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# The Group

*Casino, a long-standing player in the French retail market, is now one of the world's foremost food retailers. In 2013, over 60% of consolidated sales were posted in fast-growing countries, mainly in Latin America and Southeast Asia. Globally, the Group is committed to a retailing vision based on closeness to the customer, underpinned by 329,000 employees worldwide.*

*Its continuous innovation strategy, its ability to adapt to local realities and its proactive engagement in the community make Casino unique in its sector, consistently able to live up to its motto of "nourishing a world of diversity".*

# Message from the Chairman

2013 was a milestone year for Casino, marking the culmination of a major revamping of the business that began several years ago. The effective takeover of management control of GPA in Brazil and Monoprix in France was a perfect reflection of the Group's strategy to grow

multi-format, multi-banner, multi-channel approach and a dual retailing/property growth strategy – that make its business model successful.

Attesting to the effectiveness of these initiatives, the Group's 2013 results were

*“After almost doubling in size in the past five years, Casino is now in a position to take full advantage of its new dimension.”*

Jean-Charles Naouri, Chairman and Chief Executive Officer

the business in France and internationally in the most buoyant sectors, which are the premium, discount, convenience and online formats.

Underpinned by this enhanced banner portfolio, the Group was able to consolidate its positions during the year. Internationally, its leadership positions were strengthened in high-growth markets. In France, Casino focused on reinforcing the fundamentals – based on a

highlighted by excellent performances in international markets and an upturn in the French market. Consolidated revenue improved by 15.9% year-on-year, boosted by the fully-consolidated results of GPA and Monoprix and growth in sales at all international subsidiaries. Underlying profit, corresponding to profit before non-recurring items, rose by 9.7%.

The contribution from international operations continued to increase, repre-

senting 60% of total revenue and 74% of overall trading profit for the year. With this performance, Casino now ranks among the world's leading retailers.

## Repositioning in France

In 2013 the Group refocused on retailing basics in France by significantly reducing prices and continuing to expand in the most promising formats.

The assertive price repositioning policy introduced at Géant hypermarkets and Casino supermarkets at end-2012 paid off during the year, leading to ongoing improved sales as from the second half of 2013. In the food segment, Géant hypermarkets registered a return to growth in footfalls, up 1.9%, as well as volumes, up 8.1%, in the fourth quarter.

Delivering a performance in step with changes in French consumer behaviour, convenience formats were able to hold firm in a stagnant demand environment. The Group's multi-banner strategy, complementary fit between store networks, and segmented marketing approach provided considerable, differentiating advantages. Organic<sup>1</sup> sales at the premium, very-urban Monoprix banner grew by 1.4%, while the discount store network expanded at a faster pace, notably with Leader Price's network-strengthening



acquisition of the Norma and Le Mutant store chains. Following a year-end price repositioning, Leader Price is now rated as the most affordable banner<sup>2</sup> in the French market.

Online activities confirmed their status as a growth driver. The Cdiscount website went from strength to strength, achieving a 16.1% increase in business volume. Led by rapid growth in its marketplace platform, which advertises more than 5.5 million products from some 3,000 partner retailers, the site also began expanding internationally with the launch of three new pure player sites under the Cdiscount brand in Colombia, Thailand and Vietnam.

## Sustained expansion in international markets

Now representing more than 60% of consolidated sales, the Group's international banners turned in excellent results in 2013, with organic growth<sup>1</sup> of 11.9% and a sustained, steady pace of expansion in all markets.

Latin America is now a major Casino growth area, with the Group's banners posting a 13.1% organic sales upswing in the region in 2013. GPA confirmed its position as Brazil's number-one food and non-food retailer and the number-two online retailer, while continuing to gain market share. Growth in sales at GPA Food was primarily lifted by the success of the Assaí cash & carry banners and the Minimerca Extra convenience store network, which offer solutions that match today's spending trends.

In the non-food segment, Via Varejo achieved a remarkable profitability turnaround and pursued its development. This performance was rewarded by investor

enthusiasm for the company's shares when they were floated on the Brazilian stock market in December. The e-commerce subsidiary Nova Pontocom, in addition, which launched a Cdiscount-style marketplace in 2013, continued to make rapid gains during the year with organic growth of 29.9%.

In Colombia and Uruguay, Éxito proved resilient in a slowing macroeconomic environment and registered a further 3.5% organic sales gain in 2013. Owing to its multi-banner strategy, Éxito strengthened its leadership in the convenience and discount formats, which are the most promising in its portfolio.

Southeast Asia reported a strong organic gain of 7.5%, despite a complex economic and political climate in Thailand. Big C pursued its expansion in Vietnam and Thailand, notably by leveraging its dual retailing/property model, based on attractive shopping centres built around banners with a friendly feel and competitive offering.

*“Its solid presence in countries with high growth potential provides Casino with a basis for driving robust growth in the years ahead.”*

The international subsidiaries' performances and increasingly established leadership positions in their markets confirmed the effectiveness of Casino's global expansion strategy. Its solid presence in countries with high growth potential now provides the Group with a base for driving robust growth in the years ahead.

## An even stronger balance sheet

Thanks to the solid fundamentals underpinning this growth, the Group was able to further strengthen its balance sheet in 2013. Debt remained under control despite major investments made during the year, such as the acquisition of 50% of Monoprix. High free cash flow generation, equity-strengthening transactions and the successful initial public offering of Via Varejo in Brazil all helped to limit net debt to €5,416 million at end-December, down slightly from the year-earlier figure. At 31 December 2013, net debt stood at 1.62 times EBITDA, compared with 1.91 times the year before.

## Engaged teams

Leveraging the talent, professionalism and dedication of its workforce, Casino is continuing to promote the values that have been central to its success and enabled the Group to pass an important

milestone in its history. These values combine a deep appreciation for local cultures, an entrepreneurial, innovative spirit focusing on the customer, and the conviction that diversity is a precious asset. In this spirit, Casino and its 329,000 employees worldwide are fully committed to supporting the Group's host communities and acting as responsible retailers. In France, Casino celebrated the 20th anniversary of its pledge to promoting diversity and was awarded the Workplace Equality Label in 2013; internationally, its subsidiaries are deploying ambitious social responsibility and environmental policies. These initiatives provide ongoing testimonials to the Group's long-term commitment to both corporate and community development.

This message about last year's performance would not be complete without a heartfelt homage to the memory of Antoine Guichard, who died on 18 May 2013. He consistently applied his exceptional entrepreneurial talents to modernising the business, preserving its independence and expanding its international horizons. Our responsibility is to pursue his work while upholding the values that he bequeathed to us.

<sup>1</sup> At comparable scope of consolidation and constant exchange rates, excluding petrol and the calendar effect.

<sup>2</sup> According to an independent panel expert.

# Expressing leadership, fostering diversity



Casino is a long-standing retailer that anticipates changes in consumer trends in all of its host regions in order to meet the diverse needs of each country and customer. This approach is embraced by its 329,000 employees and underpinned by the Group's four key values of Entrepreneurship, Loyalty, Excellence and Solidarity.

## ENTREPRENEURSHIP

Since its founding, the Group's entrepreneurship has been driven by its enduring spirit of inquiry, constant attention to the needs of its customers in every market, and innovative momentum. The Group stays a step ahead of every trend in order to invent the retail models of the future.

## EXCELLENCE

Casino Group maintains exacting standards in its continuous search for quality and performance as well as its evaluation of methods and procedures. In all of its host countries and many differentiated banners, operational excellence is the key element in its initiatives to ensure customer satisfaction.

## LOYALTY

In the Group's view, success can only be built on a solid foundation of loyalty and shared values, underpinned by its diversity. Its firmly established store networks represent a solid connection with the community, its brands consistently live up to their promise of quality and Casino Group is always attentive to its stakeholders' requirements and needs.

## SOLIDARITY

In line with its Corporate Social Responsibility policy, and guided by a culture of teamwork and cooperation, Casino Group and its employees regularly reach out to local communities and forge new partnerships with local organisations. Through its foundations, the Group takes sustainable action on behalf of children.

## A pioneer for over 115 years

### 1898

Geoffroy Guichard sets up Société des Magasins du Casino et Établissement Économique d'Alimentation, operating under the name "Guichard-Perrachon & Cie".

### 1901

The first Casino-brand products are launched.

### 1906

The first production plants to supply Casino stores are opened in France's Loire region.

### 1927

Laboratory testing enables product-quality control and innovation through the creation of new Casino-brand items.

### 1928

10% of Casino's workforce is already made up of disabled persons, complying with legal requirements that were the forerunner of current disability employment legislation.

### 1948

The first self-service store is inaugurated.

### 1959

Casino becomes the first French food retailer to mark its products with a use-by date.

### 1992

Led by the founder's grandson Antoine Guichard, Casino merges with Rallye, a French retailer owned by Jean-Charles Naouri.

### 1997

Casino acquires Franprix and Leader Price.

### 1999

Strategic alliances are forged with long-standing retailers in Brazil, Colombia and Thailand, countries with young populations and strong development potential.

### 2000

Casino raises its stake in Monoprix to 50% and acquires Cdiscount.

### 2001

The Group sets up the first French-style hypermarket in Vietnam under the Big C banner.

### 2005

Jean-Charles Naouri is appointed Chairman and Chief Executive Officer of Casino Group. The Group's asset portfolio is strengthened in Brazil, Colombia, Thailand and Vietnam. The Mercalys property company is created.

### 2010

Carrefour's interests in Thailand are acquired.

### 2012

Control of Pão de Açúcar, Brazil's no. 1 retailer, is acquired, and an agreement is signed to purchase the remaining 50% of Monoprix.

### 2013

Management control of two of the Group's underpinning assets, GPA in Brazil and Monoprix in France, is acquired.



# Key figures



**€48.6 billion**  
in consolidated net sales

**€2.363 billion**  
in trading profit



**15.9%** growth  
in Group sales

**60%** of Group sales  
generated outside France

**€618 million**  
in underlying profit attributable  
to owners of the parent

**14,056** stores worldwide



**329,000** employees  
worldwide

Number of employees under permanent or fixed-term contracts at 31 December 2013

**52%** of employees  
are women

More than **133,000**  
employees are under  
the age of 30



**No. 1 private-sector employer** in Brazil and Colombia

Private-label brands distributed in **48 countries**

**No. 1 e-retailer** in France and Colombia and **no. 2** in Brazil

**No. 1 retailer** in Brazil and Colombia and **no. 2** in Thailand

# A global network, constantly closer to customers

	Hypermarkets	Supermarkets	Convenience
France			
Brazil			
Colombia			
Uruguay			
Argentina	<p>Mirá. Tenés todo.</p>		
Thailand			
Vietnam			
Indian Ocean			

Casino's complementary banners and store formats enable the Group to respond to the needs and aspirations of its customers in all of its host countries.

E-commerce	Specialty	Services
	<p>Ne soyons pas bio à moitié.</p>	



# The Group Significant events of the year



France

## All remaining shares acquired in Monoprix

Casino became the sole controlling shareholder of Monoprix in 2013, marking the culmination of a process that began in 1996 in the city convenience store segment. The acquisition will enable Casino Group to continue developing the premium Monoprix and Naturalia brands.



Brazil

## Grupo Pão de Açúcar becomes GPA



Celebrating its 65<sup>th</sup> anniversary in 2013, Brazil's no. 1 retailer Grupo Pão de Açúcar changed its name to GPA with the aim of strengthening the shared identity of its banners and businesses while differentiating operations further from its long-standing Pão de Açúcar banner.

**Colombia**  
**Aliados Surtimax, the new Éxito convenience store**



With the Aliados Surtimax convenience format, Grupo Éxito has developed a new way of working with independent retailers across the country. Nearly 270 convenience stores have joined the Surtimax banner, thereby opening up new growth territories for Éxito.



**Vietnam**  
**Big C inaugurates the Green Square eco-friendly shopping centre**

In March 2013, Big C Vietnam inaugurated the Green Square shopping centre, an eco-friendly concept built around a Big C Di An hypermarket and equipped with solar panel roofing. With this photovoltaic system, the first of its kind in the country, energy savings of 30% can be achieved compared with a traditional shopping centre.



**France**  
**Over 5.5 million products on Cdiscount's marketplace**

The Cdiscount marketplace has grown rapidly since its launch in 2011, with over 5.5 million products advertised for sale by some 3,000 partner retailers. It was enhanced in 2013 with an innovative click & collect function that uses GPS technology to search for immediately available products at nearby retail stores.



**France**  
**Casino earns the Workplace Equality Label**

In 2013, Casino became the first retailer in France to earn the Workplace Equality Label, in recognition of its initiatives to foster gender equality among employees. The distinction was awarded for a three-year period by Afnor, the central coordinator of French standardisation, following a comprehensive audit of the Group's policies, primarily regarding compensation, senior management gender diversity, work-life balance and talent management.



**Brazil**  
**Assaí's cash & carry success**

Assaí's cash & carry solution for professional customers proved increasingly popular with individuals looking for unbeatable prices. Sixteen new stores were opened during the year, which should rapidly raise the banner's ranking to second in the industry.

**Brazil**  
**GPA organises "Happier Holidays" giving drive**

During the end-of-year celebrations, Instituto GPA organised a "Happier Holidays" campaign to support underprivileged Brazilian families in a spirit of solidarity and sharing. With the help of 730 participating stores and 3,000 volunteers, large quantities of basic necessities were collected for donation to partner NGOs.

## Brazil

# GPA introduces the convenience shopping centre



Real estate subsidiary GPA Malls inaugurated the first convenience shopping centre in Rio de Janeiro. Built around a Pão de Açúcar supermarket, the Conviva Américas complex is an innovative combination of a traditional retail store and a major shopping

centre. GPA opened a second Conviva centre during the year in Belo Horizonte, Minas Gerais.



After inaugurating the first Viva Laureles shopping centre in Medellín, Grupo Éxito opened additional centres in Sincelejo and Neiva in 2013 and started construction of two more in Villavicencio and Barranquilla.

## France

# “Les Doodingues” omni-channel launch



As part of Casino’s assertive omni-channel retailing strategy, digital media are now used with every product launch. For example, two smartphone game applications were developed in 2013 to support the arrival on store shelves of the Group’s new “monstrously good” children’s brand, Les Doodingues. The “Doodingues Toss” (“*Lancer de Doodingues*”) game became the AppStore’s fourth most downloaded application in France in July 2013.

## Colombia

# Grupo Éxito adds two new Viva centres to its property portfolio



## France

# A year shaped by price cuts

Price reductions introduced in late 2012 at Géant hypermarkets and Casino supermarkets were pursued and stepped up in 2013. Their benefits were already being felt from the second half of the year, which saw a significant increase in footfalls and business volumes. In December, Leader Price also initiated a wave of major price cuts, reaffirming to customers its status as the most affordable retailer in the French market.

## France

# “Choice is Action” responsible consumption campaign

To coincide with last year’s World Environment Day celebrations, which were organised around the theme of food waste, Casino’s banners led a vast campaign called “Choice is Action” (“*Choisir C’est Agir*”) to build awareness among consumers about responsible consumption. Set up in cooperation with the GoodPlanet Foundation, the campaign was deployed in over 2,500 stores, supported by an e-learning tool for employees and a dedicated forum for suppliers.



## Thailand

# Big C voted consumers’ favourite hypermarkets

For the second consecutive year, consumers in Thailand voted Big C their preferred hypermarket banner. According to the independent survey conducted by market research firm Video Research International (Thailand) and *Marketeer Magazine*, 84% of consumers rank Big C as their favourite, versus 77% in 2012.

# The Executive Committee

Led by the Chairman and Chief Executive Officer, the Executive Committee is responsible for managing the Group's operations as it implements the strategic vision defined by the Board of Directors.

It helps to shape strategy, coordinates and shares initiatives, and tracks cross-functional projects to ensure the alignment of action plans deployed by the subsidiaries and operating divisions, and, in this capacity, sets priorities when necessary.

It also monitors the Group's financial results and ratios and determines the action plans to be undertaken. The Committee meets once a month.



**Jean-Charles Naouri**  
Chairman and  
Chief Executive Officer



**Yves Braibant**  
Chief Executive Officer,  
Big C  
Thailand



**Hervé Daudin**  
Merchandise and Supply  
Chain Director,  
Chairman of EMCD



**Yves Desjacques**  
Human Resources  
Director



**Carlos Mario Giraldo Moreno**  
Chairman of Grupo Éxito  
Colombia



**Antoine Giscard d'Estaing**  
Chief Financial Officer



**Ronaldo labrudi**  
Chief Executive Officer  
of GPA  
Brazil



**Stéphane Maquaire**  
Chief Executive Officer  
of Monoprix



**Jean-Paul Mochet**  
Chief Executive Officer  
of Franprix



**Tina Schuler**  
Chief Executive Officer  
of Leader Price



**Arnaud Strasser**  
Corporate Development  
and Holdings Director



**Gérard Walter**  
Chief Executive Officer  
of Géant Casino  
Hypermarkets



**Julien Lagubeau**  
Strategic Planning  
Director and Executive  
Committee Secretary

# The Board of Directors

The Board of Directors is comprised of 14 members<sup>1</sup>:

**Jean-Charles Naouri,**  
Chairman and Chief Executive Officer.

**Didier Carlier,**  
representing Euris;  
Chief Executive Officer of Rallye.

**Henri Giscard d'Estaing,**  
Chairman and Chief Executive Officer of Club  
Méditerranée. *Independent director.*

**Gérard Koenigheit,**  
representing Matignon-Diderot;  
Advisor to Casino.

**Lady Sylvia Jay,**  
Independent Company Director.  
*Independent director.*

**Marc Ladreit de Lacharrière,**  
Chairman and Chief Executive Officer of Fimalac.

**Didier Levêque,**  
representing Foncière Euris; Secretary General  
of Euris SAS and Chairman and Chief Executive  
Officer of Finatis.

**Catherine Lucet,**  
Chief Executive Officer of the Education and  
Reference Division of Editis. *Independent director.*

**Gilles Pinoncély,**  
Company Director.

**Gérald de Roquemaurel,**  
Legal Manager of BGR Partners.  
*Independent director.*

**David de Rothschild,**  
Managing Partner of Rothschild et Cie Banque,  
Chairman of NM Rothschild & Sons Limited  
(London).

**Frédéric Saint-Geours,**  
Special Advisor to the Chairman of the Managing  
Board of PSA Peugeot Citroën.  
*Independent director.*

**Michel Savart,**  
representing Finatis; Director and Advisor  
to the Chairman of Casino-Rallye and Chairman  
and Chief Executive Officer of Foncière Euris.

**Rose-Marie Van Lerberghe,**  
member of the Conseil Supérieur de la Magistrature.  
*Senior Independent Director.*

**Pierre Giacometti, Non-Voting Director,**  
Chairman of GiacomettiPeron & Associés.

**Jacques Dumas, Secretary of the Board,**  
Advisor to the Chairman.

**Antoine Guichard,** Honorary Chairman of the Board of Directors, died on 18 May 2013.

The grandson of Casino's founder Geoffroy Guichard, he guided the Group's destiny for four decades. During that time, he modernised the organisation with unflinching determination and set in motion its international expansion.

To preserve Casino's independence and speed its development, Antoine Guichard came together with Jean-Charles Naouri to merge Casino and Rallye in 1992. Honorary Chairman as from 2005, he consistently demonstrated his devotion to the Group and generously shared with the Chairman the wisdom of a lifetime of extraordinary experiences.

## Organisation and procedures of the Board of Directors

The rules governing the organisation and procedures of the Board of Directors are defined by law, the Company's articles of association and the Board Charter. They are presented in detail in the Chairman's Report and in the Board Charter, which are included in the registration document filed with France's securities regulator Autorité des Marchés Financiers (AMF). Directors are elected for a term of three years. In accordance with the Company's articles of association and the AFEP/MEDEF corporate governance code for French listed companies, the Board is re-elected in part each year on a rotation basis. The terms of five directors – Gérald de Roquemaurel, David de Rothschild, Frédéric Saint-Geours, Euris and Foncière Euris – are therefore expiring at the General Meeting of 6 May 2014.

As part of its delegated responsibilities, the Appointments and Compensation Committee conducted its annual review of the organisation and composition of the Board of Directors in light of good governance criteria,

notably assessing the extent to which the Board included women and independent directors, and whether the Board members' skills and experiences were appropriate and complementary. The Committee also implemented a new process for evaluating the Board's organisation and procedures.

In particular, the Committee assessed whether any of the Directors maintained relations with Group companies that might compromise their freedom of judgment or lead to conflicts of interest. Following this review, and based on the recommendation of the Appointments and Compensation Committee, the Board of Directors decided to recommend that shareholders re-elect the five directors whose terms were to expire at the General Meeting.

Following the General Meeting of 6 May 2014, the Board would therefore still comprise 14 members, including six independent directors – Henri Giscard d'Estaing, Sylvia

<sup>1</sup> Subject to the re-election of Directors whose terms expire at the General Meeting of 6 May 2014.

Jay, Catherine Lucet, Gérald de Roquemaurel, Frédéric Saint-Geours and Rose-Marie Van Lerberghe – as defined by the criteria in the AFEP/MEDEF corporate governance code. It would also include three other qualified individuals from outside the Company: Marc Ladreit de Lacharrière, Gilles Pinoncély and David de Rothschild. The Company's controlling shareholder would still be represented by five Directors.

Independent directors would account for more than 40% of Board members, and women for more than 20%. According to the Board Charter, each Director must hold a number of registered shares representing the equivalent of at least one year's director's fees. In May 2012, following a proposal by the Chairman and in accordance with AMF recommendations and shareholder proxy advisors, the Board of Directors appointed Rose-Marie Van Lerberghe as Senior Independent Non-Executive Director in order to ensure that the principles of good governance are upheld in the exercise of the combined roles of Chairman and Chief Executive Officer.

In the Board's most recent self-assessment, conducted in first-quarter 2014, the Director's ratings and comments indicated that they were satisfied with the Board's organisation and procedures both from an ethical standpoint and in terms of corporate governance principles. The Directors said that more women and non-French individuals should be elected to the Board and that Group

operational managers should to continue to attend Board meetings on an occasional basis to report on the subsidiaries' activities and strategies.

The Board of Directors met six times in 2013, with an average attendance rate of 86%.

#### **BOARD COMMITTEES**

The Board of Directors is assisted by two specialised committees: the Audit Committee and the Appointments and Compensation Committee. The Board Committees are composed exclusively of Directors. Neither the Chairman and Chief Executive Officer nor any representatives of the controlling shareholder may sit on a Committee.

#### **AUDIT COMMITTEE**

The Audit Committee is comprised of four members: Frédéric Saint-Geours, Catherine Lucet and Gérald de Roquemaurel, who are independent members, and Gilles Pinoncély. Frédéric Saint-Geours is the Committee Chairman. All of the Audit Committee's members act or have acted as corporate executives and consequently have the relevant financial or accounting expertise described in Article L.823-19 of the French Commercial Code. The Audit Committee assists the Board of Directors in reviewing and approving the annual and interim financial statements, and in dealing with transactions, actions or events that are likely to have a material impact on the

position of Casino, Guichard-Perrachon or its subsidiaries in terms of commitments and/or risks. Accordingly, pursuant to Article L.823-19 of the Commercial Code, the Committee is in charge of monitoring issues that relate to the preparation and auditing of accounting and financial information.

Specifically, it is responsible for monitoring the process by which financial information is prepared, the effectiveness of internal control and risk management systems, the legal audit of the annual and consolidated financial statements by the Statutory Auditors and the independence of the Statutory Auditors. A Charter sets out the Committee's powers and duties, particularly those concerning risk management and the identification and prevention of management errors. The Audit Committee met six times in 2013, with a 100% attendance rate.

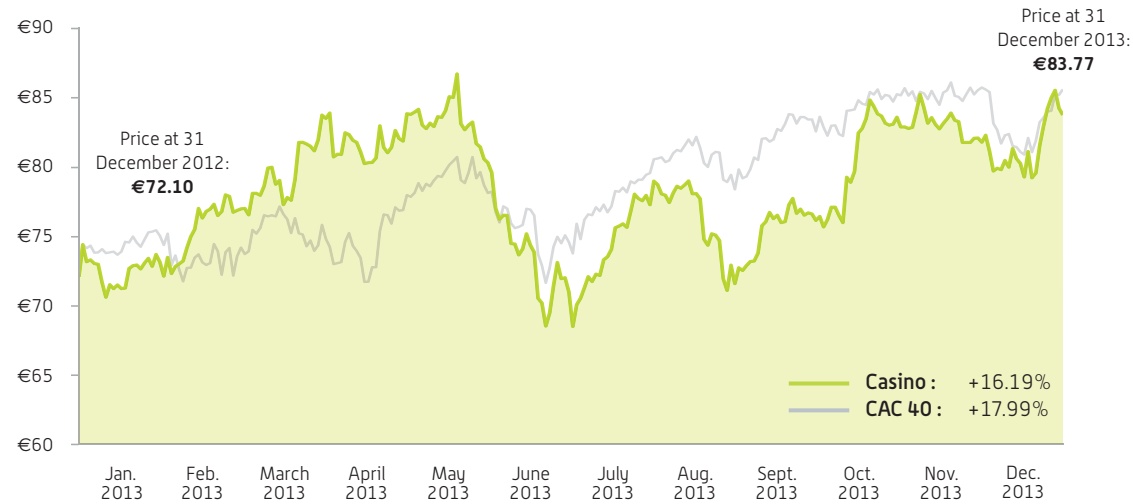
#### **APPOINTMENTS AND COMPENSATION COMMITTEE**

The Appointments and Compensation Committee is comprised of four members: Rose-Marie Van Lerberghe, Henri Giscard d'Estaing and Gérald de Roquemaurel, who are independent members, and David de Rothschild. Rose-Marie Van Lerberghe is the Committee Chairman. The Committee's primary role is to assist the Board of Directors a) in reviewing candidates for appointment to senior management positions and for election to the Board of Directors, b) in setting and overseeing the Group's senior management compensation as well as

senior management and employee stock option and stock grant policies and c) implementing employee share ownership plans. It also monitors the proper application of corporate governance rules and ensures that there are no potential conflicts of interest. A Charter sets out its powers and duties, particularly those concerning the periodic assessment of the Board of Directors' practices and performance and the review of its compliance with good corporate governance principles and professional standards, especially as prescribed in the Board Charter. The Committee met four times in 2013, with an attendance rate of 81%.

# Share performance and ownership

## 2013 share performance



## Share information

### Stock exchange

NYSE Euronext Paris (Compartment A)

### Codes

– ISIN: FR0000125585  
– Bloomberg: CO FP  
– Reuters: CASP.PA

### Indices

#### – Major indices

CAC NEXT 20, CAC Large 60, SBF 120, SBF 250, Euronext 100

#### – Sector indices

DJ Stoxx and DJ Euro Stoxx

“Non-cyclical Goods and Services” sector

#### – Socially responsible indices

Dow Jones Sustainability Index  
FTSE 4 Good  
Ethibel Sustainability Index  
Ethical Index Euro

### Eligible

for the Deferred Settlement System (SRD)  
and for the PEA share savings plan (PEA)

### Shares outstanding

113,105,831 at 31 December 2013

### Market capitalisation

9.5 billion euros at 31 December 2013

### Casino Group Ratings

The Group is rated BBB- Stable Outlook by Standard & Poor's  
and Fitch Ratings

### Sponsored ADR programme

Structure: Level I ADR  
Bloomberg ticker: CGUSY US  
CUSIP: 14758Q206  
ADR depository bank: Deutsche Bank Trust Company Americas

The Casino share price is displayed in real-time under “The Casino Share” in the Investor Relations section of the corporate website,  
<http://www.groupe-casino.fr/en>

## Ownership structure at 31 December 2013

	Number of shares	%	Voting rights	%
Groupe Rallye	54,750,596	48.4	93,033,535	59.5
Public	57,120,891	50.5	60,879,061	38.9
Employee savings plan	1,224,106	1.1	2,444,403	1.6
Treasury shares	10,238	0	0	0
<b>Total</b>	<b>113,105,831</b>	<b>100.0</b>	<b>156,356,999</b>	<b>100.0</b>

## Five-year share performance

	2013	2012	2011	2010	2009
<b>Average daily trading volume</b>					
In number of shares	627,764	662,020	781,996	516,336	653,793
In € millions	49.1	46.2	51.7	33.6	32.8
<b>High/low</b>					
High (in €)	86.7	75.6	75.3	74.5	62.8
Low (in €)	68.5	62.4	52.6	57.4	44.8
<b>Closing price at 31 December (in €)</b>	<b>83.8</b>	<b>72.1</b>	<b>65.1</b>	<b>72.9</b>	<b>62.5</b>
<b>Dividend per share (in €)</b>	<b>3.12</b>	<b>3.00</b>	<b>3.00</b>	<b>2.78</b>	<b>2.65</b>



# An expansionist business model

For over a century, Casino Group has been successfully combining anticipation of changes in consumer spending habits with ongoing commitment to fundamentals. Its multi-format/multi-banner business model focused on exacting standards regarding both quality and prices, its omni-channel strategy, its dual retailing/property development strategy and its vigorous international expansion have made Casino one of today's most solid players in the retail sector.



# A basic commitment to customers: low-prices



Providing the best products at the best prices – in a flat demand environment, the Group is refocusing on the fundamentals that have made its retail model successful.

## THE PRICE ADVANTAGE

Determined to bolster its customers' purchasing power, in late 2012 the Group initiated a vast price reduction campaign across its network of banners in France that was continued and accelerated in 2013. The price cuts mainly concerned food products that are most sought after by consumers. As a result, Géant is now the second most affordable hypermarket in France<sup>1</sup> and the most affordable for the most popular leading brand products. This radical price repositioning policy has not gone unnoticed; shopper traffic at supermarkets and

### Géant hypermarkets

#### Low prices

To publicise its price reductions, Géant hypermarkets are proving their point to consumers through comparisons of its shopping basket costs with those of local competitors. This marks a new "guerrilla" strategy in the price war, illustrating the Group's commitment to recapturing and retaining customers.

hypermarkets has been rising since the second half of 2013, coupled with a significant rise in sales volumes, and growth in Géant hypermarket revenue since early 2014 is continuing to attest to the strategy's success.

## BACK TO FUNDAMENTALS

To lower prices without affecting the product quality that is an essential component in Casino's DNA, the Group is returning to the fundamentals. Promotional marketing campaigns have been scaled back in the different banners to offset the cost of price cuts, and assortments refocused on best sellers, leveraging a pooled purchasing strategy. Upstream of the sales outlets, priority has been placed on improving supply chain productivity and competitiveness. The purchasing strategy, in addition, is allowing manufacturers to benefit more from the Group's new international scope. Similar measures have been taken by GPA in Brazil. Thanks to cost control, operational process optimisation and margin adjustments, GPA has been able to introduce deep price cuts and boost its banners' competitiveness.



## PROMOTIONS

### Special discount days

Promotional campaigns are helping to enhance the attractiveness of Casino's banners. In Brazil, GPA continued to extend its "Black Friday" programme to different store formats during the year, while in Thailand Big C's "Golden Saturday" campaign, offering unusual promotional offers and discounts of up to 80%, was a resounding success.

## A MULTI-FORMAT, MULTI-CUSTOMER MODEL

The Group's multi-banner strategy is a powerful tool for responding to customer needs, serving to position prices according to each type of spending behaviour. In France's discount segment, Leader Price introduced significant price cuts at the end of 2013 with the bold marketing slogan: "As always, the low-price leader". True to its mission to provide everyone with access to high quality merchandise, Leader Price is now the most affordable banner in France.

Price is also a strong selling point for the Group's international subsidiaries. Big C, for example, offers the lowest prices in the country at its hypermarkets in Thailand. In Vietnam, where the banner is known as "Every family's choice for low prices", Big C has committed to maintain the market's lowest prices on 300 essential commodities. In Brazil, GPA is strengthening

*"Géant is now the second most affordable hypermarket banner in France."*

its presence in the particularly competitive cash & carry segment, the Brazilian version of discount retail. Its dedicated cash & carry banner Assaí posted remarkably swift expansion during the year.

<sup>1</sup> According to prices collected by UFC-Que Choisir in a study based on 3,048 stores visited in September 2013.

## Private-label products

### "Everyday" affordability

Known for their high-quality products, the Group's private labels are more than ever present in the low-price segment thanks to the strength of the central purchasing agency. In France, where Leader Price products are the most affordable in the market, Casino's banners have developed a value-line brand called Tous les Jours ("Everyday"). With sales volumes up 12% in 2013, the brand is continuing to win over customers.

# Multi-channel retailing underpinned by omni-channel convenience



Led by Nova Pontocom in Brazil and Cdiscount in France, the Group is forging ahead in multi-channel retailing – building increasingly more gateways between its distribution networks to provide customers with a total convenience experience empowered by omni-channel technology.

## CROSS-CHANNEL RETAILING COMES OF AGE

A pure player in online sales, Cdiscount has become France's leading non-food e-retailer<sup>1</sup> in the space of a few years. In 2013, the website boasted 16 million customers and €1.4 billion in net sales. The Cdiscount marketplace has also grown rapidly since its launch in 2011, with over 5.5 million products now advertised for sale by nearly 3,000 partner retailers. This development has

been hastened by logistical and commercial gateways set up with the Group's other distribution channels, creating cross-channel platforms seamlessly integrating several channels into any given purchase experience that are developing at brisk pace. 3,000 Cdiscount pick-up locations, for example, have been opened at the Group's banners to date, more than 400 Casino stores and 200 partner newsagents now accept payment for Cdiscount purchases, and special corners featuring Cdiscount bestsellers have been installed in Géant hypermarkets.

## Cdiscount

### The click & collect marketplace experiment

In late 2013, Cdiscount launched an ambitious online-to-store experiment involving the use of GPS technology to search for immediately available products at nearby retail stores where marketplace customers can pick up their purchases two hours later. Tested with success in Bordeaux, the solution will be extended to Mercialis shopping centre merchants in an initial phase and should ultimately translate into considerable growth potential.

*“Cdiscount is the first e-retailer to be certified to AFNOR's NF345 standard for customer relations.”*

On the other side of the Atlantic, GPA's e-commerce subsidiary Nova Pontocom now ranks second in its market<sup>2</sup>, with revenue up by almost 30% in 2013 to €1.5 billion. As with Cdiscount, cross-channel retailing is central to its strategy, with the launch in 2013 of two new services: a store pick-up option for online customers, and Internet terminals in Extra hypermarkets allowing customers to view the banner's online catalogue. Another highlight of the year was Nova Pontocom's inauguration of the extra.com marketplace, which is giving new impetus to the e-retailer's development.

Cdiscount is also taking a keen interest in online-to-store solutions for its marketplace. By acting as an agent for partner retailers, the site can access new sources of potential revenue.

## CONNECTED CONSUMERS, INNOVATIVE BANNERS

By developing solutions for connected consumers who want to interact with various distribution channels in a seamless, intuitive manner from any location, the Group's banners are increasingly finding new ways to offer their customers an omni-channel experience. In France, the Group has introduced mCasino, the first mass retail smartphone application that is NFC compatible. At enabled stores, the app allows users to read electronic stickers using their mobile to add items to their shopping cart

## SOCIAL NETWORKS

### An audience of 6 million people worldwide

Designed to federate and structure the Group's social network initiatives, a Social Media Centre was set up at the beginning of 2013. Casino has nearly 250,000 fans on Facebook, Monoprix has 800,000 and Cdiscount 820,000. The international subsidiaries are highly engaged in social networks, particularly Libertad with its Web Club and Éxito with its strong Twitter presence and 820,000 Facebook fans.

and facilitate the check-out process. In addition, “NFC order walls” and “virtual storefronts” are being installed at various locations: in the Bangkok metro by Big C, in São Paulo by Pão de Açúcar and in Géant hypermarkets by Cdiscount. They signal the arrival of a new kind of closeness to the customer, with smartphones serving as a veritable purchasing and payment terminal.

The growing revenue contribution of m-commerce solutions among the Group's online subsidiaries is expected to increase further with the international expansion of the Cdiscount website, launched in January 2014 in Colombia, Thailand and Vietnam where the proportion of people using mobiles and tablets to make online purchases is much higher than in France.

<sup>1</sup> Cdiscount is no. 1 in terms of revenue and no. 2 in number of unique visitors (Source: Médiamétrie // NetRatings – Categories specially created for FEVAD – France – Based on use from any location – Monthly averages for January, February and March 2013 – Internet applications excluded).

<sup>2</sup> No. 2 e-retailer in Brazil, with a market share of 17% at 31 December 2012 according to data published by E-bit.

# Property development at the centre of Casino's strategy



The dual retailing/property business model is one of the Group's differentiating strengths in its ongoing development of shopping centres in France and internationally.

## THE DUAL RETAILING/PROPERTY MODEL

One of the Group's unique attributes is its strategy of combining retail operations with commercial property management. The goal is to enhance retail site appeal to promote business activity and create asset value, while also taking advantage of the Group's food retail space. A dedicated division comprising delegated project management, legal, design, property management and other specialists covers

all aspects of commercial property, ranging from land acquisition and retail-space marketing to real-estate promotion and asset-value enhancement. Their expertise is deployed both in France and abroad.

Reinventing retail sales areas to align them with changing consumer trends is the mission that has been assigned to Mercialys, which is 40.2%-held by Casino and owns the shopping centres that are adjacent to the Group's hypermarkets in France. Mercialys is a leading property company dedicated to capturing the value of 90 French property assets, including 60 shopping centres. Its "Esprit Voisin" ("Neighbourly Spirit") programme has enhanced each location's appeal with expanded shopping areas, distinctive architecture and landscaping, new services and a strong connection with the local community, transforming them all into "neighbourly" hubs of activity. 2013 was shaped by the ongoing development of the property portfolio. In France, Mercialys took full advantage of building permits to extend its shopping centres by

## MERCIALYS

### The retail property investor

In 2013, Mercialys (40.2%-held by Casino) completed the process of refocusing its portfolio on pertinent retail assets through its "Foncière Commercante" strategy. Now entering a new phase, Mercialys is seeking to give its retail areas more comprehensive, differentiating qualities by leveraging its solid fundamentals. The use of pop-up stores in its shopping centres is being stepped up to attract more customers and create a more vibrant environment, supported by a multi-channel strategy based on powerful marketing tools made available to the banners.



a total of 22,000 square metres. In addition, pop-up stores were leveraged to augment the overall retail offering and thereby increase shopping centre attractiveness.

## AN EXPORTABLE MODEL

Internationally, the Group's expertise in operating and capturing the value of shopping centres is a highly differentiating strength. Its ambitious aim is to offer everyone a unique customer experience suited to specific local conditions. Following the well-publicised openings of shopping centres around Big C hypermarkets in Thailand and Vietnam, the Group's subsidiaries in Latin America have become the key drivers of property development. In 2013, GPA launched the Conviva convenience shopping centre concept in Brazil, and Éxito continued developing the Viva concept introduced to Medellín in 2012, with some 60,000 sq.m of new space scheduled to open in Colombia in 2014. In Argentina, the Neighbourly Spirit programme underpinned the launch of the Patagonia project to revamp property assets, leading to the development of 18,000 sq.m of retail space in 2013. This model is proving to be a spearhead of Group growth and value-creation in Latin America.

## Brazil

### GPA launches the Conviva concept

On 13 June 2013, GPA's unit regrouping real estate activities in Brazil launched a pioneering convenience shopping centre format in the country under the Conviva banner. Located in Rio de Janeiro in the Barra de Tijuca district and designed around a Pão de Açúcar supermarket, the 12,500-sq.m centre houses leading national banners, a fitness centre and 35 stores. Dubbed "Conviva Américas", it is expected to draw up to 6,000 customers a day. In a continuation of this strategy, in December 2013 a Conviva Minas centre was inaugurated in Belo Horizonte, opening significant growth potential for these projects over the coming years.

*"GPA Malls had 250,000 sq.m of leasable space in Brazil as of end-2013, on a par with the leaders in its sector."*

# Dynamic international expansion



With global operations now accounting for the majority of total revenue, the Group's dimension has changed dramatically in recent years. Casino is building on this momentum by entering new markets through partnerships forged in 40 countries.

## A DIFFERENTIATING STRATEGY

2013 signalled the culmination of an ambitious international development strategy for Casino Group. Targeting fast-growing countries, this highly differentiating approach hinges on forging alliances with mass retailers with a strong local presence, developing their long-standing banners, respecting their local management and sharing best practices. The acquisition of control of GPA in Brazil represented a major step in the international expansion process. The Group's dimension has changed dramatically as a result, with international operations now representing over 60% of its revenue and almost three-quarters of its trading profit.

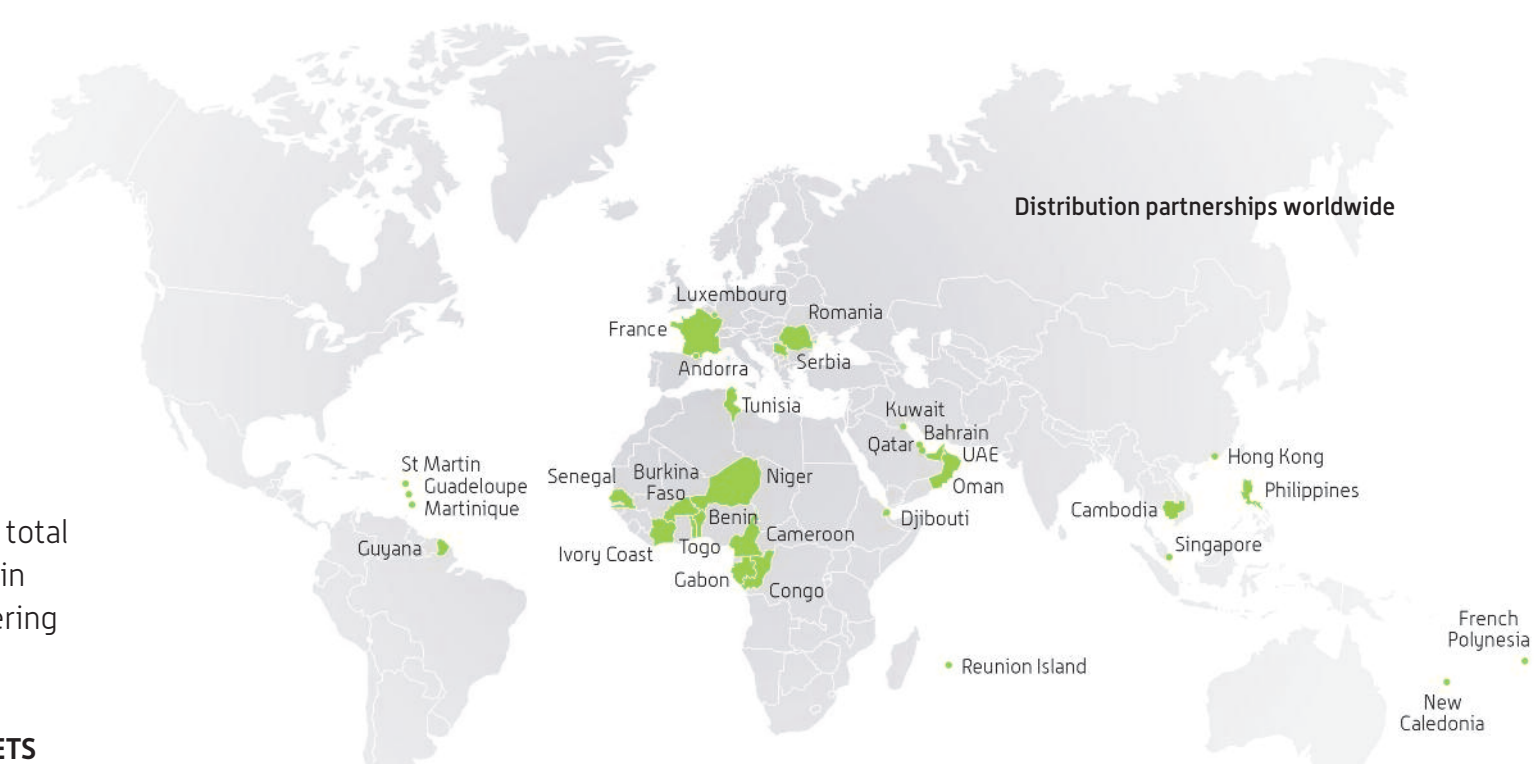
## PENETRATING NEW MARKETS

While consolidating its positions through the development of its subsidiaries, the Group is pursuing an assertive partnership strategy in countries where it is not yet present. The aim is to give Casino banners and brands a secure foothold in new markets, to which end the specialised Partnerships department has set up alliances with 35 retailers in 40 countries worldwide, mainly in Africa and the Middle East. Twenty stores were opened in 2013, raising to 186 the total number of franchised stores outside France. Since 2012, the Group has also been developing relationships with leading local retailers, giving them access to

### Monoprix

## Ten stores opened outside France

Monoprix is pursuing its international expansion, particularly in Luxembourg, North Africa and the Middle East, with ten international store openings in 2013. After setting up shop in Lebanon and Tunisia, the banner opened its first sales outlets in Tripoli, Libya and Doha, Qatar.



*“A showcase for the Group in the Middle East, the Yas Island shopping centre will open in Abu Dhabi in autumn 2014, featuring a Géant hypermarket.”*

Casino and Monoprix products. Through such arrangements, the Group's private-label brands are sold in markets as distant as Hong Kong, Singapore and the Philippines. In addition to providing major revenue possibilities, these partnerships are enabling Casino to evaluate future growth opportunities.

### E-tailing

## Cdiscount's international expansion

Backed by the strength of its success in France, Cdiscount is deploying its e-tailing model in three of the Group's host countries: Colombia, Thailand and Vietnam. Leveraging the banners' leadership positions, regional networks and fine-tuned understanding of local consumers, Cdiscount aims to become a forefront non-food e-retailer in these markets.



# Private-label brands that promote responsible shopping

**P**private-label brands, which are encrypted in Casino Group's DNA, have always underpinned the strength of its banners. The Group's exacting standards for quality, innovation, taste, nutrition, health and the environment in its own brands provide consistent proof of its dedication to promoting responsible shopping.

# Private-label brands that embody excellence



Since pioneering the private-label concept back in 1901 with the launch its own-brand products, Casino Group has continually re-invented its offer in a commitment to deepening ties with its customers.

## STAYING A STEP AHEAD

Private labels have been a core component of the Group's business model from its very beginnings in Saint-Etienne. In all of their host countries, the Group's banners offer superior brands that are suited to the local culture, recognised for their quality and chosen for their competitive prices. They make an essential contribution to store appeal and, to stay a step ahead, the Group remains constantly attuned to its customers' needs in order to develop an offer that evolves in tandem with their expectations. In France, the Casino Famili children's product range was completely revamped during the year as part of this continuous innovation process. The launch of the new "mons-

*“Taeq is the first retailer brand in Brazil to be featured in a television advertising campaign.”*

**Synergies**  
**Finlandek goes global**  
 Launched by Éxito in 2007, the Finlandek home decoration, textiles and tableware brand continued to win over customers at the Group's banners in Thailand and Brazil, where it exceeded sales targets by 15% in 2013.

trously good" Les Doodingues brand, evoking deliciousness and fun, was supported by the development of two dedicated game applications for smartphones and tablets.

## TASTE PLEASURE

In the food segment, preference is a matter of taste, which is why Casino Group has set up an ambitious process for developing products that deliver a high-quality taste experience. For instance, its joint project with La Maison Troisgros



*“More than 2 million Casino products are sold every day in France at the Group's 7,000 sales outlets.”*

enabled the creation of flagship products in the Casino Délices range under the signature of celebrity chef Michel Troisgros. Initiated back in 1989, the process now also benefits Casino's Club des Sommeliers wine line, which has a "Grande Réserve" selection in the pipeline for sale in stores as far away as Brazil. Leveraging its internal "Taste Laboratory", the Group is able to provide a range of exceptionally delicious products that are rated each year in a sensory evaluation procedure. The Excellence Programme, a joint undertaking by the Purchasing and Quality teams and Chef Florent Boivin, voted best in his specialty in France in 2011, aims to showcase the best of these products, judged to be superior to other retailer and national brands.

## AFFORDABLE EXCELLENCE

At Leader Price, French celebrity chef Jean-Pierre Coffe has lent the banner his talent and passion for taste over the past four years, notably through its Sélection de Nos Régions range. In a similar spirit, Casino's Terre & Saveurs line has refocused its offer on traditional fresh products of exceptional quality that meet rigorous sourcing, selection and freshness criteria. The goal is to become the benchmark for taste and quality in the fresh foods section.

Casino is also demonstrating its commitment to affordable excellence in the fashion segment. The "little black dress" capsule collection launched by Monoprix in November, featuring creations from five top designers, was sold out in a matter of days. At Éxito, the Arkitekt brand collaborated with yet another prestigious fashion house in 2013, this time inviting Pink Filosofy to design a romantic collection of some 50 clothing items and accessories.

## The Casino Collector project Everything 80s

Casino is surfing on the neo-retro trend with the Casino Collector project, based on the simple idea of bringing back the emblematic brands of the 1980s that have disappeared. Teams identify French brands that are likely to appeal to the 30-45 age group, with the aim of obtaining an exclusive license to sell them in the Group's banners. Chambourcy, Flodor, Pschitt, Frigécrème, Pouss'Mousse and other famous brands from the period are neither private-label nor national brands, but are now available exclusively at Casino banners in France. And they're making quite a splash.



# Safe, healthful products everywhere



In all of its host countries, the Group is committed to consistently offering safe, healthful products to its customers.

## ONGOING DEDICATION TO HEALTH AND NUTRITION

Committed to a Voluntary Code of Commitment to Nutritional Progress signed back in 2008, Casino engages in many initiatives focused on developing nutritionally balanced products. As part of a continuous improvement process, the nutritional qualities of Casino products are optimised by reducing their fat, sugar and salt content, and by substituting some of their ingredients with more healthful alternatives. In this spirit, moves are

also being made to eliminate or limit the use of preservatives, with more than 2,000 recipes already re-worked to give expression to more natural goodness. In France, 76% of Casino private-label food items now feature easier-to-understand nutritional labels. In international markets, Grupo Éxito has adopted the new labels for 1,900 of its own-brand products, while Big C in Vietnam has placed them on every product in its private-label range.

## INNOVATIVE PRODUCT LINES

New products with enhanced nutritional benefits have also been created. In France, the “Casino Bien Pour Vous” range offers over 100 items associated with well-being, fitness and dietary balance. Following the organic trend introduced by Casino Bio, Monoprix Bio and Leader Price Bio, Brazil’s Taeq brand now offers 330 organic products, increasing to more than 30% the number of GPA own-label items that are certified as organic. In Vietnam, Big C has launched the Huong Vi line of products grown or raised according to certified methods. In Colombia, Éxito is developing a best agricultural



practices certification programme with fruit and vegetable suppliers. Some 20 new suppliers adhere to the programme every year.

## THE BEST FROM HERE AND ELSEWHERE

Because customer confidence also depends on the retailer’s ability to guarantee product traceability, local sourcing from small producers is encouraged in all of the Group’s host countries. In France, the Group supports local suppliers by developing partnerships with farmers, winegrowers, livestock breeders and fish traders through its Terre & Saveurs and Club des Sommeliers brands. In addition, Casino stores are continuing to roll out the “Le Meilleur d’Ici” concept of marketing local goods produced within an 80-kilometre radius of the selling point. At the same time, the Group is launching “Ici en France”, a selection of 80 flagship “Le Meilleur d’Ici” products for sale across the country.

Local producers are also supported by the Group’s banners in international markets. With the “Caras do Brasil” programme, Pão de Açúcar enables artisanal cooperatives to sell their products in its 82 stores. For their part, Grupo Éxito and Big C Vietnam are forging partnerships with local producers to give customers access to high-quality commodities at affordable prices. Vindémia, as well, promotes locally sourced Reunion Island products with the “Nou la Fé” range.

*“All of Big C’s own-brand products in Vietnam feature the new nutrition facts label.”*

### Local suppliers

## Milk from the Forez Mountains

To support small dairy farmers, in 2013 Casino introduced “Monts du Forez” milk to its stores, enabling 65 struggling producers in France’s Forez Mountains to find new customers after the closure of an AOC (certified controlled origin) cheese manufacturer. In a continuation of its partnership with 26 milk producers in the Lot Valley, Franprix sold four million litres of high-quality milk from the region.

# A mutual commitment to responsible shopping



Responsible retailing involves more than just product design. It also involves educating and supporting customers as part of a mutual commitment to responsible shopping.

## RAISING CUSTOMER AWARENESS

To improve consumer shopping habits, Casino Group offers “responsible” product lines in all of its subsidiaries while also making an investment in consumer education. Supplementing the carbon impact data featured on its products since 2008, Casino now provides facts about each product’s water consumption and water pollution in an expanded environmental index on over 300 of its products.

In addition, the Group has set up information campaigns on recycling end-of-life products, including GPA’s “Hello Recycle Programme” in Brazil, which invites customers to return used telephones and batteries in stores, and the “Recycle More and Better Together” initiative undertaken at Casino banners in France. Increasingly, more measures are being taken to reduce single-use plastic bag distribution in stores. Libertad now sells new Ecobolsas reusable carriers, Big C Vietnam provides Lohas

recyclable bags and Éxito gives customers loyalty points for using reusable shoppers. In France, Franprix is committed to reducing the impact of fruit and vegetable bags by providing bags made from biodegradable, compostable plant matter.

## COMBATING WASTE

To coincide with World Environment Day 2013, which was organised around the theme of food waste, several initiatives were implemented in France to raise customer awareness. Monoprix published its seventh “ABC Guide” on how to reduce food waste, while the Casino banners launched “Choice is Action”, a vast consumer awareness campaign about responsible shopping. Set up with the GoodPlanet Foundation, the programme gives customers practical guidance on responsible shopping, using an informational booklet to explain just what is at stake and showcasing products that are best for people and the environment.



## CASINO

### Sustainable fishing

In 2013 the Group’s Géant hypermarkets and Casino supermarkets committed to stop selling deep-water fish such as scabbard and grenadier, marking the first move by a mass retailer to take a stand on this issue. In addition, Casino continued to support local fisheries by extending its Fish Market concept in France, which involves setting up distribution systems to offer customers a catch of the day direct from the docks of Lorient, Concarneau, Port-en-Bessin, Cherbourg, Fécamp, Granville, Les Sables d’Olonne, Arcachon and Saint-Jean-de-Luz.

The campaign was deployed in over 2,500 stores, supported by an e-learning tool for employees and a dedicated forum for suppliers. These campaigns and events complemented the actions taken against food waste throughout

the year in the Group’s stores and warehouses, notably through a partnership with the French Federation of Food Banks.

## Packaging

### GPA launches “Novo de Novo”

GPA has launched a circular economy programme, dubbed “Novo de Novo”, that involves collecting product packaging in stores to be recycled and transformed into private-label product packaging. This programme has reinforced GPA’s initiatives in the Taeq and Qualitá brands, whose packaging now uses nearly 60% FSC-certified<sup>1</sup> cardboard.

<sup>1</sup> Forest Stewardship Council





Global dynamism combined with closeness to customers

**U**nderpinned by its strong historic roots in France, Casino Group has zeroed-in on Latin America and Southeast Asia for global expansion, in countries with young populations and very high growth potential. International development has been built on a keen understanding of cultural diversity and consumer behaviours. Reaping the benefits of this targeted approach to customers, Casino now generates over 60% of its revenue in global markets and ranks among the world's leading retailers.

## France

# Competitive, multi-format banners



Backed by a multi-format network of over 10,000 stores in France, in 2013 the Group provided its banners with the resources to attract customers from a more competitive position than ever.

### THE RIGHT RESPONSE TO CUSTOMER NEEDS

A long-standing mass retailer, Casino passed the 10,000 store milestone in France in 2013 with a network comprising all store formats – from hypermarkets to conveniences stores and from premium to discount outlets. This segmented market approach has enabled the

Group to adapt best to changes in consumer behaviour in a persistently lacklustre economic environment. Consumers are more price sensitive, spend less on food relative to their total budget, devote less time to shopping and express increasingly individualised needs. To revitalise business at its large-format stores, the Group pursued and ramped up an aggressive price reduction campaign throughout the year. Starting from the second half of 2013, footfalls and sales volumes at Casino hypermarkets and supermarkets returned to growth.

### Casino

## Ramping up drive-through services

The Group is continuing to add drive-throughs to its network in France, with more than 170 Casino hypermarkets and supermarkets now equipped with drive-through facilities, and six Casino Express stand-alone units set up on major motorways. The new dedicated website [www.casinodrive.fr](http://www.casinodrive.fr) posted a 50% increase in orders during the year, and 90 Leader Price stores now feature drive-throughs of their own.

### FROM DISCOUNT TO PREMIUM

The Group also responded to its customers' needs by enhancing its discount offering. Leader Price developed its store network more rapidly in 2013, notably with the acquisition in southern France of 38 Norma stores and (effective from early 2014) 47 Le Mutant stores. The banner's strategy is to offer its customers high-quality products at unbeatable prices.



At the same time, the premium city banner Monoprix continued on its growth trajectory after the Group became its sole controlling shareholder in April 2013. Its key strength is the consistency of its marketing strategy, focused on a strong, high-profile brand identity. All of its private labels and various formats have capitalised on the Monoprix name over the past few years, which has in turn further raised brand awareness. The store network is expanding rapidly, with the aim of being available for city-dwellers wherever they may be: on the move, in motorway service stations, at the airport, the train station, or even in a French railway-system snack car.

### MODERNITY AND ULTRA-CONVENIENCE

The commitment to ultra-convenience is of central strategic importance to Casino's banners. The rejuvenated, urbanised, more affordable Casino shop concept is now at the forefront of the Group's convenience store growth strategy. As an example, a contract was signed in April 2013 with oil and gas major Total to supply 1,130 service stations in France with retail services under the Casino shop banner. The Spar and Vival banners have also modernised their networks by adopting a

revised design concept. Lastly, the urban, ultra-convenient Franprix banner is strengthening its local network with a new, simpler, brighter concept that emphasises fresh products. In its latest on-trend initiative, the banner has set up a food truck where passers-by can try Marché Franprix private-label products. It has also launched Franprix Nano, a small convenience format that is destined to grow rapidly in the years ahead.

### FRANPRIX

## A year of loyalty

A year after its launch, the Franprix loyalty programme boasted some 1.4 million members, and continued to innovate. Aside from obtaining immediate discounts on over 500 Leader Price products and a selection of national products in Franprix stores, loyalty cardholders have the option of receiving loyalty point coupons by email according to their spending habits.

71,129 employees

10,517 stores

906 store openings in 2013

€19.5 billion in sales

## Brazil

# No. 1 in retail and still expanding



The decision to change Grupo Pão de Açúcar's name to GPA in 2013 marked a turning point for Brazil's leading mass retailer. Backed by a network of 2,000 stores across the country, GPA is speeding up its expansion and acting as a Group growth driver.

### GRUPO PÃO DE AÇÚCAR BECOMES GPA

A highlight of 2012 was Casino Group's take-over of control of Grupo Pão de Açúcar, which enabled the Brazilian retailing giant and market leader to pursue an ambitious development strategy. The Group's local subsidiary registered ongoing expansion and continued to gain market share. In becoming GPA in November 2013, Brazil's no. 1 retailer reaffirmed its

identity and historic foundations, while at the same time consolidating its banners under a powerful brand focused on conquering new customers. As a result, GPA is in a position to leverage a vast network of multi-banner, multi-business, multi-format stores to respond to the needs of the Brazilian population, whose standard of living is constantly on the rise.

## ASSAÍ

### A successful cash & carry discount format

GPA further developed its specialised cash & carry banner Assaí in 2013. Originally intended for food services professionals and resellers, the model has proved increasingly popular among individuals and large families seeking wholesale purchases that guarantee low prices. The store re-design concept, introducing wider aisles and easier loading solutions for customers, has evidently paid off. Sixteen new stores were opened during the year, notably in five states where Assaí did not yet have a foothold. The banner is now poised to become the no. 2 player in its sector.



*“GPA is the no. 1 private-sector employer in Brazil.”*

furniture to appliances – through its specialised Ponto Frio and Casas Bahia banners. The leader in the Brazilian electronics and mobile products segment, Via Varejo was floated very successfully on the São Paulo Stock Exchange at the end of 2013. In the cash & carry business, the Assaí banner enjoyed rapid growth.

### A MULTI-CHANNEL PIONEER IN BRAZIL

Beyond its vast local network and presence in every market segment, GPA relies on an assertive multi-channel strategy to underpin its growth. Its Nova Pontocom subsidiary is now the second largest e-retailer in Brazil through its various websites: pontofrio.com, casabaha.com.br, extra.com.br, barateiro.com, partuviagens.com.br and eHub.com.br. Leveraging the strength of its banners to develop a solid,

>>> see next page

### 2,000 STORES ALREADY AVAILABLE IN EVERY FORMAT

For 65 years, GPA has extended its reach in every format and in every region of Latin America's largest country, with a scope now encompassing several major business lines. Food is GPA's core business line, led by the Group's premium banner Pão de Açúcar and the Extra hypermarket, supermarket and convenience store banners. The banners have maintained competitiveness thanks to a policy of optimising operational processes and revitalising stores and shopping centres, which has resulted in sustained growth and store openings in every format, notably under the new convenience concept Minimercado Extra.

The non-food business line is represented by Via Varejo, which covers the full range of household equipment needs – from electronics to



innovative online offer, the subsidiary aims to provide customers with an increasingly seamless, pleasant shopping experience. Gateways between distribution channels are therefore proliferating. Pão de Açúcar has introduced the first “virtual storefront”, Extra supermarkets have installed Internet terminals and store pick-up locations have been set up for extra.com.br online customers. All of these initiatives have positioned GPA as Brazil’s multi-channel pioneer. In a major development, the extra.com website launched the country’s



first online marketplace in 2013, staying a step ahead of a strong market trend. In another significant event, the B2B site e-Hub.com won a contract to manage the technical and logistical operations of Nike’s e-tailing business in Brazil. At the same time, Nova Pontocom implemented a strategy to sharply enhance its competitiveness and developed synergies between the network and the banner’s supply chain resources. As a result of these initiatives, GPA’s e-tailing business achieved sales growth of 26% in 2013.

*“With Conviva, GPA is pioneering the convenience shopping centre concept”*



### International Casino do Brasil

While GPA is marketing Casino products in Brazil as “gourmet” items, Casino’s banners in France are developing a new concept called “Casino do Brasil” to introduce emblematic Brazilian products to Casino hypermarket and supermarket customers in France. The dedicated corner will be rolled out to 2,000 Group stores during the FIFA World Cup.



### PRIVATE LABELS MAKE THE DIFFERENCE

The success and growth of GPA’s banners also stems from the high quality of its product lines, its responsiveness to the diverse needs of the Brazilian market and the strength of the private-label portfolio. In a country where consumers remain very attached to prominent national and international brands, the Group’s private labels have made significant inroads and achieved constant market share gains. GPA offers a modern range of everyday products under its leading brand Qualitá and also distributes Casino-brand products in Brazil as the Group’s local ambassador for the French lifestyle. Dedicated to organic and wellness solutions, the Taeq brand was revamped in

2013 to meet the needs of Brazilian consumers, with new products, updated packaging and the new motto “Conquiste Sua Vida” (“Make the Most of Your Life”). This renewal process was supported by an intense communication drive, making Taeq the first Brazilian retailer-brand to feature in a television advertising campaign. The Finlandek homeware brand created by Éxito in Colombia, in addition, was introduced during the year and won over Brazilian consumers with its range of home decoration, textile and tableware items.

169,959 employees

Number of employees under permanent or fixed-term contracts at 31 December 2013.

1,999 stores

140 store openings in 2013

€20.1 billion in sales

## Colombia

# An unrivalled leader attuned to its customers



A dominant retailer with stores in 88 Colombian cities, Éxito meets its customers' needs by strategically growing the business in the discount, convenience, premium and e-commerce segments.

### A LEADER IN THE ART OF REINVENTION

Grupo Éxito is Colombia's leading retailer, with more than 40% of the formal market<sup>1</sup>. Its position was further strengthened in 2013 thanks to its multi-banner, multi-format strategy. While also present in the premium food segment with its Carulla banner, the Group targets its core customer base through the Éxito banner, which encompasses hypermarkets, supermarkets and convenience stores across the country. Popular among Colombian consumers and known for its high quality and creativity, the banner provides a comprehensive range of food and non-food products. Its private-label textile brand, Arkitect, is adept at signing up prestigious partners. In 2013, the brand commissioned Pink Filosofy to design a collection of some 50 clothing items and accessories. Éxito also stands out for its innovative services in areas as varied as consumer credit, real

estate, insurance, mobile phones and travel. The subsidiary's Surtimax banner, in addition, is positioned in the buoyant discount segment as well as in small convenience formats. In a recent development, Éxito has signed an agreement to acquire and manage 50 Super Inter stores located in the Cali and coffee-growing regions.

### ÉXITO MOVES CLOSER TO CUSTOMERS WITH ALIADOS AND VIVA

Determined to partner regional development in Colombia by establishing a presence in cities that are benefitting from the mining, agricultural and oil industry boom, Grupo Éxito is expanding its network of convenience formats. In 2013, the banner created the Aliados Surtimax concept, setting up 269 franchise partnerships with independent retailers. In adopting the Surtimax banner, the franchisees

gain access to the Group's supply chain, product expertise and marketing strength.

Grupo Éxito is also blazing a trail with its Viva shopping centres, which embody Casino Group's dual retailing/property model. Developed in line with the unique needs of Colombian consumers, the Viva centres are dedicated to their search for leisure activities and services. After inaugurating the first Viva shopping centre in Medellín, Grupo Éxito opened additional centres in Sincelejo and Neiva in 2013 and started construction of two more: one in Villavicencio with 51,000 sq.m of leasable space and another in Barranquilla with 62,000 sq.m.

### AN OMNI-CHANNEL PIONEER

Pioneering change through its locally-unmatched retail network, Grupo Éxito is also innovating through its online presence and omni-channel strategy. In 2013, 38 million visits to the exito.com website confirmed its position as the leading e-retailer in Colombia.

#### URUGUAY

### Excellent sales performances

In Uruguay, Grupo Éxito registered strong 2013 sales growth, led by the opening of a second Géant hypermarket that raised to 54 the total number of Group stores in the country.

*“Éxito is the most widely-recognized retail brand in Colombia<sup>2</sup>.”*



A powerful market driver, the site posted a 37% sales increase during the year and expanded its delivery coverage to include 1,100 Colombian cities. Complementing the recently-launched carulla.com online sales service, Cdiscount opened a dedicated website in Colombia in early 2014 that should give a further boost to growth in e-tailing.

<sup>1</sup> Share of the regulated retail market in Colombia.  
<sup>2</sup> According to an Invamer Gallup survey published in Dinero magazine, spontaneous brand awareness of the Éxito brand in Colombia was estimated at 39% among 18-24 year-olds in the Retail category, compared with 14% for the second-leading brand.

36,950 employees in Colombia, and 8,056 in Uruguay

Number of employees under permanent or fixed-term contracts at 31 December 2013.

739 stores in Colombia\* and 54 in Uruguay

336 store openings in 2013. With 334 in Colombia\* and 2 in Uruguay

€4.2 billion in sales

\* Including Aliados.

## Thailand

# Big C wins over Thai consumers



Big C's strategy of offering competitive prices, high-quality products and exclusive services in a pleasant environment is continuing to pay off, confirming the banner's position as Thailand's preferred retailer.

### ENGAGED IN THE THAI COMMUNITY

Thailand had a complicated year in 2013, affected by flooding, economic difficulties and political tension. Within this context, Big C reinforced the active engagement in local communities built up over past years by continuing its efforts to provide customers with high-quality products, services and low prices.

Big C's acquisition-led expansion in Thailand in recent years has enabled the company to broaden its customer base and now cater to both affluent and lower-income consumers.

To win over customers in every category, Big C deployed an effective promotional campaign throughout 2013 that emphasised the importance of an enjoyable shopping experience – notably through the entertaining Big C Festival – as well as low prices. Its "Blue Flag" initiative in partnership with the Thai Ministry for Trade, in particular, offered major discounts on 1,000 staple goods.

### A SUSTAINED PACE OF EXPANSION

Dubbed Thailand's favourite hypermarket network, Big C picked up the pace of expansion in

#### CUSTOMER LOYALTY

### Big C Big Service

Supported by a loyalty programme boasting 7 million BigCard cardholders, Big C continued to treat its best clients with the greatest care through its Big C Big Service programme. The banner's exclusive services include paperwork management and insurance packages for the 500,000 customers that visit its outlets everyday.



*"Big C was named Thailand's favourite banner for the second consecutive year!"*

every format in 2013, focusing on those with the most potential. Openings included six hypermarkets and shopping centres, 12 supermarkets, 41 Pure stores (specialised in health and beauty products) and 153 Mini Big C stores. Among the latter, 55 Mini Big C outlets were set up in Bangchak service stations as part

of a partnership signed with Thailand's second-largest oil and gas company, which has 1,000 sales points around the country..

<sup>1</sup> By 84% of respondents in an independent survey conducted by market research firm Video Research International (Thailand) and Thailand's *Marketeer Magazine*.

26,318 employees

Number of employees under permanent or fixed-term contracts at 31 December 2013.

559 stores

212 store openings in 2013

€3.1 billion in sales

## Vietnam

# Major growth potential



Big C revs up its growth and continues its dual development strategy in Vietnam.

### SIGNIFICANT POTENTIAL FOR EXPANSION

With a population of nearly 90 million and a still-emerging modern retail industry, Vietnam offers Big C significant development potential. Continuing to profit from a stable macro-economic situation, the subsidiary posted double-digit growth in 2013 and pursued its programme of opening supermarkets anchored in shopping centres. Based on the dual retail/property model encoded in Casino Group's DNA, Big C inaugurated shopping centres in four new cities during the year: Big C Di An, Vietnam's first "green" store, Big C Ninh Binh,

*“Big C was awarded First Prize for “Creative and Original Energy Management” by Vietnam’s Ministry of Industry and Trade.”*



Big C Viet Tri and Big C Da Lat. To enhance the appeal of its locations and optimise occupancy rates, the banner has also introduced Big C casual leasing kiosks in mall areas.

### AGGRESSIVE SALES INITIATIVES

Widely-appreciated as a leading low-price banner, with the best price image in the market for four years running<sup>1</sup>, Big C has also made a name for itself in innovation. After deploying services such as the Big Xu electronic wallet and the C Express convenience store concept designed for consumers with an urban lifestyle, in 2013 the banner placed the emphasis on

prices. In addition to price cuts and an attractive loyalty programme, the banner launched aggressive promotional campaigns during the year, offering for example 20 fresh foods at cost each week, a “surprising week” with Big Xu discounts to encourage footfalls early in the week, and “crazy nights” to extend the duration of sales. In addition, Big C continued to offer its customers private-label brands closely tailored to their needs, with the highly sought-after WOW value-line and Big C brands, as well as a new textile collection launched during the year to compete with popular local banners.

<sup>1</sup> Source: Kantar Worldpanel barometer.

8,629 employees

Number of employees under permanent or fixed-term contracts at 31 December 2013.

35 stores

4 store openings in 2013

€468 million in sales



# Responsible, engaged teams

**R**ich in its diversity, Casino Group is a responsible employer committed to developing employee talents as well as an engaged corporate citizen with strong local roots in the communities that host its stores. Wherever they work, the Group's men and women play an active role in addressing social and environmental challenges. Building on a continuous improvement process, they help to sustain a long tradition of social innovation.



# A Group with a wealth of talent



Casino's key values of entrepreneurship, loyalty, excellence and solidarity serve as a common foundation for developing its men's and women's talents in France and internationally.

## NURTURING MULTI-CULTURAL TALENT

To strengthen ties between employees in every country while promoting shared values, the Group organised the first "Casino World Challenge" in 2013. Based on a series of individual quizzes and international team-based contests designed to enhance employees' understanding of the Group, its operations, business lines and commitments, the online game brought together over 11,600 participants in seven countries.

Through its "Young International Talents" graduate programme, Casino is fostering best-practices sharing between its banners in every country and creating a breeding ground for young managers of culturally diverse backgrounds. Some 200 young employees of every nationality in the Group have benefited from the programme since its creation, and now form a genuinely international management community. Nearly as many women as men have participated in the programme to date and, regardless of their country of employment, individuals are recognised and monitored through a jointly-organised review process to encourage cross-functional mobility and skills sharing.

## WOMEN IN LEADERSHIP ROLES

Back in 2002, Casino Group pledged to uphold gender equality in the workplace in partnership with its trade unions. Based on agreements signed in 2011 at the Casino, Franprix, Leader Price and Cdiscount subsidiaries in France, action plans have been implemented with the

primary goal of promoting gender equality in recruitment processes and hiring, as well as equal access to training and career development opportunities for men and women. As a result, the proportion of women in management is rising steadily in France thanks to a policy of internal promotion and outside talent sourcing. Women currently represent 39% of the Group's managers in France. In addition, the "Performance and Gender Equality" Programme has been set up to federate women employees from different countries in order to support their career advancement.

## THE WORKPLACE EQUALITY LABEL

On the strength of its daily commitment, in October 2013 Casino became the first retailer to obtain France's Workplace Equality Label. The distinction was awarded based on a vast audit led by the Afnor certification agency of 13 critical criteria, including remuneration, gender diversity in management and business lines, work-life balance policies and initiatives taken by the "C'avec Elles" women managers' network, as well as policies on recruiting and hiring, training, promotion and talent management. At the same time, a partnership agreement was signed with France's Ministry for Women's Rights, recognising the anti-discrimination work accomplished to date and framing a mutual commitment for the future.



## MANAGERIAL ATTITUDES AND BEHAVIOURS

### The human side of performance

Set up in France in 2008 and then gradually extended and adapted to other countries, the Group's Managerial Attitudes and Behaviours benchmark, drawn up in line with its key values, has just been updated. Significantly, the weighting of this benchmark has been raised from 20% to 30% when determining overall compliance and remuneration regarding management-performance objectives. Supported by an awareness-raising campaign, this initiative demonstrates the Group's dedication to developing a common managerial culture that remains true to its key values.

*"Women currently represent 39% of the Group's managers in France."*

*"In France's first corporate ranking in terms of gender equality, presented by the Ministry of Women's Rights in October 2013, Casino Group placed 32<sup>nd</sup> in the SBF roster of the top 120 listed companies."*

# A leading-edge diversity policy



For two decades, Casino Group has actively instilled diversity within its organisation by fighting all types of discrimination and promoting the spirit of a harmonious corporate community.

## TWO DECADES OF DIVERSITY INITIATIVES

In 2013, Casino Group celebrated 20 years of concrete, measurable initiatives in favour of diversity. Launched in 1993 with the development of programmes to help underprivileged youths enter the job market, this diversity policy has been enhanced over the years to become firmly embedded in the Group's identity. Attesting to its commitment, Casino received France's "Diversity Label" in 2009 and "Workplace Equality Label" in 2013, two Afnor distinctions that had never before been awarded to a retail business.



## Grand Prize winner at the 2013 Diversity Awards

In France, the Group garnered the 2013 Diversity Awards Grand Prize from a jury of experts and representatives of institutions such as Fondation Agir Contre l'Exclusion, ESSEC, Association Française des Managers de la Diversité, Association Nationale des DRH, IMS-Entreprendre Pour la Cité, Charte de la Diversité and CGPME. The distinction serves to recognise companies that place diversity inclusion and anti-discrimination policies at the heart of their value system.

Constantly breaking new ground, the Group proactively combats all forms of discrimination, including in areas where companies are still little engaged. As a case in point, Casino Group was one of the first businesses to publish a guide on managing religious diversity in the workplace. In addition, in 2013 the Group signed the LGBT Commitment Charter alongside 12 other companies in France to uphold equal rights and treatment of all employees regardless of their sexual orientation or gender identity.

A management guide to sexual orientation and gender identity has been created and distributed to combat stereotypes and remind managers of the attitudes they are expected to adopt. In 2014, the Group initiated a process to prevent discrimination based on physical appearance.

## AN INTER-GENERATIONAL CONTRACT

The focused attention given to youth employment has never relaxed over the past 20 years. In France, it has recently taken the shape of

*“As part of the inter-generational contract signed by Casino, 60% of new permanent job contracts go to young people.”*

new “inter-generational contracts” signed at the Casino, Cdiscount, Vindémia, Franprix, Leader Price and other banners. Their purpose is to facilitate sustainable hiring of young people while maintaining older employees in work, while ensuring that knowledge and skills are effectively transferred. A sponsorship programme called “C’Duo Contrat de Génération” has been deployed to support and successfully integrate young hires, thereby complementing existing tutoring programmes set up to assist the Group’s 1,850 work-study employees. In 2013, in addition, the Group signed the “Businesses and Neighbourhoods” Charter initiated by the Ministry for Urban Affairs to support jobs in priority areas, and strengthened its partnerships with the French Civic Service Agency and Le Réseau corporate network for equal opportunity in education by inviting some 100 secondary-school students from disadvantaged areas to visit and learn about retail professions. The Group showcases these initiatives at its youth-dedicated website: [www.alternance-stages-casino.fr](http://www.alternance-stages-casino.fr).

In Brazil, GPA’s commitment to helping young people has translated into a number of initiatives. In 2013, most notably, the “First Job” programme led to the hiring of more than 10,500 young people without prior work experience. GPA, which employs 3,236 apprentices, has also developed programmes to train disadvantaged youth in a variety of disciplines, ranging from check-out host or hostess and call-centre representative to baker and pastry chef. Over 1,300 trainees have taken advantage of this free programme to date.

## AN ADVOCATE FOR THE DISABLED

The Group has also been long committed to the inclusion of people with disabilities. A founding member of the International Labour Organisation (ILO) Global Business and Disability Network, Casino Group is actively involved in implementing the Network’s initiatives and sharing best practices among large companies.

In France, Casino’s banners hired 241 employees and 191 interns in 2013 under its sixth Handipacte agreement, with disabled persons now representing 11% of its total workforce. Monoprix recruited 180 disabled employees over the period 2011-2013 and has signed a fourth three-year disability hiring agreement with employee representatives. Cdiscount negotiated a similar agreement during the year.

Outside France, all of the Group’s banners implement programmes to promote the hiring of people with disabilities. Big C, for example, received recognition in 2013 from Thailand’s Ministry for Labour for exceeding by 26% the mandatory disability hiring quota, with 330 disabled people employed in its hypermarkets. In Brazil and Colombia, GPA and Éxito continued to roll out their respective “GPA Para Todos” and “Población Vulnerable” programmes to help disabled individuals and armed-conflict victims to join their workforces. In Argentina, Libertad is a member of the “Club de Empresas Comprometidas con la Discapacidad”, a group of companies that are committed to disability inclusion.



# Employee-centred health and safety programmes

To safeguard the physical and mental health of its employees, the Group deploys effective, innovative risk prevention programmes.

## A STRUCTURED APPROACH

The prevention of occupational hazards is a major component of the Group's workplace health and safety policy. In France, this policy is developed jointly with employee representatives as part of the Group-wide agreement on workplace health and safety signed in 2010. Its primary focus is the assessment of occupational risks in the workplace, road risks,

the prevention of work-related hardship and psychosocial risks, the design, renovation and expansion of business sites and awareness-building among new hires.

## COMBATING WORK-RELATED HARSHIP

An agreement to prevent work-related hardship was signed in 2012 with the trade unions to define action plans for all of the subsidiaries. Among them was the initiative to create the Cap Ergo Committee. Bringing together teams from every line of work that impacts health and safety conditions – e.g. purchasing, marketing, innovation and store design – the Committee aims to incorporate health and safety concerns into upstream business decisions. Cap Ergo's first topic of discussion in 2013 was product shelving and the degree of hardship it represents for employees. In addition to its meetings, the Committee works to raise awareness

TMS

## Office workstation ergonomics

Leveraging a film, a quiz and a discussion with the occupational health physician, in 2013 employees at the Saint-Étienne site took part in the launch of a module to raise awareness about office workstation ergonomics in order to prevent musculoskeletal disorders (MSDs). The module is scheduled to be extended to the Group's other administrative employees in 2014.



among key people in the company and embed health and safety issues into their decision-making processes.

## PREVENTION THROUGH FEEDBACK

Who better than the employees themselves to come up with ways to improve their working conditions? Committed to placing employees at the heart of its workplace health and safety policy, the Group set up a feedback programme several years ago to prevent occupational risks by allowing staff members to voice their concerns about working conditions. Rolled out in the foodservices division in 2013, the programme provides active listening training to managers in an initial phase, giving them

the tools they need to identify areas for improvement in their annual interviews with employees. Employee ideas are acted on quickly or incorporated into year-long action plans as part of a streamlined process that Group teams greatly appreciate.

# Controlling and reducing environmental impacts



Lowering greenhouse gas emissions, improving energy efficiency, reducing and recovering waste, protecting ecosystem biodiversity – the Group’s environmental priorities demonstrate its commitment to minimising its ecological footprint.

## REDUCING GREENHOUSE GAS EMISSIONS

The 2013 carbon-footprint audit of Group operations indicated that direct (scope 1) and indirect (scope 2) greenhouse gas emissions totalled 2,220,000 tonnes of CO<sub>2</sub> equivalent. The major sources of direct emissions were identified as refrigerant leakage, store energy consumption and freight. Determined to control its environmental impacts, the Group continued to deploy action plans to reduce emissions and also expanded innovative initiatives at the local level.

## PILOT-TESTING NEW REFRIGERATION UNITS

To lessen the greenhouse gas impact of its refrigeration equipment, the Group is taking steps to reduce refrigerant leakage from existing units and test new equipment that requires less initial loading of ozone-depleting HCFC and CFC fluids or major global warming contributors like HFCs. The subsidiaries, in addition, are working to reinforce containing circuits on existing equipment and are pilot-testing new systems that run on hydrocarbons, CO<sub>2</sub> and NH<sub>3</sub>, which are much less potent climate change contributors. Their goal is to identify technical solutions that meet safety and climate conditions while also complying with regulations in the Group’s host countries. In France, a dozen supermarkets now use refrigeration systems that run on CO<sub>2</sub> and, in Brazil, banners in the GPA network are testing two CO<sub>2</sub> refrigeration units of their own.

*“Cdiscount sorts and recycles all of the cardboard and plastic waste generated by its warehouses.”*

## VIETNAM

### Solar power system inaugurated at Green Square

The installation of solar power systems at Group shopping centres continued in 2013, with the inauguration in Vietnam of solar panels on Green Square’s parking shades surrounding the Big C Di An hypermarket.

The first installation of its kind in the country, this 270,000 Kwh/year system has been certified compliant with the international LEED Gold standard and the national Lotus Silver standard.



## OPTIMISING ENERGY PERFORMANCE

To improve energy efficiency at its outlets, the Group calls on the services of its specialised subsidiary GreenYellow, which in 2013 earned ISO 50 001 certification for its energy management system in use at 502 sites in France. Two major avenues to better performance have been identified, namely the renovation of store lighting systems, with the installation of more energy-efficient equipment, and the fitting of doors on refrigerated display cases. Under an energy performance contract (EPC), GreenYellow has guaranteed that store energy consumption following these revampings would be reduced by 15% to 25%. In France, 90% of Géant hypermarkets signed an EPC with GreenYellow in late 2013 and 75% of them have already installed doors on their refrigerated display cases, as have all of the Casino supermarkets and recently-renovated convenience stores. The Group is therefore well ahead of its initial objective to make these changes by 2020. A similar trend is underway in Colombia, where GreenYellow set up EPCs in 2013 providing for the installation of doors on

display cases in 18 stores. In Vietnam, 56% of refrigerated units have been equipped with doors, while new stores are integrating this new feature into standard equipment specifications.

## REDUCING, REUSING AND RECYCLING WASTE

Ongoing eco-design improvements for private-label products have led to a more than 7,600-tonne reduction in packaging since 2006. Wherever they are located, the Group’s subsidiaries aim to produce less waste in their day-to-day operations and improve their waste recovery rate by participating in the process to develop safe local recycling processes. In 2013, the Group as a whole recovered 230,000 tonnes of cardboard, plastic and organic matter. In France, the Casino banners sorted and recycled over 100,000 tonnes of operating waste. In Colombia, Grupo Éxito recovered more than 18,000 tonnes. Following the example of GPA’s “Novo de Novo” circular economy programme in Brazil, Libertad implemented its own “Reduce, Reuse and Recycle” programme in all of its outlets in Argentina.

<sup>1</sup> LEED, or Leadership in Energy and Environmental Design, is a green building certification programme developed in the United States that is the most widely used in the world. Buildings can be rated to four levels of compliance: certified, silver, gold or platinum.

# A spirit of solidarity with the neediest

A leading corporate citizen, the Group and its committed employees contribute to economic and social progress in all host communities, with all subsidiaries mobilised to help the most disadvantaged.



## EXPANDING LOCAL INITIATIVES

Each of the Group's banners also engages in its own social outreach partnerships. Monoprix, whose Foundation sponsors projects run by 30 different non-profits, organised its second annual clothing drive in 2013 on behalf of the Emmaüs charity in a vast campaign involving 280 stores and warehouses. Casino pursued in-store initiatives to benefit "Docteur Souris", a non-profit providing Internet access to hospitalised children, while Leader Price supported the "Toutes à l'École" girls' education programme and Franprix backed France's annual Telethon fund-raiser for muscular dystrophy research.

In Vietnam, Big C Vietnam, pursuing its Big Community project to encourage employee outreach, set up an emergency aid program for storm victims, and collected 500,000 used clothing items and 16,000 second-hand books for donation to disadvantaged children. Big C Thailand, which celebrated 20 years of local community engagement in 2013, developed a programme to support local non-profit projects. In Argentina, Libertad launched its "Juntos en Acción" programme, primarily on behalf of the El Hospital de los Niños association, and also organised a major clothing and toy drive. And, in Brazil, GPA renewed its "Christmas for All" campaign to give a gift to some 1,000 underprivileged children and repeated its in-store drive for book, clothing and toy donations.

*"The Group's banners have donated 10,900 tonnes of foodstuffs to different food bank networks around the world."*



## FRANPRIX

### Rounding up for charity

In September 2013, in partnership with the economic solidarity organisation microDON, Franprix began inviting its customers to "Round up at the Check-out"; when they pay for their groceries, they can decide to round up the total to the next-highest euro as a contribution to the French Red Cross or Secours Populaire charity. The first of its kind in France, this initiative encourages people to have a daily outreach reflex within the stores. Tested in the summer of 2013, the programme is still being rolled out to the banner's outlets.

## Brazil

### Solidarity Days

During the end-year holiday season, GPA organized two "Solidarity and Sharing Days" dedicated to collecting foodstuffs from customers for donation. For every 10 kilogrammes of goods collected, Instituto GPA would contribute an additional kilogramme. In partnership with the non-profit organisations Amigos do Bem, Banco de Alimentos and Mesa Brasil, 2,000 volunteers were mobilised in 730 Group stores to organise collection drives for basic commodities. In all, GPA distributed 2,934 tonnes of goods to thousands of Brazilian families in 2013.



## A UNITED FRONT AGAINST EXCLUSION

Solidarity is one of the key values underpinning the Group's corporate social responsibility (CSR) process. Committed to fighting exclusion in the community, its subsidiaries forge national partnerships with non-profit organisations to boost the impact of their grassroots initiatives. In France, the Group has stepped up its commitment to the needy by signing six such partnerships as part of its "Casino Fights Exclusion" programme, with Fédération Française des Banques Alimentaires, Agence du Don en Nature, Apprentis d'Auteuil, Samu Social, the French Red Cross and microDON, an organisation that promotes economic solidarity. At the same time, five major suppliers have joined forces around Group initiatives through the "Club for Partners Committed to Fighting Exclusion".

## A LONG-TERM COMMITMENT TO FOOD BANKS

As part of their CSR policy, all Group banners give priority to working with food banks to collect goods for donation, both from the stores themselves and from customers. In France, 5,025 tonnes of food products were donated to the French Federation of Food Banks (Fédération Française des Banques Alimentaires). In Argentina, Libertad signed a partnership to work with 15 food banks in the Red Argentina de Bancos de Alimentos network, while in Colombia Grupo Éxito has also actively supported local food banks, with some 3,010 tonnes collected for donation in 2013. Vindémia, in addition, is working alongside Reunion Island's 2R2A food aid network. Together, these donations provide an invaluable form of aid while also effectively contributing to reducing food waste.

# Foundations committed to helping children



Through its many efforts on behalf of children, the Casino Foundation mirrors initiatives taken by the foundations at GPA, Éxito and Big C Thailand.

## COMBATING CULTURAL EXCLUSION

Created in 2009, the Casino Foundation works to eliminate cultural exclusion faced by children through three main programmes. "Artists at School" is an arts and culture discovery programme benefitting 2,100 students with limited access to cultural opportunities. "Local Initiatives" is a programme that continued to extend logistical and financial support to 19 youth-focused non-profit organisations in 2013, sponsored by Group employees who volunteer in the community. Lastly, "Overcoming Isolation Among Hospitalised Children", which allows child patients to maintain contact with their loved ones and school through technology, has installed 585 laptop computers and related accessories at children's bedsides in eight hospitals in France since 2010.

## SUPPORTING COMMUNITIES

In Brazil, Instituto GPA runs a music education programme enabling children to take violin and cello lessons and perform as part of an orches-

tra, while also promoting workplace access for disadvantaged young people, with free courses in English and training for cashier and call centre positions. In partnership with the state government of Rio de Janeiro, in addition, the organisation supports the NATA professional training centre where 300 students from low-income families can be trained for jobs in the baking and dairy sectors.

### Brazil

## Partner of the Getúlio Vargas Foundation for equal opportunity

In December 2013, Instituto GPA set up a partnership with the Getúlio Vargas Foundation to create 10 merit-based scholarships enabling exceptional students from low-income families to finance their education.

## MEETING THE NEEDS OF THE MOST VULNERABLE

In Colombia, the Éxito Foundation is acting to fight child malnutrition by providing for a healthy and balanced diet among children and pregnant women from underprivileged areas. The programme came to the aid of nearly 36,000 children and 2,600 pregnant women in 2013. In Thailand, the Big C Foundation is helping to fund the construction of schools, with 37 built since the Foundation was created. It is also lending support to scholarship programmes, and in 2012 helped to build a hospital in the northern part of the country.

*"36,000 students have benefited from programmes led by the Éxito Foundation to fight malnutrition."*

### FRANCE

## "Artists at School"

Developed since 2011 in partnership with the French Ministry for Education, the "Artists at School" programme supports 10 artistic projects designed for children from rural or urban areas where cultural opportunities are not immediately available, giving 2,100 primary and secondary school students the chance to participate in a three-year curriculum of artistic discovery and expression through a partnership with the Odéon-Théâtre de l'Europe theatre.



# A CSR process anchored in the Group's development



Casino Group's corporate social responsibility (CSR) policy is structured around five major themes, covering its initiatives as a committed employer, a responsible retailer, a trusted partner, an engaged local corporate citizen and a Group that is environmentally proactive.

## A PIONEERING SPIRIT OF SOCIAL INNOVATION

Since its founding in 1898, Casino has been building on a long history of innovation on behalf of the community, the workplace

and the environment. This pioneering spirit, embodied in its key corporate values of entrepreneurship, loyalty, excellence and solidarity, underpins the Group's ongoing commitment to CSR progress, both in France and worldwide.

### Committed employer

- Help young people enter the workforce
- Promote diversity
- Provide growth opportunities for employees

### Responsible retailer

- Take action to protect consumer health
- Encourage environmentally friendly consumption

### Trusted partner

- Strengthen ethical social compliance
- Support local production channels
- Promote the CSR initiatives of SMEs

### Engaged local corporate citizen

- Develop foundation programmes
- Develop solidarity partnerships
- Increase local solidarity actions

### Environmentally proactive Group

- Increase energy efficiency
- Reduce and recover waste
- Promote biodiversity
- Reduce greenhouse-gas emissions

## Benchmark indices

Casino has been selected for inclusion in the Dow Jones Sustainability Index (DJSI) World and Europe, two of the benchmark indices with regard to CSR. This distinction is a strong acknowledgement of the Group's CSR policy, which has also been recognised through inclusion in the FTSE4Good, Vigeo Eurozone 120, EPCI and Ethibel indices.

## 15 GUIDING PRIORITIES

The Group's ongoing "Esprit RSE" (CSR Spirit) initiative includes 15 priorities that reflect five general areas of responsibility. All have been developed in accordance with the nine commitments contained in the Group's Ethics Charter, which reiterates support for the

## A recognised commitment

In recognition of Casino's CSR policy, its innovative nature and its results, France's ESSEC Business School has awarded the Group its 2014 Grand Prize for Responsible Retailing. In addition, the Group has recently been honoured with France's 2013 Human Capital Trophy for its commitment to helping young people, the CSR Challenges Trophy for its deployment of the Environmental Index and the 2013 Diversity Trophy.

fundamental principles in the Universal Declaration of Human Rights, the fundamental conventions of the International Labour Organisation and the ten principles of the United Nations Global Compact, of which the Group is a signatory.

## GOVERNANCE GEARED TO PERFORMANCE

Responsibility for implementing and coordinating this commitment lies with the Group's CSR Department, which was established in 2010 to accelerate the pace of progress on CSR issues within subsidiaries. The ten CSR Strategy Committee members (including seven from the Executive Committee) validate CSR policy aims in light of the ISO 26000 standard. A network of CSR liaisons is active within each subsidiary in France and in international markets, and environmental officers meet on a regular basis to conduct "Green Excellence" workshops. Various committees, in addition, are instrumental in implementing CSR policy, including the Human Resources steering committee, the Nutrition and Health scientific committee, the Quality committee and the Sustainable Development and CSR coordination and monitoring committees in each subsidiary worldwide.

# An ongoing dialogue with stakeholders

Dialogue with all stakeholders is an essential component of the Group's CSR policy, enabling Casino to enhance its initiatives and develop innovative partnerships.

## AN OPEN, CONSTRUCTIVE DISCUSSION

In each country where it operates, the Group has long embraced a culture of regular, constructive dialogue with its stakeholders at the local and national level. Open, meaningful discussions are encouraged for the purpose of developing and jointly creating projects and innovative partnerships. Dialogue is achieved by different means according to the stakeholder concerned, at both Group level and the level of each entity.

## HIGH-LEVEL EXCHANGE

To structure these exchanges more effectively at Group level and gain a better understanding of stakeholder expectations, stakeholders are invited to participate in CSR Strategy Committee meetings. In 2013, key subjects covered at these meetings were the analysis of Group CSR challenges, the carbon footprint of operations and the impact of raw materials on deforestation. In addition, ten stakeholders

recognised for their expertise in combating discrimination and fostering workplace diversity were invited to engage in a round-table discussion with the Group's Human Resources Department.

Among other projects, the Group's CSR Department contributes to the work of the Global Social Compliance Programme, Social Clause Initiative and the International Labour Organisation's Business and Disability Network, of which Casino is a founding member. The Group also nurtures regular dialogue with socially responsible investment players, such as rating agencies and ethical investment funds.

## PARTNER TO NATIONAL NON-PROFITS

In France, the Group belongs to a variety of specialised non-profit organisations such as the Corporate Social Responsibility Observatory (ORSE), the French Association for the International Labour Organisation (AFOIT),



*“Commemorating the 20th anniversary of its diversity policy, the Group enhanced its action plans through dialogue with ten stakeholders recognised for their expertise in this area.”*

the Corporate Parenthood Observatory (OPE) and the Le Réseau corporate network for equal opportunity in education. Environmental protection organisations include the Eco-Design and Lifecycle Management Centre in Saint-Étienne, Perifem, Éco Systèmes, Éco Emballages, Corepile and Recylum, as well as NGOs that request its involvement. In 2013, for example, Casino held regular discussions with a variety of stakeholders on the impact of deep-sea fishing.

The international subsidiaries also nurture dialogue with a wide array of organisations. In Brazil, in addition to membership in the Ethos Institute, GPA is supporting the Akatu Institute's mission to promote responsible consumption concepts and behaviours. In Argentina, Libertad is backing IARSE, the Argentinian Institute for Corporate Social Responsibility.

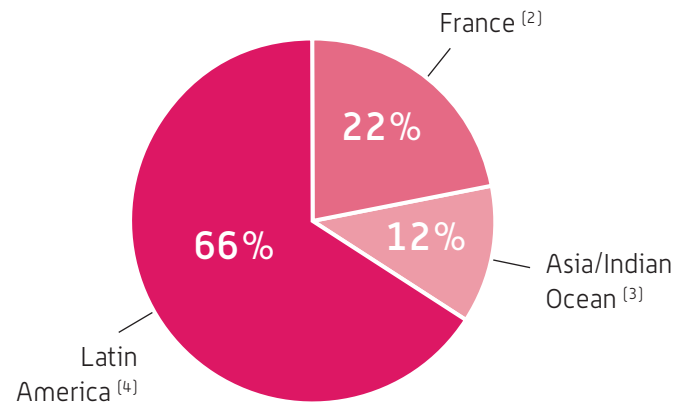


# Key 2013 CSR performance indicators

## Committed employer

### DIVERSITY

Group workforce breakdown by region <sup>(1)</sup>



**73% of the Group's workforce is located in France and Brazil.**

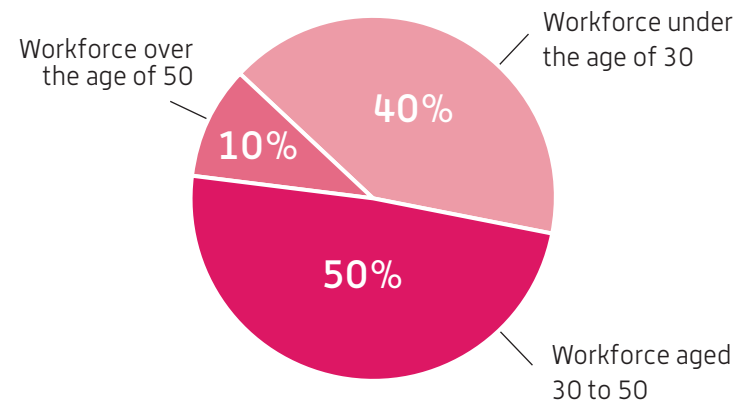
<sup>(1)</sup> Total permanent/limited-term workforce at 31 December 2013

<sup>(2)</sup> France: Casino, Franprix, Leader Price, Monoprix, Cdiscount

<sup>(3)</sup> Asia / Indian Ocean: Big C Vietnam, Big C Thailand, Vindémia Group

<sup>(4)</sup> Latin America: Grupo Éxito, Libertad, Disco, Devoto, GPA

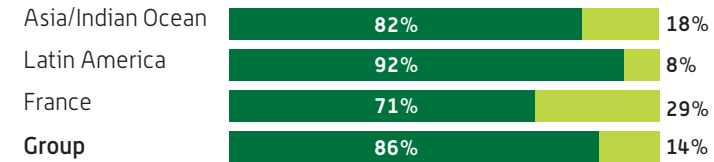
Group workforce breakdown by age bracket <sup>(1)</sup>



**The Group has 133,300 employees under the age of 30. In France, 23% of employees are aged 50 and over.**

<sup>(1)</sup> Total permanent/limited-term workforce at 31 December 2013

Workforce breakdown by full-time/part-time employment <sup>(1)</sup>

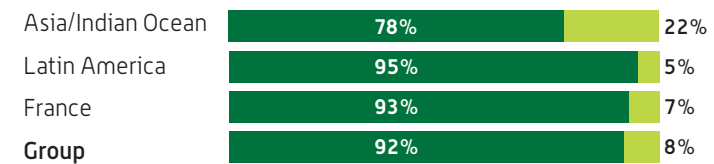


**A large majority of Casino Group employees (86%) are in full-time employment.**

<sup>(1)</sup> Total permanent/limited-term workforce at 31 December 2013

■ % of the workforce in full-time employment  
■ % of the workforce in part-time employment

Workforce breakdown by permanent/limited-term employment <sup>(1)</sup>

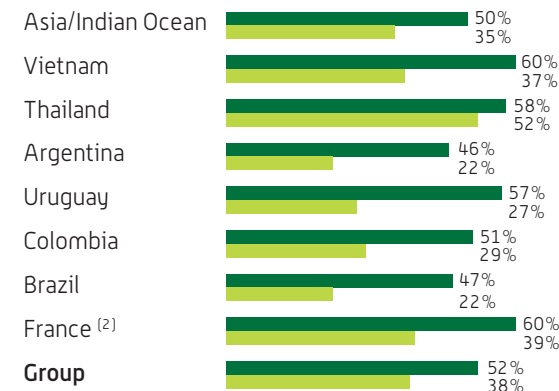


**An overwhelming majority of Casino Group employees (92%) are on permanent work contracts**

<sup>(1)</sup> Total permanent/limited-term workforce at 31 December 2013

■ % of employees in permanent employment  
■ % of employees in limited-term employment

Percentage of women in the Group workforce and in management by country <sup>(1)</sup>



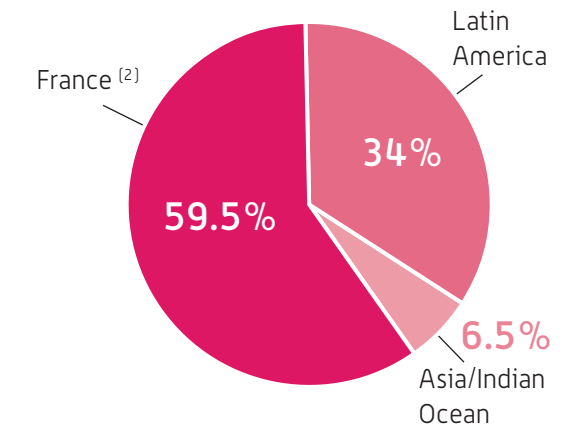
**The proportion of women in management is improving significantly as a result of actions taken by every Group entity.**

<sup>(1)</sup> Total permanent/limited-term workforce at 31 December 2013

<sup>(2)</sup> France: Casino, Franprix, Leader Price, Monoprix, Cdiscount

■ % of women in the workforce  
■ % of women in management

Breakdown of workers with recognised disabilities by geographical region <sup>(1)</sup>



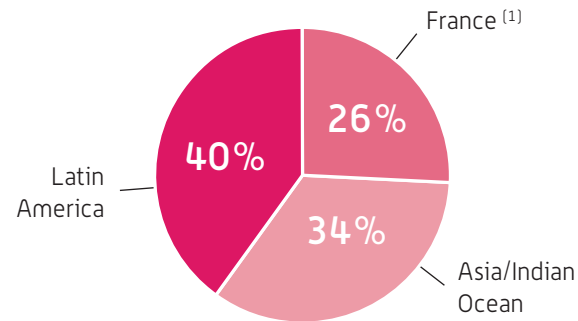
**The Group saw a 22.5% increase in the number of disabled employees compared with 2012.**

<sup>(1)</sup> Total permanent/limited-term and internship workforce

<sup>(2)</sup> France: excluding Franprix, Leader Price

## Reduce greenhouse-gas emissions

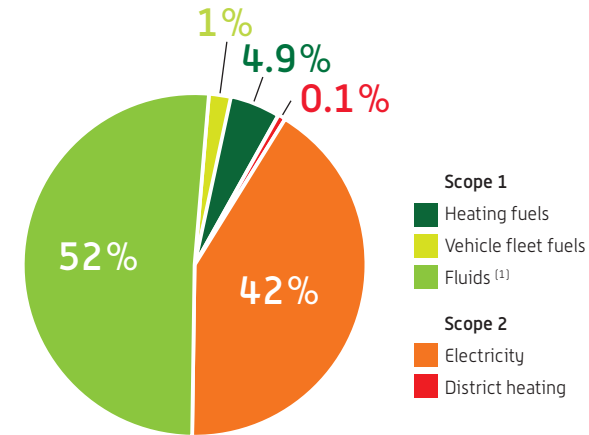
Breakdown of scope 1 and scope 2 greenhouse-gas (GHG) emissions by geographical region



In 2013, Casino Group once again evaluated its direct emissions (scope 1) and indirect emissions related to its energy consumption (scope 2). The inclusion of emissions for Disco Devoto has increased the share of emissions from Latin America. Overweighting of the Asia/Indian Ocean region can be explained by the highly carbon-intensive nature of power production in those countries.

<sup>(1)</sup> France: scope 1 excluding Codim

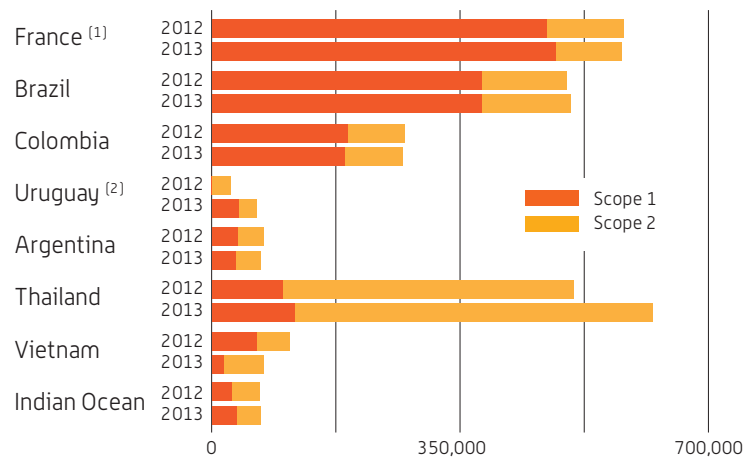
Breakdown of greenhouse-gas emissions, scopes 1 and 2, by source in 2013



The direct emissions in scope 1 are primarily due to fugitive emissions from refrigeration systems. The indirect emissions in scope 2 derive mainly from the quantity and carbon intensity of the electricity used.

<sup>(1)</sup> Scope 1: excluding Codim

Change in greenhouse-gas emissions, scopes 1 and 2, by country



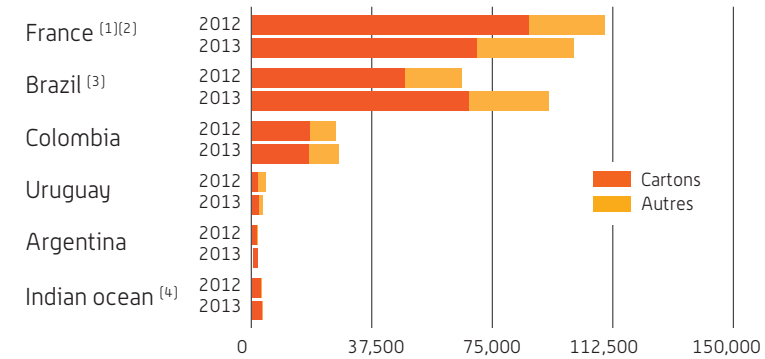
The assessments conducted in 2013 provide confirmation of those conducted in 2012. The reduction for scope 2 in France is due to improved energy efficiency at Group stores. The increase in emissions in Thailand is primarily attributable to the growing number of stores and shopping centres.

<sup>(1)</sup> France 2013: scope 1 excluding Codim

<sup>(2)</sup> Uruguay 2012: scope 2 excluding Disco Devoto

## COMBAT POLLUTION BY REDUCING AND RECOVERING WASTE

Change in volume of recovered waste



The volume of sorted and recovered waste continues to rise in the emerging countries and is holding steady in France. The adoption of organic sorting in France has increased the volume of recovered organic waste by 20%. The total volume of cardboard sorted for recycling accounts for more than 70% of recovered operating waste. The percentage of operating waste recycled and reused at Casino hypermarkets and supermarkets increased from 53% to 61%.

<sup>(1)</sup> France 2012: excluding Codim and convenience stores

<sup>(2)</sup> France 2013: excluding Codim, convenience stores and Leader Price

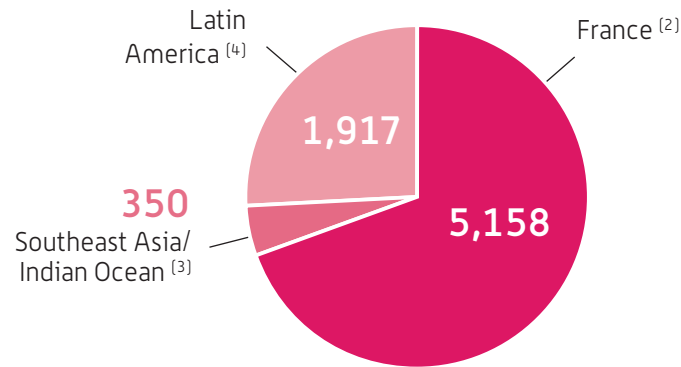
<sup>(3)</sup> Brazil 2012: excluding Viavarejo

<sup>(4)</sup> Indian Ocean: Vindémia excluding operations in Mayotte, Mauritius, Madagascar

## Responsible retailer and trusted partner

### PROMOTING RESPONSIBLE CONSUMPTION

Number of certified sustainable national-brand and Group private-label products <sup>(1)</sup>



There were more than 7,420 certified sustainable products in Group stores in 2013; of these, 85% derived from organic farming.

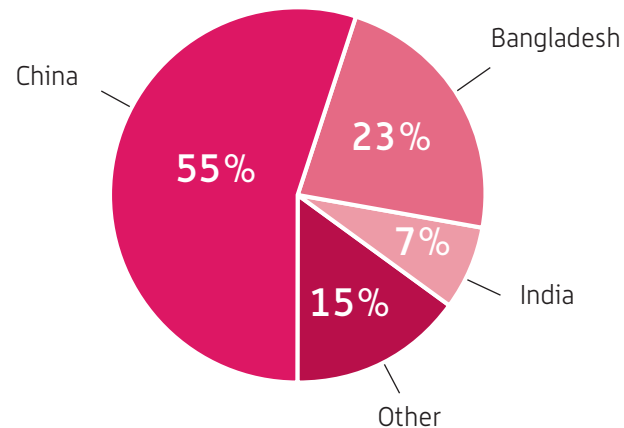
<sup>(1)</sup> Organic farming products (excluding organic-cotton apparel), fair trade products, and products bearing MSC, FSC, NF Environnement, PEFC, European Ecolabel and ECOCERT labelling

<sup>(2)</sup> Products sold by the Casino, Monoprix and Leader Price banners

<sup>(3)</sup> Products sold by Vindémia and Big C Thailand

<sup>(4)</sup> Products sold by Grupo Éxito, GPA, Libertad, Disco Devoto

Breakdown of social audits conducted by Casino Group by country



179 social audits were conducted in 2013, a 16% increase over 2012. In light of the special circumstances in Bangladesh, in 2013 the Group audited 100% of the country's first-tier plants working for its private-label brands.

## Social ethics

### Guidance for suppliers

Since 2002, the Group has been engaging its private-label suppliers in a social ethics process that aims to improve the conditions in which workers are employed to manufacture the banners' products. By signing the Supplier Ethics Charter, each supplier recognises the central importance of the values set out in the Universal Declaration of Human Rights and the fundamental conventions of the International Labour Organisation (ILO), while also pledging to uphold the Charter's eight criteria for ethical conduct, notably the prohibition of child labour.







To ensure that these requirements were being met, 179 audits of production plants were carried out in 2013 by various independent experts, based on France's "Social Clause Initiative" (ICS) guidelines. Primarily targeting countries where basic human rights and workplace standards are considered most likely to be breached, the audits are being followed up with a report and, where necessary, a plan for corrective action that the plants concerned must commit to implementing within a specific timeframe. Suppliers who fail to comply may see their rating downgraded or be removed from the supplier list. The Group's local offices, aware that the audits are a necessary but not sufficient step forward, play an essential role in helping suppliers and their plants to deepen their understanding of expectations and implement any corrective action plans.

In light of circumstances specific to Bangladesh, the Group has audited all of the plants operating in the country on behalf of its private labels, while also stepping up its safety controls and verifying the practicality of local evacuation procedures by conducting fire drills. In July 2013, the Global Sourcing division adhered to the Bangladesh Accord on Fire and Building Safety in a move to support and participate in a cooperative, collective process to improve the nation's plant safety conditions.

# Roadmaps

*The following roadmaps outline major initiatives taken to address the 15 priorities of the Group's CSR continuous improvement process. Their purpose is to nurture dialogue with all of our stakeholders.*

## Status










-  Project postponed
-  Project underway
-  Objective met
-  Objective partially met
-  Objective not met
-  Project cancelled

## Scope

- Group: all French and international subsidiaries
- Group France: all subsidiaries in France  
(Casino in France + Franprix/Leader Price + Cdiscount + Monoprix)
- Casino: all subsidiaries traditionally consolidated by Casino

## Committed employer

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<b>PROMOTE DIVERSITY</b>				
Establish a communications campaign to highlight the 20-year history of the Group's diversity policy in France	Group France	2013		The diversity policy's 20-year history was celebrated in a variety of ways: informative media were disseminated internally to illustrate each aspect of the policy, while topics such as disability and equal opportunity were addressed at stands and in workshops. A communications kit was provided to all managers as well.
Distribute to managers the guide to preventing discrimination based on sexual orientation	Group France	2013		The guide to preventing discrimination on the basis of sexual orientation was distributed to managers. This guide received the Responsible Communication Award from France's Communication et Entreprise corporate communications association.
Develop a partnership with the Mozaik RH diversity consulting association	Group France	2013		Casino Group signed an agreement to support the activities of Mozaik RH (hiring of young people from disadvantaged areas, etc.).
Initiate the process for obtaining the Diversity Label at Franprix, Leader Price, Cdiscount and Vindémia (Reunion Island)	Franprix, Leader Price, Cdiscount, Vindémia (Reunion Island)	2015		Presentations outlining this process have been given to the executive committees as well as trade union representatives at each of the entities involved. Action plans have been defined.
Update training modules for the diversity networks	Casino	2013		The training modules for the diversity networks have been updated. In 2013 their focus was on equal opportunity in the workplace and sexual orientation.
Include the "Together" anti-discrimination programme in orientation training given to new hires	Franprix	2013		Project postponed
Develop a policy for promoting diversity and equal opportunity	Libertad	2013		A diversity charter has been drafted and will be deployed in the workforce in 2014.
Establish a disability awareness campaign	Group	2013		A disability awareness campaign has been created and will be deployed among all Group employees in 2014.
Make communication resources more accessible: create a sign-language version of the training module, and make it easier for the visually impaired to submit applications for open positions via the Internet	Casino	2013		The newly created audiCap module educates employees about hearing disabilities and provides an introduction to French sign language. In addition, software used by the Recruitment division is now accessible to the blind and visually impaired. The recruitment site was awarded a "Silver" label by AccessiWeb for its accessibility.

## Committed employer

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Strengthen the "Help the Helpers" campaign: promote leave for family caregivers	Casino	2013	●	The "Help the Helpers" campaign has been expanded through workshops featuring guest professionals, which provide information and promote dialogue. The leave available to family caregivers has now grown to a total of 128 days donated by employees. As a result of the programme, 20 employees have been able to take paid leave to care for an ailing and/or disabled child, spouse or parent.
Continue the policy for integrating the disabled into work/study programmes	Casino	2013	●	This initiative has been continued through partnerships with specialised schools and organisations as well as a number of business schools. In 2013 Casino implemented 14 work/study contracts for disabled persons.
Fulfil the objectives contained in the third Monoprix agreement and fifth Casino France agreement on employment of disabled workers	Monoprix, Casino	2013	●	The objectives defined in the agreements signed by Casino and Monoprix were met. Casino hosted 191 disabled trainees and hired 241 disabled workers, and signed a sixth agreement in 2013.
Deploy the guide to hiring of the disabled	Vindémia	2013	○	A Disabled Workers diagnostic assessment will be conducted in partnership with employee representatives prior to establishing an action plan.
Continue to raise awareness about hiring the disabled	Big C Vietnam and Thailand	2013	●	Big C Thailand was singled out by the country's Labour Ministry for its commitment to hiring the disabled and for having exceeded the legal quota by 26%. At end-2013, Big C Thailand employed 330 disabled workers.
Recruit young workers who are disabled	Libertad	2013	●	Libertad continued its participation in the Club of Socially Active Businesses, comprised of Argentina's firms demonstrating the greatest commitment to hiring the disabled. In 2013, Libertad's workforce included 32 disabled employees.
Continue the "GPA Para Todos" programme	GPA	2013	●	GPA continued to carry out this programme, recording a nearly 6% increase in the number of disabled workers since 2012. At end-2013, GPA employed more than 2,120 workers with disabilities.
Establish the "Women in Leadership" programme	Group France	2013	●	An initial programme for women managers with leadership potential was introduced in 2013; a second programme will be added in 2014.
Expand the "C'avec elles" network	Group France	2013	●	In 2013 the "C'avec elles" network grew to include more than 520 members, who have the opportunity to enrol in training courses, attend conferences and participate in taskforces on specific topics throughout the year.

## Committed employer

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Deploy the "Elles en Magasins" network, with a goal of 100 members	Franprix	2013	●	The network was launched in the first half of 2013. A communications campaign was conducted in stores to introduce the network and recruit members.
Initiate the process of obtaining the Equal Opportunity Employer label	Casino	2015	●	Casino France was awarded the Equal Opportunity Employer label and adopted a number of three-year commitments, including a pledge to include more women on the executive committees at Casino France entities.
Implement the new policy for promoting women to managerial positions	Vindémia	2013	○	Vindémia conducted an internal survey to identify obstacles and tools associated with promoting women to managerial positions and to modify its action plan in line with the survey's findings.
<b>• HELP YOUNG PEOPLE ENTER THE WORKFORCE</b>				
Take further action in support of work/study programmes: Continue activities related to the "Job and City" programme, school partnerships (with a goal of 30 partnerships) and the "second-chance school" programme in partnership with ACSE	Group France	2013	○	The Group had 1,850 work/study employees at year-end 2013. A new website has been created to promote work/study opportunities, and a daylong event devoted to work/study employees attracted 500 participants. Eight coffee get-togethers in the Rhône-Alpes region, held as part of the "Job and City" programme, led to the hiring of 10 young people. Twenty-seven partnerships were forged with community schools and "second-chance schools" over the course of the year.
Expand activities with the Civic Service Agency, Civic Service Institute and Le Réseau association	Group France	2013	●	The Group cemented its partnerships with the Civic Service Agency and the Business Network for Equal Opportunity in Education by holding numerous events for young volunteers and by hosting some 100 high school students from disadvantaged neighbourhoods, who were invited to visit Group stores to learn about career opportunities.
Prepare a guide for Group stores regarding employment of young workers	Group France	2013	○	The guide is currently in preparation and will be completed in 2014.
Renew the agreement with the French State employment agency, Pôle Emploi, on behalf of equal opportunity	Casino, Monoprix, Franprix, Cdiscount, Vindémia	2013	●	Casino Group signed a formal agreement with Pôle Emploi and its local branch offices, and has pledged to hire 850 workers, create 150 work/study positions and offer 500 internships over the period 2012-2014 as part of the National Corporate Commitment to Employment in Disadvantaged Areas. In 2013, the Group signed the "Business and Neighbourhoods" Charter promoted by France's Ministry of Urban Affairs in support of employment and economic initiatives in priority districts.

## Committed employer

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Expand support for training given to those with little access to the job market, via the Functional Preparation for Employment programme followed by vocational training	Monoprix	2013	●	Two hundred interns received training in store positions, to help them acquire necessary skills as a stepping stone to permanent employment.
Continue the "Programa Primer Paso" programme with the Córdoba provincial government for providing entry-level work experience by making it accessible to disabled youths	Libertad	2013	●	Four disabled workers were hired by the Córdoba store through the "Programa Primer Paso" programme.
Deploy the "entry-level work experience" programme	GPA	2013	●	More than 10,540 young people were hired in 2013 as part of the "First Job" programme.

#### • PROVIDE GROWTH OPPORTUNITIES FOR EMPLOYEES

Conduct a new campaign to encourage 10,000 applications for France's Individual Right to Training programme	Group France	2013	●	Under CAPITAL DIF programme initiatives introduced in 2013, employees could choose from among 24 classroom training courses (for management) and 20 tutored distance-learning programmes leading to a certificate from ESSEC Business School. A total of 6,502 applications submitted by employees were approved.
Expand the e-learning curriculum to make training available to as many employees as possible (with a target of 10% of training hours received remotely in 2013)	Group France	2015	●	The Group devoted particular attention to this objective in 2013, through its training portal and its efforts to create community facilities and provide personalized training modules for employees. The number of training hours provided via e-learning rose by more than 64% over 2012, accounting for 3% of total training hours.
Monoprix Academy: expand the Validation of Acquired Experience programme, the network of internal trainers/tutors and the career development tracks	Monoprix	2013	●	A new group of 30 employees entered the VAE programme to mark its second year, while career tracks were developed for bakery, dairy and produce professionals.
Establish pathways between the banners and operations in the field, and expand the store-skills incubator	Franprix	2013	●	A number of initial pathways and career development tracks have been formally defined.
Continue deployment and support of the Validation of Acquired Experience programmes	Casino	2013	●	In 2013, 52 employees received support for their VAE plan through the Group's Ex & Co programme.
Expand e-learning opportunities for the various employee positions	Éxito	2013	●	The e-learning training curriculum has been expanded to target the entire workforce.

## Committed employer

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Provide support for employees with social difficulties through the "Escuela de la economía personal y familiar" programme (3,500 families)	Éxito	2013	●	Over 3,900 Éxito employees have attended classroom training in personal and family financial management. A satisfaction survey found that the training had a highly positive impact on the families who participated.
Establish the "Universidad Corporativa Libertad", a vocational training centre (produce, department heads, meats)	Libertad	2013	○	Libertad focused instead on identifying career training programmes to receive priority attention in 2014.
Establish the "Plan de Carrera" (evaluation of employee potential, training plan)	Libertad	2013	●	The "gestión de carrera" programme was introduced in 2013 and provides for an evaluation of each employee's potential and the creation of individual training plans.

Establish a training programme for careers in mass-market retailing	Vindémia	2013	●	Vindémia launched a new initiative, "Careers in mass-market retailing", designed to offer employees some 15 additional training programmes covering every aspect of the retail industry.
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#### • ENSURE A SAFE AND HEALTHY WORKPLACE

Continue actions currently underway to improve working conditions and workplace health and safety	Monoprix	2013	●	In June 2013, Monoprix signed an agreement on "long-term improvement in working conditions and workplace health and safety". A roadmap was developed and is currently being deployed.
Implement defined action plans for preventing work-related hardship	Franprix	2013	●	Defined action plans aimed at preventing work-related hardship have been implemented at selected Franprix stores and are being prepared at stores newly added to the network.
Continue deployment of the "CAP Prévention" plan within the foodservice division	Casino Restauration	2015	●	The "CAP Prévention" plan was deployed at about 25% of cafeterias and corporate restaurants during 2013. The plan was previously implemented at all Casino hypermarkets, supermarkets and warehouses.
Implement actions pursuant to the agreement on preventing work-related hardship	Casino	2015	●	The actions defined in the agreement on preventing work-related hardship are currently being implemented, including the creation of the "CAP ERGO" committee, comprised of a network of representatives responsible for workstation ergonomics.
Continue holding the workplace health and safety day events in each region	Casino	2013	●	The Group organised a variety of daylong events under the banner "At the Heart of Health" as well as topical workshops devoted to issues such as sleep, exercise and diabetes.

## Committed employer

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Conduct a study on work hours and employee well-being; define formal action plans for improving store working conditions	Franprix	2013	●	This survey was conducted and the results have been used to draft action plans that are currently being deployed.
Introduce a plan to prevent work-related hardship and a policy for preventing psychosocial risks	Vindémia	2013	◐	Initial steps have been taken towards preventing work-related hardship, including a diagnostic assessment; its findings were shared with employee representatives. Deployment of an action plan is scheduled for 2014.
Continue the programme for reducing occupational hazards	Éxito	2013	●	Various actions have been taken to reduce occupational hazards. As part of the programme to educate employees and service providers about high-risk tasks, additional safety equipment has been installed in stores and job-specific training courses have been conducted.
Establish a measure of psychosocial risk among support function personnel at headquarters and in stores	Éxito	2013	●	A survey was conducted among more than 8,800 employees. The results and proposals for future action have been presented to the Human Resources Division.
<b>• ENCOURAGE WORKPLACE DIALOGUE</b>				
Negotiate agreements on intergenerational contracts	Casino, Franprix, Leader Price, Cdiscount, Monoprix	2013	●	The Group's subsidiaries (Casino, Franprix, Leader Price, Vindémia, Cdiscount, Monoprix) have signed "Intergenerational Contracts" or adopted action plans to promote opportunities for long-term employment among young people and, at the same time, enable older workers to find or maintain employment so they can pass on their skills and know-how to a younger generation of workers.
Negotiate new agreements on behalf of the disabled	Casino, Monoprix, Vindémia	2014	●	A three-year agreement has been signed for the Casino entity that includes a pledge to hire the disabled for internships and work/study programmes as well as permanent and temporary employment. Monoprix has fulfilled the objectives contained in its third agreement on the employment of disabled workers. The fourth agreement has been approved by the Works Council. Vindémia has begun performing a Disabilities assessment in cooperation with employee representatives and the Workplace Health and Safety Committee, in order to formalise an agreement and an appropriate action plan.
Finalise the Group-wide agreement on the discretionary profit-sharing plan	Casino	2013	●	The agreement has been signed.

## Committed employer

### Our next steps

Objectives	Scope	Target date
<b>• PROMOTE DIVERSITY AND COMBAT DISCRIMINATION</b>		
<b>General policy</b>		
- Combat stereotypes through campaigns to raise awareness - Incorporate new criteria - Deploy defined action plans in accordance with agreements signed or certifications obtained	Group	
<b>Actions</b>		
Combat discrimination related to physical appearance	Group France	2015
Initiate the process for obtaining the Diversity Label at Franprix, Leader Price, Cdiscount and Vindémia	Franprix, Leader Price, Cdiscount, Vindémia (Reunion Island)	2016
Carry out commitments made in signing the LGBT Charter	Monoprix (excluding Samada, Naturalia), Casino	2014
Incorporate the "Together" anti-discrimination programme into the orientation training given to directors and deputy directors and into the training plan	Franprix	2014
Maintain efforts to reduce illiteracy	Casino, Franprix	2015
Strengthen the "Help the Helpers" campaign	Casino	2014
<b>• HELP THE DISABLED ENTER THE WORKFORCE</b>		
<b>General policy</b>		
- Continue to raise awareness about hiring the disabled - Take further action to improve the integration of disabled workers - Increase the number of disabled workers in the subsidiaries, particularly outside France - Carry out the actions stipulated in agreements signed by the Group	Group	2014
<b>Actions</b>		
Implement the measures outlined in agreements on behalf of employment for the disabled	Casino, Monoprix	2016
Continue and expand programmes aimed at integrating the disabled into the workplace (e.g., "GPA for All", "Programa a Población Vulnerable")	GPA Retail, Big C Thailand, Grupo Éxito	2014
Conduct a diagnostic assessment in order to establish an action plan in partnership with employee representatives.	Vindémia	2014
<b>• PROMOTE GENDER BALANCE IN THE WORKPLACE</b>		
<b>General policy</b>		
- Monitor and increase the number of women in management and on executive committees - Identify and reduce any unjustified pay differentials - Provide support for working parents within the company	Group	2016

## Committed employer

### Our next steps

Objectives	Scope	Target date
<b>Actions</b>		
Develop company networks for promoting equal opportunity	Casino, Franprix	2014
Implement actions for promoting equal opportunity in accordance with formal agreements, the Equal Opportunity Employer label and the agreement signed with France's Ministry of Women's Rights	Casino, Monoprix	2015
Continue policies designed to enable women to reach executive positions	Big C Thailand, Big C Vietnam	2014
<b>• HELP YOUNG PEOPLE ENTER THE WORKFORCE</b>		
<b>General policy</b>		
<ul style="list-style-type: none"> <li>- Take action to promote work/study programmes and apprenticeships</li> <li>- Educate managers on the need to improve employment opportunities for young people</li> <li>- Develop partnerships with referring organisations</li> <li>- Encourage programmes to sponsor and tutor young people</li> </ul>	Group	2014
<b>Actions</b>		
Take further action in support of work/study programmes: <ul style="list-style-type: none"> <li>- Continue activities related to the "Job and City" programme</li> <li>- Continue to create school partnerships, with a goal of 50 partnerships</li> <li>- Continue the partnership with the "Second-Chance School" alongside ACSE and "Sport dans la Ville"</li> </ul>	Casino	2015
Complete and distribute a guide for Group stores regarding employment of young workers	Group France	2014
Implement the steps outlined in the intergenerational agreements to help young people enter the workforce, keep older employees in their jobs and provide for the transfer of skills and know-how from one generation to the next	Casino, Franprix, Leader Price, Cdiscount	2014
Carry out the intergenerational action plan	Monoprix	2016
Continue the programmes for junior high school students and student internships, as well as partnerships with schools	Big C Thailand	2014
Expand activities with the Civic Service Agency, Civic Service Institute and Le Réseau	Group France	2014
Continue the "Socio por un Día" partnership with the Junior Achievement Foundation	Libertad	2014

## Committed employer

### Our next steps

Objectives	Scope	Target date
<b>• PROVIDE GROWTH OPPORTUNITIES FOR EMPLOYEES</b>		
<b>General policy</b>		
<ul style="list-style-type: none"> <li>- Evaluate employees to identify their training needs</li> <li>- Expand e-learning training opportunities to reach as many employees as possible</li> <li>- Create special training programmes designed to aid employees with social difficulties</li> </ul>	Group	2014
<b>Actions</b>		
Expand the e-learning curriculum to make training available to as many employees as possible	Casino, Leader Price, Grupo Éxito	2014
Continue deployment and support of the Validation of Acquired Experience programmes	Franprix, Casino Monoprix	2014
Provide support for employees with social difficulties through the "Escuela de la Economía Personal y Familiar" programme, with a goal of assisting over 5,600 employees	Éxito	2014
Establish the "Gestión de Carrera" programme (evaluation of employee potential, training plan)	Libertad	2014
<b>• ENSURE A SAFE AND HEALTHY WORKPLACE</b>		
<b>General policy</b>		
<ul style="list-style-type: none"> <li>- Identify risks specific to each job</li> <li>- Develop appropriate prevention programmes</li> <li>- Implement action plans set out in agreements</li> <li>- Strengthen training programmes</li> <li>- Foster workplace wellness</li> </ul>	Group	
<b>Actions</b>		
Continue actions underway to prevent undue workplace hardship	Group France	2014
Implement actions envisaged in the agreement on long-term improvement in working conditions and workplace health and safety.	Monoprix	2016
Deploy action plans on well-being in the workplace and job insecurity	Franprix	2014
Continue deployment of the action plans on the prevention of psychosocial risks and the "CAP Prévention" initiative within the Foodservice division	Casino, Leader Price	2015
Continue the programmes for reducing occupational hazards	Éxito	2014
Conduct a new work climate assessment at all stores	Éxito	2014
Continue to deploy training plans for preventing hazards in the workplace	Disco Devoto	2014



## Committed employer

### Our next steps

Objectives	Scope	Target date
<b>• ENCOURAGE WORKPLACE DIALOGUE</b> <b>General policy</b> - Promote efforts to sign agreements on major workplace issues and CSR		
<b>Actions</b>		
Negotiate an agreement on CSR	Casino	2014
Negotiate an agreement on implementing telecommuting within Casino's IT subsidiary	Casino (CIT)	2014
Continue meetings with employee representatives	GPA (excluding Nova.com), Libertad, Vindémia (Reunion Island) Disco Devoto	2014

## Responsible retailer

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<b>• ACT IN THE INTEREST OF CONSUMERS' HEALTH</b>				
Continue to deploy the Monoprix Nutrition charter on private-label products	Monoprix	2013	●	The Nutrition charter has been incorporated into calls for bids from suppliers, which must comply with all of its criteria.
Incorporate CSR commitments into the charter for Marché Franprix products	Franprix	2013	◐	The Marché Franprix product specifications have been modified to include improvements to packaging materials.
Develop type-1 labelling (not required in Vietnam) for Big C-brand products	Vietnam	2013	●	Nutritional labelling can be found on all Big C-brand products.
Develop nutritional labelling for new Ekono-brand products	Éxito	2013	●	New Ekono products display a nutritional label.
Enhance the health benefits of Taeq products (lower levels of sugar and fat, use of natural ingredients)	GPA	2013	●	The recipes for Taeq products were revised in 2013 with a greater emphasis on reducing each product's sugar and fat content and on using organically grown ingredients.
<b>• ENCOURAGE ENVIRONMENTALLY FRIENDLY CONSUMPTION</b>				
Reduce the impact of plastic bags provided in stores	Group	2013	●	In France, the number of free shopping bags distributed by Casino has fallen by 93% compared to 2008 (vs. 91% in 2012). Internationally, the Group's subsidiaries redoubled their campaigns to promote the use of reusable bags, such as Ecobolsas bags at Libertad and Lohas bags at Big C Vietnam, through in-store displays, loyalty programme incentives and more.
Continue to expand the selection of Casino Bio organic products by introducing 40 new food, household and health/beauty products	Casino	2013	●	Sixty-one new food products were introduced as well as 10 new household and health/beauty products. At the same time, palm oil has been eliminated from all Casino Bio food products.
Expand the number of sustainable food and nonfood products	Monoprix	2013	●	About 15 sustainable products were created in 2013.
Introduce new, more environmentally friendly products	Casino	2013	●	Casino notably introduced the first washable, reusable make-up remover wipes in partnership with a start-up company.
Display the multicriteria environmental index on a cumulative total of 450 products	Casino, Monoprix	2013	◐	Work to date has focused primarily on finalising the collaborative tool with suppliers to ensure an easier and faster process for calculating the index. Approximately 410 environmental indices had been calculated by the end of 2013.

## Responsible retailer

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Save a cumulative total of 7,200 tonnes of packaging thanks to the ecodesign initiative	Casino	2013	●	By year's end, a cumulative total of some 7,600 tonnes of packaging had been saved.
Continue to reduce packaging for private-label products	Monoprix	2013	●	Packaging was reduced by a total of two tonnes in 2013.
Sell MSC-certified cod and haddock fillets	R2C	2013	●	Sales of MSC-certified fish totalled 24 tonnes, representing 12% of R2C's total purchases of fish.
Develop and sell organic bags manufactured by an SME	Franprix	2013	●	The organic bags manufactured and sold by a Cameroon-based SME created 180 jobs locally and helped to fund schooling for 450 children.
Reinforce the selection of more responsible Huong vi products	Big C Vietnam	2013	●	The Huong vi line of ecofriendly products was solidified in 2013.
Introduce packaging made of recycled PET for 100% of Taeq organically grown products	Éxito	2013	○	Éxito met with suppliers of packaging made from recycled PET. This project is still under study.
Conduct in-store promotions of organically grown products from local producers	Libertad	2013	●	Local, organically grown products have been displayed more prominently for greater impact in stores.
Continue the use of FSC-certified paper for Qualità and Taeq product packaging	GPA	2013	●	The share of FSC-certified paper used in Qualità and Taeq product packaging rose nearly 3% in 2013, accounting for 58.7% of all paper used.

### Our next steps

Objectives	Scope	Target date
<b>• TAKE ACTION TO PROTECT CONSUMER HEALTH</b> <b>General policy</b> <ul style="list-style-type: none"> <li>- Continue to improve the nutritional value of own-brand products</li> <li>- Inform consumers about the nutritional impact of products</li> <li>- Develop a product offering that provides nutritional benefits</li> <li>- Educate customers on better consumption habits</li> <li>- Identify emerging health concerns</li> </ul>		
Group		
<b>Actions</b>		
Continue enhancing the nutritional content of private-label products	Group France	2014
Establish a collective agreement with Alliance 7, Monoprix and Franprix/Leader Price on improving the nutritional profile of two product categories: chocolate-filled biscuits and children's breakfast cereal with honey and/or caramel and/or chocolate	Casino, Monoprix, Franprix Leader Price	2017

## Responsible retailer

### Our next steps

Objectives	Scope	Target date
Work with suppliers to enhance the nutritional content of Troop X brand products for children, and expand the range of nutritional products (Taeq)	Éxito	2014
Expand the range of Taeq products offering health benefits	GPA	2014
<b>• ENCOURAGE ENVIRONMENTALLY FRIENDLY CONSUMPTION</b> <b>General policy</b> <ul style="list-style-type: none"> <li>- Reduce the environmental impact of own-brand products</li> <li>- Increase the number of environmentally friendly products available in stores</li> <li>- Inform consumers about the environmental impact of their consumption</li> <li>- Draw consumer attention to the most ecofriendly products</li> </ul>		
Group		
<b>Actions</b>		
Continue to reduce the number of plastic bags distributed in stores	Group	2014
Define a Group policy on the impact of raw materials	Group	2015
Continue to expand product ranges devoted to organically grown products	Casino, GPA, Disco Devoto, Monoprix	2014
Step up actions to protect endangered fish species	Casino, Monoprix	2014
Deploy the tool for calculating the environmental index among food manufacturers	Casino	2014
Continue actions to reduce the impact of private-label product packaging	Casino, GPA, Éxito	2015
Add biodiversity criteria to the specifications governing fruits and vegetables for the Terre et Saveur line of products	Casino	2014

# A trusted partner

## Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<b>• STRENGTHEN ETHICAL SOCIAL COMPLIANCE</b>				
Perform 160 social audits, and audit all of the Group's partner plants in Bangladesh	Group (including Monoprix)	2013	●	In 2013, 179 social audits were conducted in accordance with Social Clause Initiative (ICS) guidelines. All of the plants working for Casino in Bangladesh were audited. In all, 901 audits have been performed since 2003.
Disseminate the new code of business conduct	Group France	2013	●	In France the Group disseminated its Code of Business Conduct, which sets out the rules with which employees must comply in the course of their professional duties. These rules address issues such as protection of the Group's interests, conflict prevention, competition and corruption, and insider trading
<b>• COMBAT CORRUPTION</b>				
Continue planned actions arising from anti-corruption programmes (education, distribution of best practices guides, monitoring of ethics committees, etc.)	Group	2013	●	The Group's Internal Audit department distributed a guide that outlines stakeholder expectations and provides quick-reference guidelines (on education, prevention, identification and response) for combating corruption at subsidiaries in France and worldwide.
<b>• SUPPORT LOCAL PRODUCTION CHANNELS</b>				
Support local producers and develop new partnerships	Group	2013	◐	Among other actions, Casino stores continued to leverage the "Terre et Saveur" and "Club des Sommeliers" brands through partnerships with farmers, breeders and wholesale fishmongers. To show its support for milk producers, Casino began carrying "Monts du Forez" milk in its stores during 2013, to provide a new sales outlet for 65 regional dairy producers facing financial difficulties. Monoprix is developing a range of locally-sourced products under the "Le Local du Bon" name.
Maintain and expand partnerships with small local producers (new partners, customer awareness)	Franprix	2013	●	Several partnerships have been established, including one with the Cant'Avey'Lot Association to sell 4.5 million litres of "Vallée du Lot" milk. In addition, Franprix has expanded its Marché Franprix line of products.
Establish regular meetings with manufacturers (seminars, trade shows, taskforces) to develop joint projects	Franprix	2013	●	Franprix hosted a supplier exhibition, organised a conference with its top suppliers that included a roundtable discussion on CSR issues, jointly drafted projects and participated in working meetings with the aim of expanding synergies (including goods delivery by river).
Finalise deployment of the "Le Meilleur d'Ici" concept	Casino	2013	●	Through its "Le Meilleur d'Ici" concept, Casino stores continued to spotlight and support local producers by selling products sourced from within 80 km of each store and giving them prominent display on store shelves. "Le Meilleur d'Ici" products can be found in 441 Casino stores, including 339 supermarkets and 102 hypermarkets in France.

# A trusted partner

## Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Organise a competition to recognise the best local companies	Casino	2013	✗	Priority was given to deploying the concept in stores during 2013.
Adopt the "Targeting Growth" programme for 2015	Casino	2013	◐	The programme is currently being deployed for the period 2013-2015.
Expand the selection of "Caras do Brasil" fair trade products and increase the number of banners where the product line is sold	GPA	2013	◐	GPA has been supporting the "Caras do Brasil" programme by giving craft cooperatives the opportunity to sell their products at Pão de Açúcar and Extra stores. Pão de Açúcar has also featured organically grown products from small-scale suppliers in its outlets.
Provide support to small-scale producers and encourage agricultural practices that are friendlier to the environment (Label Verde and Pacto Ecológico)	Libertad	2013	◐	No local partners in a position to support this initiative could be identified.
<b>• PROMOTE THE CSR INITIATIVES OF SMEs</b>				
Organise a showroom with the French retail supplier association (FEEF) for around 100 manufacturers on the topic of innovation	Group France	2013	●	The showroom was organised and a competition was held in which four businesses were honoured for innovative products.
Establish CSR and environmental criteria for overhead-related purchasing	Casino, Vindémia	2013	○	A benchmarking of current practices was carried out in 2013.
Expand events and programmes as part of the SME Pact (three SME forums)	Casino	2013	◐	As part of the SME Pact, two SME forums on the topic of responsible consumption, attended by 80 suppliers, were organised through a partnership with the GoodPlanet Foundation. Two prizes were established to recognise the best CSR initiatives carried out by Casino suppliers.
Extend the SME immersion programme for employees	Casino	2013	●	Five purchasers took part in an immersion session at two manufacturer sites.
Continue the "Simplex" project for suppliers in Colombia, Brazil and Thailand	Éxito, Big C Thailand, GPA	2013	●	The Simplex programme (Supplier International Meeting for Private Label Excellence) was continued, bringing together suppliers of private-label products from Colombia, Brazil and Thailand for a weeklong training session that included guidelines for innovation and product development, a tour of production facilities operated by Casino product suppliers and more.
Continue the BPA (best agricultural practices) certification process for local producers with the aim of certifying 50 producers	Éxito	2013	◐	Éxito developed a BPA certification programme for its suppliers of fruits and vegetables; 39 suppliers pledged to take part.

## A trusted partner

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<b>• STAKEHOLDER DIALOGUE</b>				
Establish a stakeholder dialogue on the subject of diversity	Group France	2013	●	Ten stakeholders with acknowledged expertise in diversity issues were invited to share ideas with the Group's Human Resources department as part of a roundtable discussion.
Update the mapping of Group stakeholders	Groupe	2013	◐	An analysis of the principal stakeholders with whom the Group maintains a dialogue is in progress.

### Our next steps

Objectives	Scope	Target date
<b>• STRENGTHEN ETHICAL SOCIAL COMPLIANCE</b>		
<b>General policy</b>		
<ul style="list-style-type: none"> <li>- Provide for employee awareness and training regarding the Group's policy and the challenges involved</li> <li>- Conduct inspections at plants that manufacture private-label products in countries deemed high-risk</li> <li>- Assist the plants in implementing corrective action plans</li> <li>- Support and take part in industry initiatives</li> <li>- Strengthen local policies established by each banner with regard to factory inspections</li> </ul>	Group	
<b>Actions</b>		
Conduct 160 social audits to inspect plants working for the Group's private-label brands in high-risk countries	Group	2014
Audit 100% of the Group's partner plants in Bangladesh	Group	2014
Implement the steps defined in the Accord on <i>Fire and Building Safety</i>	Casino Global Sourcing	2014
Develop training programmes for Purchasing Directors and purchasers	Group	2014
Expand the Group's activities within the Social Clause Initiative	Group	2014
Participate in the ABVTEX initiative	GPA	2014
<b>• COMBAT CORRUPTION</b>		
<b>General policy</b>		
<ul style="list-style-type: none"> <li>- Raise awareness within management</li> <li>- Analyse the level of risk</li> <li>- Establish guides to best practices</li> <li>- Appoint ethics committees</li> <li>- Evaluate action plans</li> </ul>	Group	2014

## A trusted partner

### Our next steps

Objectives	Scope	Target date
<b>Actions</b>		
Continue planned actions arising from anti-corruption programmes (education, distribution of best practices guides, monitoring of ethics committees, etc.)	Group	2014
<b>• DEVELOP A RESPONSIBLE LOBBYING POLICY</b>		
Create an internal taskforce on Responsible Lobbying	Group France	2014
<b>• SUPPORT LOCAL PRODUCTION CHANNELS</b>		
<b>General policy</b>		
<ul style="list-style-type: none"> <li>- Develop partnerships with local producers</li> <li>- Promote locally sourced products in stores</li> <li>- Assist supply chains in improving their practices</li> </ul>	Group	2014
<b>Actions</b>		
Deploy the charter for "Small Local Producers" drafted in 2013	Franprix	2014
Develop long-term contracts and partnerships with select suppliers to encourage innovation	Casino	2014
Expand the selection of "Caras do Brasil" fair trade products and increase the number of stores where those products are sold, with a goal of 100% of Pão de Açúcar stores	GPA	2014
Continue initiatives on behalf of local producers: implement the "Microempresarios 100% Colombianos" programme, increase the number of partnerships and expand the product offering	Grupo Éxito	2014
<b>• PROMOTE THE CSR INITIATIVES OF SMEs</b>		
<b>General policy</b>		
<ul style="list-style-type: none"> <li>- Raise awareness of CSR among SMEs</li> <li>- Share each banner's CSR practices with SMEs and encourage adoption of those practices</li> </ul>		2014
<b>Actions</b>		
Expand events and programmes as part of the SME Pact (two SME forums)	Casino	2014
Continue the "Simplex" project for suppliers in Colombia, Brazil and Vietnam	Casino, Éxito, Big C Vietnam, GPA	2014
Forge relationships with partner SMEs by taking part in the Pymes (SME) programme sponsored by the province of Córdoba and by offering SMEs access to training administered by the Argentine Institute for CSR (IARSE)	Libertad	2014
Promote a stronger commitment to CSR issues among suppliers through the TOP LOG programme for evaluating practices in the areas of logistics, packaging and emissions reduction	GPA	2014

## A trusted partner

### Our next steps

Objectives	Scope	Target date
<b>Actions</b>		
Expand the "Quality from the Source" programme to include other types of products	GPA	2014
Introduce an audit programme for fruit and vegetable suppliers that includes an assessment of their environmental practices, with a goal of auditing 40 suppliers	GPA	2014
Deploy the EAFIT programme to provide training to partner suppliers	Éxito	2014
Continue the "BPA" (Best Agricultural Practices) certification process for local producers	Éxito, Libertad	2014
Provide training and certification in social and environmental best practices for garment production sites that work for Éxito (with a goal of certifying 75% of production sites in 2014)	Éxito/Didetexco	2014
Maintain an ongoing dialogue with manufacturers (through seminars, trade shows, taskforces) to develop joint CSR projects and provide recognition to suppliers	Franprix, Éxito	2014

## Local corporate citizen

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<b>• DEVELOP SOLIDARITY PARTNERSHIPS</b>				
Continue efforts underway on behalf of food banks	Group	2013	●	More than 8,000 tonnes of products were donated to food banks in 2013, including 3,013 tonnes provided to community food banks in Colombia.
Negotiate a new framework agreement with the French Federation of Food Banks	Group France	2013	●	The Group signed a new three-year agreement that includes three forms of action: creation of a weekly food drive conducted by food bank teams at the Group's hypermarkets, supermarkets and warehouses; active participation in France's national food-collection drive, held in November of each year; and special campaigns.
Expand the partnership with 2R2A, the network of food banks on Reunion Island	Vindémia	2013	●	Vindémia has been working alongside 2R2A to collect products in Group stores and organise food drives among customers.
Draft a food donation policy and sign an agreement with the Red Argentina Banco de Alimentos food bank network	Libertad	2013	●	In Argentina, Libertad signed a three-year partnership leading to cooperation with a network of 15 food banks; 10 tonnes of food have been collected.
Continue partnerships on behalf of community solidarity programmes	GPA	2013	●	GPA organised two major day-long food drives spanning 730 stores across Brazil, with support from 2,000 volunteers working on behalf of three organisations: Amigos de Bem, Banco de Alimentos and Mesa Brasil. GPA collected and distributed 2,934 tonnes of food products over the course of the year.
Establish a partnership for donations of computer equipment	Vindémia	2013	✗	This project was discontinued in light of the numerous difficulties encountered in identifying recipients and in managing waste electrical and electronic equipment (WEEE).
Develop campaigns for products that are co-branded with our suppliers	Group France, GPA	2013	●	The Group is supporting sales campaigns in its stores on behalf of products that are co-branded with its suppliers, to benefit organisations such as SOS Sahel, UNICEF, Handi'chien and the bioRe® Foundation. GPA continued its co-branding activities with suppliers to aid social service organisations that are recognised in their communities, including Amigos do Bem and AACD, which serves the disabled.
Repeat the micro gift card campaign that benefits France's Muscular Dystrophy Telethon	Franprix	2013	●	The campaign was repeated in 170 stores in 2013. Franprix also launched its "Round up at the check-out" programme at 137 stores in 2013, as part of a partnership with microDON, an organisation that promotes economic solidarity. Customers are asked if they would like to round up their purchase total to the next euro; the full extra amount is donated to the nearest Paris branch of the French Red Cross or Secours Populaire.

## Local corporate citizen

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<b>• INCREASE LOCAL SOLIDARITY ACTIONS</b>				
Continue to expand community outreach campaigns at the local level through direct partnerships between stores and local organisations	Franprix	2013	●	Partnerships with organisations including the Red Cross, Proxité (which aids young people from disadvantaged neighbourhoods) and the Princess Margot Association (which promotes paediatric cancer research) were renewed in 2013.
Continue the BIG Community" programme	Big C Vietnam	2013	●	Ten community organisations sponsored by Big C employees were singled out for financial support as part of the third "BIG Community" campaign.
Maintain partnerships and community outreach activities through the "Vuelto Solidario" programme	Libertad	2013	●	The "Vuelto Solidario" programme provided support for organisations that work on behalf of young children. <ul style="list-style-type: none"> <li>• A Facebook page for the programme, <a href="http://www.facebook.com/acteurlocalengage">www.facebook.com/acteurlocalengage</a>, has attracted 392 fans.</li> <li>• A contest was organised among stores, timed for the height of the "Le Meilleur d'Ici" promotional campaign, to showcase store employees demonstrating their commitment to the local community: 88 examples of community outreach were posted at the <a href="http://www.monmagasinfaitsonshow.fr">www.monmagasinfaitsonshow.fr</a> website, and prizes were awarded to employees at five stores.</li> <li>• The <a href="http://www.acteur-local-engage.com">www.acteur-local-engage.com</a> website was used to highlight more than 65 initiatives by store employees; of these, nearly two-thirds were designed to show community solidarity.</li> </ul>
Continue the "Engaged Local Corporate Citizen" programme	Casino	2013	●	Through its "Goticas" programme, Éxito collected financial donations from customers on behalf of community organisations. The network of Disco Devoto stores conducted five solidarity campaigns.
Deploy in-store solidarity campaigns	Éxito, Disco Devoto	2013	●	Through its "Goticas" programme, Éxito collected financial donations from customers on behalf of community organisations. The network of Disco Devoto stores conducted five solidarity campaigns.
<b>• EXPAND PROGRAMMES BY FOUNDATIONS</b>				
Continue the Casino Foundation's programmes: <ul style="list-style-type: none"> <li>• Artists at School: pursue the alliance with the Odéon Theatre and partner schools</li> <li>• Overcoming Isolation Among Hospitalised Children: expand the programme to include new partner organisations</li> <li>• Local Initiatives: continue the programme and the annual meeting of employees sponsoring projects</li> </ul>	Group	2013	●	The Casino Foundation continued to pursue its three major programmes: <ul style="list-style-type: none"> <li>- Artists at School, created in 2011 in partnership with France's Ministry of National Education and the Théâtre de l'Odéon, provides backing for 10 projects in arts and culture education on behalf of 2,100 children living in isolated urban or rural areas;</li> <li>- Overcoming Isolation Among Hospitalised Children, a project co-sponsored with the Docteur Souris Association, has provided computer equipment to eight hospitals since 2010 for use by children who are patients. Casino, Franprix and Leader Price stores, Casino cafeterias and warehouses, as well as Vindémia and Cdiscount, are all taking part in the programme;</li> <li>- "Local Initiatives" provided support for 19 local projects in 2013, all suggested and sponsored by Group employees.</li> </ul>

## Local corporate citizen

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Continue to sponsor employee-supported projects	Monoprix	2013	●	Eight projects submitted to the selection committee won approval for sponsorship by the workforce in 2013. Since 2011, the Monoprix Foundation has funded 30 community projects in four areas (access to basic necessities, accessibility for the mobility-impaired, integration of young people into the labour market, initiatives to overcome isolation).
Reinforce activities being carried out by Instituto GPA	GPA	2013	●	Instituto GPA has expanded its instructional programmes to make it easier for young people from modest backgrounds to enter the labour market. It operates eight sites that offer free courses in English as well as preparatory training for positions as cashiers and call centre personnel. The institute has also continued its support for the NATA vocational training centre, which offers bakery and dairy training programmes.
Continue activities underway at the Big C Foundation and Éxito	Big C Thailand, Éxito	2013	●	In 2013 approximately 36,000 children (compared to 32,102 in 2012) and 2,600 pregnant women (1,798 in 2012) received aid through the Éxito Foundation's programmes to combat infant malnutrition. In celebration of its 30 years of existence, the Foundation issued its tenth series of "Early Childhood Awards" to honour and support initiatives that aid children and fight malnutrition. The Big C Thailand Foundation continued its efforts to promote education for young people by providing financial aid to the most disadvantaged students (more than 6,200 grants were awarded in 2013) and by helping to finance the construction of 37 schools.

### Our next steps

Objectives	Scope	Target date
<b>• DEVELOP SOLIDARITY PARTNERSHIPS</b>		
<b>General policy</b>		
<ul style="list-style-type: none"> <li>- Step up efforts on behalf of food banks</li> <li>- Strengthen programmes designed to combat exclusion</li> <li>- Develop co-branding campaigns to benefit established organisations</li> </ul>	Group	
<b>Actions</b>		
Take action to implement the "Casino is mobilising against exclusion" campaign	Group France	2016
Continue efforts underway on behalf of food banks	Groupe (excluding Disco Devoto, Big C Thailand, Big C Vietnam)	2016

## Local corporate citizen

### Our next steps

Objectives	Scope	Target date
Continue national community aid drives in stores	GPA	2014
Develop campaigns for products that are co-branded with our suppliers	Group France, GPA	2014
Continue and expand partnerships with local foundations promoting early childhood causes (Impulso, Logros, Niños con Alas)	Disco Devoto	2014

#### • INCREASE LOCAL SOLIDARITY ACTIONS

##### General policy

- Encourage stores to develop local solidarity actions
- Draw attention to these initiatives internally and highlight participation by stores

Group

##### Actions

Develop in-store campaigns on behalf of local communities	Group	2014
Continue the "BIG Community" programme	Big C Vietnam	2014
Continue deployment of the "Vuelto Solidario" programme to support organisations and foundations that work to promote early childhood causes	Libertad	2014
Continue the "Engaged Local Corporate Citizen" programme	Casino	2014

#### • DEVELOP FOUNDATION PROGRAMMES

##### General policy

- Increase employee involvement in Foundation activities
- Share best practices among Foundations within the Group
- Expand activities on behalf of underprivileged children

##### Actions

Continue the activities underway at the Casino, Big C and Éxito Foundations	Casino, Big C Thaïlande, Éxito	2014
Implement the Monoprix Foundation's planned initiatives and encourage employee participation	Monoprix	2014
Continue and expand the activities carried out by Instituto GPA	GPA	2014

## Environmentally proactive group

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<b>• REDUCE GREENHOUSE-GAS EMISSIONS</b>				
Gradually introduce a standardised carbon accounting process for assessing the Group's carbon footprint on a regular basis	Group	2020		Scopes 1 and 2 of the Group's GHG inventory were updated for its primary activities (France and International).
Update the plan for reducing direct greenhouse-gas emissions, with particular attention to: <ul style="list-style-type: none"> <li>• Commercial refrigeration equipment: renovate refrigeration systems to eliminate HCFCs and CFCs permanently (France) and reduce refrigerant leakage;</li> <li>• Goods transport: improve vehicle loading rates, optimise delivery journeys, give preference to imports by boat and pool flows with suppliers</li> </ul>	Group	2015		Commercial refrigeration: <ul style="list-style-type: none"> <li>- Coolant refills are being monitored more widely to improve conditions for maintenance and renovation of existing facilities.</li> </ul> Goods transport: <ul style="list-style-type: none"> <li>- Loading rates and delivery frequencies have been optimised.</li> </ul>
	Casino	2015		Commercial refrigeration: <ul style="list-style-type: none"> <li>- Refrigeration systems at 90% of stores have now been renovated in order to eliminate ozone-destroying HCFCs and CFCs.</li> <li>- An experimental refrigeration system that generates fewer HFCs through the use of an R134a loop and antifreeze has been installed at a Casino Shopping neighbourhood convenience store in Toulouse.</li> </ul> Goods transport: <ul style="list-style-type: none"> <li>- Ninety percent of night deliveries in urban areas are now being made by quieter, less-polluting vehicles bearing the Citygreen label developed by Easydis.</li> <li>- Double-level pallet racking equipment is now being used for deliveries to all compatible stores.</li> <li>- A pilot procurement consolidation initiative has been set up at the Easydis warehouse in Montmorillon in a bid to increase the number of deliveries made in fully loaded vehicles.</li> </ul>
	Franprix	2015		Goods transport: <ul style="list-style-type: none"> <li>- The use of river transport to make deliveries to 80 stores in Paris and to warehouses has been expanded.</li> <li>- A charter for sustainable urban logistics has been signed with the municipal government of Paris.</li> <li>- TK'Blue, an agency that evaluates the environmental impact of logistics, has been enlisted to provide its assessment services.</li> </ul>
	Monoprix	2015		Commercial refrigeration: <ul style="list-style-type: none"> <li>- The campaign to renovate store refrigeration systems in order to eliminate "R-22" CFCs has been continued, while preventive maintenance is being expanded.</li> <li>- A refrigeration system that uses 100% ammonia and generates no greenhouse gases has been installed at the Garonor logistics platform.</li> </ul>

## Environmentally proactive group

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<p>Update the plan for reducing direct greenhouse-gas emissions, with particular attention to:</p> <ul style="list-style-type: none"> <li>Commercial refrigeration equipment: renovate refrigeration systems to eliminate HCFCs and CFCs permanently (France) and reduce refrigerant leakage;</li> <li>Goods transport: improve vehicle loading rates, optimise delivery journeys, give preference to imports by boat and pool flows with suppliers</li> </ul>	Vindémia	2015		<p>Goods transport:</p> <ul style="list-style-type: none"> <li>The use of ocean freight has been expanded.</li> <li>Delivery routes have been revised and deliveries are being prepared under revamped conditions in order to reduce transport distances.</li> </ul>
	GPA	2015		<p>Commercial refrigeration:</p> <ul style="list-style-type: none"> <li>Coolant refills have been reduced by 2.15%.</li> <li>Remote reading of coolant levels has been set up at 19 sites.</li> </ul> <p>Goods transport:</p> <ul style="list-style-type: none"> <li>The number of suppliers using backhauling has increased by 17%.</li> </ul>
	Éxito	2013		<p>Commercial refrigeration:</p> <ul style="list-style-type: none"> <li>Purchases of replacement coolant are being monitored in order to identify stores that require an action plan.</li> </ul> <p>Goods transport:</p> <ul style="list-style-type: none"> <li>Guidelines for optimising vehicle loads and journeys have been revised to reflect each activity.</li> <li>More deliveries are being made at night to reduce road congestion arising from daytime deliveries.</li> <li>Collapsible containers have been purchased in large numbers to reduce return freight from stores.</li> </ul>
	Big C Vietnam	2013		<p>Commercial refrigeration:</p> <ul style="list-style-type: none"> <li>All shopping centres have been equipped with leak detectors and can conduct daily inspections of their refrigeration systems.</li> </ul>
<b>• INCREASE ENERGY EFFICIENCY</b>				
Reduce energy consumption per sq.m by 2.5% annually	Group	2020		<p>Monitoring of energy consumption:</p> <ul style="list-style-type: none"> <li>Remote meter reading has been installed at sites that have been renovated for energy efficiency.</li> </ul>
<p>Update the plans for reducing energy consumption:</p> <ul style="list-style-type: none"> <li>by continuing to install doors on refrigerated display cases, with the goal of covering 75% of all units by 2020 in France;</li> <li>by introducing Energy Performance Contracts (France, Colombia, Vindémia)</li> </ul>	Group	2020		<p>Formal energy efficiency objectives and action plans have been defined for the principal businesses.</p>
	Casino	2020		<p>Energy renovation of stores:</p> <ul style="list-style-type: none"> <li>Refrigerated display cases have been equipped with doors at 75% of existing hypermarkets and 25% of existing supermarkets as well as at all new stores.</li> <li>Energy Performance Contracts have been implemented at 90% of hypermarkets and 9% of supermarkets.</li> <li>LED lighting is being installed in all new supermarket space.</li> </ul> <p>Energy renovation of warehouses:</p> <ul style="list-style-type: none"> <li>LED lighting is being tested in delivery preparation areas.</li> </ul>

## Environmentally proactive group

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<p>Update the plans for reducing energy consumption:</p> <ul style="list-style-type: none"> <li>by continuing to install doors on refrigerated display cases, with the goal of covering 75% of all units by 2020 in France;</li> <li>by introducing Energy Performance Contracts (France, Colombia, Vindémia)</li> </ul>	Franprix	2020		<p>Energy renovation of stores:</p> <ul style="list-style-type: none"> <li>At all stores opened or renovated in 2013, refrigerated display cases are equipped with doors and display freezers have lids.</li> </ul>
	Monoprix	2020		<p>Energy renovation of stores:</p> <ul style="list-style-type: none"> <li>Boilers running on heavy heating oil are being eliminated and replaced with connections to the district heating network or gas-powered boilers.</li> <li>Refrigerated display cases are gradually being equipped with doors and lids.</li> <li>Best practices are being reviewed with employees.</li> </ul> <p>Energy renovation of warehouses:</p> <ul style="list-style-type: none"> <li>Dock shelters have been installed at warehouses that receive deliveries of fresh and frozen foods (Nancy, Arras, Tours, Neuville-sur-Saône).</li> </ul>
	Vindémia	2013		<p>Energy renovation of sites:</p> <ul style="list-style-type: none"> <li>Twilight switches have been installed in parking areas.</li> <li>Low-energy lighting systems are in place at 90% of all sites.</li> </ul> <p>Management:</p> <ul style="list-style-type: none"> <li>An energy charter and related communications materials have been adopted.</li> </ul> <p>Green IT:</p> <ul style="list-style-type: none"> <li>Computers have been configured to shut down automatically.</li> </ul>
	GPA	2020		<p>Energy renovation of stores:</p> <ul style="list-style-type: none"> <li>T5 and LED low-energy lighting has been installed at an additional 20% of stores.</li> <li>The use of electricity derived from renewable sources is increasing and now extends to 18 stores.</li> </ul>
	Éxito	2020		<p>Energy renovation of stores:</p> <ul style="list-style-type: none"> <li>Energy assessments are being carried out at the 18 most energy-intensive sites, and an action plan is being developed by GreenYellow.</li> <li>A feasibility study for solar power production is being conducted at the Barranquilla site.</li> </ul> <p>Energy efficiency at administrative sites:</p> <ul style="list-style-type: none"> <li>Each site is being monitored on a daily basis, and employees are being alerted to best practices in the office.</li> </ul>



## Environmentally proactive group

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<p>Update the plans for reducing energy consumption:</p> <ul style="list-style-type: none"> <li>• by continuing to install doors on refrigerated display cases, with the goal of covering 75% of all units by 2020 in France;</li> <li>• by introducing Energy Performance Contracts (France, Colombia, Vindémia)</li> </ul>	Big C Vietnam	2020		<p>Energy renovation of stores:</p> <ul style="list-style-type: none"> <li>- T5 and LED low-energy lighting is being installed.</li> <li>- Lids have been installed on frozen display cases in 56% of stores.</li> <li>- All refrigerated display cabinets in new stores are being equipped with doors.</li> <li>- An overnight ice storage system is being used to produce daytime air conditioning.</li> <li>- Heat generated by refrigerant circuits is being captured for use.</li> </ul> <p>Construction of Big C Green Square in accordance with Green Building Council recommendations:</p> <ul style="list-style-type: none"> <li>- A combination of rock wool and insulated concrete blocks is being used for the walls.</li> </ul> <p>Renewable energy sources:</p> <ul style="list-style-type: none"> <li>- Shade structures have been constructed at Green Square in order to install a photovoltaic production system that will generate 270 MWh of energy annually.</li> <li>- Sarnafil membranes are being used to insulate roofing.</li> </ul>
<p>• <b>FIGHT POLLUTION BY REDUCING AND RECOVERING WASTE</b></p> <p>Continue to improve sorting systems for operating waste (cardboard, plastics, organic waste) Expand measures to collect and recycle used products from customers (light bulbs, batteries, etc.)</p>	Group	2015		<p>Operating waste:</p> <ul style="list-style-type: none"> <li>- Each site is made aware of its waste sorting performance.</li> </ul> <p>Collection of used products returned by customers:</p> <ul style="list-style-type: none"> <li>- Store personnel are being educated about product return services offered to customers.</li> </ul>
	Casino	2015		<p>Operating waste:</p> <ul style="list-style-type: none"> <li>- Organic waste sorting has been deployed in all hypermarkets and supermarkets where it is feasible.</li> <li>- Cardboard sorting and reverse logistics have been implemented at 100% of hypermarkets and supermarkets.</li> <li>- Plastic waste is being sorted at 100% of hypermarkets and 50% of supermarkets.</li> </ul> <p>Efforts to combat food waste:</p> <ul style="list-style-type: none"> <li>- "À la Bonne Heure" restaurants encourage customers to take appropriate portions of food.</li> <li>- Stores regularly review the markdown procedures used for fresh products 24 hours before their sell-by date.</li> <li>- Hypermarkets and supermarkets have partnered with food drive campaigns on behalf of food banks.</li> </ul> <p>Collection of used products returned by customers:</p> <ul style="list-style-type: none"> <li>- The "Together, let's recycle more and better" campaign, which has improved collection rates at stores by about 15%, has been continued.</li> </ul>

## Environmentally proactive group

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
<p>Continue to improve sorting systems for operating waste (cardboard, plastics, organic waste) Expand measures to collect and recycle used products from customers (light bulbs, batteries, etc.)</p>	Franprix	2013		<p>Operating waste:</p> <ul style="list-style-type: none"> <li>- Organic waste sorting is being tested in stores.</li> <li>- The FranTrix programme includes a sorting policy for stores and administrative sites.</li> </ul> <p>Collection of used products returned by customers:</p> <ul style="list-style-type: none"> <li>- Collection points and disposal procedures have been reviewed.</li> </ul>
	Monoprix	2013		<p>Operating waste:</p> <ul style="list-style-type: none"> <li>- Plastic waste is being sorted and re-used in stores and warehouses.</li> <li>- Personnel have been educated about sorting procedures.</li> <li>- Organic waste is now being sorted in stores.</li> <li>- Reverse logistics has been expanded to include cardboard.</li> </ul> <p>Collection of used products returned by customers:</p> <ul style="list-style-type: none"> <li>- In-store collection points have been inspected.</li> <li>- Campaigns have been conducted to raise customer awareness (DEEglingués, Recycling Party).</li> </ul>
	Vindémia	2013		<p>Operating waste:</p> <ul style="list-style-type: none"> <li>- Conditions for cardboard sorting and recovery have been improved through in-store compacting.</li> <li>- Freeze-drying is being tested for organic waste.</li> </ul> <p>Collection of used products returned by customers:</p> <ul style="list-style-type: none"> <li>- Collection conditions are being reviewed and new equipment has been installed.</li> </ul>
	GPA	2015		<p>Operating waste:</p> <ul style="list-style-type: none"> <li>- The number of stores that manage their own waste has increased.</li> </ul> <p>Collection of used products returned by customers:</p> <ul style="list-style-type: none"> <li>- A greater number of stores now offer a recycling station, payment for returned used products and collection of used mobile phones and WEEE products.</li> </ul>
	Éxito	2015		<p>Governance:</p> <ul style="list-style-type: none"> <li>- The Éxito Foundation has assumed responsibility for managing recycling facilities and uses the profits from recycling to fund its actions in the community.</li> </ul> <p>Operating waste:</p> <ul style="list-style-type: none"> <li>- Hanging rails are being used to reduce reliance on cardboard packaging for clothing.</li> <li>- The procedures for monitoring waste collection and recycling management have been enhanced.</li> <li>- Shipping pallets are being repaired in order to extend their working life.</li> </ul> <p>Collection of used products returned by customers:</p> <ul style="list-style-type: none"> <li>- Employees are being trained in the importance of sorting waste and end-of-life products.</li> </ul>

## Environmentally proactive group

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Continue to improve sorting systems for operating waste (cardboard, plastics, organic waste) Expand measures to collect and recycle used products from customers (light bulbs, batteries, etc.)	Big C Vietnam	2015		Collection of used products returned by customers: - A battery collection service is available to customers in all stores.
	Libertad	2014		The 3R programme (Reduce, Recycle, Reuse) has been expanded.

#### • PROMOTE BIODIVERSITY

	Group	2015		Analysis of biodiversity risk in sectors deemed sensitive: - An NGO appointed by the Group is currently preparing an initiative.
Define and implement a biodiversity protection plan: - Identify the challenges posed in each major product supply chain - Disseminate best practices in construction for preserving ecosystems - Combat deforestation - Protect endangered species	Group	2015		Protection of primary forest: - Co-branding campaigns are being developed on behalf of organisations active in reforestation. - Paper sourced from certified sustainably managed forests or made in part from recycled paper accounts for a larger volume of all paper purchased.
	Casino	2015		Protection of fishery resources: - The major deepwater species of fish (scabbard, grenadier, cusk) are no longer being sold in stores (sales of orange roughy and blue ling were discontinued in 2007). Protection of primary forest: - Palm oil has been replaced in all private-label food products. - RSPO-certified palm oil is being used more extensively in Casino's private-label non-food products. - A co-branding campaign with SOS Sahel in partnership with Danone to benefit reforestation of the Sahel region has been extended; more than three million trees have been planted since 2011. Best practices in construction and renovation: - A guide prepared in 2012 has been deployed. - The biodiversity assessment has been incorporated into preliminary studies for projected new shopping centres. - A green roof has been installed.
	Franprix	2015		Protection of primary forest: - Franprix participated in the co-branding campaign for SOS Sahel, in partnership with Danone, to benefit reforestation of the Sahel region.

## Environmentally proactive group

### Our record in 2013

Objectives	Scope	Target date	Status	Principal accomplishments in 2013
Define and implement a biodiversity protection plan: - Identify the challenges posed in each major product supply chain - Disseminate best practices in construction for preserving ecosystems - Combat deforestation - Protect endangered species	Vindémia	2013		Protection of endangered species: - In collaboration with the Reunion Nation Park, lighted signs were turned off during the period when the island's petrel population takes flight.
	GPA	2013		Protection of endangered species: - GPA has formally endorsed the charter of Brazil's Ethos Institute, which calls for compliance with the recommendations of the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA) regarding protection of natural environments and traceability of retail goods.
	Éxito	2013		Protection of primary forest and reforestation: - A total of 9,500 trees have been planted as a result of recycling activities and replanting promotional campaigns.

### Our next steps

Objectives	Scope	Target date
<b>• REDUCE GREENHOUSE-GAS EMISSIONS</b>		
Assess GHG emissions from the Group's principal operating activities (scopes 1 and 2)	Group	2015
Reduce the impact of direct GHG emissions from commercial refrigeration: - update the Group's policy with respect to refrigerants - expand monitoring of refrigerant leakage - improve containment of existing refrigeration facilities - develop refrigeration systems with low GHG impact	Group	2015-2020
Reduce the impact of greenhouse-gas emissions attributable to goods transport: - define a standardised protocol for evaluating the carbon footprint of transport activities - expand the use of river- and rail-based transport - increase the use of consolidated procurement - strengthen backhauling agreements - improve the vehicle loading rate	Group	2015-2020
<b>• INCREASE ENERGY EFFICIENCY</b>		
Reduce energy consumption per sq.m by 2.5% annually	Group	2015-2020
Continue energy renovations of stores: - prepare employee guides to ecofriendly behaviour - conduct energy assessments - implement energy performance contracts - install doors on refrigerated display cases, with the goal of covering 75% of all units in France by 2020 - install more energy-efficient lighting in stores - promote the sharing of best practices in energy management	Group	2015-2020

## Environmentally proactive group

### Our next steps

#### • FIGHT POLLUTION BY REDUCING AND RECOVERING WASTE

Continue to improve sorting systems for operating waste (cardboard, plastics, organic waste):

- increase the scope and frequency of monitoring by business activity
- improve employee training and awareness of selective sorting procedures
- collaborate in developing new local waste recovery networks

Group 2015-2020

Expand measures to collect and recycle used products from customers (light bulbs, batteries, etc.):

- develop new partnerships with suppliers, recyclers and local organisations
- provide in-store collection points that are clearly marked and well-maintained
- increase the number of stores that offer collection services to customers
- educate customers and employees about sorting procedures and recycling of used products

Group 2015-2020

#### • PROMOTE BIODIVERSITY

Identify high-risk supply chains:

- improve the traceability of sensitive raw materials to ensure greater control over conditions for their long-term use

Group 2015-2020

Assist in the protection of primary forest and reforestation:

- continue campaigns to promote reforestation
- maintain efforts to reduce paper consumption
- use a higher proportion of recycled paper and paper from sustainably managed forests

Group 2015-2020

Take steps to protect endangered species:

- continue the sustainable seafood policy
- expand partnerships with representative institutions at the local level
- promote best practices in construction as recommended by Green World Building

Group 2015-2020



# Reporting principles

The information provided on pages 74 to 114 on the Casino Group's corporate social responsibility policy and its environmental, social and employment performance has been drawn up in accordance with the Group's CSR reporting principles, updated in 2013 and circulated to everyone involved in the reporting process in France and the international subsidiaries. Unless stated otherwise, the employment, social and environmental data presented cover all business activities under the operational control of the Casino Group or its majority subsidiaries in France and abroad.

Data concerning affiliates, franchises and business leases are not included.

Reporting is on a fully consolidated basis (data included at 100%). Unless other stated, the scope of CSR reporting is the same as the Group's financial reporting:

- France: Casino, Monoprix, Cdiscount, Franprix, Leader Price and their support functions (logistics, purchasing, human resources, etc.);
- Latin America: GPA, Libertad SA, Grupo Éxito, Disco Devoto;

- Asia/Indian Ocean: Big C Thailand, Big C Vietnam and Vindémia;

- Group: the consolidated scope comprising the above entities.

For reasons of transparency and respect for the environment, Casino has decided to improve its reporting by publishing more information on its corporate website [www.groupe-casino.fr](http://www.groupe-casino.fr). This includes detailed information on the reporting scope, period and methodology. The opinion of the statutory auditors on their 2013 audit work, as well as corporate governance issues, are included in the Group's registration document, which is also available on the website.

## TABLE OF CORRESPONDENCE WITH THE UNITED NATIONS GLOBAL COMPACT

The Casino Group signed the United Nations Global Compact in 2009, thereby embracing its 10 fundamental principles in the areas of human rights, labour, the environment and anti-corruption.

## UNITED NATIONS GLOBAL COMPACT PRINCIPLES

	See pages
<b>HUMAN RIGHTS</b>	
1. Businesses should support and respect the protection of internationally proclaimed human rights; and	67, 72 73, 103, 104, 105
2. Make sure that they are not complicit in human rights abuses.	98, 99, 100 86, 87, 88
<b>LABOUR</b>	
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	90, 94
4. The elimination of all forms of forced and compulsory labour;	98, 100
5. The effective abolition of child labour;	67, 98, 100
6. The elimination of discrimination in respect of employment and occupation.	62, 63, 64, 65, 79 86, 87, 88
<b>ENVIRONMENT</b>	
7. Businesses should support a precautionary approach to environmental challenges;	44, 68, 69
8. Undertake initiatives to promote greater environmental responsibility; and	44, 45, 68 69, 95, 97 107, 113
9. Encourage the development and diffusion of environmentally friendly technologies.	44, 68, 69 95, 96, 97 107, 113
<b>ANTI-CORRUPTION</b>	
10. Businesses should work against corruption in all its forms, including extortion and bribery.	98, 100, 101

# 2013 CSR Indicators

	Unit	France				Indian Ocean	Brazil	Colombia	Uruguay	Argentina	Thailand	Vietnam
		Casino	Cdiscount	Monoprix	Franprix Leader Price	Vindémia Group	GPA	Grupo Éxito	Disco Devoto	Libertad SA	Big C	Big C
<b>Committed Employer</b>												
Number of employees at 31 December 2013 <sup>(1)</sup>	Number	40,401	1,137	20,898	8,693	4,357	169,959	36,950	8,056	3,597	26,318	8,629
Women	Number	24,007	552	13,317	4,780	2,190	80,384	18,859	4,614	1,672	15,250	5,158
Men	Number	16,394	585	7,581	3,913	2,167	89,575	18,091	3,442	1,925	11,068	3,471
Under 30 years old	Number	8,715	372	7,134	2,256	1,272	69,759	18,005	3,878	1,193	14,590	6,125
30 to 50 years old	Number	20,722	709	9,185	5,233	2,593	87,958	17,029	3,244	2,346	11,390	2,409
Over 50 years old	Number	10,964	56	4,579	1,204	492	12,242	1,916	934	58	338	95
Under permanent contracts	Number	37,811	1 031	18,780	8,418	3,919	166,682	31,133	6,227	3,567	22,843	3,858
Number of meetings with employee representatives per year	Number	14,781	114	4,565	861	577	481	542	74	360	n.a.	115
Number of workplace accidents resulting in at least one day's lost time	Number	2,197	56	1,051	746	184	2,284	1,904	725	217	135	29
Percentage of the workforce in full-time employment	%	71 %	98 %	69 %	72 %	83 %	97 %	76 %	84 %	55 %	87 %	65 %
Average hours of training per year per employee <sup>(2)</sup>	Number	5	9	5	4	8	11	37	2	6	31	11
Number of employees under permanent contracts promoted	Number	1,996	104	902	319	134	15,026	3,096	1,812	45	3,708	279
Turnover of employees under permanent contracts	%	11 %	10 %	19 %	17 %	13 %	37 %	9 %	44 %	9 %	48 %	16 %
Percentage of women in management	%	32 %	40 %	53 %	32 %	35 %	22 %	29 %	27 %	22 %	52 %	37 %
Number of disabled employees	Number	3,313	16	779	n.a.	100	2,122	213	n.a.	32	330	16
Number of people under the age of 26 hired under permanent and limited-term contracts	Number	8,867	131	8,691	2,469	773	34,636	9,830	3,962	292	16,639	1,916
Number of people hired under permanent contracts during the year	Number	2,344	137	3,707	1,149	315	65,948	2,850	2,953	284	10,663	132
Number of redundancies for economic reasons	Number	40	0	0	9	0	0	0	0	27	0	0
<b>Responsible Retailer and Trusted Partner</b>												
Number of "responsible" products certified by an outside label <sup>(3)</sup>	Number	2,522	n.a.	2,339	297	278	1,487	340	61	29	72	n.a.
Percentage of directly operated stores covered by a quality audit <sup>(4)</sup>	%	100 %	n.a.	100 %	100 %	100 %	100 %	98 %	n.a.	100 %	100 %	100 %
<b>Environmentally Proactive Group <sup>(5)</sup></b>												
GHG emissions, Scope 1: fuels, refrigerants, natural gas <sup>(2)</sup>	tonnes of CO <sub>2</sub> -equiv.	336,285	978	103,923	36,905	34,869	375,187	185,931	38,396	33,885	115,930	16,883
GHG emissions, Scope 2: electricity	tonnes of CO <sub>2</sub> -equiv.	60,219	316	19,350	11,587	34,240	124,661	79,629	24,965	35,645	496,552	56,770
Energy consumption, by source												
Electricity <sup>(6)</sup>	MWh	1,068,311	5,644	306,563	206,902	48,294	1,432,885	452,440	68,025	97,124	967,938	131,411
Electricity/sq.m	KWh/sq.m	543	n.a.	564	600	683	n.a.	571	n.a.	555	n.a.	n.a.
Natural gas	MWh	111,383	4,235	33,245	37,987	0	22,271	46,089	3,952	9,313	0	0
Water consumption <sup>(2)(7)</sup>	cu.m	1,060,558	5,878	342,574	85,800	50,288	3,846,842	2,059,372	192,311	266,952	7 344,339	655,843
Volume of operating waste recycled and reused <sup>(2)(7)</sup>	tonnes	71,060	1,939	18,093	10,248	3,466	93,527	27,377	3,438	1,983	n.a.	n.a.
Percentage of operating waste recycled and reused	%	61 %	85 %	44 %	n.a.	48 %	30 %	74 %	n.a.	n.a.	n.a.	n.a.
<b>Engaged Local Corporate Citizen</b>												
Funds disbursed for community outreach programmes (donations and Foundation) <sup>(2)</sup>	€	10,147,239	n.a.	5,238,030	1,220,061	n.a.	10,410,140	16,972,793	180,104	n.a.	240,000	n.a.

<sup>(1)</sup> Excludes affiliates, franchises and lessee management. More information is available in the methodology note regarding the preparation of nonfinancial data: [www.groupe-casino.fr/fr/Nos-engagements.html](http://www.groupe-casino.fr/fr/Nos-engagements.html)

<sup>(2)</sup> Casino scope: excluding Codim

<sup>(3)</sup> Private-label and national-brand products derived from organic farming (excluding organic-cotton apparel), fair trade products and products bearing MSC, FSC, NF Environnement, PEFC, EU Ecolabel or ECOCERT labelling

<sup>(4)</sup> Hypermarkets and supermarkets only

<sup>(5)</sup> Vindémia Group scope: excluding operations in Mayotte, Mauritius and Madagascar

<sup>(6)</sup> Electricity consumption at international entities includes shopping centres

<sup>(7)</sup> Franprix-Leader Price scope: excluding Leader Price

n.a. : Not available



# Financial results

**2013** *was shaped by the Group's effective takeover of management control of two major strategic assets, GPA in Brazil and Monoprix in France, as well as an upturn in France and excellent results in international markets, which together drove strong earnings growth.*

# Key figures



## OPERATIONS AND RESULTS

In € millions	2013	2012	% change
Net revenue <sup>(1)</sup>	48,645	41,971	+ 15.9%
EBITDA <sup>(2)</sup>	3,337	2,853	+ 17%
Trading profit	2,363	2,002	+ 18.1%
Underlying profit attributable to owners of the parent <sup>(3)</sup>	618	564	+ 9.7%
Net debt	5,416	5,451	- 36 M€
Net debt to EBITDA ratio	1.62x	1.91x	-

## PER SHARE DATA

Growth in underlying EPS and dividend	2013	2012
Diluted earnings per share from continuing operations attributable to owners of the parent (in €)	7.40	9.41
Underlying diluted earnings per share from continuing operations attributable to owners of the parent (in €)	5.32	4.94
Dividend (in €)	3.12 <sup>(1)</sup>	3.00

<sup>(1)</sup> Based on a comparable scope of consolidation and constant exchange rates, excluding the impact of property disposals.

<sup>(2)</sup> EBITDA = Earnings before interest, taxes, depreciation and amortisation.

<sup>(3)</sup> Underlying profit corresponds to 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.

<sup>(1)</sup> Dividend subject to shareholder approval at the Annual General Meeting on 6 May 2014.

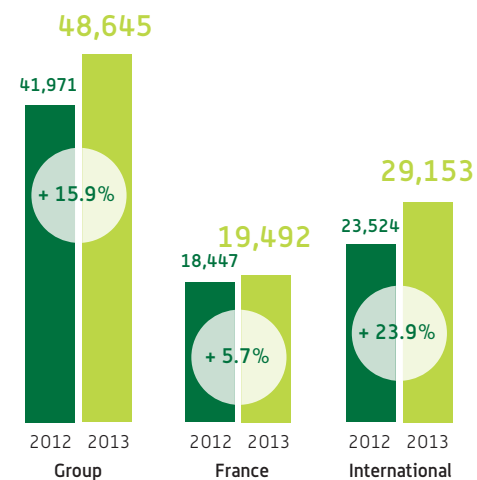
# Consolidated net revenue



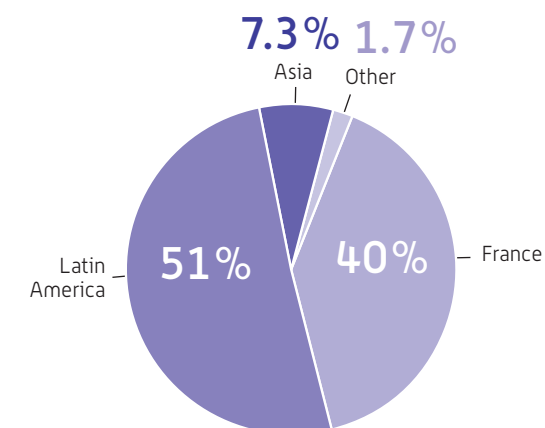
## REVENUE GROWTH

In € millions	2013	2012	% change	Organic change excluding petrol
<b>France</b>	<b>19,492</b>	<b>18,447</b>	<b>+ 5.7%</b>	<b>- 3.6%</b>
of which Casino France	11,575	12,158	- 4.8%	- 3.9%
Géant Casino	4,890	5,246	- 6.8%	- 7.2%
Casino supermarkets	3,463	3,687	- 6.1%	- 5.1%
Convenience stores	1,440	1,480	- 2.7%	- 2.7%
Cdiscount & other businesses	1,782	1,746	+ 2.1%	nc
Franprix - Leader Price	4,356	4,279	+ 1.8%	- 5.1%
Monoprix	3,561	2,010	+ 77.2%	+ 1.1%
<b>International</b>	<b>29,153</b>	<b>23,524</b>	<b>+ 23.9%</b>	<b>+ 11.2%</b>
of which Latin America	24,731	19,251	+ 28.5%	+ 12.4%
Asia	3,561	3,407	+ 4.5%	+ 7.1%
<b>Group</b>	<b>48,645</b>	<b>41,971</b>	<b>+ 15.9%</b>	<b>+ 5%</b>

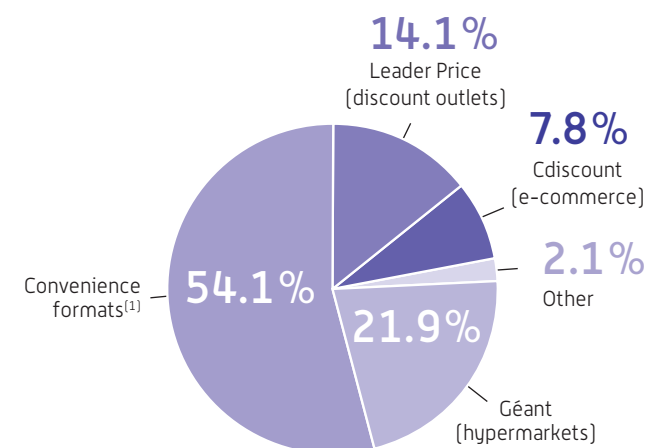
Growth in consolidated revenue



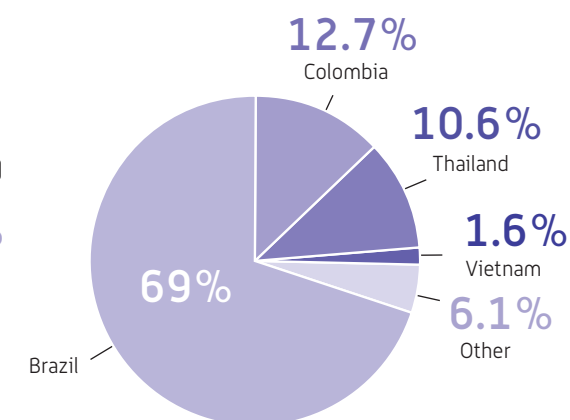
Consolidated revenue breakdown by geography



Revenue breakdown for France (excluding petrol)



Revenue breakdown for international markets



<sup>(1)</sup> Convenience formats: Casino supermarkets, Franprix, Monoprix, superettes



# Trading profit

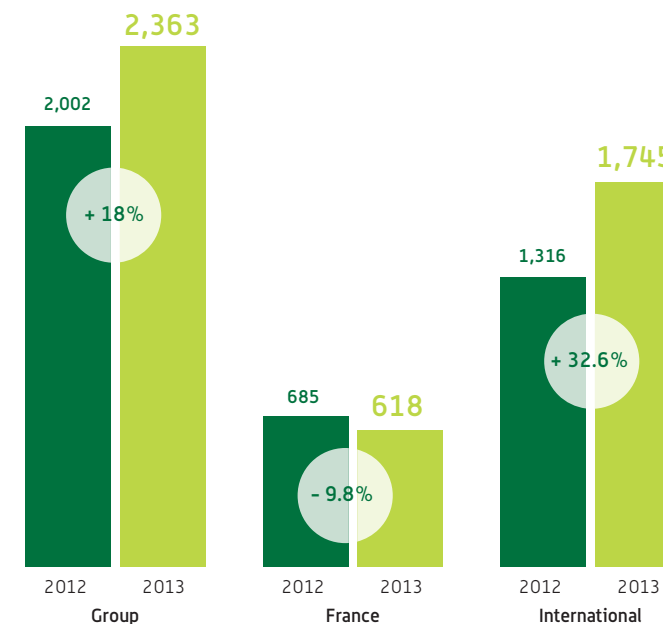


## CHANGE IN TRADING PROFIT

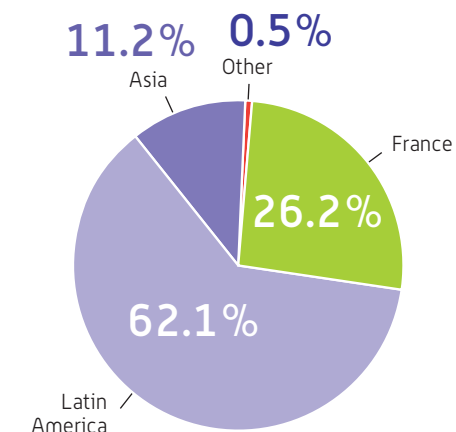
In € millions	2013	Trading margin	2012	Trading margin	Change in trading margin
<b>France</b>	<b>618</b>	<b>3.2%</b>	<b>685</b>	<b>3.7%</b>	<b>-54 bp</b>
of which Casino France	220	1.9% *	400	3.3%	na
Franprix - Leader Price	152	3.5%	163	3.8%	- 32 bp
Monoprix	247	6.9%	122	6.1%	+ 85 bp
<b>International</b>	<b>1,745</b>	<b>6.0%</b>	<b>1,316</b>	<b>5.6%</b>	<b>+ 39 bp</b>
of which Latin America	1,469	5.9%	1,060	5.5%	+ 44 bp
Asia	264	7.4%	241	7.1%	+ 34 bp
<b>Groupe</b>	<b>2,363</b>	<b>4.9%</b>	<b>2,002</b>	<b>4.8%</b>	<b>+ 9 bp</b>

\*Mercialys was removed from the scope of consolidation in the second half of 2013. Excluding Mercialys, the trading margin for Casino France decreased to 1.3% in 2013 from 2.1% in 2012.

Growth in consolidated trading profit



Consolidated trading profit breakdown by geography



# Store network in France

	Number of stores at 31 December			Retail space (in thousands of sq.m)		
	2011	2012	2013	2011	2012	2013
Géant Casino supermarkets	127	125	126	929	919	920
<i>of which French affiliates</i>	8	9	7			
<i>international affiliates</i>	5	6	9			
+ service stations	101	97	97			
Casino supermarkets	422	445	444	676	721	705
<i>of which French franchise outlets/affiliates</i>	51	58	60			
<i>international franchise outlets/affiliates</i>	32	41	34			
+ service stations	170	173	176			
Franprix supermarkets	897	891	885	381	378	372
<i>of which franchise outlets</i>	379	390	344			
Monoprix supermarkets	514	542	584	659	666	681
<i>of which franchise outlets/affiliates</i>	130	137	163			
<i>Naturalia</i>	55	71	74			
<i>Naturalia franchise outlets</i>			1			

	Number of stores at 31 December			Retail space (in thousands of sq.m)		
	2011	2012	2013	2011	2012	2013
Leader Price discount outlets	608	604	619	547	538	548
<i>of which franchise outlets</i>	271	231	120			
<b>Total supermarkets + discount outlets</b>	<b>2,441</b>	<b>2,482</b>	<b>2,532</b>	<b>2,263</b>	<b>2,303</b>	<b>2,306</b>
<b>of which franchise outlets</b>	<b>863</b>	<b>857</b>	<b>721</b>			
Convenience stores	6,587	6,546	7,347	842	861	913
<i>of which franchises (Spar, Vival, service stations, Sherpa, etc.), wholesale outlets and affiliates</i>	4,632	4,683	5,642			
Other businesses (Foodservices, Drive-throughs, etc.)	396	458	512	n/a	n/a	n/a
<b>Total France</b>	<b>9,551</b>	<b>9,611</b>	<b>10,517</b>	<b>4,037</b>	<b>4,084</b>	<b>4,140</b>

# International store network

	Number of stores at 31 December			Retail space (in thousands of sq.m)		
	2011	2012	2013	2011	2012	2013
<b>Argentina</b>	24	24	22	128	127	117
Libertad hypermarkets	15	15	15	120	120	116
Other stores	9	9	7	8	7	1
<b>Uruguay</b>	52	52	54	73	73	80
Géant hypermarkets	1	1	2	11	11	16
Disco supermarkets	27	27	28	29	29	31
Devoto supermarkets	24	24	24	33	33	33
<b>Brazil*</b>	1,803	1,881	1,999	2,519	2,615	2,753
Extra hypermarkets	132	138	138	780	805	805
Pão de Açúcar supermarkets	159	162	168	208	210	218
Extra hypermarkets	204	207	213	232	236	242
Assaí discount outlets	59	61	75	184	197	272
Extra Fácil and Minimercado Extra superettes	72	107	164	15	26	39
Ponto Frio	401	397	397	259	258	259
Casas Bahia	544	568	602	764	789	824
Drugstores	154	157	157	10	11	11
+ service stations	78	84	85	68	84	84

	Number of stores at 31 December			Retail space (in thousands of sq.m)		
	2011	2012	2013	2011	2012	2013
<b>Colombia</b>	351	427	739	695	740	790
Éxito hypermarkets	80	87	85	440	475	470
Éxito and Carulla supermarkets	130	136	145	170	176	193
Surtimax discount outlets	78	119	415	49	65	108
<i>of which franchise outlets</i>			269			
Exito Express and Carulla Express	54	77	91	9	12	15
Other stores	9	8	3	27	12	4
<b>Thailand</b>	221	348	559	926	977	1,045
Big C hypermarkets	108	113	119	894	924	956
Big C supermarkets	12	18	30	22	27	38
Mini Big C superettes	51	126	278	8	22	46
Pure stores	50	91	132	2	4	5
<b>Vietnam</b>	23	33	35	93	115	131
Big C hypermarkets	18	21	25	91	112	128
Convenience stores	5	12	10	2	3	3
<b>Indian Ocean</b>	111	123	131	111	112	113
<b>Total International</b>	2,585	2,888	3,539	4,545	4,761	5,030

\* Data revised to reflect the construction of new space mentioned previously in this report.

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Toll-free number: 0800 16 18 20

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To convert bearer shares to registered shares, contact the financial intermediary handling the shares concerned, who will in turn register them with:

### BNP Paribas Securities Services – GCT

Shareholder Relations

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Authorised agent for management of shareholder registration.

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