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2010 Annual Report and Social Responsibility Performance



lw4m14

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WITH ITS CLOSE TIES TO CUSTOMERS AND ITS OPENNESS TO THE WORLD AND CONTEMPORARY SOCIETY, GROUPE CASINO IS BOTH ROOTED IN THE PRESENT AND RESOLUTELY FOCUSED ON THE FUTURE. THIS REPORT DESCRIBES THE STRATEGY, VALUES AND COMMITMENTS THAT DRIVE ITS DAY-TO-DAY PERFORMANCE AND UNIQUE IDENTITY.

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Groupe Casino: meeting our growth challenges



Groupe Casino attained all of its objectives in 2010, both in terms of business indicators (price repositioning, sales recovery and market share gains in France, solid performances outside France) and financial optimisation (cost control, inventory management, asset disposals). Activity and financial flexibility improved in tandem, confirming the Group's strategic choices regarding geographical presence, brand portfolios, format weighting and property asset management. Organic growth for the year accelerated to 4.7%.

These good results, achieved in the midst of ongoing poor macroeconomic conditions in Europe, were underpinned by two favourable and coalescing market trends: renewed momentum in Group sales in France and a strong 22.3% upswing internationally. Both illustrate Casino's ability to drive expansion through pri-

ority growth avenues targeted over the past several years that highlight proximity to customers, anticipation of changes in consumer buying habits, and a focus on tailoring offerings to countries with high growth potential.

Above all, proximity to our customers

Our ties to the community are integral to the Group's culture and a key element of our unique business model. In 2010 we opened more than 500 new stores, rejuvenated our banners and expanded our network of retail outlets in rural areas. In every market the Group has succeeded in optimising these ties across multiple formats: sales at Franprix convenience outlets rose by 6.4%, Casino Géant hypermarkets stabilised their market share, and Casino supermarkets continued their expansion, while in the discount sector Leader Price generated enthusiastic response for its completely revamped concept

In France, reinforcing market share in every format will remain our priority in 2011.

and expanded offering with competitively-priced national brands. In France, reinforcing market share in every format will remain our priority in 2011.

Changing consumer habits

Groupe Casino has a long history of expertise in catering to new trends in its customers' shopping habits, with rapid expansion into the world of e-commerce only the most recent example. In 2010, our Cdiscount e-tailing subsidiary celebrated its ten-millionth customer, confirming its status as France's leading non-food Internet retailer. This success can be traced to extremely competitive price points, an expanded product offering and undisputed operating excellence. E-commerce is also winning new fans thanks to a growing number of delivery options: in addition to home delivery, customers can now opt to pick up purchases of 30 kg or more at their local Casino hypermarket, and since October 2010

they can retrieve smaller purchases at our Petit Casino stores located throughout France. Internationally, as well, the Group has posted promising results in its e-retailing activities, which have already captured the number-two ranking in the Brazilian market.

Adaptability to markets worldwide

Another major expansion driver is the Group's strong performance in countries where it holds first place or is the market co-leader: Brazil's GPA posted a 13.1% increase in organic growth, while sales rose by 5.7% at Colombia's Éxito and by 7.4% at Thailand's Big C. In these three countries as well as Vietnam, where Casino is expanding rapidly, accelerated growth is our top priority. In 2010 this was especially true in Brazil, with the acquisition of Ponto Frio and Casas Bahia, and more recently in Thailand, with the purchase of Carrefour's local opera-

International sales are a growing factor in the Group's success, rising from 34% of revenue in 2009 to 38% in 2010.

tions. As a result, international sales are a growing factor in the Group's success, expanding from 34% of revenue in 2009 to 38% in 2010 and a projected 45% in 2011. Buoyed by rising sales, solid margins in these countries and the favourable impact of exchange rates, international operations now account for 41% of the Group's total trading profit. This is one of the most visible signs of Casino's ability to mobilise quickly across the globe and to seek out growth in the most promising countries, which combine a significant population base with a vibrant, dynamic economy. In each of its markets, the Group is now focusing on pursuing its expansion and consolidating its leadership positions.

Thanks to a clear, effective strategy, renewed financial flexibility achieved through substantial asset disposals and a significant reduction in debt, as well as —above all— a creative,

motivated workforce driving its transformation in France and worldwide, Groupe Casino is looking to the future with confidence, capitalising on its recognised ability to track new consumer expectations and apply innovative responses.

2010

Corporate
Profile**559** millioneuros in attributable profit
(continuing operations)**7.5** million

sq.m of retail surface area

29 billioneuros in consolidated
net revenueIn France, **60%** of sales
generated by convenience
and discount formats**11,663** stores,
including **9,461** in France**38%**of consolidated revenue
from outside FranceOver **230,000** employees
around the world,
including **75,000** in FranceOperations in **8 countries**,
including **4 key countries**
outside France: Brazil,
Colombia, Thailand, Vietnam**No.1**private-label retailer in France,
in terms of sales penetration



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 fortnightly.

01
Jean-Charles NAOURI
Chairman and Chief Executive Officer

02
Hervé DAUDIN
Merchandise and Supply Chain Director
Chairman of EMCD

03
Yves DESJACQUES
Human Resources Director

04
Jean-Michel DUHAMEL
Chairman of Franprix
Leader Price Holding
Chairman of IRTS

05
Jacques EHRMANN
Real Estate and Expansion Director
Chairman and Chief Executive Officer of Mercalys

06
Antoine GISCARD d'ESTAING
Finance Director

07
Thierry LEVANTAL
Legal Affairs Director

08
André LUCAS
Managing Director
Casino Hypermarkets and Supermarkets

09
Gonzalo RESTREPO
Chairman of the Éxito Group

10
Arnaud STRASSER
Director, Corporate Development and Holdings

11
Committee Secretary:
Omri BENAYOUN
Director, Strategic Planning

The Board of Directors

The Board of Directors has 15 members:

Jean-Charles Naouri,
Chairman and Chief Executive Officer.

Didier Carlier,
Deputy Managing Director of Rallye,
representing Groupe Euris.

Abilio Dos Santos Diniz,
Chairman of the Board of Directors of
Companhia Brasileira de Distribuição
(Grupo Pão de Açúcar).

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

Jean-Marie Grisard,
Advisor to the Chairman of Groupe Euris,
representing Matignon-Diderot.

Philippe Houzé,
Chairman of the Executive Board of
Société Anonyme des Galeries Lafayette.

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

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

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

Gilles Pinoncély,
Company Director.

Gérald de Roquemaurel,
Senior Partner of Arjil.

David de Rothschild,
Managing Partner of Rothschild
& Cie Banque.

Frédéric Saint-Geours,
Member of the Peugeot SA Managing
Board; Vice President, Finance & Strategic
Development of PSA Peugeot Citroën.

Michel Savart,
Director & Advisor to the Chairman of Rallye
and Chairman & Chief Executive Officer of
Foncière Euris, representing Finatis.

Rose-Marie Van Lerberghe, Chairman
of the Management Board of Korian.

—
Pierre Giacometti, Non-Voting Director,
Chairman of Giacometti Peron
and Associés.

Antoine Guichard,
Honorary Chairman (not a director).

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

Operations of the Board of Directors

The rules and procedures governing the functioning 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 is included in the registration document filed with the Autorité des Marchés Financiers.

Directors are elected for a term of three years. Following the recommendation of the Appointments and Compensation Committee, the Board of Directors will propose to the General Meeting on 14 April 2011 that, in accordance with the AFEP/MEDEF code on corporate governance, Directors be appointed and/or renewed in their term of office on a staggered basis, with one third of all appointments expiring each year, as of the Annual General Meeting to be held in 2012 at which time the term of each current Director will expire.

Moreover, it will propose to the General Meeting that the statutory age limit be modified purely in order to comply with current law, which stipulates that the number of Directors beyond age 70 may not exceed one third of the members of the Board of Directors. Pursuant to the Board Charter, each Director must hold a number of registered shares equivalent to at least one year of attendance fees.

As part of its delegated responsibilities, the Appointments and Compensation Committee conducted its annual review of the composition of the Board of Directors and in particular assessed the situation of Directors with regard to relations they may maintain with Group companies that could potentially compromise their judgement or generate conflicts of interest, on the basis of the relevant criteria set forth in the AFEP/MEDEF reports. Directors are selected for their acknowledged competence,

diversity of experience, complementary areas of expertise and commitment to contributing to the Group's future development. Five of the Directors are independent, as defined by the criteria in the AFEP/MEDEF reports: Henri Giscard d'Estaing, Catherine Lucet, Gérald de Roquemaurel, Frédéric Saint-Geours, and Rose-Marie Van Lerberghe.

The appointment by the Board of Directors on 28 February 2011 of Catherine Lucet as independent Director to replace Jean-Dominique Comolli, and its appointment on 29 April 2010 of Foncière Euris as Director to replace Omnium de Commerce et de

Participations, will be submitted for shareholder ratification at the General Meeting on 14 April 2011.

The Board also includes five members who are either qualified people from outside the Company chosen for their experience or expertise, or shareholder representatives: Abilio Dos Santos Diniz, Philippe Houzé, Marc Ladreit de Lacharrière, Gilles Pinoncély and David de Rothschild.

The Company's controlling shareholder is represented by five Directors and therefore does not hold a majority of the Board's votes.

Board Committees

The Board of Directors is assisted by two special committees: the Audit Committee and the Appointments and Compensation Committee.

The Board Committees are composed exclusively of Directors. The members of the Committees are appointed by the Board of Directors, which also determines the Chairman of each Committee.

The Chairman and Chief Executive Officer is not a member of a Committee, nor are any of his representatives.

The specific operating powers and procedures of each Committee were determined at the time of their establishment by the Board of Directors and incorporated into the Board Charter.

Audit Committee

The Audit Committee is comprised of three members: Frédéric Saint-Geours and Gérald de Roquemaurel, 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 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 the annual and interim financial statements, and in dealing with transactions, actions, or events 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, it 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.

In 2010 the Audit Committee met on six occasions. The attendance rate was 87%.

Appointments and Compensation Committee

The Appointments and Compensation Committee is comprised of four members: Henri Giscard d'Estaing, Gérald de Roquemaurel, and Rose-Marie Van Lerberghe, 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 executive compensation, stock option and stock grant policies and c) implementing employee share ownership plans.

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 five times in 2010 with an attendance rate of 82%.

Highlights of 2010

CONTAINS
NO PALM
OIL



25 March 2010

One step closer to healthier nutrition

Groupe Casino has made a pledge to eliminate palm oil from its private-label food offerings. Widely used in food products, palm oil is high in saturated fats, particularly palmitic acid, and excessive intake can result in higher levels of cholesterol; moreover, intensive production of palm oil is leading to deforestation and reduced biodiversity in some regions of Asia. Recipes for 204 Casino-brand products have already been revised. Over time, this commitment will be extended to additional products as well as private-label offerings at Leader Price and Monoprix.

2 April 2010

Enhanced purchasing capacity in Luxembourg

The Cactus Group has signed a membership agreement with EMC Distribution, Groupe Casino's central purchasing agency. Cactus —Luxembourg's leading retailer— will enjoy attractive purchasing terms while maintaining complete commercial and financial independence. In addition, it will have the potential to tap into quality private-label product sourcing. The Cactus Group operates two hypermarkets and 10 supermarkets in the Grand Duchy of Luxembourg.

27 May 2010

Innovation in the market for coffee pods

Casino Espresso coffee pods —less expensive, friendlier to the environment and available in virtually all Casino stores— are making front-page news. These pods, which can be used in Nespresso and similar coffee makers, emerged as one of the Group's top-selling products in just a few weeks' time. Greeted with very positive reviews by panels of taste-testers, the coffee pods have posted a spectacular rise in sales.



1 July 2010

GPA and Casas Bahia put the finishing touches on their partnership

The Pão de Açúcar Group (GPA), which is jointly controlled by Groupe Casino and GPA's founding family, announced that it had finalised a joint-venture agreement with Casas Bahia, Brazil's biggest non-food retailer. The agreement represents a major strategic step forward in strengthening GPA's leading position in the country. With over 20% of the market, the company is now Brazil's undisputed leader in sales of electronics and home appliances.



26 July 2010

A new concept and national brands at Leader Price

Leader Price unveiled its new store concept in Brétigny-sur-Orge, just south of Paris. With its redesigned layout, an emphasis on fresh foods, prominently displayed prices, bread freshly baked onsite and updated logo, the new concept offers a friendly and highly attractive shopping environment. More than 90 new products are available, and 250 national-brand products ensure a wide selection for shoppers. The new concept further differentiates Leader Price from its competitors and ushers in a more contemporary approach to the discount grocery segment.



6 October 2010

Just a phone call away

Shopping at the local Petit Casino store is now as easy as picking up the phone. By calling toll-free in France at 0800 31 31 00, orders can be delivered within two hours right to customer doorsteps via electric three-wheeler—and there's no minimum purchase. Dubbed AlloCLivré, the new service is available free of charge until 9:00 pm. This innovation is unmatched in the convenience store market. Following a test run in Toulouse, the service is now available in Lyon, Saint-Etienne, Dijon, Montpellier and Nîmes, and will be extended to every major city in France by the end of 2011.



26 November 2010

A strategic partnership in Venezuela

Groupe Casino has signed a strategic partnership agreement with the state of Venezuela, which is acquiring an 80.1% stake in Cativen. Casino will retain 19.9% of the company in order to continue providing operational support and to further its collaboration with the new state-controlled retailer. Under the agreement, Casino will receive total amount of \$622.5 million.

15 November 2010

Big C now tied for top spot in Thailand's hypermarket sector

Casino subsidiary Big C signed a definitive agreement with Carrefour to acquire all its operations in Thailand: 42 stores, including 34 hypermarkets, and 37 shopping centres. Following the agreement, Big C now has a total portfolio of over 100 shopping centres and 585,000 sq.m of leasable space. It's dual property/retailing strategy has been considerably reinforced, and Big C is now tied for first place in Thailand's hypermarket segment.



December 2010

"Casino Bien Pour Vous!": a new line of wellness products

Committed for more than a decade to promoting a balanced diet and a healthy lifestyle, Casino is taking its own-brand innovation one step further by introducing the first accessible, full-scale product line devoted to wellness: "Casino Bien Pour Vous!" Designed for customers who want to combine daily personal care with a bit of self-indulgence, the new line initially extends to 55 products, including 33 food items and 22 non-food items spread throughout the store in sections ranging from groceries, dairy products and beverages to health and beauty products, leisure goods and more. The product range will gradually be expanded in 2011 to include 100 additional products related support services at www.casinobienpourvous.fr



NOURISH

“NOURISHING” OUR CUSTOMERS IS MORE THAN JUST AN AMBITION —IT’S CASINO’S PRIMARY PURPOSE. TO DO THIS, THE GROUP UNITES PRODUCERS AND CONSUMERS IN A SHARED DYNAMIC BASED ON HEALTH, TRUST, AND INNOVATION.

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Bringing good nutrition closer to consumers

The food we eat is critical to community health and harmony: how can we combine a balanced diet with eating pleasure at an affordable price? Groupe Casino's private-label brands offer a solution.

Nutritional health: a primary concern at Casino

As the first retailer to sign a code of nutritional commitment in 2006, Casino has pursued a consistent policy of enhancing the nutritional content of its private-label products. By 2010 the Group had revised the recipes for more than 900 products, far exceeding its original target for 2011. Casino has also encouraged greater consumption of fruits and vegetables, through campaigns to highlight the quality and competitiveness of fresh produce and make it more accessible.

A Scientific Committee on Nutrition and Health was established in March 2010 to map out Group policies and priorities on nutritional topics. With members including recognised scientific experts as well as an acclaimed chef, the taskforce is examining several areas of primary concern, such as trans-fatty acids and fats in general, endocrine disruptors found in certain food packaging, and consumer information and awareness.

At the same time, significant steps have been taken to enhance the nutritional quality of the Group's food offerings. These include the elimi-



nation of palm oil from 204 Casino products, collaborations with child nutrition experts to develop product ranges for young eaters, expansion of the Bio organic line (308 products), and the success of the Leader Price Bio brand, the least expensive organic product line on the market.



lw4m14

To learn more about how palm oil has been eliminated from our products, scan here.



Outside France, Brazil's Taeq line of products, introduced in 2006 by GPA, now extends to over 1,000 offerings in the areas of nutrition, sport and wellness. Its spectacular growth (by 50% annually) shows that Taeq is effectively meeting the needs of a market it is helping to create. Elsewhere, the Group's subsidiaries are mobilising to plant the first seeds of nutritional awareness among their customers. In Thailand, for example, where Big C is spreading the word about the benefits of health food products, foods that offer notable health benefits are grouped in special displays designed to raise interest among store customers.

Casino has pursued a consistent policy of enhancing the nutritional content of its private-label products.



lw4sr5

To learn more about "Casino Bien Pour Vous!", scan here.



CORPORATE CITIZENSHIP

"Casino Bien Pour Vous!": helping everyone to become healthy and fit

Introduced in December 2010 with an array of 60 products, "Casino Bien Pour Vous!" is a food and non-food product range that focuses on fitness and wellness. It's designed to address four major areas of concern: fitness (slimming, digestion), protection against aging, special diets (gluten-free, lactose-free, etc.), and sport. Two thirds of the products represent genuine innovations among private-label brand offerings, such as hypotonic drinks and low-lactose yoghurt. The product line will ultimately extend to 200 items.

Powerful and appealing private-label brands

Casino's acquired know-how in own-brand management is reflected in all of the Group's private-label brands, both in France and world-wide. Its success derives from the quality of the products, distinctive brand identities that are clearly differentiated and solidly positioned within their markets, and the ability to innovate and capitalise on specific and diverse expectations. Encompassing more than 11,000 items, Casino-brand products account for over half of all grocery sales by volume and have posted consistent growth over the past several years, reinforcing the Group's position as France's top private-label retailer. Major initiatives have been launched, such as a drive to reposition the value-brand product line. Unveiled in December 2010 and

bearing the name Tous Les Jours, the new line features a contemporary identity focused on quality to emphasise the benefits of budget-minded products for day-to-day needs. Meanwhile, product lines like Casino Délices (with 50 additional products in 2010) and Casino Famili (now covering over 400 items) are registering steady upswings as they expand to include new market segments, such as seafood, cheeses and deli meats in the case of Casino Délices and infant care products, leisure goods and toys for Casino Famili.

While the Casino brand name is a heavyweight in France, it is also showing promising results in international markets. In Brazil, sales of Casino-brand products in Pão de Açúcar Group stores doubled in 2010, with the subsidiary ordering, for example, one million Casino chocolate bars and 650,000 packages of Casino-brand pasta. The brand has also surpassed initial objectives in Colombia, following its recent successful introduction by the Group's Éxito subsidiary, and sales to franchise partners and affiliates outside mainland France posted strong growth (+39%) as well. In all, the Group's private-label brands account for 65% of its export sales.

Innovation on behalf of a wide range of customers

Groupe Casino's private-label brands include innovative products and unmatched "extras" that provide added value for customers and instil brand preference.

Initiatives such as the Casino Carbon Index environmental labels, the Casino Avenir label bestowed on the most responsible retail products, and the development of gluten-free items all serve as excellent examples.

Especially notable is the Espresso line of coffee pods, introduced in May 2010 and compatible with Nespresso and comparable coffee makers. They offer three advantages over standard products: recyclable and 100% biodegradable packaging, wide availability through the Group's network of stores, and a highly attractive price.



Naturalia, a subsidiary of Monoprix, is a chain of stores devoted entirely to organic products. Eight locations were opened in 2010, and the company expects to launch nine new stores annually as of 2011.

This strategy also applies to the Group's non-grocery offerings and services. In June 2010, for example, Casino launched the first own-brand line of self-service financial and insurance products. The Casino Banque et Services product range — available directly in stores, simple to use, and competitively priced — is a genuine market innovation. More than 10,000 customers signed on for the service in just the first six months.

The Casino brand has posted consistent growth over the past several years, reinforcing the Group's position as France's top private-label retailer.



Monoprix says "No to the same-old same-old!"

Daring to be different, offbeat and innovative, Monoprix's new own-brand identity is geared to changing the way customers look at the products they use every day. In the process, each item has become a beautiful object that's accessible to everyone. Alongside the brand and product name, the striped packaging includes a humorous tagline designed to help consumers feel invested in the product. Launched in November 2010 with the slogan "Say no to the same-old same-old", this new identity will be rolled out for all 2,000 products in the line.



To learn more about Casino and its proximity to the community, scan here.

lw4a66

Developing local sources of production

Casino has built very close ties with both the farming sector and small and mid-size companies that have led to long-term commitments. In each case, local production channels are a top priority.

To learn more about
our partnerships
with local suppliers,
scan here.



lw48n7



A wealth of resources from the land

In response to increasingly vocal concerns among consumers about the origin of their products and the production methods used, Groupe Casino underpins local production networks by offering the Group's distribution resources and, wherever possible, eliminating the middleman and promoting products that come direct from the land.

Casino's Terre et Saveur line is emblematic of this approach, designed to guarantee both flavour and respect for nature. The Terre et Saveur name appears on nearly 300 products, primarily fresh foods, obtained through partnerships with farmers, breeders, and wholesale fishmongers. Similarly, the Group has signed an agreement with a sheep cooperative to provide a long-term market for the cooperative's 565 member farmers based in south-western France. At a time when half of all the lamb consumed in France is imported, this partnership marks a strong show of support for the agricultural sector. Another example is Leader Price's collaboration with Jean-Pierre Coffe, the French food writer and cook renowned for his defence of authentic cuisine, which has culminated in the "Sélection de nos Régions" product range developed with SMEs who share his exacting standards. At the Group's international subsidiaries, collaborative ties between local suppliers and buyers for each banner are an integral part of operations. In Colombia, for example, 88% of Éxito's suppliers are local SMEs. In Brazil, partnerships have been forged with several hundred farmers, enabling

monitoring of the use of pesticides. In addition, the Pão de Açúcar Group promotes ethical trade through its sale of 150 products from 56 craft organisations that enjoy special payment terms. In Southeast Asia, cooperatives

Casino's support for small-scale producers includes financial backing for sectors in temporary financial straits, such as oyster farmers in 2010, as well as agreements extending over the medium and long term.

play an essential role in supplying the foods sold in each store. Agreements governing pork, chicken and fruit have been signed with producers associations in Thailand, while in Vietnam Big C is taking the first step by teaching fishermen in the Mekong Delta how to form cooperatives. In this way, education goes hand-in-hand with trade.

Small businesses, big ideas

Small and mid-size businesses and industries play a key role in the Group's private-label brand offerings, not merely as an alternative to major industrial groups, but as partners in innovation. The introduction of the Espresso coffee pods offers a perfect example of this cooperation.

In 2010, Casino launched a series of initiatives designed to give these suppliers a more integral role in its strategy. In each case, the "SME Forum" has served as a guiding force. It's both a laboratory of ideas and a forum for strategic cooperation, whose members include business leaders with whom the Group has embarked on a long-term relationship. Casino is also expanding its network-

ing among SMEs and SMIs, with the aim of presenting its perspective on the market, its methods, and its objectives, and to help them tailor their products more closely to its needs. The Group maintains close cooperative ties

as well with professional organisations such as the Fédération des entreprises et entrepreneurs de France (FEEF), with which it joined forces to organise a special forum in the French Senate with members of Parliament, the heads of SMEs and representatives from government authorities and the European Commission to discuss the financial and regulatory environment.

CORPORATE CITIZENSHIP

Casino joins the SME Pact

Groupe Casino is a founding partner in the SME Pact, an initiative launched by the French Prime Minister's office in June 2010. Thirty-one corporate groups have joined the Pact, signing a pledge to foster growth and efficient operations among France's SMEs as effective and competitive suppliers of products and services. It's a commitment wholly in keeping with the Group's policy of social responsibility.



A WORLD

GROUPE CASINO SPANS AN ENTIRE WORLD.
A WORLD OF BANNERS, FORMATS, CAREERS,
CULTURES, MARKETS...
A WORLD OF GROWTH AND NEW TERRITORIES
TO CONQUER. A WORLD WITH A HOST
OF OPPORTUNITIES.

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Offering the best of each format

Casino's know-how derives from its special relationship with its customers, underpinned by a spirit that, coupled with innovative services, makes each location, from hypermarkets to neighbourhood convenience stores, seem like family. That's what proximity to our customers is all about.

Creative expansion

The convenience-store market is the most hard-fought segment in today's retail sector. Groupe Casino's position in this market is unique. With more than 460 store openings in 2010, all banners combined, the Group's retail network is expanding at a steady pace. In order to limit its investment outlays in pursuit of this expansion, the Group has accelerated its reliance on franchising, including the use of incentives such as "Parcours confiance" (The path of confidence) that make franchise opportunities more accessible. The 400 contracts signed since this programme's inception in September 2010 are a testament to its success. Several major innovations have been introduced in the convenience division, which has been restructured to enhance its ability

to mobilize on behalf of customers. Two exclusive new services are "AlloCLivré", providing home delivery (via electric vehicle) of orders placed by Petit Casino customers over the phone; and the option for Cdiscount e-tailing customers to pick up packages of less than 30 kg in Petit Casino stores. Continued growth within the convenience segment is reflected in the 322 new stores opened in 2010 and the launch of a new store concept for 2011: Casino Shopping and Casino Shop. The Franprix network, in line with its market plan, grew by 100 additional stores in 2010 in Lyon, Marseille, Nice and other cities. The new Marché Franprix concept has confirmed its pertinence, with a double-digit rise in sales. And Monoprix has created a splash with its newly refashioned private-

label brand identity, repositioned pricing, new concepts in non-grocery departments, and expansion of its e-commerce site. These moves have had a direct impact on Monoprix's sales, which rose by 4.7% in 2010, topping the symbolic €4 billion level. In France's hypermarket format, Géant Casino has successfully reversed declines in traffic to its stores, despite difficult economic conditions, and stabilised its market share. Thanks to substantial investment in pricing and promotions, the banner has succeeded in a mid-range market repositioning, with its value-brand lines ranking among the least expensive available. The Casino supermarket concept, meanwhile, is performing effectively and continues its expansion, with 11 new stores opened in 2010. The consolidation of the hypermarkets and supermarkets



divisions that was begun in 2009 has opened the door to organisational synergies as well as joint promotional campaigns; in addition, their respective e-commerce operations have been merged into a single site, www.mescoursescasino.fr, which is already generating revenue equivalent to that of a hypermarket.

Leader Price: the next generation of discount retailers

In a discount market marked by increasingly intense competition, it's essential to stand out from the pack. With this in mind, a restructuring plan for Leader Price was deployed in early 2010 with three major components:

- a comprehensive overhaul of the Leader Price concept (logo, packaging, store layout),
- price reductions on private-label products to ensure the best value for

money on the market, – the introduction of 250 national brand products, priced competitively. The moves have paid off: market share at Leader Price stabilised during 2010, and 52 new stores were opened.

To learn more
about "green
transport",
scan here.



lw4k38

CORPORATE CITIZENSHIP

"Citygreen": preserving urban air quality

How can noise and CO2 emissions be reduced during the delivery process? The "Citygreen" project, a campaign dedicated to attaining this objective, includes the use of refrigerated vehicles that run on liquid nitrogen—an initiative that garnered an Innovation Oscar from LSA magazine. The use of electric vehicles to make home deliveries also illustrates how the Group is incorporating sustainable development into its logistics.



An innovative property strategy that generates strong value

Through its two property management firms, Immobilière Groupe Casino and Mercialys, Groupe Casino controls property assets in France valued at nearly six billion euros, including over a hundred shopping centres that serve as home to Géant hypermarkets or Casino supermarkets.

The Val Semnoz shopping centre south of Annecy, in south-eastern France, has been redesigned from top to bottom: 37 new stores, an onsite vegetable garden, free WiFi connections. Special emphasis has been given to green-friendly forms of transport, with the inclusion of carpooling and bike trails. Val Semnoz earned its Label V sustainability status award in 2010!

To learn more about the new Val Semnoz shopping centre, scan here.



lw4lv9

Casino's dual model: unique expertise

Thanks to its two-pronged "Property/Retailing" strategy and full, freehold ownership of its stores and shopping centres, the Group enjoys complete freedom to restructure, expand and renovate its property assets with the aim of enhancing their value. The proactivity and expertise of its property management team, comprised of real estate experts, managers, and sales personnel, allow the Group to modify each property to reflect changing retail needs, either by reducing store surface areas to make way for new retailers in shopping centres, or by expanding stores onto land previously set aside. Mercialys, which owns the Group's shopping centres and has been publicly traded since 2005, recorded double-digit growth in revenue for the fifth consecutive year in 2010. This dynamic strategy fits into a sound financial policy of asset rotation, enabling retail space extending into the tens of thousands of square metres to be developed each year, while various mature assets are transferred to institutional investors.

A new generation of shopping centres: "l'Esprit Voisin"

Groupe Casino's programme to enhance its retail infrastructure is backed by a campaign focusing on architectural and environmental excellence and a strong connection to the local community. The concept underlying this new generation of friendly, modern, neighbourly shopping centres is called "l'Esprit Voisin" (Neighbourhood Spirit) and was recognised with numerous honours in 2010 that testify to its success, including the Janus d'Or, the Procos Prize for best renovation and the SIIC Award in the category of Cities and the Future. Among the attractive projects completed in 2010 were developments in Annecy Val Semnoz, Sainte-Marie in Reunion Island, Castres, and Brest. Also in 2010, Mercialys introduced "Label V", the first sustainability label for shopping

centres, awarded on the basis of an audit by outside consultants. The goal is to certify 30 retail developments over the next five years.

A winning strategy deployed around the globe

This dynamic, proactive strategy is being deployed in each of the Group's host countries in Southeast Asia and Latin America, based on its workforce expertise. In Thailand, the Group manages over a hundred shopping centres with surface area totalling 585,000 sq.m, following its acquisition of Carrefour's national operations. As Vietnam's top hypermarket retailer, Casino is expanding at a rate of five new stores annually in the country, consistent with the dual property/retailing business model, while Colombia and Brazil still have significant potential for property development.

CORPORATE CITIZENSHIP

GreenYellow: ongoing innovation

Groupe Casino innovated in 2009 by launching its GreenYellow subsidiary, which designs and develops solar energy production units. With nine photovoltaic power plants installed on roofs and in parking areas at the Group's shopping centres in 2010, and an additional nine units under construction, GreenYellow is making its mark as Casino's specialist in the energy sector.

Setting e-retailing records

The Group's e-commerce operations are making exceptional breakthroughs both in France, where Cdiscount is celebrating its ten-millionth customer, and in Brazil, where GPA has emerged as the number-two online retailer.

Cdiscount is France's leading non-grocery e-retail site. In the face of some 20,000 new e-commerce sites unveiled each year, Cdiscount's sales are increasing at a pace that bests that of the 40 biggest companies in the market, and its profile continues to rise. This impressive acceleration in growth, with 2010 revenue passing the one-billion euro level, is the result of several factors: pricing that continues to outdistance competitors, notably in electronics; an expanded product offering that now includes toys, jewellery, infant care products and even scooters; and especially the latest delivery option of having orders under 30 kg shipped to Petit Casino stores and those over 30 kg shipped to Géant Casino hypermarkets. It represents another example of the proximity to customers that lies at the heart of the Group's philosophy. Numerous successes in 2010 gave even greater

weight to Cdiscount's long-standing reputation, demonstrating both its skill in locating good deals and the power and speed of its purchasing decisions. Some of the most popular products offered at record low prices include netbooks priced at 99 euros, a 14-million-pixel camera for less than 50 euros, dishwashers priced at under 180 euros, Levi's 501 jeans for under 50 euros, and grand cru wines available for less than 10 euros.

This policy contributes to the banner's price image—a key factor in making Cdiscount the market leader for electronics and home appliances—as will the pending relaunch of the Continental Edison brand. Cdiscount's operational excellence is a further asset: thanks to its parcel tracking system and highly advanced mechanisation at its warehouses (particularly at Bordeaux-Cestas), the company ships 35,000 packages

Cdiscount by the numbers in 2010:
over €1 billion in gross revenue
100,000 products available
10 million customers
1.2 million video game consoles
3 million bottles of wine sold



Cdiscount: first in France

Its icon appears among the top 10 applications downloaded to iPhones: Cdiscount was one of the first e-commerce sites that could be accessed from a smartphone.



lw4ye0

To learn more about Cdiscount, scan here.

a day, rising to a peak of 70,000 during sale periods and the Christmas season. Customers can have their purchases delivered direct to their homes, or they can retrieve their merchandise at any of the Group's 2,000 participating stores. In fact, fifteen percent of all Cdiscount orders are shipped for delivery at Petit Casino stores. This unmatched convenience will be enhanced in 2011 when SPAR and Vival stores are added as parcel pick-up locations. Cdiscount's traceability, proximity and convenience all explain why the company was awarded the Best Customer Relations Department prize in 2010.

Three sites vaulting to no. 2 in Brazil

As part of its move towards a multi-channel strategy, the Group's e-retailing success is being replicated in Brazil. In a market that's growing by 25%

annually, Extra.com (hypermarkets) along with Ponto Frio.com and Casas Bahia.com (which specialise in household appliances) are posting yearly growth of 62%. The three online retailers already share a single IT and logistics platform that, coupled with unparalleled purchasing power in electronics, has enabled them to capture 20% of the e-commerce market and a sizable fund of trust among customers.

A website, but also a media outlet

Cdiscount's original business is now complemented by a media representation unit, with 3W Régie benefiting from the retail operation's substantial client base. As a result, Cdiscount has become a true media outlet and markets its own advertising expertise to other sites, reaching half of all Internet users in the process.



CORPORATE CITIZENSHIP

Taeq: a virtuous “green cycle”

Pão de Açúcar's Taeq brand devoted to health and wellness is also innovating on behalf of the environment. With its “Ciclo verde” (Green Cycle) project, Taeq is encouraging its customers to return paper and cardboard packaging in special collection bins placed in stores. Once these materials have been sorted by a cooperative, they are recycled into new packaging. In 2010 the campaign was awarded a prize by the ABRE association, which promotes innovations in packaging.

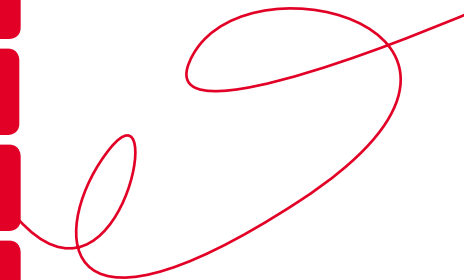


lw4vi1

To learn more about Taeq and the Green Cycle, scan here.



Brazil: leading the market and widening the gap



Pursuant to the partnership agreement signed with Casas Bahia on 1 July 2010, Grupo Pão de Açúcar has solidified its position as Brazil's market leader. The company dominates its rivals not only in terms of size and number of stores, but also in its capacity for innovation..

Direct experience with Brazil's new realities

Growth has been a stimulus not only to Brazil's economic performance but also to revenue at the Group's various banners, where same-store sales rose by 13.2% in 2010. Brazil's economy is notable for the increased purchasing power in formerly disadvantaged communities, with an estimated 30 million Brazilians joining the ranks of the middle class over the past five years. Enjoying greater access to credit and more comfortable incomes, these consumers are changing their lifestyles...and their purchasing habits, buying fewer basic necessities as well as more (and more varied) non-perishable goods.

The Pão de Açúcar Group's strategy has relied on a very narrowly segmented market analysis, so that each store can be tailored as closely as possible to the needs of local residents. This has led to a conversion programme of CompreBem and Sendas supermarkets, with their focus on basic goods, into Extra stores where a wider range of products is on display. Seventy retail locations have been transferred to new banners, and in each case store sales have risen by more than 30%. Another 130 stores will be converted

during the first half of 2011. In response to heightened demand for the cash-and-carry format, the Group has opened 17 new Assaí stores for trade professionals, and the chain now totals 57 outlets. Growth at Pão de Açúcar stores is rooted in micro-marketing, with the dunhumby programme used to configure each store's



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To learn more about green stores, scan here.



product selection to reflect local lifestyles. With a presence in every retail format (hypermarkets, supermarkets, convenience stores, chemists and service stations), plus its e-commerce offering, GPA maintains its proximity to customers in both a geographical sense and in terms of the service it provides.

Brands out to conquer their market

The Group has created a single new private label brand to replace the three existing Pão de Açúcar, Extra and CompreBem brands. Its name alone constitutes a promise to consumers: “Qualita”. Targeting customers with a concern for wellness, Taeq is another private-label umbrella brand that is currently being expanded. Its positioning is ocused on healthy lifestyles, a balanced diet and sustainable development. With each brand, customers can trace the origins of products they buy through the “Quality from the source” programme undertaken with 435 growers of fruits and vegetables, which provides a guarantee of compliance with pesticide regulations. Consumers with smartphones, for example, can verify the origin of a pineapple and its seed and can identify the



CORPORATE CITIZENSHIP

A new wave of ecofriendly stores

On the heels of its “green” stores in Indaiatuba and Vila Clementino, Pão de Açúcar is once again in the environmental vanguard. In April 2010 it opened the country’s first ecofriendly warehouse near Brasília, which boasts innovative practices for reducing water and electricity use.



harvesting methods used. To add a distinctively French touch to stores, the “Club des Sommeliers” brand offers a variety of wines, while a number of Casino-brand products targeted to upscale shoppers are beginning to attract Brazilian consumers.



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To learn more about e-commerce in Brazil, scan here.

Synergy and integration

Managing its newfound size as efficiently as possible is an ongoing concern for the Group. Its management is organised into five major divisions (grocery retail, cash and carry, specialised retail, electronics and e-commerce) and six functional departments. Each unit has a role to play in ensuring optimal success as the Group integrates Extra Eletro stores (now bearing the Ponto Frio name), Ponto Frio and 526 Casas Bahia stores, which joined the Group in 2010. The three e-commerce sites are already being managed via a shared IT and logistics platform that, coupled with unparalleled purchasing power in electronics, has enabled them to capture 20% of the e-commerce market, amounting to 5% of the Group’s revenue. A similar concern for synergies guides the Group’s warehouse operations and relations with suppliers.

Grupo Pão de Açúcar by the numbers:

Total sales of 13,751 million euros, up 38%
Brazil’s largest retailer
Brazil’s second-largest e-commerce retailer
Brazil’s biggest private employer
140,000 employees
1,647 stores

Colombia: building on success

The wide variety of retail formats in Colombia and the dynamism and momentum of the Éxito banner reflect the country itself, with its diverse landscapes and young population.

In Colombia, Groupe Casino's second-largest international market in terms of sales, the economy grew by 4.5% in 2010. The country's unemployment rate (nearly 10% of the population) continues to drop, while inflation has been held to 3% and interest rates are at historic lows. In this consumer-friendly climate, the Éxito Group posted a 7.6% increase in revenue and maintained its pace of expansion, opening 14 new stores, including three hypermarkets. In 2010, Éxito also added 31 stores operated by CAFAM, Bogotá's second-largest retailer, to its network.

A return to community retailing

In order to best meet the needs of a highly urban population, the Group is maintaining its strategy of tailoring its banners to specific markets and developing an array of retail concepts. Seventy-nine high-end Carulla and Pomona supermarkets are registering good results in targeting an upscale clientele. Bodega Surtimax, with 54 stores, has become a major name in the world of discounting and a future driver of the Group's growth. The latest new Éxito concept is Éxito Express, which mirrors the Colombian market's

move towards more narrowly demarcated market segments. Launched in 2010, the Éxito Express convenience store banner already operates 22 locations and anticipates additional store openings as neighbourhood shopping becomes increasingly popular.

An expanded offering for consumers

Although grocery products account for 70% of the Éxito Group's sales, non-food offerings such as apparel and home decor are being successfully expanded. Thanks to its teams of globe-trotting designers and stylists, the Group's private-label clothing brands have won an excellent reputation and are expected to eventually make up half of all apparel sales. With an in-house studio that works with over 300 suppliers, the Group has also launched exclusive collections with famous brands and designers including Agatha Ruiz de la Prada and Esteban Cortazar. Éxito is developing additional services as well, such as consumer credit through its Éxito card, real estate, insurance, and tourism, an area where the Group already leads the market with a 35% share.



Forty cities with market potential

Éxito's policy of siting stores within larger retail developments is also continuing apace, with seven hypermarkets located in shopping centres. Additional projects are in the planning stages. Colombia still offers the Group a wide range of growth opportunities: there are forty cities with a population of at least 60,000 where Éxito has yet to establish a presence.

Éxito: the number-one brand among Colombians

In a poll of 2,000 Colombian consumers conducted by Havas Média, Éxito placed ahead of Nestlé and Coca-Cola, winning a 65% favourable rating. Among the criteria used to determine the rankings were performance and sustainable development.

Éxito by the numbers:

Consolidated sales of 2,907 million euros

Colombia's largest private company

299 stores, including 73 hypermarkets

30,000 employees

6 million customers enrolled in the Puntos Éxito loyalty programme

2,400 partner suppliers; 90% are Colombian and 85% are SMEs

Thailand: assuming a new leadership role

Now tied for the top spot in Thailand's hypermarket segment, following its January 2011 acquisition of Carrefour's stores in the country, Big C Thailand is driving continued growth by diversifying its offering, clientele, and retail locations.

The 63.2%-owned Group subsidiary posted sales growth of 3.2% in 2010, representing remarkable evidence of solidity in a difficult economic and political climate. This performance was underpinned by the loyalty of its customers and a retail offering that is ideally suited to their needs.

5.4 million owners of a Big Card

Big C's management set an ambitious goal for 2010 —to enrol 4 million customers in the banner's Big Card loyalty programme— and far exceeded their target. 5.4 million customers now carry the card, accounting for 60% of the banner's sales. Alongside this loyalty campaign, Big C has added 225 new items to its private-label brand offerings, including top-quality health and wellness products marketed under the Big C Care brand name and value-priced goods in the Happy-Baht product line. The company's strategy is to enhance and expand its local brands by introducing all-new recipes or anticipating future consumer trends, such as the growing appeal of organic foods and the emergence of cosmetic products for men. This drive to be at the forefront of change has also inspired a store-

within-the-store concept called "Pure", devoted to health and beauty products. It is set to be rolled out in each of Big C's hypermarkets.

Active in every retail format

Big C opened four new hypermarkets in 2010, each attached to a shopping centre. It now operates 71 of these megastores, to be joined over time by the 34 hypermarkets and eight supermarkets acquired from Carrefour. A large-scale employee orientation plan has been devel-



oped to ensure that the change in banner at these stores, due to get underway in April 2011, proceeds as smoothly as possible. The clientele, in any case, has already proven to be highly complementary, ranging from international customers (primarily foreign residents in Thailand) with substantial purchasing power to middle- and working-class shoppers. In addition, in order to attract urban customers hoping to save time by avoiding the country's highly congested roads, Big C is taking steps to enhance its market share in the convenience sector through a retail offensive relying on two formats: convenience outlets and mini hypermarkets. Six Mini Big C stores opened their doors in 2010 and 44 more are scheduled for 2011, with the number of new openings expected to accelerate to 100 new Mini Big C outlets each year. Smaller than hypermarkets and larger than convenience stores, two Big C Junior locations are also successfully pioneering a new format in two Thai provinces.

Signs of recovery in 2010

As the country's political and economic situation continues to stabilise, key indicators are turning uniformly positive: consumer activity is showing

a recovery and tourism is taking off again. Thailand's growth continues to be driven by its young population and the appeal of Western lifestyles. With its new dimension, Big C is now gearing up for accelerated expansion.

Big C by the numbers:

Consolidated sales of
1,753 million euros in 2010

70 hypermarkets

(at 31 December 2010)

70 shopping centres

(at 31 December 2010)

23,355 employees

Over 70,000 trees

planted annually as part
of the "Big C, Big Forest"
campaign

Vietnam: blazing new trails

In this fast-growing country, whose 88 million people are gradually discovering the modern retail sector, everything is being built from the ground up. With its hypermarkets, Big C is leading the way.



Quality and freshness

Five new Big C stores were unveiled in 2010, and each opening was a major event for many miles around, celebrated with fireworks and a jubilant crowd. At each store, over 80,000 people stood in line to discover the incredible array of products awaiting them inside. Consistent with the Group's policy of combining retail operations with property management, each new store is surrounded by a shopping centre that helps to enhance the appeal of the retail hub.

Unmatched promotions

Within its historic customer base, Big C recorded a 17% increase in same-store traffic thanks to its positioning as a low-price retailer and an innovative procurement policy. Each day, vegetables and prepared foods are offered at especially attractive prices, to give families the chance to obtain the least expensive products on the market. For example, each month the banner spotlights about twenty items that are available at an unbeatable price ("Golden Days"), while special events direct customers' attention to particular products, as in the twice-annual "Beauty Week" event designed to showcase beauty products. With its new yellow and red packaging, the WOW brand of budget products is readily visible on store shelves and is becoming a major asset to the chain. In smaller cities and villages, Big C is also helping customers take advantage of its low-price policy with stores on wheels that operate under a large tent.

Big C has been successful in setting up partnerships with local producers, whether they're small-scale growers from Vietnam's Da Lat plateau, whose goods are shuttled each day to Hanoi and Ho Chi Minh City by a dozen or more drivers, or fishermen operating in the Mekong Delta. Throughout the country, an educational campaign is underway in conjunction with local authorities to teach potential suppliers about modern distribution methods and to help them comply with current requirements. These efforts are already producing results, with a growing number of partnership agreements signed, primarily in the grocery sector. Big C's reputation has traditionally rested on the quality and freshness of its products. Its baguettes are the best and least expensive anywhere in Vietnam and three bakers from Big C Vietnam were selected to represent the country in the Asian finals of the Louis Lesaffre Bakers Cup. Big C's service quality has also just been singled out for praise by Saigon Marketing, the country's top marketing publication.

Plaudits for community presence

Big C plans to continue opening new hypermarkets at a rate of five per year. With 19 stores in 2011, the banner will gain sufficient volume to develop private-label brands bearing the Big C name.

Vietnam remains one of Southeast Asia's most promising markets. As a telling reflection of its commitment, Big C has received the Golden Dragon award for the third consecutive year in recognition of its exemplary integration into the local community.

CORPORATE CITIZENSHIP

Big C honoured for its environmental action

In April 2010, Big C organised a major drive to collect used batteries in each of its stores in Vietnam. Customers brought in nearly 100 kg of batteries during the campaign, which helped to raise environmental awareness among nearly 1,000 people. Big C's pioneering commitment on behalf of sustainability, notably through its line of reusable shopping bags, earned it a "Green Value" award from the *Saigon Times*.



To learn more about partnerships with local producers in Vietnam, scan here.

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OF DIVERSITY

AS A COMMITTED EMPLOYER, GROUPE CASINO MAINTAINS AN INNOVATIVE WORKPLACE POLICY THAT PROMOTES DIVERSITY AND HELPS EMPLOYEES DEVELOP THEIR SKILLS, TALENTS, AND CAREERS.

- 46 Cultivating diversity
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- 50 Making concrete commitments on behalf of social responsibility

Cultivating diversity

Encompassing more than 230,000 employees worldwide, the Group's workforce offers a comparable number of talents and skills that, each day, serve as tangible evidence of its truly diverse culture. By making this diversity a cornerstone of its commitment, Casino creates the conditions for innovative actions that help to enhance corporate performance.

To learn more about recruitment by simulation, scan here.



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A long-standing commitment

For more than 15 years, Groupe Casino has been combating all forms of discrimination. In 2009, the Group reaffirmed this commitment at the international level by joining the United Nations Global Compact. Its proactive policy is rooted in a strong culture of dialogue and workplace innovation. In France, it is reflected in numerous company agreements that specifically address the integration of disabled employees, gender equality in the workplace and the employment of older workers (through a commitment to hire 500 older employees over the period 2009-2012). Internationally, the Group's initiatives take local conditions into account, with two recurring concerns: gender equality and the integration of disabled workers.

Making opportunities available to everyone

Casino believes in the value of diversity and invokes this value in its hiring and career management. This commitment led to the creation of the Group Diversity Committee, which is tasked with defining the policies that will ensure a diverse workforce and promote equality throughout

the workplace. It draws on a network of 50 specially-trained diversity liaisons to encourage the use of best practices in the field. Over 1,000 store directors and department heads have been sensitised to the need to promote diversity among their employees.

The Group's diversity policy has also yielded a number of especially innovative practices, such as the Recruitment by Simulation Method developed by the French national employment agency, Pôle Emploi, in which a candidate's aptitude for a given position is assessed in real-life situations rather than on the basis of a curriculum vitae. This process has been used to hire over 1,500 workers since 2008.

In 2009, the Group was awarded the Diversity Label for a three-year period following a certification audit by the French standards association, AFNOR. The stringent requirements for this label attest to the exemplary nature of the Group's diversity policy. The certification was confirmed during an interim audit conducted by AFNOR in 2010.



In addition, nearly 3,000 young people have been hired through France's "Espoir Banlieue" (Hope for the suburbs) programme over the past three years, as well as 1,746 trainees from sensitive urban areas. At the international level, the Group's human resources policy focuses on similar concerns. In Colombia, Éxito is reorganising its hiring methods to encourage the reintegration of vulnerable members of the community, including the disabled and victims of armed conflict. Since 2009, 641 workers have started new lives within the company. In Vietnam, Big C has organised 14 job fairs in a number of provincial cities, notably in preparation for the opening of new hypermarkets, with each of these events attracting over a thousand applicants. This recruiting method is not only effective but also reaffirms Big C's ties to the local community. Moreover, thanks to hiring and internal promotion policies that foster workplace equality, 30% of Big C's stores are managed by women.

To learn more about our agreements and commitments:

www.groupe-casino-rapportannuel2010.fr

CORPORATE CITIZENSHIP

A long-term partnership for jobs in Paris

In September 2010, Groupe Casino signed a long-term employment partnership with the City of Paris that involves 120 of its local stores, representing 2,700 employees and 400 new hires annually. Each month the Group hosts a presentation on careers at the city's Business and Employment Centres and conducts interviews with applicants. Casino also provides sponsorship for job seekers in their efforts to enter the workforce.



Developing talents and skills

The Group's wide range of vocations, activities and geographical locations and the career opportunities available as a result are a major motivating factor for Groupe Casino employees.

Strengthening the managerial culture

Casino's core values can be summed up in four words: Entrepreneurship, Loyalty, Excellence and Solidarity. Management plays a critical role in ensuring that these four requirements are concretely reflected in each employee's actions. To help encourage a culture of optimal managerial performance, six attitudes and behaviours have been defined. Training in these behaviours has been given to all of the Group's managers in France and Vietnam and is currently being deployed in Argentina and Colombia.

Support for career advancement

Internal mobility is another key component of Groupe Casino's human resources policy. A Mobility Committee meets on a quarterly basis to direct the Group's mobility policy. A variety of resources are available to help employees take advantage of opportunities within the Group, including a job bank, annual evaluation interviews, a job mapping system, and "Job/Skill" profiles. In 2010, 264 employees opted for a cross-functional transfer within the Group and 80

accepted positions in another country.

In France, the Group's in-house university is a major vehicle for career advancement. Campus Casino offers an extremely wide range of programmes designed to meet the needs of all employees at every level; 16,500 French employees took part in training sessions at the facility during 2010. It also provides international employees with e-learning opportunities in language study, change management, and other areas.

Helping young people assume a role in the company

Throughout its history, Groupe Casino has been active in helping young people make a successful career start and develop their potential —which translates into its appeal for young job seekers. Over 61,000 young people held a position within the Group at the close of 2010. To help the members of this exceptional pool of resources bring their talents to fruition, Casino offers a wide array of support programmes designed to meet individual needs. The "Young Talents" programme for recent university graduates offers a choice of three career paths, depending on the desired



position: at the Group's headquarters, within the banners, or on the international level. For the 1,050 young people hired as trainees or under an apprenticeship agreement, Casino guarantees a jumping-off point for their career. In 2010, in addition, the Group introduced the first corporate website —www.montuteuretmoi.com— devoted to work/study training. In another sign of Casino's confidence in young people, Vindémia, in Reunion Island, has committed itself to hiring 150 young applicants over the period 2009-2012. And in Brazil, the Pão de Açúcar Group is funding the creation of a training centre (NATA) where 600 young people from disadvantaged areas will have the opportunity to obtain a degree in agri-food studies in 2013.

CORPORATE CITIZENSHIP

Casino exceeds the milestone of a 10% disabled workforce

In France, 10.07% of Casino's 2010 workforce was disabled, a figure that exceeds the objective set in the 2006-2010 Handipacte agreement. A total of 520 disabled people were recruited during the period (compared to a target of 300), along with 418 trainees (versus a target of 350). A new agreement has been signed with employee representatives for the period 2011-2013. Campaigns to employ the disabled are underway in Argentina, Colombia, and Thailand, reflecting the Group's shared values.



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To learn more about Casino and disabilities, scan here.

Making concrete commitments on behalf of social responsibility

Casino's sense of social responsibility is deeply rooted in its history and vividly evident in every country where it operates. Protecting disadvantaged children is at the top of the Group's priorities.

The Casino Foundation's commitment to children

Created in late 2009, the Casino Foundation works to eliminate cultural and social exclusion by providing aid to children from disadvantaged backgrounds, those struggling with illness and those with only marginal access to education, and by supporting them in their personal and intellectual development.

In 2010 the Foundation carried out its first project in France in partnership with the Docteur Souris association. Its goal was to overcome the isolation experienced by hospitalised children by bringing information and communication technology to their bedsides, so they can stay in touch with loved ones and keep up their schooling. Alongside the Foundation's commitment, Group employees are heavily involved in the campaign, which has focused on three hospitals in Margency, Marseille, and Saint-Etienne. Internationally, the Foundation is helping to fund long-standing campaigns by subsidiaries in the areas of nutrition and children's aid, including projects to combat child malnutrition in Colombia, promote reading among young people in Thailand, and encourage integration

through sport in Brazil. The Foundation plans to continue its actions in 2011 by lending support to numerous programmes that promote the arts and sciences, as a means to combat cultural exclusion among children.

New momentum for food relief

Food aid represents another long-term commitment by the Group, one that prompts numerous solidarity campaigns each year on behalf of the disadvantaged. In France, Groupe Casino signed an agreement with the French Federation of Food Banks in 2009, and in 2010 Casino's workforce participated in large numbers in France's national food drive, collecting over 1,700 tonnes of products. An experimental system to provide time off for community aid was established at end 2009; employees have the option of donating time off due to them to a special fund. Thanks to their generosity, the fund has been able to compensate employees who work on behalf of the Federation of Food Banks during a volunteer leave. By the end of 2010, the equivalent of 138 days had been donated, enough to allow 15 employees to spend 70 days on Food Bank work.



Social responsibility at the international level

The Group's subsidiaries worldwide regularly demonstrate their commitment to solidarity as well. In Colombia, the Éxito Foundation has channelled food aid totalling more than 2.6 million euros to 25,574 children and 901 pregnant women or young mothers. In an effort to reduce illiteracy, Vindémia, the Group's subsidiary in Reunion Island, has enlisted an outside organisation to provide personalised training for its employees, based on their needs as identified during a one-on-one interview. As a result, 91 employees improved their command of French, mathematics, and computer technology in 2010.



CORPORATE CITIZENSHIP

"Happy Rice": supporting rice farmers in Thailand

Big C is working with the Chaipattana Foundation to provide support to Thai rice farmers who experienced severe flooding in October 2010. Known as "Happy Rice", the project is intended to raise their living standards by helping in the cultivation of high-quality rice without harming the environment. In addition to offering financial backing, Big C sells this organic rice in its stores under the "Pat Pat" brand name. Over time, the initiative will help to enhance regional economic development.



KEY FINANCIAL INDICATORS

Key
financial
indicators

Operations and results (in € millions)

Strong 8.7% sales growth; trading profit up by 7.5%

	2010	2009	% change	On an organic basis ⁽¹⁾
Net business volume ⁽²⁾	42,777	36,842	+16.1%	+8.3%
Net revenue	29,078	26,757	+8.7%	+4.7%
EBITDA ⁽³⁾	1,953	1,849	+5.6%	-3.1%
Trading profit	1,300	1,209	+7.5%	-3.9%
Profit from continuing operations, attributable to equity holders of the parent	559	543	+3.0%	
Profit from discontinued operations, attributable to equity holders of the parent	(9)	48		
Total net profit attributable to equity holders of the parent	550	591	-7.0%	
Underlying profit attributable to equity holders of the parent ⁽⁴⁾	529	534	-1.0%	

⁽¹⁾ Based on constant scope of consolidation and exchange rates, excluding the impact of asset disposals to OPCI property funds, and before reclassification of the CVAE (Cotisation sur la Valeur Ajoutée des Entreprises) under income tax.

⁽²⁾ Includes all revenue from consolidated companies, associates and franchisees, on a 100% basis.

⁽³⁾ Earnings before interest, taxes, depreciation and amortisation.

⁽⁴⁾ Underlying profit refers 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.

Cash flow and investment (in € millions)

Disciplined increase in Capex

	2010	2009
Cash flow	1,188	1,292
Total investment	1,114	1,830
Capital expenditure	954	810
Acquisitions	160	1,020
Free Cash Flow	345	701

Financial flexibility (in € millions)

Solid financial structure; net debt to EBITDA ratio below target of 2.2x

	2010	2009
Equity (before appropriation)	9,064	7,919
Net debt	3,845	4,072
Net debt to EBITDA ratio	1.97x	2.2x

Per share data

Tangible sharp increase in earnings per share

	2010	2009
Diluted earnings per share from continuing operations attributable to equity holders of the parent (€)	4.90	4.75
Underlying diluted earnings per share attributable to equity holders of the parent (€)	4.63	4.67
Dividend per share (€)	2.78*	2.65
Payout ratio**	57%	56%

*Submitted to shareholders for approval at the Annual General Meeting on 14 April 2011 — **Dividend per share/Earnings per share from continuing operations

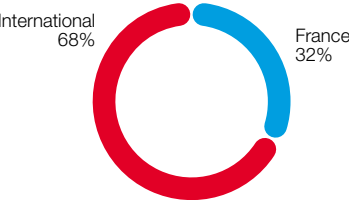
Employees* in 2010

Full-time equivalents

	2010	2009
France	75,009	75,111
International	155,869	139,566
Total	230,878	214,676

*Employees on a 100% basis (i.e., includes employees at entities that are proportionately consolidated)

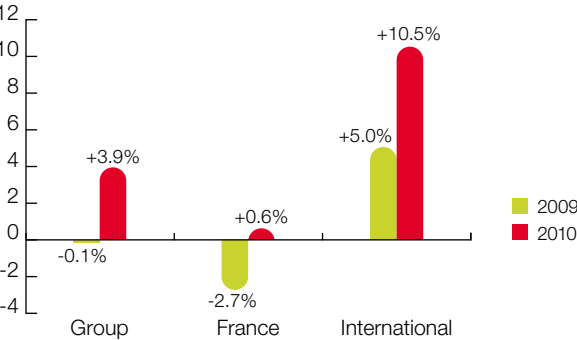
Workforce breakdown



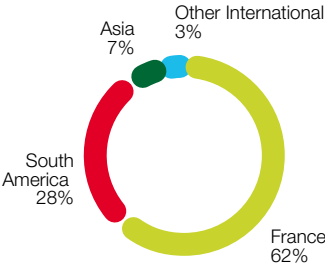
Key financial indicators

Consolidated net revenue

Return to sales growth in France
Double-digit organic sales growth in international markets
Organic change excluding petrol



Increased contribution of international operations to consolidated revenue:
38 % in 2010 vs 34% in 2009

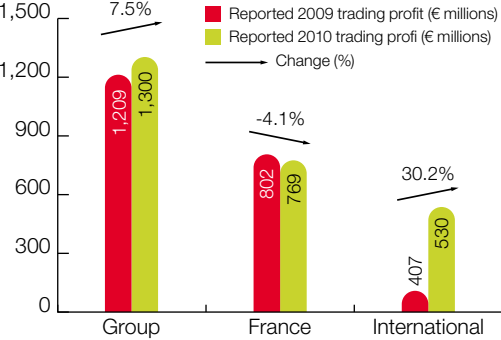


Solid performance by convenience formats in France
Accelerated growth in key international markets

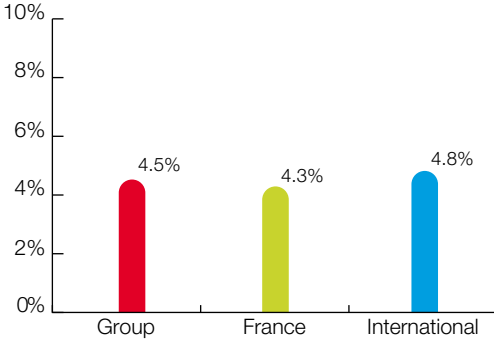
In € millions	2010	2009	Change	Organic change excluding petrol
Casino France	12,016	11,829	+1.6%	+0.0%
Géant Casino	5,516	5,548	-0.6%	-3.5%
Casino Supermarkets	3,490	3,355	+4.0%	+1.7%
Superettes	1,494	1,506	-0.8%	-0.8%
Other businesses	1,516	1,420	+6.8%	+9.0%
Franprix-Leader Price	4,026	4,007	+0.5%	+0.5%
Monoprix	1,914	1,829	+4.7%	+4.7%
France	17,956	17,664	+1.7%	+0.6%
South America	8,245	6,563	+25.6%	+12.7%
Asia	2,009	1,686	+19.2%	+7.4%
Other businesses	868	844	+2.8%	+2.3%
International	11,122	9,093	+22.3%	+10.5%
GROUP	29,078	26,757	+8.7%	+3.9%

Trading profit

Sharp rise improvement in trading profit from international operations;
Lower trading profit in France, reflecting significant price investments



Trading margin in international markets is now higher than in France



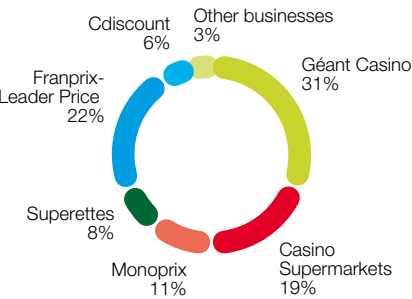
Tangible improvement in trading margin in South America and Asia;
Lower margin at Franprix-Leader Price due to significant investment and higher costs, partly as a result of store base expansion

In € millions	Trading profit 2010	Trading margin	Trading profit 2009	Trading margin	Organic change
Casino France	463	3.9%	439	3.7%	- 15 bp
Franprix-Leader Price	167	4.1%	243	6.1%	- 212 bp
Monoprix	139	7.3%	120	6.6%	+ 23 bp
France	769	4.3%	802	4.5%	- 55 bp
South America	372	4.5%	250	3.8%	+ 28 bp
Asia	121	6.0%	92	5.4%	+ 56 bp
Other regions	38	n/a	66	n/a	n/a
International	530	4.8%	407	4.5%	n/a
GROUP	1,300	4.5%	1,209	4.5%	-

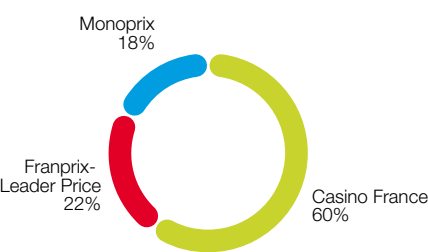
Key financial indicators

A favourable mix of formats in France:
weighted towards the convenience and discount segments

Revenue - France

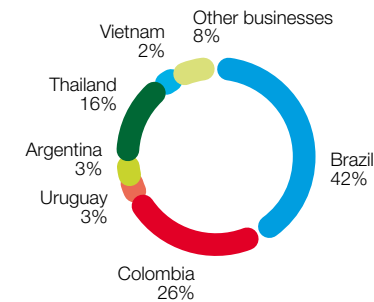


Trading profit - France

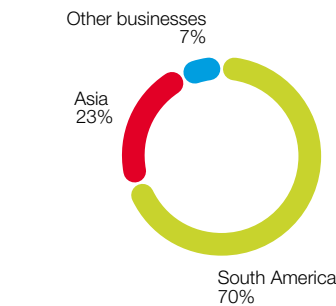


An international presence centred on four key countries:
Brazil, Colombia, Thailand, Vietnam

Revenue - International



Trading profit - International

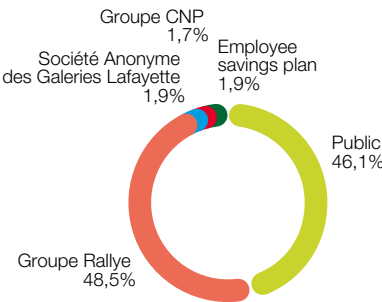


Capital structure at 31 December 2010

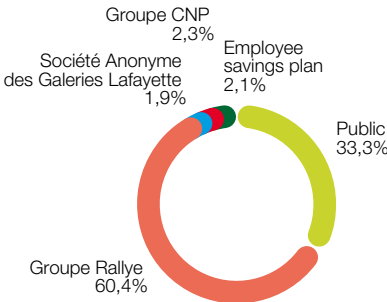
	Number of shares	Voting rights*
Public	50,970,449	53,599,549
Groupe Rallye	53,653,315	97,235,999
Société Anonyme des Galeries Lafayette	2,049,747	2,985,505
Groupe CNP	1,887,957	3,775,914
Employee savings plan	2,099,509	3,440,373
Treasury shares	7,886	-
Total	110,668,863	161,037,340

(*) Rights to vote in Annual General Meetings, which are not the same as the voting rights published under France's disclosure threshold rules. The difference stems from the fact that when the number of voting rights and shares outstanding is published each month, the number of voting rights is calculated, in compliance with Article 223-11 of the AMF's General Rules and Regulations, based on all of the shares carrying voting rights, including shares held in treasury, whose voting rights may not be exercised.

Ownership structure
at 31 December 2010



Voting rights
at 31 December 2010



Key financial indicators

Share Information

- Stock exchange:**
Euronext Paris (Compartiment A)
- Codes:**
– ISIN: FR0000125585
– Bloomberg: CO FP
– Reuters: CASP. PA
- Indices:**
– **Major indices:**
CAC NEXT 20, CAC Large 60
SBF 80, SBF 120, SBF 250
Euronext 100
– **Sector indices:**
DJ Stoxx and DJ Euro Stoxx
“Non-cyclical Goods and Services”sector
– **Socially responsible indices:**
FTSE4 Good
Ethibel Sustainability Index
Ethical Index Euro

Eligible:
for the Deferred Settlement System (SRD)

Shares outstanding:
110,668,863 (at 31 December 2010)

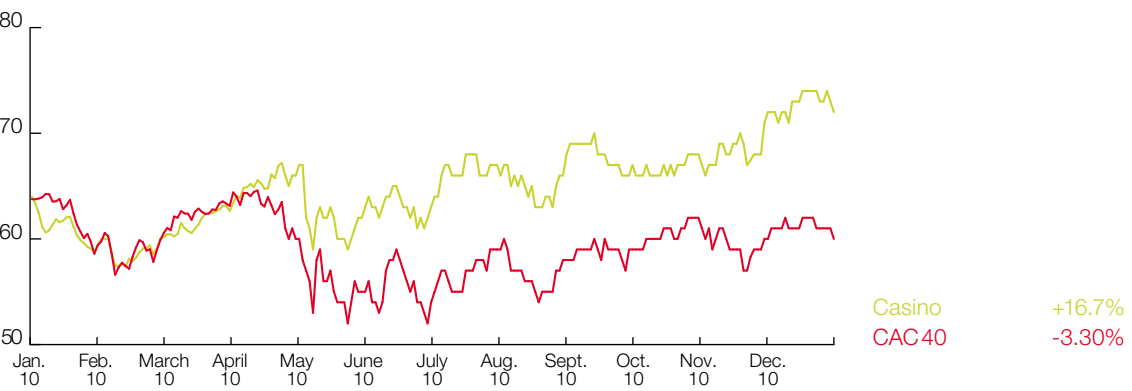
Market capitalisation:
8.1 billion euros

The Casino share price is displayed in real time in the Casino Share section of www.groupe-casino.fr

Note: preferred shares.
In 2009, in order to simplify its ownership structure and make the company more attractive to investors, Casino, Guichard-Perrachon submitted for approval to shareholders a resolution concerning the conversion of all preferred non-voting shares into ordinary shares. Following its adoption by the Special Meeting of Holders of Preferred Non-Voting Shares and the Annual General Meeting of 19 May 2009, the compulsory conversion was carried out on 15 June 2009 on the basis of six ordinary shares for seven preferred shares. For more information (in French), visit: <http://www.groupe-casino.fr/fr/Conversion-des-ADP.html>

2010 Stock Performance

Casino outperformed the CAC 40 in 2010



Five-year share performance

	2010	2009	2008	2007	2006
Average daily trading volume					
In number of shares	441,162	552,654	553,913	440,242	463,567
In € millions	28.66	28.3	37.3	32.3	27.8
High/low					
High (in €)	74.5	62.8	84.6	86.5	71.7
Low (in €)	57.4	44.8	43.7	64.0	47.7
Closing price at 31 December (in €)	72.9	62.5	54.3	74.4	70.4

Key financial indicators

Store base in France

	Number of stores at 31 December			Retail space (in thousands of sq.m)		
	2010	2009	2008	2010	2009	2008
Géant Casino hypermarkets	125	122	131	915	903	988
Of which French affiliates	6	5	6			
Of which international affiliates	5	5	14			
Casino Supermarkets	405	390	401	650	619	628
Of which French affiliates	54	53	67			
Of which international affiliates	27	21	22			
Monoprix supermarkets	494	463	377	661	639	559
Of which franchise outlets/affiliates	131	117	47			
Of which Naturalia	49	41	39			
Total supermarkets	899	853	778	1,311	1,257	1,188
Of which franchise outlets	212	191	136			
Franprix	870	789	702	374	352	315
Of which franchise outlets	515	472	281			
Leader Price discount outlets	585	559	530	533	509	483
Of which franchise outlets	294	266	216			
Petit Casino superettes	1,791	1,816	1,903	257	257	265
Of which franchise outlets	29	28	26			
SPAR superettes	928	896	915	243	236	240
Of which franchise outlets	761	739	735			
Vival superettes	1,767	1,753	1,677	168	166	160
Of which franchise outlets	1,766	1,753	1,677			
Other	3	4	30	1	1	6
Of which franchise outlets	1	2	6			

	Number of stores at 31 December			Retail space (in thousands of sq.m)		
	2010	2009	2008	2010	2009	2008
Franchised stores	1,260	1,257	1,126	93	92	73
Comers, Relay, Shell, Elf, Carmag, Sherpa, other	1,260	1,257	1,126			
Wholesale activity	926	1 025	441	68	75	34
Total convenience stores	6,675	6,751	6,092	829	827	778
Of which franchise/wholesale outlets	4,744	4,805	4,011			
Affiliated store	20	13	99			
Of which French affiliates	17	13	98	3	4	34
Of which international affiliates	3		1			
Other businesses	287	277	269	NA	NA	NA
Casino Restauration	287	277	269			
TOTAL FRANCE	9,461	9,364	8,601	3,966	3,852	3,785

Key financial indicators

International store base

	Number of stores at 31 December			Retail space (in thousands of sq.m)		
	2010	2009	2008	2010	2009	2008
ARGENTINA	23	49	65	131	149	164
Libertad hypermarkets	15	15	15			
Leader Price (discount)		26	26			
Other	8	8	24			
URUGUAY	53	53	52	74	74	70
Géant hypermarkets	1	1	1			
Disco supermarkets	28	28	27			
Devoto supermarkets	24	24	24			
VENEZUELA		41	60		78	85
Éxito hypermarkets		6	6			
Cada supermarkets		35	36			
Q'Precios discount outlets			18			
BRAZIL	1,647	1,080	597	1,833	1,745	1,359
Extra hypermarket	110	103	102			
Pão de Açúcar supermarkets	149	145	145			
Sendas supermarkets	17	68	73			
Extra Perto supermarkets	101	13	5			
CompreBem supermarkets	113	157	165			
Assai discount outlets	57	40	28			
Extra Facil superettes	68	52	32			
Eleto (other businesses), Ponto Frio	1,032	502	47			
Of which Ponto Frio	506	455				
Of which Casas Bahia	526					

	Number of stores at 31 December			Retail space (in thousands of sq.m)		
	2010	2009	2008	2010	2009	2008
THAILAND	116	97	79	612	596	590
Big C hypermarkets	70	67	66			
Big C supermarkets	2		13			
Supérettes Mini Big C	15	11				
Other (Pure)	29	19				
VIETNAM	14	9	8	72	47	42
Big C hypermarkets	14	9	8			
INDIAN OCEAN	50	50	51	99	97	95
Jumbo hypermarkets	11	11	11			
Score/Jumbo supermarkets	21	21	20			
Cash and Carry supermarkets	5	5	5			
SPAR supermarkets	7	6	6			
Other	6	7	9			
COLOMBIA	299	260	264	676	649	646
Éxito hypermarkets	73	74	87			
Pomona et Carulla supermarkets	112	93	94			
Bodega and Surtimax discount outlets	54	47	14			
Éxito Express and Carulla Express	22					
Other	38	46	69			
NETHERLANDS			305			
Super de Boer supermarkets			305			
TOTAL INTERNATIONAL	2,202	1,639	1,481	3,497	3,435	3,051



SOCIAL AND ENVIRONMENTAL PERFORMANCE

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- 86 Community roadmap
- 92 CSR reporting principles
- 94 CSR indicators

CSR: an intensified commitment

Ten years after it established its Sustainable Development Committee, Groupe Casino is giving new impetus to its policy of corporate responsibility in order to address the challenges posed by its international growth and the expectations of its various stakeholders.

Contributing to sustainable development

Groupe Casino's commitment to sustainable development draws on a history of innovation on behalf of the community, the workplace and the environment that spans more than 110 years. This commitment was given concrete form in 2002 with the Group's Sustainable Development Charter and the creation of a dedicated organisation. The Sustainable Development Committee, comprised of 50 experts representing the Group's various functional and operational divisions as well as 10 correspondents from our international subsidiaries, coordinates the policy's deployment at each entity with a goal of continuous improvement. The Committee met on three occasions in 2010 to assess the Group's progress on various projects and share best practices. To supplement the Committee's work, two operational committees have been established to define and implement action plans in the areas of real estate and the supply chain.

A sustainable development action plan (SDAP) formally outlines concrete steps taken to fulfil the 10 commitments contained in the Charter. The

investments entailed by the SDAP are incorporated into the Group's annual Strategic Plan, approved each year by senior management. A summary of this action plan is presented in the pages that follow.

An expanded organisation

In 2010, Groupe Casino's sustainable development policy took on a new dimension with the creation of the Department of Corporate Social Responsibility (CSR), intended to strengthen the Group's response to and management of CSR issues throughout its operations and in every country where it operates. In early 2011, the Department was supplemented by a CSR Strategy Committee made up of six senior executives, including three members of the Executive Committee. The Strategy Committee, which met for the first time in March 2011, is responsible for approving the Group's sustainable development policy aims, particularly in light of the principles contained in the Global Compact and the core components of the ISO 26000 standard, and with monitoring their implementation within corporate entities.

Key dates in the Group's commitment

1993

Initial agreement with France's Ministry of Urban Affairs

1998

Membership in the Social Clause Initiative working group at France's Retail Trades Federation (FCD)

1999

First Handipacte accord
Introduction of the Casino Bio product line

2002

Creation of the EMC Distribution Ethics Charter, the Groupe Casino Sustainable Development Charter and the Sustainable Development Department

2003

Publication of the Group's environmental policy

2004

Signing of the Corporate Diversity Charter
First Bilan Carbone assessment of the Group's emissions

2005

Group agreements on promoting gender equality and equal opportunity, combating discrimination, and diversity
Introduction of the Nutrition Programme

2006

Creation of the Group Diversity Committee
Launch of the "CAP Prévention" programme for eliminating occupational risks
New Handipacte accord for 2006-2010

2007

Founding member of Companies for Human Rights
Introduction of the environmental labelling programme for Casino-brand products

2008

Signing of the "Espoir Banlieues" plan and the Code of Commitment to Nutritional Progress
Publication of the first anti-discrimination testing results

2009

Adhesion to the United Nations Global Compact
Awarded the Diversity Label
Creation of the Groupe Casino Corporate Foundation

2010

Creation of the Group CSR Department
Launch of the Mercialis Label V programme
Creation of the CityGreen label for clean, quiet Group vehicles

A policy enhanced by dialogue

Dialogue with stakeholders is a key element of Groupe Casino's CSR policy. The Group uses these exchanges to identify emerging concerns and to verify that its policies fulfil stakeholder expectations.

In 2010 a survey was conducted among the stakeholders with whom the Group regularly interacts at the local, national, and international levels, amounting to over 100 identified dialogue partners. The survey will be used to enhance efficacy by pinpointing parties with whom the Group should expand its dialogue and by improving synergies within existing partnerships. In addition to these exchanges, Casino is a member of numerous taskforces and professional organisations that reflect on corporate responsibility issues, such as CSR Europe, the Observatory for Corporate Social Responsibility (ORSE), the French chapter of the International Labour Organisation (AFOIT), the Social Clause Initiative of the Retail Trades Federation, the Global Social Compliance Program, and Companies for Human Rights (EDH).

In 2010, Casino made some 40 presentations at top-level universities with the aim of raising awareness of sustainability issues among upcoming policymakers.

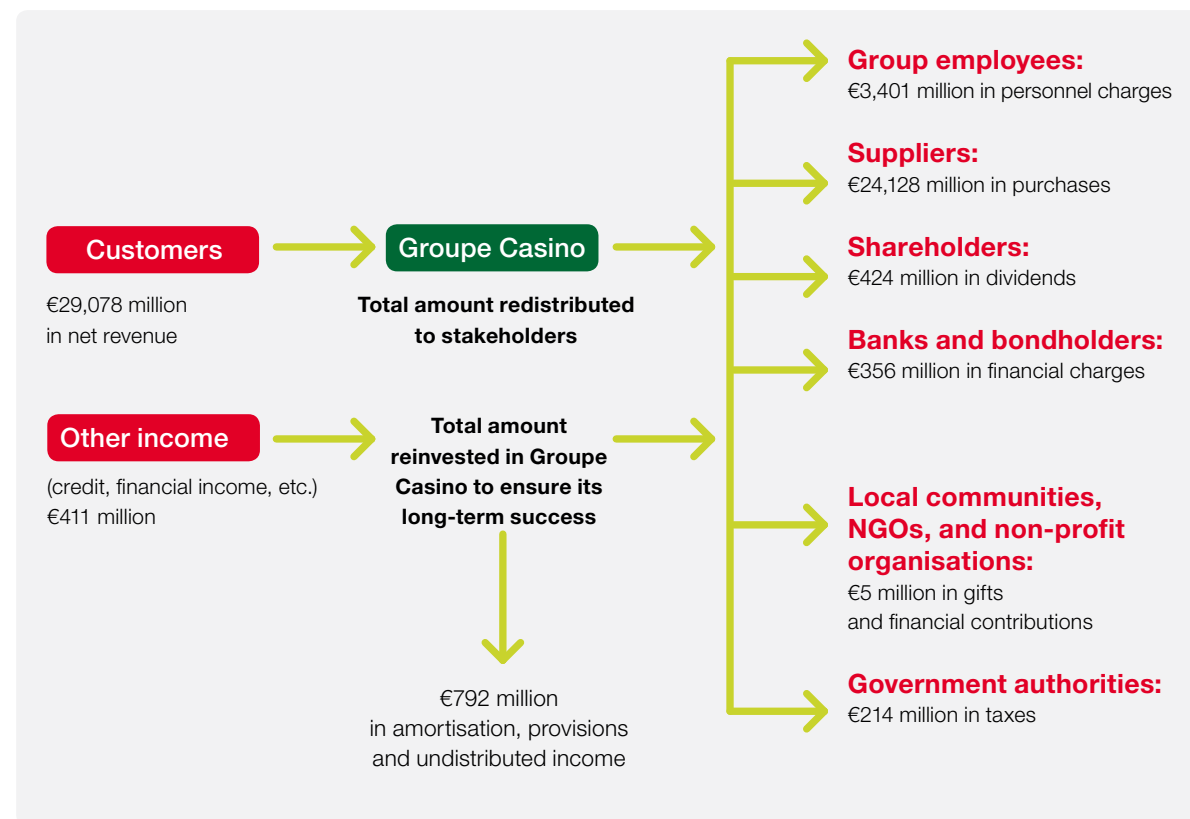
An informed workforce

The Group uses a range of consciousness-raising tools to mobilise employee support for its CSR policy. Incoming employees are made aware of CSR issues as part of their induction training; the Group's internal magazine, Regards, publishes numerous articles on the topic; the intranet and Web site each include pages devoted to corporate social responsibility; and the Annual and CSR Report is distributed to the Group's entire workforce in France and to top managers at the Group's subsidiaries outside France. About 10 seminars are held each year, involving some 300 to 400 Group managers, to raise awareness of corporate social responsibility issues.

Recognition of our performance

Groupe Casino maintains an ongoing dialogue with companies from the world of socially responsible investing, which have found steady

How is our income distributed?



progress in our commitment. In 2010, Casino was once again selected for inclusion in the FTSE4Good, Ethibel, and Ethical Index Euro ethical indices.

Each year the Group wins numerous awards for its social and environmental innovations. In 2010, the Casino Carbon Index won the Group a Green Business Award from BFM Business, while Easydis received an LSA Oscar in innovation for its CityGreen project. In Brazil, Pão de

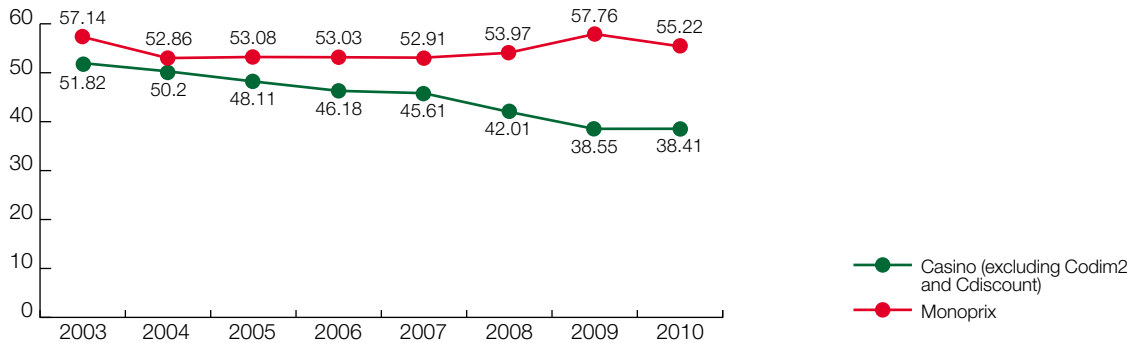
Açúcar was recognised for its "Ciclo Verde Taeq" packaging recycling programme. And in Vietnam, Big C was honoured for its sustainable development policy.

To learn about other awards conferred on the Group, visit www.groupe-casino.fr/en/SustainableDevelopment

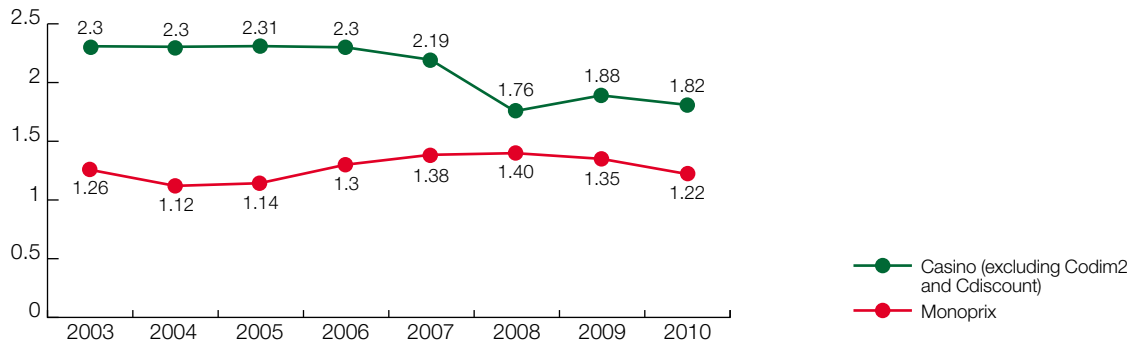
Key
performance
indicators

Social performance

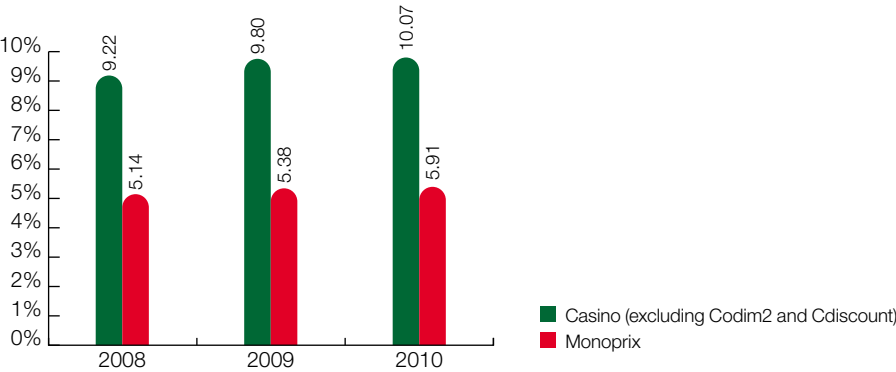
Lost-time accident frequency rate
in number of accidents per million hours worked



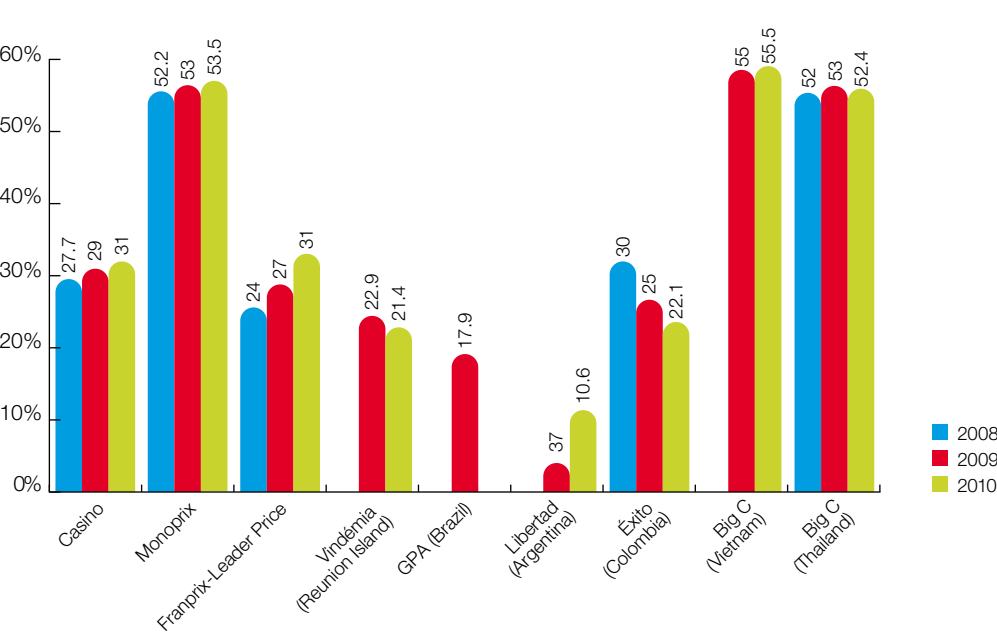
Lost-time accident severity rate
in number of days lost per thousand hours worked



Percentage of disabled employees



Percentage of women in management



Key
performance
indicators

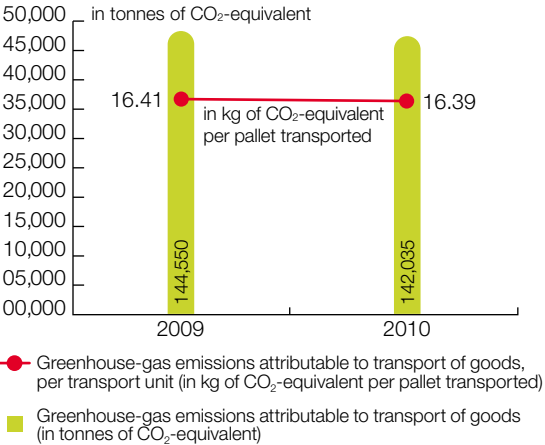
Environmental performance

Electricity consumption per sq.m (kWh/sq.m) (with revised 2009 data)

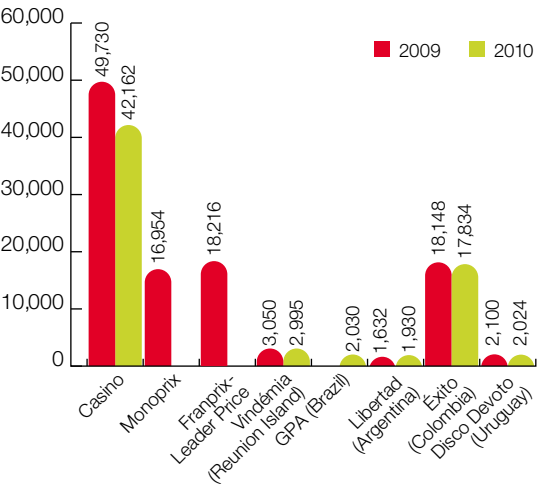
	2010	2009	2008
Casino hypermarkets	535	579	580
Casino supermarkets	778	787	733
Casino superettes	690	712	698
Monoprix stores	594	618	641
Franprix-Leader Price	480		
Easydis	108	112	

Greenhouse-gas emissions attributable to transport of goods

(Casino excluding Codim2 and Cdiscount)

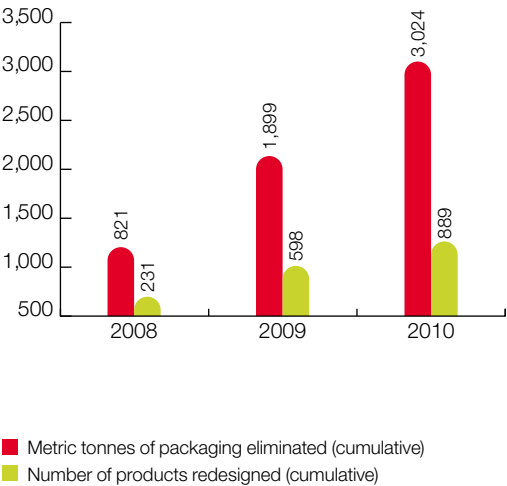


Metric tonnes of cardboard collected for recycling

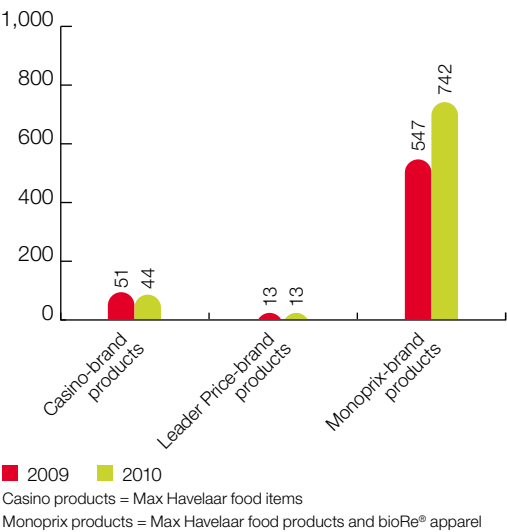


Responsible products

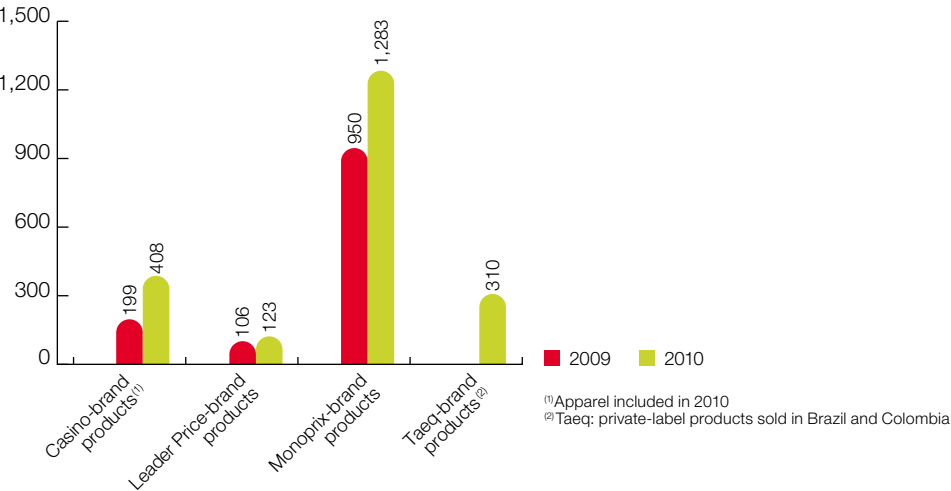
Packaging ecodesign
(Casino own-brand products)



Number of own-brand fair trade products



Number of own-brand organic products



Environmental roadmap






OUR RECORD IN 2010





Objective	Target date	Status	Principal accomplishments
Energy efficiency <i>[Principles 8 and 9 of the UN Global Compact]</i>			
Reduce energy consumption per sq.m by 2.5% annually	2010	●	<p>Energy consumption per sq.m fell by an average of 3.7% at stores in France between 2009 and 2010</p> <p>A campaign to improve cooling efficiency was undertaken at 45 supermarkets, and all hypermarket and supermarket personnel received training in the issue</p> <p>Lids were installed on island freezers at an additional 30 hypermarkets and 50 supermarkets in 2010, with average energy savings of 2%</p> <p>Shelf lighting in refrigerated display cases was eliminated in all hypermarkets and supermarkets and at 46 convenience stores</p> <p>Twilight switches for exterior warehouse lighting were installed at 80% of sites</p> <p>Lighting on outdoor signage was enhanced at all Casino Restauration sites</p>
● Objective met ● Project underway ○ Objective not met			
● Project near completion			

Objective	Target date	Status	Principal accomplishments
Refrigerants <i>[Principles 8 and 9 of the UN Global Compact]</i>			
Reduce greenhouse-gas emissions attributable to refrigeration systems by 5% annually	2010	●	<p>Continued improvements were made in refrigerant maintenance and containment</p> <p>Leakage rates fell by 50% at Easydis warehouses, by 15% at Géant Casino hypermarkets, and by 5% at Casino supermarkets between 2009 and 2010</p>
Gradually eliminate CFCs and HCFCs from all refrigeration systems	2015	●	<p>75 refrigeration systems modified in 2010 to replace CFCs and HCFCs with HFC gases that are less hazardous to the environment (36 supermarkets, 39 hypermarkets)</p>
Gradually eliminate refrigeration units that cannot be retrofitted: 74 installations in supermarkets and 17 installations in hypermarkets replaced in 2010	2010-2015	●	<p>81 systems eliminated in supermarkets and 21 in hypermarkets</p>
Reduction of transport impact <i>[Principles 8 and 9 of the UN Global Compact]</i>			
Continue efforts to replace the fleet so that 100% of Easydis vehicles meet the Euro 5 emissions standard	2011	●	<p>70% of the fleet was Euro 5-compliant at the end of 2010</p> <p>The CityGreen logo for clean, quiet vehicles was introduced and extended to 14 vehicles at the end of 2010</p>
Ensure that more than 50% of all non-EU imports are transported via alternatives to roads (rail, sea, river)	2010	○	<p>29% of non-EU imports delivered by rail (461 containers) or river (373 containers) in 2010</p> <p>Industrial action at the Port of Marseille delayed plans to expand barge transport via the Rhône river</p>
Reduce greenhouse-gas emissions attributable to transport by 2% annually	2020	●	<p>Greenhouse-gas emissions from downstream transport of goods fell by 1.8% between 2009 and 2010</p> <p>Over 12 million km of travel was eliminated in 2010 through better logistics, with 14,328 metric tonnes of CO₂ prevented</p>

Environmental roadmap

OUR RECORD IN 2010

Objective	Target date	Status	Principal accomplishments
Waste management <i>[Principle 8 of the UN Global Compact]</i>			
Continue our use of sorting in order to reduce the volume of our mixed operating waste by 20%	2011		<p>A special procedure was established in hypermarkets to improve sorting of cardboard and plastics</p> <p>Best practices for improving the sorting of cardboard and plastics in supermarkets have been disseminated and communicated</p> <p>The sorting rate improved by 5% in supermarkets and 2% in hypermarkets between the first and third quarters of 2010</p> <p>Implementation of reverse logistics was continued at seven warehouses: 8,349.6 metric tonnes of waste collected from hypermarkets and supermarkets</p>
Finalise the adoption of cardboard waste collection agreements at all supermarkets	2010		<p>Contracts were consolidated and contract terms were renegotiated in order to improve collection and reprocessing rates for cardboard and plastics</p>
Test programmes for sorting fermentable waste at 18 pilot supermarkets	2010		<p>A tender process for establishing a fermentable waste collection system has been finalised with the list of eligible stores (deployment under way at 44 hypermarkets, or 40% of the total)</p> <p>A model agreement has been established for collection of food products by zoos and local breeders</p>
Implement sorting of fermentable waste at 50 pilot restaurant sites	2010		<p>A sorting process has been established at 50 restaurants (38% of the total). 277 metric tonnes of fermentable waste were recovered in 2010</p>
Water management <i>[Principles 8 and 9 of the UN Global Compact]</i>			
Test the installation of a UV water treatment system so as to eliminate virtually all chemical treatment products	2010		<p>Test postponed to 2011</p> <p>Wastewater discharge agreements established at 15 hypermarkets</p>

Objective	Target date	Status	Principal accomplishments
Sustainable construction <i>[Principle 8 and 9 of the UN Global Compact]</i>			
Prepare a new guide to "structural deconstruction, recycling and enhanced use of excavation/backfill"	2010		<p>Guide completed in late 2010</p>
Begin a technology watch on the following topics: - wood construction - environmental enhancement of parking areas - electric vehicle charging equipment - facilities for natural lighting	2010		<p>Studies have been conducted on wood construction, the environmental enhancement of parking areas, electric vehicle charging equipment, and facilities for natural lighting</p>
Begin construction of new solar power plants totalling 18 MWp in capacity at 10 shopping centres in southern France, to be connected to the grid in 2011	2010-2011		<p>Eight new power plants were connected in 2010; nine were in operation at the end of 2010, for total installed capacity of 18 MWp</p> <p>Construction began on nine new power plants in southern France that will be connected to the grid in 2011</p>
Environmental performance of our products <i>[Principle 8 of the UN Global Compact]</i>			
Move ahead with packaging improvement initiatives to obtain cumulative savings of 2,500 metric tonnes of materials	2010		<p>Packaging for 291 products was enhanced in 2010: cumulative savings of 3,024 metric tonnes achieved since 2006</p>

Environmental roadmap

OUR NEXT STEPS

Objective	Target date
Energy efficiency <i>[Principles 8 and 9 of the UN Global Compact]</i>	
Reduce energy consumption per sq.m by 2.5% annually	2011
Refrigerants <i>[Principles 8 and 9 of the UN Global Compact]</i>	
Continue efforts to retrofit and replace refrigeration units in order to eliminate CFCs and HCFCs from these installations	2012
Reduction of transport impact <i>[Principles 8 and 9 of the UN Global Compact]</i>	
Continue development of the CityGreen project (200 PIEK-certified vehicles by the end of 2013)	2011-2013
Transfer 60,000 pallets from road to rail use as part of the Ecotrans association	2011
Reduce greenhouse-gas emissions attributable to transport by 2% annually	2020
Waste management <i>[Principle 8 of the UN Global Compact]</i>	
Continue efforts to improve the sorting of cardboard and plastics	2011
Finalise deployment of reverse logistics at the Grigny and Montélimar warehouses	2011
Continue implementation of fermentable waste sorting at eligible foodservice sites	2011
Begin selective sorting of waste at nine additional foodservice sites	2011
Water management <i>[Principles 8 and 9 of the UN Global Compact]</i>	
Test the installation of a UV water treatment system	2011

Objective	Target date
Sustainable construction <i>[Principles 8 and 9 of the UN Global Compact]</i>	
Prepare a guide to best practices in land consumption and biodiversity	2011
Continue deployment of construction site carbon assessments	2011
Incorporate the charter on “Construction sites with low environmental impact” into tender documents	
Connect to the grid the nine new solar plants constructed in 2010	2011
Continue awarding the Label V certification: 30 shopping centres certified within five years, i.e., six certifications per year	2011-2015
Prepare a guide to sustainable construction for R2C restaurants	2011
Environmental performance of our products <i>[Principles 8 and 9 of the UN Global Compact]</i>	
Obtain cumulative savings of 3,700 metric tonnes of materials	2011
Work on packaging ecodesign for the foodservice division	2011

Workplace
relations
roadmap

OUR RECORD IN 2010

Objective	Target date	Status	Principal accomplishments
Workplace dialogue <i>[Principle 1 of the UN Global Compact]</i>			
Sign a Group-wide agreement on workplace health and safety that includes the psychosocial risks action plan	2010	●	Agreement signed on 8 December 2010 to take effect on 1 January 2011
Sign a new Group-wide incentive-bonus agreement	2010	●	Agreement signed in May 2010 First meeting of the Tracking Committee held in October 2010, with a presentation on local incentive-bonus indicators
Diversity <i>[Principles 6 of the UN Global Compact]</i>			
Establish a special diversity report to appear as a supplement to the social report for Groupe Casino companies and subsidiaries	2010	●	2010 annual Diversity assessment prepared
Begin a study on religion in the workplace	2010	●	Study conducted at 25 sites A taskforce was established Recommendations were presented to executives and employee representatives A guide has been prepared that will be distributed to all managers in early 2010

Objective	Target date	Status	Principal accomplishments
Sign a new Handipacte accord for the period 2011-2013	2010	●	The fifth Handipacte accord was signed in December 2010 with employee representatives, pending approval by the DIRECCTE (Regional directorate for business, competition, consumer affairs, labour and employment)
Workplace health and safety			
Continue deployment of the "CAP Prévention" plan at the four remaining warehouses and at 40 Géant hypermarkets	2010	■	The "CAP Prévention" plan was deployed at 100% of Easydis warehouses and 27 Géant hypermarkets
Continue work on the musculoskeletal disorders prevention plan undertaken in 2009	2010	■	Easydis conducted testing at two warehouses
Continue work on the psychosocial risks prevention plan undertaken in November 2009: conduct analyses at pilot sites for subsequent joint drafting of an action plan to be deployed Group-wide	2010	●	An agreement method regarding the creation of a psychosocial risks prevention plan was signed by all seven trade unions on 22 January 2010 Diagnostic assessment conducted at 17 pilot sites
Prepare a status report and define priority action to be taken to reduce pallet height	2010	■	A status report was prepared by Easydis with the Retail Trades Federation and the CNAMTS national employee health fund
Skills development			
Improve e-learning participation rates to include 50% of employees in France	2011	■	Management/Communication/Effectiveness Training for managers: 6,663 managers registered for an average of 3.3 e-learning modules; of these, 1,017 (15.26%) logged on at least once with an average connection time of 24 minutes
Create special training offerings designed to support and develop the Managerial Attitudes and Behaviour programme	2010	●	12 Managerial Attitudes and Behaviour training modules were designed and pilot sessions were organised Human resource departments and training supervisors were notified of the training

Workplace relations roadmap

OUR RECORD IN 2010

Objective	Target date	Status	Principal accomplishments
Provide systematic training in Managerial Attitudes and Behaviour to all newly hired or promoted employees	2010	●	Five Managerial Attitudes and Behaviour training sessions were held for newly hired and promoted employees
Continue Managerial Attitudes and Behaviour training for managers in Vietnam	2010	●	Twenty training sessions were held regarding the annual Managerial Attitudes and Behaviour evaluation interview (459 participants)
Establish a comprehensive evaluation for 30 managers annually over three years	2012	◐	An Executive Development Programme (EDP) was established that includes a comprehensive evaluation Fifteen executives took part in the EDP in 2010
Develop an HR initiative on validation of acquired experience	2011	◐	A working group was established that includes representatives from the various divisions, departments, and subsidiaries. The principal procedures were defined and validated and presented to the HR departments and training supervisors as well as the employee representative bodies
Promote the Individual Right to Training (DIF) programme and accept 10,000 applications in 2010	2010	●	10,945 applications were accepted; 8,000 employees received training between June and December

OUR NEXT STEPS

Objective	Target date
Workplace dialogue [Principle 1 of the UN Global Compact]	
Sign a Group agreement on gender equality in the workplace	2011
Present the preliminary results from the Group-wide agreement on older employees to the trade unions	2011
Repeat the employee engagement survey among executives in France	2011-2013
Conduct new employee engagement surveys among executives in other Group countries	
Conduct a study on telecommuting	2011

Diversity [Principle 6 of the UN Global Compact]

Distribute the Guide on Religious Diversity to managers and human resource liaisons	2011
Conduct a second anti-discrimination test campaign	2011
Maintain the Group's commitments regarding the "Espoir Banlieues" Plan for underprivileged city suburbs	2011
Establish an in-house professional network designed for female executives	2011
Initiate a discussion on discrimination relating to sexual orientation	2011
Hire 180 disabled persons over the period 2011-2013	2011-2013
Host 180 disabled interns over the period 2011-2013	2011-2013
Establish a communications plan regarding the new Handipacte accord	2011

Workplace health and safety

Continue deployment of the "CAP Prévention" plan at 31 Géant hypermarkets	2011
Establish a musculoskeletal disorders prevention plan adapted to supermarkets and hypermarkets in collaboration with the Rhône-Alpes Occupational Health and Pension Insurance Fund (CARSAT)	2011
Implement the Group-wide action plan on the prevention of psychosocial risks	2011
Implement identified actions for reducing pallet height	2011
Establish a road safety action plan	2011
Establish an annual day devoted to workplace safety	2011

Skills development

Increase the number of e-learning hours by 25% over 2010	2011
Continue deployment of training in Managerial Attitudes and Behaviour	2011
Provide support for 20 Validation of Acquired Experience applications and 60 professional qualification certifications	2011
Repeat the campaign to encourage 10,000 applications for the Individual Right to Training programme	2011
Provide support for the Group's international expansion: organise the ADEO MANAGEMENT workshop in partnership with HEC Business School	2011

Community
roadmap

OUR RECORD IN 2010

Objective	Target date	Status	Principal accomplishments
Responsible consumption <i>[Principle 8 of the UN Global Compact]</i>			
Continue to expand the Casino Carbon Index by applying it to 600 Casino food products	2010	●	By the end of 2010 the Carbon Index had been applied to 626 products sold in Group stores The Carbon Index was improved on 15 items, representing a reduction in CO2 of 26.6 metric tonnes
Maintain efforts to reduce the number of products made from exotic wood and ensure that all such products sold bear the FSC label	2010	●	The number of garden furniture products made from exotic wood fell from 17 to 12. All products are FSC-certified
Expand the number of household items and health and beauty aids awarded the European Union Ecolabel by creating nine new products in 2010	2010	○	Two new products bearing the European Union Ecolabel were introduced instead of nine
Expand the number of products carrying the PEFC label in self-service general household merchandise	2010	●	59 paper products were PEFC-certified at the end of 2010, compared to 40 in 2010
Introduce more than sixty new Casino Bio food products	2010	●	77 new Casino Bio food products were introduced

Objective	Target date	Status	Principal accomplishments
Expand the selection of organic products in the foodservice division	2010	●	Events on organic food were held at over three-fourths of R2C corporate restaurants 158 organic products were offered in corporate restaurants in 2010, compared to 40 in 2009
Expand the line of Casino Bio cosmetics	2010	●	One new product was introduced in 2010
Product quality and safety <i>[Principle 7 of the UN Global Compact]</i>			
Establish the France Quality Policy Committee	2010	○	The Committee will be established in 2011
Nutrition			
Appoint a nutritional health science committee tasked with establishing guidelines for defining the Group's nutritional health policy	2010	●	The Committee is comprised of four experts and a moderator Topics studied in 2010: hydrogenated fats and fatty acids (trans fats), reductions in additives, consumption data
Continue steps to improve the nutritional content of products	2010	●	The nutritional content of 154 products was improved in 2010 (for a total of 905 products by end-year), in addition to five products in the foodservice division
Introduce a new line of products that address health and wellness concerns	2010	●	A line of gluten-free Casino products was introduced in partnership with the French Gluten Intolerance Association (AFDIAG) A new "Casino Bien Pour Vous" line was introduced in response to specific consumer demand for health and fitness products
Continue to deploy the new nutritional labelling on Casino products	2010	●	91% of private-label products carry the nutritional labelling
Remove palm oil from 200 Casino products	2010	●	Palm oil eliminated from 204 Casino products A "No palm oil" logo, visible on the front of the product, was created to identify reformulated products. At the end of 2010, 72 products in stores carried the "No palm oil" label 12 products in the foodservice division were reformulated

Community roadmap

OUR RECORD IN 2010

Objective	Target date	Status	Principal accomplishments
Supplier relations			
Continue SME immersion sessions among buyers and managers	2011	●	Eight buyers and product managers took part in SME immersion sessions
Organise a new showcase for SMEs on the topic of innovation	2010	●	The Innovation showroom organised in cooperation with the Fédération des Entreprises et Entrepreneurs de France attracted some 100 participants An EMCD Innovation Day was held: 50 submissions were received from manufacturers and seven innovative products are being developed
Social and ethical affairs <i>[Principles 1, 2, 3, 4, 5 and 10 of the UN Global Compact]</i>			
Implement the new version of the Social Clause Initiative audit grid	2010	●	95 social audits were conducted using the new audit grid at supplier sites in sensitive countries (China, Bangladesh, Vietnam, Thailand, Pakistan), including four audits of tier-two contractors
Finalise a corporate human rights awareness training module in accordance with Companies for Human Rights (EDH)	2010	●	As part of EDH, Casino helped to develop the human rights awareness training module Five Casino managers tested the module in 2010
Social responsibility			
Expand actions taken in partnership with food banks, including donations by stores, and continue to mobilise employees to volunteer their participation in the national food bank collection	2010	●	Stores mobilised on behalf of France's annual food bank collection drive: 1,700 metric tonnes of products were collected The Community Action Holiday was established on an experimental basis: 58 employees donated hours totalling 138 days; 15 volunteers provided 70 days of work on behalf of food banks

Objective	Target date	Status	Principal accomplishments
Launch the corporate foundation: implement initial projects	2010	●	An initial campaign, "Overcoming isolation among hospitalised children", was carried out in three regions with a partner organisation

Community roadmap

OUR NEXT STEPS

Objective	Target date
Responsible consumption <i>[Principle 8 of the UN Global Compact]</i>	
Apply the Carbon Index to a cumulative total of 700 Casino food products	2011
Improve the Carbon Index on 20 items	
Introduce 40 new Casino Bio food products	2011
Continue to highlight organic products in the foodservice division	2011
Introduce 10 new Casino Bio cosmetics products	2011
Expand the number of clothing products made from organic cotton	2011
Product quality and safety <i>[Principle 7 of the UN Global Compact]</i>	
Develop a computerised system for exchanging technical data with suppliers of raw materials to the foodservice division	2011
Obtain International Food Standard (IFS) certification for all warehouses	2011
Nutrition	
Continue the Group's study of topics to be addressed in an enhanced health and nutrition policy	2011
Continue to improve the nutritional quality of the raw materials and recipes used in the foodservice division	2011
Continue to expand the Casino Bien Pour Vous product line	2011
Join the Roundtable on Sustainable Palm Oil (RSPO)	2011
Maintain efforts to remove palm oil from Casino food products with an objective of elimination from all products by 2012	2011
Eliminate the use of palm oil in the Group's restaurants	2011

Objective	Target date
Supplier relations	
Support innovation and competitiveness among SMEs, notably through the "Targeting Growth" and "SME Pact" programmes	2012
Continue holding the Innovation Day events and increase the number of partners	2011
Social and ethical affairs <i>[Principles 1, 2, 3, 4, and 5 of the UN Global Compact]</i>	
Conduct 100 social audits in China, Vietnam, Thailand, Bangladesh, India, and North Africa	2011
Continue audits of sub-subcontractors	
Begin a campaign of special audits in the denim industry	
Provide for deployment of the Group Ethics Charter (drafted in 2010 and completed in early 2011)	2011
Anti-corruption <i>[Principle 10 of the UN Global Compact]</i>	
Monitor the implementation of anti-corruption action plans at all entities where such plans were adopted in 2010	2011
Continue the corruption awareness training and the workshops that were begun in 2010 in order to encompass activities generating more than half of the Group's revenue	2011
Social responsibility	
Continue efforts of behalf of France's food banks	2011
Prepare an assessment of the "Community Action Holiday" pilot project	
Develop new projects through the Casino Corporate Foundation to promote access to culture among disadvantaged children	2011

CSR
reporting
principles

This information on Groupe Casino’s corporate social responsibility policy and its social and environmental performance has been prepared in accordance with the principles established in the Group’s CSR reporting protocol, which was updated in 2010 and disseminated to all personnel involved in the reporting process in France and in foreign subsidiaries.

This year the Group decided to expand its reporting by publishing a greater volume of information on its Web site, for the sake of completeness and out of respect for the environment. The complete electronic version of the report is available at www.groupe-casino-rapportannuel2010.fr. In particular, it includes detailed information regarding the scope, period, and reporting methodology used, as well as the opinion of the Internal Auditors and the report by the Statutory Auditors regarding the reviews conducted in 2010.

Table of correspondence
with the United Nations
Global Compact

In 2009, Groupe Casino signed the United Nations Global Compact as a pledge of its commitment to comply with 10 fundamental principles on behalf of human rights, labour, the environment, and the fight against corruption.

To learn more about the Group’s adherence to these principles: view the 2010 Communication on Progress at <http://www.groupe-casino.fr/en/Sustainable-Development.html>

You can find all of our reporting
at the site for our annual report
www.groupe-casino-rapportannuel2010.fr

Principles of the United Nations Global Compact

	See pages
Human rights	
1. Businesses should support and respect the protection of internationally proclaimed human rights in the areas in which they operate;	90-91
2. Ensure that they are not complicit in human rights abuses.	
Labour standards	
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	46-47 ; 82-95
4. The elimination of all forms of forced and compulsory labour;	
5. The effective abolition of child labour;	
6. The elimination of discrimination in respect of employment and occupation.	
Environment	
7. Businesses should support a precautionary approach to environmental challenges;	76-81
8. Undertake initiatives to promote greater environmental responsibility;	
9. Encourage the development and diffusion of environmentally friendly technologies.	
Anti-corruption	
10. Businesses should work against corruption in all its forms, including extortion and bribery.	91

CSR indicators

Indicators	Unit	France
		CASINO (including Codim2)
Energy consumption by source		
Electricity	MWh	1,251,123
Natural gas	MWh	190,230
Water consumption	cubic metres	1,921,128
Greenhouse-gas emissions attributable to transport of goods (between warehouses and stores)	CO ₂ eq metric tonnes	142,494
Sorted cardboard waste collected for recovery (for fuel or reuse)	metric tonnes	48,631
Quality audits on supplier production sites (private-label products)	number	508
Number of in-store quality audits	number	2,161
Total workforce at 31 December	number	46,071
Permanent contracts (annual average)	number	43,151
Limited-term contracts (annual average, excluding temporary staff)	number	4,008
Temporary staff (monthly average)	number	1,559
Percentage of women in the workforce, by job category**		
Managers	%	30%
Supervisors	%	40%
Employees	%	66%
Turnover of employees with permanent contracts**	%	13.60%
Employees hired to permanent contracts	number	5,915
Employees hired to limited-term contracts*	number	20,355
Redundancies for economic reasons	number	38
Redundancies for other reasons	number	1,714
Net increase (loss) in jobs with permanent contracts	number	-918
Average workweek for part-time employees**	hours	23.56
Average workweek for full-time employees**	hours	33.90
Part-time employees in the total workforce	%	34%
Total salary and wages paid during the fiscal year	thousands of €	1,628,098
Employees covered by a profit-sharing agreement	%	100%
Employees covered by an incentive-bonus agreement (or bonus payment outside France)	%	100%
Percentage of disabled employees (excluding Codim2)**	%	10.07%
Disabled employees hired during the year	number	123
Meetings with employee representatives	number	13,279
Employees receiving safety training during the year	number	7,431
Average training per employee**	hours	6.0
Employees promoted during the year	number of employees	389
Internal promotion rate**	%	0.85%
Total payments to the works council	Euros	13,798,563
Total donations	Euros	4,823,351

France	France	France	France	Brazil	Argentina	Colombia	Uruguay	Vietnam	Thailand
Cdiscount	MONOPRIX	FRANPRIX/ LEADER PRICE	VINDEMIA	GPA (***)	LIBERTAD	Éxito	DISCO DEVOTO	BIG C	BIG C
5,053	315,117	245,884	58,333	747,827	100,516	392,455	71,199	59,118	
4,332	29,343	41,585		113,680			6,807	6,290	
33,918	286,214		195,820	3,216,195	205,000	7,069,258	195,208	380,128	5,202,116
47	19,478	32,433		10,574		32,858			
1,099	16,954	18,216	3,050	31,109	1,632	18,148	2,100		
		19		442	38	410		31	156
		659		13,661	142	2,077		12	
1,014	20,471	11,661	2,912	76,637	4,037	28,018	7,519	5,689	16,411
1,050	18,324	9,322	2,425	61,706	3,889	21,935	6,594	1,924	11,117
23	2,235	897	435	9,181	33	6,083	154	3,404	5,294
204	50.16				77	324	154.00		4,485
38%	53%	31%	21.4%	14.1%	10.6%	22.1%	0.72%	55.5%	52.35%
48%	60%	45%	32%	30.5%	34.1%	43.7%	5.79%	56.3%	52.28%
56%	68%	59%	53%	50.7%	43.3%	53.7%	49.47%	65.5%	55.91%
	19.80%	25%	6.19%	37.25%	24%	22.3%	41.4%	29.5%	24.02%
149	3,270	2,603	23		133	1,699	2,784	345	1,974
45	14,723	5,221	768	5,851%	400	2,419	1,847	3,933	19,377
	1	38	0	506	189		0	0	0
42	1,173	640	65	28,301	36		178	131	5,659
	-365	-1	-89	6,228	90	330	56	-222	140
31.00	22.93	24.00	27.22	27	27.60	33.65	34.38	39.17	
39.00	35.03	36.00	37.84	44	48.00	48.00	44.00	48.00	46.00
4%	23%	24%	23%	7.5%	43%	24.9%	26.27%		
43,296	573,972	191,688.5	88,706	370,740	47,882	217,657	44,347	8,734	63,214
	100%	8%	95%	0%					
	100%		73%	77%	13%	34.9%	12%		97.83%
2.07%	5.91%		2.93%	0.90%	1.29%	0.47%	0.41%	0.00%	0.50%
2	57	1	27	684	6		0	0	38
69	3,977	282	360	120	380	24	25	34	
	3,709		358	33,236	3,358	28,018	1,507	1,933	
2.8	4.92	3.9	10.3	12.15	13.00	17.2	5.15	13.6	80.5
	599		24	7,882	49	3,422	2,620	321	1,500
	2.9%		0.99%	10.28%	61.0%	12.2	39.7%		13.37%
200,449	3,341,032	637,663	388,305			220,250			
529,160	1,664,000	541,155	85,000	5,027,202	23,858	6,634,093	160,528		589,320

*Definitions vary in other countries – **Excludes Codim2 – *** GPA prior to consolidation.



Contacts

Investor Relations

Phone: +33 (0)1 53 65 64 18

Corporate Communications

Phone: +33 (0)4 77 45 80 57

Department of Corporate Social Responsibility (CSR)

Phone: +33 (0)1 53 65 64 00

Group Web Site

www.groupe-casino.com

Web site for 2010 Annual Report

www.groupe-casino-rapportannuel2010.fr

Shareholder Relations

B.P. 306 - 1, esplanade de France
42008 Saint-Étienne Cedex 2 - France

Web site: www.groupe-casino.fr

E-mail: actionnaires@groupe-casino.fr

Toll-free number: 0800 16 18 20

(landline calls originating in France only)

To convert bearer shares, contact:

BNP Paribas Securities Services - GCT

Shareholder Relations

Grands Moulins de Pantin

9, rue du Débarcadère

93761 Pantin cedex - France

Phone: +33 (0)1 40 14 31 00

Casino, Guichard-Perrachon

Société anonyme with share capital of €169,323,360.39

Headquarters

B.P. 306 - 1, Esplanade de France

42008 Saint-Étienne Cedex 2 - France

Phone: +33 (0)4 77 45 31 31

Telex: CASFLX 3304645F

Fax: +33 (0)4 77 45 38 38

The Company is registered in Saint-Étienne cedex 2
under no. 554 501 171 RCS.

Paris office

58-60, avenue Kléber

75116 Paris - France

Phone: +33 (0)1 53 65 64 000

Editorial Director: Claude Risac

Published by: Casino Corporate Communications:
Cécile Duval, Karima Ouadia

Corporate Social Responsibility: Matthieu Riché,
Gilbert Delahaye

Written by: Nicole Hébert, Christophe Tronchet,
Gabrielle Trebesses

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