



The Carrefour Group launches its new data and retail media strategy with the Carrefour Links platform

Massy, 15 June 2021 – The Carrefour Group just unveiled its new data and retail media strategy with the launch of the Carrefour Links platform. Designed for the Group's partner companies, the platform is designed to better meet customer expectations by creating more personalised experiences – ones that are more relevant to their needs, both in-store and online. The platform uses technology developed by three Carrefour partners, all leaders in their respective fields: Criteo, Google and LiveRamp.

The launch of Carrefour Links is a milestone in the Group's digital transformation.

After a successful three-year digital transformation, Carrefour is launching a new data-based business

Three years ago, Carrefour's e-commerce offering was split across many different websites, creating a complex customer experience. Customer data was hosted on on-premise servers, with limited capacity, which in turn limited opportunities for real-time analysis. The Carrefour 2022 plan placed technology and data at the heart of its strategy, with €2.8 billion worth of investments in digital over five years. In 2018 and 2019, Carrefour built the largest data lake in Europe, recruited hundreds of data scientists who work across the Group's geographies, and migrated 25% of its applications over to the Cloud (as of late 2020). At the same time, it introduced a number of data analysis and safety tools.

Meanwhile, the Group accelerated its implementation of digital technologies. The result was that in 2020, the Carrefour.fr website became the most visited food website in France ([15 million unique visitors](#) per month in the last quarter of 2020. Source: Fevad).

This digital transformation laid the foundations that allow Carrefour to launch today a new data and retail media business with the creation of the Carrefour Links platform.

Carrefour Links gives Carrefour's industry partners access to Carrefour's in-depth customer knowledge

With e-commerce developing at an unprecedented rate, 80% of Carrefour customers say that they want a customised offering. They also want customised attention at each stage of the purchase path. In response, Carrefour has built Carrefour Links – a suite of

groundbreaking analytics and personalization solutions, drawing on three of the Group's strengths:

- Its technological and data expertise,
- Its position as a European leader in customer knowledge – 80 million households worldwide buy from Carrefour every year,
- Carrefour.fr, the leading food e-commerce site in France in terms of traffic.

Carrefour Links combines the Group's retail expertise with the very best technologies available for storing and processing data and keeping it secure. Carrefour Links is structured around four types of solutions:

- **Capture:** finding new customers and prospective customers for a brand.
- **Convert:** making the experience more fluid so as to improve conversion throughout the customer journey (online, as well as omnichannel, with the right offering at the right time).
- **Converse:** developing a sustainable relationship with Carrefour customers.
- **Comprehend:** managing activity and performance with cutting-edge dashboards providing a complete overview of product performance and shopper journey.

In particular, Carrefour Links helps partner companies measure their end-to-end marketing campaigns – from the ad through to the in-store transaction. According to a study conducted by the Boston Consulting Group and Google, using artificial intelligence and large-scale data analysis – such as the type that Carrefour Links offers – companies can generate more than 10% top-line growth thanks to demand prediction models, more relevant local assortments, and services for consumers that are more personalised services for consumers.

The global retail media market is currently worth an estimated €30 billion. In France, the retail media market is worth an estimated €500 million (source: SRI) and is growing at a rate of 20% annually. Carrefour is already a trailblazer on this fast-growing market. Its retail media operations posted more than 50% growth in France in 2020.

By joining forces with global tech companies that are leaders in their fields (Criteo, Google and LiveRamp), Carrefour Links offers the best solution on the market.

Carrefour Links solutions **are co-developed with the best global tech partners** on the market:

- **Criteo**, the world leader in retail media solutions, enabling retailers to fully leverage their inventory and data and brands to engage with their consumers right where the purchasing act occurs.
- **Google**, one of the world's biggest cloud services suppliers.
- **LiveRamp**, the leading data connectivity platform for the safe and effective use of data.

Criteo: In 2021, Carrefour reinforced its collaboration with Criteo, which began in 2014, by committing to a three-year international partnership. Thanks to this partnership, advertisers will be able to promote their products using innovative, increasingly customisable content, targeting the Group's customers across all of its sites and apps.

Google: Partners since 2018, the two groups strengthened their collaboration in 2021 by signing a new global contract that aims at enabling Carrefour to become a 100% cloud company in all of its markets.

LiveRamp: Signed in 2021, the partnership with LiveRamp enables robust data collaboration, analytics and innovation capabilities through LiveRamp's Safe Haven.

A twofold requirement: consent and transparency

Customer consent and transparency on how customer data is used are at the very core of Carrefour' commitments, which are in line with personal data protection regulations and the highest standards of customer data protection.

To ensure customer consent, Carrefour has set up a Content Management Platform (CMP) that it can use to follow and authenticate consent from our customers when they give it. This CMP ensures that the cookies deposited comply with current regulations, and that Carrefour acts in line with our customer wishes.

Customers can visit their personal account page on Carrefour.fr to manage their consent (<https://www.carrefour.fr/mon-compte/consentements>). They can also, when they want, exercise their rights in relation to their data simply by asking.

On the Carrefour site and on its app, in compliance with the recommendations put forward by France's data authority ("CNIL"), Carrefour requests customers for their explicit and informed consent in relation to cookies – particularly so as to provide them with a personalised experience and special offers tailored to their interests. If a customer chooses the "Continue without accepting" option, they will no longer get customised offerings either on Carrefour Group websites or on partner websites. They will continue to see non-specific ads, randomly displayed on Carrefour Group websites.

<https://links.carrefour.com/>

About the Carrefour Group

With a multi-format network of some 13,000 stores in more than 30 countries, the Carrefour Group is one of the world's leading food retailers. The Group recorded revenue of €78.6 billion in 2020. It has more than 320,000 employees who help to make Carrefour the world

leader in the food transition for everyone, providing everybody with access to high-quality, affordable food every day, no matter where they are.

For more information, visit www.carrefour.com, or find us on Twitter (@GroupeCarrefour) and LinkedIn (Carrefour).

About Criteo

Criteo (NASDAQ: CRTO) is the global technology company that provides the world's leading Commerce Media Platform. 2,500 Criteo team members partner with over 20,000 marketers and thousands of media owners around the globe to activate the world's largest set of commerce data to drive better commerce outcomes. By powering trusted and impactful advertising, Criteo brings richer experiences to every consumer while supporting a fair and open internet that enables discovery, innovation and choice. For more information, please visit www.criteo.com

About Google

Google's mission is to organise the world's information and make it universally accessible and useful. Google is a subsidiary of Alphabet Inc. and has been operating in France for 15 years. First and foremost, Google is a technology company, in particular a supplier of innovative, smart advertising solutions that are used by the French advertising ecosystem – both by companies and by companies of all sizes interested in optimising their digital advertising campaigns. Google also supplies trend information and provides inspiration in relation to digital marketing for its French and international partners.

About LiveRamp

LiveRamp is the leading data connectivity platform for the safe and effective use of data. Powered by core identity resolution capabilities and an unparalleled network, LiveRamp enables companies and their partners to better connect, control, and activate data to transform customer experiences and generate more valuable business outcomes. LiveRamp's fully interoperable and neutral infrastructure delivers end-to-end addressability for the world's top brands, agencies, and publishers. For more information, visit www.liveramp.com

Carrefour Group press contacts

Group Communications	Tel.: +33 (0)1 58 47 88 80
Investor Relations	Tel.: +33 (0)1 64 50 79 81
Sébastien Valentin, Anthony Guglielmo and Antoine Parison	
Shareholder relations	Tel.: 0 805 902 902 (freephone number in France)
presse_groupe@carrefour.com	

Criteo press contacts

Aline Dubucq: a.dubucq@criteo.com / +33 (0)6 37 98 20 29

PPR agency: team.criteo@pprww.com

Eléonore Ancel - +33 (0)6 79 44 44 33

Google press contacts

presse-fr@google.com

LiveRamp press contacts

Vae Solis Communications

Sofia Fardjallah or Guillaume Cornu

+33 6 02 17 87 96

+33 6 09 06 29 84

Liveramp-rp@vae-solis.com

Becky Gonzales: becky.gonzales@liveramp.com

Michelle Millsap: liveramp@havasformula.com / +619-857-2384