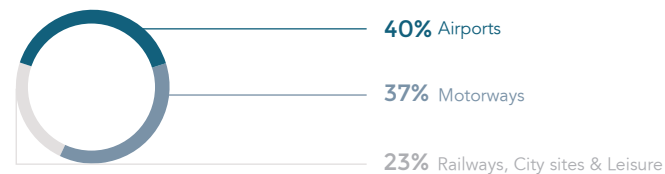


END MARKETS

Contract catering & support services



Concession catering & travel retail



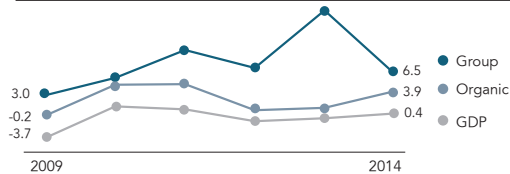
Developing business in Europe and United States

+50 bp EBITDA

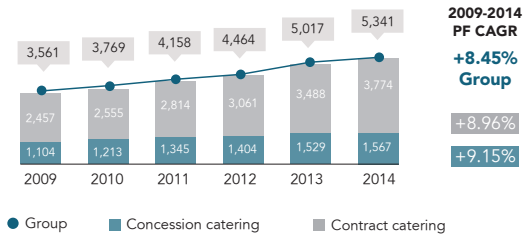


DELIVERING SOLID GROWTH ...

Growth rate (%)

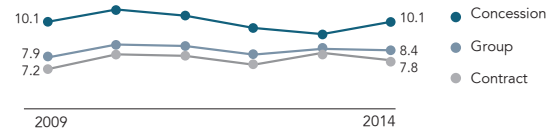


Evolution of revenue (€m)

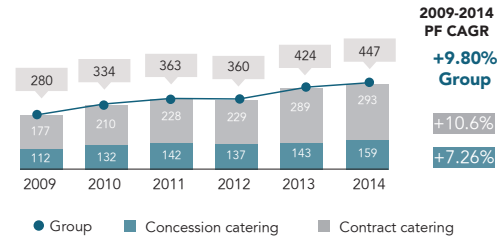


... AND STEADY EBITDA EVOLUTION

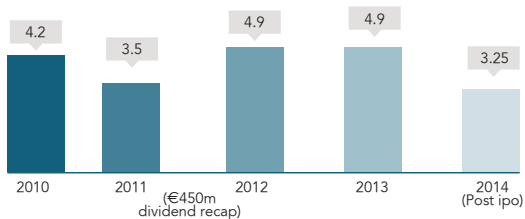
EBITDA margin (%)



EBITDA evolution (€m)



EVOLUTION OF NET DEBT / EBITDA



SUCCESSFUL IPO

€954 MILLION RAISED BY ELIOR

€785.0m New Shares (Primary)

€61.7m Secondary

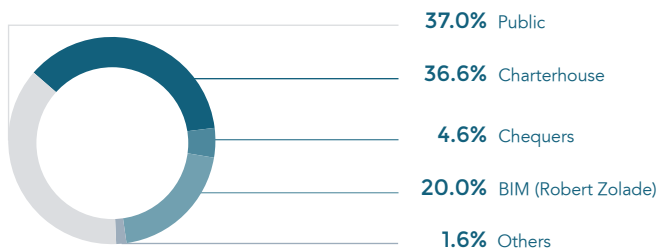
€107.3m Green shoe

COMPANY ADVISORS: Rothschild & Cie

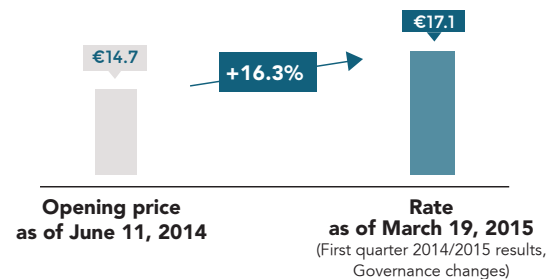
BOOK RUNNERS: Deutsche Bank, JP Morgan, CA CIB, HSBC, Barclays, Cr dit Suisse



CAPITAL STRUCTURE POST IPO



TRADING



MARCH 2015: ADMISSION INTO SBF 120

CARREFOUR

2008-2009 FRANCE

- Setting up new basis for the future of Carrefour
- Transforming *Champion* Supermarkets into *Carrefour Markets*
- Inventing new urban concept *Carrefour City*
- Launching *Carrefour Discount* range of products



Carrefour

A new commercial dynamic

KEY FIGURES

€37bn
consolidated
revenue

1,000
convenience
stores

200
hypermarkets

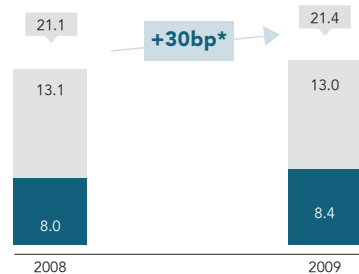
140,000
employees

900
supermarkets

#1
in France

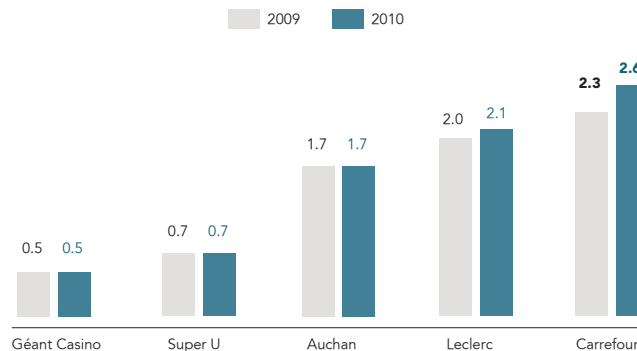


WINNING MARKET SHARE



*Carrefour - Carrefour Market

ONE AND ONLY BRAND IMPROVING BRAND EQUITY



A SINGLE BRAND, MULTIPLE FORMATS

- Carrefour Market roll out
- A new generation of supermarkets

KEY FIGURES

1,000 Carrefour Markets

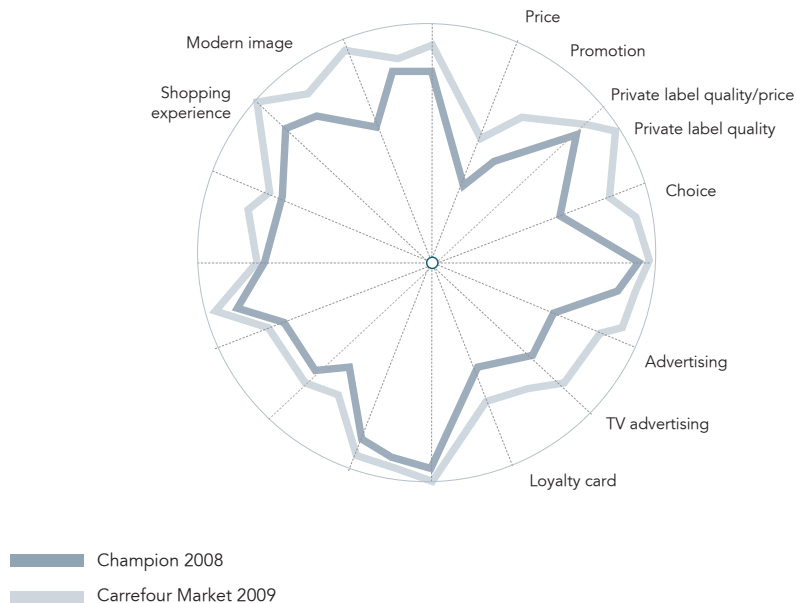
+6.7% growth over 12 months period

+5% increase in transactions globally for the Group



ONE AND ONLY RETAIL BRAND TO INCREASE SALES / SQUARE METER IN FRANCE

Transforming Champion into Carrefour Markets



2009, A YEAR OF RENEWAL PARTICULARLY IN FRANCE,
WHERE NEARLY 1,000 SUPERMARKETS BECAME CARREFOUR MARKETS

2008-2009 FRANCE

- A breakthrough initiative: new proximity urban concept
- The urban convenience store, a successful concept

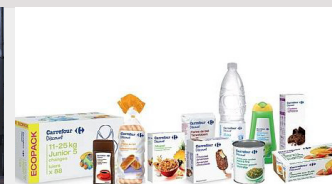


A new commercial dynamic

KEY FIGURES

65
Carrefour City
in 2009

+30%
sales increase at stores converted
to the new concept in France



LAUNCHING OF CARREFOUR CITY CONCEPT

- New brand
- New store
- New marketing concept, urban line of products, pricing



CARREFOUR CITY RECOGNIZED FOR EXCELLENCE

Soon after its launch, Carrefour's new urban concept received positive recognition from the profession: The Golden Banner Efficiency Award.

This innovation was recognized with the 2009 LSA Innovation Oscar for food concepts.



CARREFOUR CITY SUBSEQUENTLY ROLLED OUT TO 525 STORES IN 2015: A TRIBUTE TO THE SUCCESS OF THE CONCEPT

- Full revamping of the hard discount product range
- Positioning Carrefour Discount to offer quality products at discount prices

KEY FIGURES

11.6m
families bought
Carrefour Discount

Over
2.2m
units of Carrefour Discount petits-beurre
biscuits sold in France in 2009

Launching of
423
Carrefour Discount
SKU's

ONLY 8 MONTHS AFTER LAUNCHING

76%

of retention of new Carrefour Discount consumers

68%

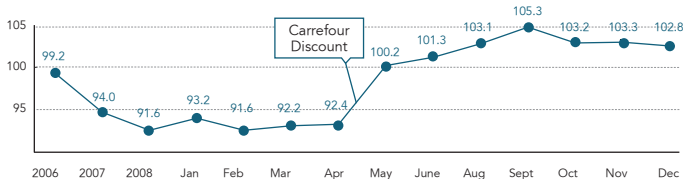
of Carrefour Discount revenue comes from previous competitor's brands

No cannibalization of the traditional Carrefour private label range of products

Review of

- Product quality improvement
- Pricing policy
- Organoleptic development
- Rebranding of product line and packaging

SALES GROWTH RATE OF CARREFOUR DISCOUNT PRODUCTS



2005-2008 SPAIN

- Turnaround of supermarket business model
- Maintaining profitable growth for hypermarkets



KEY FIGURES

168
hypermarkets

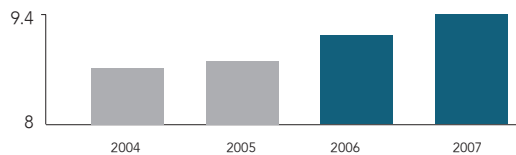
€9.4bn
sales revenues (2007)

+27
Stores opening
over the period

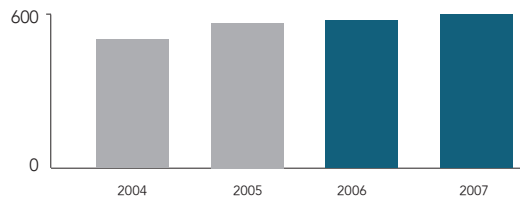
80
Champion supermarkets moved to
the Carrefour Express brand



Carrefour Spain Sales in €bn



Carrefour Spain Activity contribution in €m

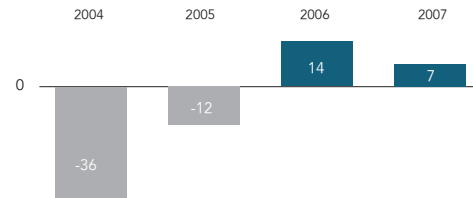


FIRST WORLDWIDE TESTING OF BRAND CONVERGENCE

- New offer
- New store lay out
- New pricing and promotion
- New marketing positioning

SUPERMARKETS TURNAROUND

Carrefour Express Activity contribution



- Transforming "GB" into Carrefour
- Empowering people, improving the social climate and reshaping the business model

A new commercial dynamic

KEY FIGURES

€5bn
consolidated
revenue

58
hypermarkets

73
supermarkets

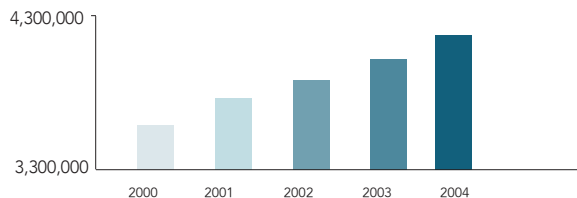
353
franchising
supermarket

18,000
employees

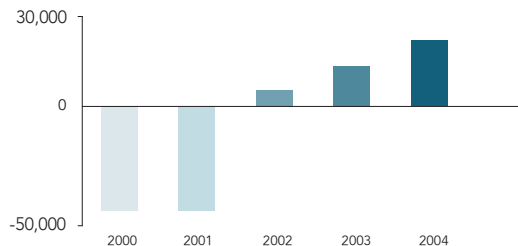
FULL TURNAROUND OF THE COMPANY

- Empowering executives, managing unions
- Restructuring plan: head office, logistics
- 34 task forces, 350 managers involved
- Remodeling of 58 hypermarkets stores (circa €100m CAPEX)
- New price positioning, new promotion plan
- Franchise development

Sales in €m



Ebit in €m



PROMODES

1989-1999 PROMODES

- Building up key competencies
- Managing P&L and operations

KEY FIGURES

€27.4bn
Group revenue
in 2000

€1.4bn
EBITDA in 2000

119
hypermarkets
(Continent)

€4.9bn
Sales in 2000
(Continent)

€202m
EBITDA in 2000
(Continent)

976
supermarkets
(Champion, Shopi,
8 à huit, Codec)

FULL OPERATIONAL EXPERIENCE THROUGH THE CYCLE

- 1998-1999** • **CEO, Continent Hypermarkets France**
One year mission: changing the Continent stores to Carrefour brand, merging the teams and the competencies, delivering expected profitability
- 1995-1998** • **CEO, Continent Hypermarkets France and Marketing & Sales Manager**
Responsible for full P&L and retail operations
- 1993-1995** • **Marketing & Sales Manager France**
In charge of Range, Merchandising, Pricing, Promotions for Continent hypermarkets and Champion supermarkets. Responsible for the international non food central purchasing
- 1991-1993** • **Methods and Organization Manager**
In charge of Supply Chain, Information Systems, and Capex Shared Service Centers
- 1991** • **Store Manager**
In charge of the Wasquehal Hypermarket store (North of France), 10,000 m², €76 million Sales, 400 employees.
First P&L and management operational experience
- 1990** • **Project Manager, reporting to the CEO**
Opening of the first multi format fast moving food products warehouse in Vendin le Vieil (North of France), for hypermarkets and supermarkets

BRUNO PETIT

ARTHUR ANDERSEN

1987-1989

GROUPE BRUNO PETIT

- Number three Company in the French market for individual house construction, turnover of €150m, 3,000 employees
- CFO, General Secretary, in charge of Finance, Legal and Information Systems

1980-1987

ARTHUR ANDERSEN PARIS

- Audit & Consulting: Assistant, Senior, Manager, specialized in Retail Business
- Regulatory Auditing, Mergers & Acquisitions, Due Diligence, Restructuring Consulting

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