

流通業・小売業

Carrefour S. A.

Carrefour S.A. (食品流通業・小売業)

設立65年

1959年設立

€ 81 bn

純売上高 (FY 2022)

12,225⁺

全世界の総店舗数

321,000⁺

全世界での総従業員数

社名	Carrefour S.A.
本社	マシー（イル＝ド＝フランス地域圏）、フランス
代表	レクサンドル・ボンパール（CEO）
資本金	18億ユーロ
事業内容	<u>世界30か国以上で12,000以上の店舗及びイーコマースサイトを運営</u> <ul style="list-style-type: none">店舗タイプ： スーパーマーケット、コンビニエンスストア等製品： 地元の食材、現地で調理された肉・魚・ベーカリー製品、消費財、非食品製品
日系類似企業	イオン株式会社、セブン＆アイ・ホールディングス等

企業の取り組みや開示の特徴

CSRのパフォーマンス測定のため、2018年にCSR およびフードトランジション指標を導入。指標の一つに店舗における「食品廃棄物削減」が組み込まれ、2025年までに食品廃棄物を2016年比で50%削減する目標を設定し、在庫管理の改善、売れ残り食品対策・バイオ廃棄物としての再利用、賞味期限管理の最適化、フードバンクとの提携など、様々な取り組みを実施。

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年次報告書 (会社概要)
Universal Registration Document
(EUの規制枠組みの下で使われる、財務・非財務情報、サステナビリティに関する開示)

- CSRに関する取り組みの方針・概要を示し、食品廃棄物削減に向けた事業戦略上の取り組みを説明。
- CSRおよびフードトランジション指標における「食品廃棄物の削減」に関する具体的な取り組みと、取り組みによる成果を要約。

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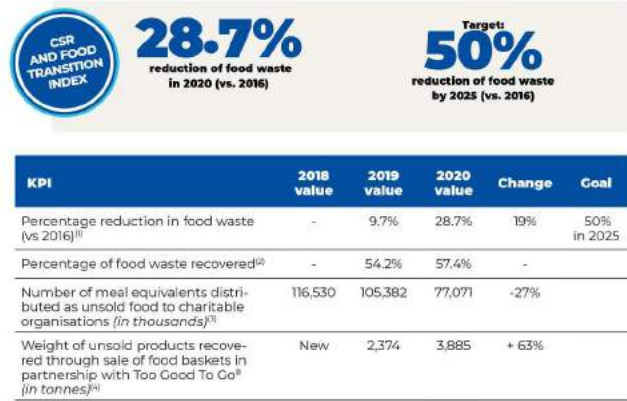
年次報告書 (CSR報告)
Universal Registration Document
(EUの規制枠組みの下で使われる、財務・非財務情報、サステナビリティに関する開示)

- 食品廃棄物削減において、CSR戦略の具体的内容、取り組み、方針、行動計画等、それらが社会に与える影響をより詳細に説明。
- 食品廃棄物削減に関する取り組みは、SASB (サステナビリティ会計基準審議会) と GRI (Global Reporting Initiative) 等、サステナビリティと気候関連の報告基準に沿って開示。

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ウェブサイト
(事業活動全般に関する開示)

- 指標目標の達成度や取り組みを、年次報告書をより簡潔にした形式で記載。
- フードバンク等の取り組みは、ニュースリリース等でも発信。



1.1.1 FACTS AND FIGURES

With a multi-format and omni-channel network, Carrefour is one of the world's leading food retailers. Its nearly 14,350 stores and e-commerce sites welcome 80 million customers per year.

The Group, which has 335,000 employees in its eight integrated countries (France, Spain, Italy, Belgium, Romania, Poland, Brazil and Argentina), reported 90.8 billion euros in gross sales in 2022, an increase of 8.5% like-for-like. Recurring operating income in 2022 came to 2,377 million euros, up 8.3%.

Against a backdrop of continuing inflation, Carrefour's sustained focus on customer satisfaction yielded very strong performance, with ongoing gains in market share in all its key geographical regions, most markedly in France, Spain and Brazil. The Group addressed purchasing power challenges by strengthening its discount formats (hypermarkets, cash & carry, soft discount).

1.

The Group also strengthened its CSR commitments, especially as regards climate, energy and employee engagement. In 2022, Carrefour again exceeded its targets, with a 109% score in its CSR and Food Transition Index. This index, introduced in 2018, assesses Carrefour's performance in implementing its CSR commitments.

In terms of cash flow generation, the Group generated a record amount of 1,262 million euros in 2022. Carrefour carried out share buybacks of 750 million euros and successfully placed 2.35 billion euros worth of Sustainability-Linked Bonds. Carrefour's significant strengthening of balance sheet and liquidity since 2018 proved effective against the backdrop of macroeconomic uncertainties and rapid changes in food retailing.

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01. NO POVERTY

Contribution to SDG

→ Carry out food aid initiatives to make the most of unsold items in stores: support for food banks and associations. The food donated by Carrefour in 2022 represented the equivalent of 45 million meals.

→ Work towards the responsible food transition with the Carrefour Foundation.

Group goals

→ Contribute to the responsible food transition by leveraging sustainable and responsible agriculture, inclusive anti-waste initiatives and a societal commitment (Carrefour Foundation).



02. ZERO HUNGER

Contribution to SDG

→ Reduce food waste through three focus areas: in-store measures (e.g., Too Good To Go), partnerships with suppliers (e.g., review of use-by and durability dates of more than 400 Carrefour products) and consumer awareness (e.g., "Zero Gaspi" events).

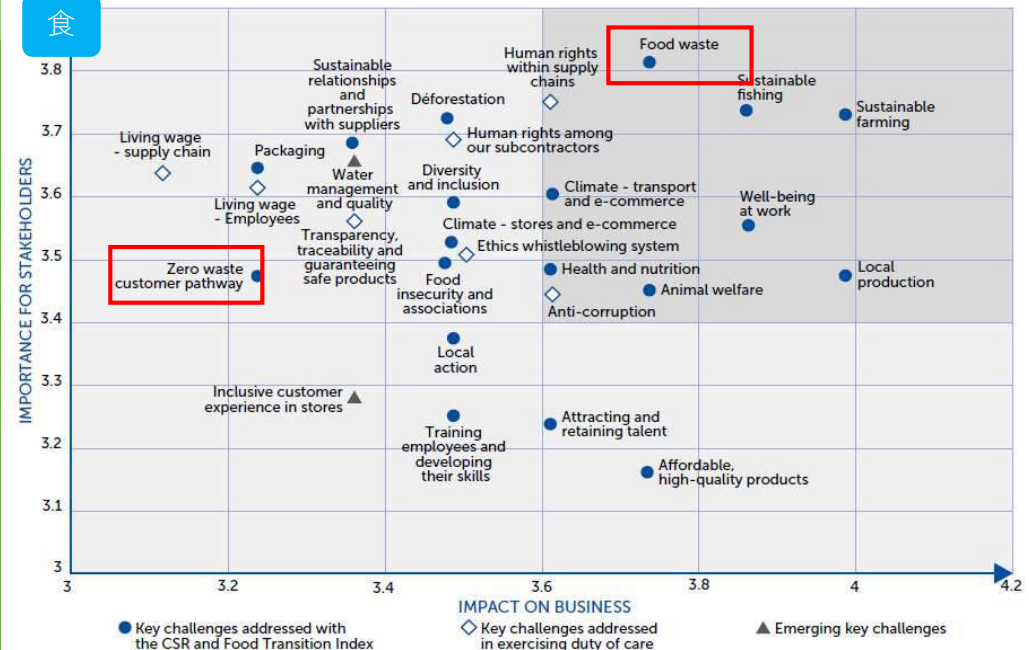
Group goals

→ 50% reduction in food waste by 2025 vs. 2016.
→ 100% of countries implement an annual Act For Food communication programme.

記載例のポイント

1. CSR取り組み方針について冒頭に記載し、CSR取り組みの強化を通じて実現した企業価値の向上および投資促進に関して示している。（例：サステナビリティ目標の達成に連動する条件でサステナビリティ・リンク・ボンドを発行し、サステナビリティの目標を達成したことにより、財務条件の改善と投資家からの信頼獲得に成功した事例を示している。）
2. 食品廃棄物削減に関する取り組みが、SDGsに貢献していることを示している。
3. ステークホルダー（顧客、サプライヤー、投資家、労働組合、機関、従業員）との協議を通じて、マテリアリティを整理しマッピング。マテリアリティの一つとして、食品廃棄物の削減を挙げている。

3.



A stance against waste

The Group contributes to the combat against all forms of waste and innovates to develop all forms of the circular economy.

1. Carrefour is also committed to reducing food waste from its shops, taking up the Consumer Goods Forum goal of a 50% reduction in food waste by 2025 with respect to 2016. As well as measures on improving inventory management at its stores, Carrefour also takes steps to limit the volume of unsold food products: spotlighting items that are approaching their use-by date, transforming damaged fruit and vegetables for a second life, partnering with start-ups to sell products made from unsold foods (Too Good To Go), etc. To avoid products being thrown out unnecessarily, the Group has launched a joint initiative with its suppliers to review or extend use-by and minimum durability dates. It also optimises its donations of unsold food products by partnering with food banks in most of its host countries. The food donated by Carrefour in 2022 represented the equivalent of 46 million meals. Unsold foods that cannot be donated are used as biowaste for the production of biomethane.

記載例のポイント

1. 食品廃棄物削減を重要課題として掲げたうえで、取り組みの具体例を示している。
2. CSR・フードランジション指標の枠組みに従い、目標の達成度を具体的な数字で示し、取り組みの成果を表している。

1.5.5.1 Results of the CSR and Food Transition index for 2022

Carrefour deployed a CSR and Food Transition index in order to monitor the achievement of its objectives, assess its CSR performance and motivate its in-house teams. In 2019, the Group's performance in meeting these objectives was included in the criteria for executive compensation and serves as the basis for calculating 25% of executive compensation as part of the long-term incentive plan, and 20% of the Chief Executive Officer's compensation. Since 2021, the CSR index has been integrated into the variable compensation of executives in integrated countries.

Designed to cover a period of several years, the index measures CSR performance every year for each of the 15 indicators. The Index's overall score is a simple average of the score for the 15 indicators. With some targets coming to an end in 2020, Carrefour has revised the CSR and Food Transition Index by

increasing some objectives and setting new ones for the 2021-2025 period. For example, new objectives have been set for sustainable farming, animal welfare, supplier commitments, local action, employee engagement and training, and for the Act for Food customer communication programme. The objectives that had been set for raw materials, climate, the food transition in stores and gender equality have been raised. In 2021, the CSR and Food Transition Index was published for the first time on a multi-annual basis (at six-month intervals). In 2022, Carrefour exceeded its non-financial objectives, as measured by its CSR & Food Transition Index with a score of 109%. This performance reflects in particular the progress made by the Group in reducing its greenhouse gas emissions, reducing packaging, engaging employees and deploying its training plan.

Carrefour's 2022 CSR and Food Transition Index =

109%

* 2021 data restated for Carrefour Taiwan. Atacão is excluded for emissions related to refrigerants.

No.	Status	Category	Objective	2021*	2022	2022 Score
Products						103%
		Sustainable agriculture	15% of fresh food product sales generated by organic or agroecological products by 2025	4.6%	4.8%	91%
		Raw materials	100% of sensitive raw materials must be covered by a risk reduction plan by 2025 ⁽¹⁾	55%	61%	96%
		Packaging	20,000 tons of packaging avoided by 2025 (cumulative since 2017)	10,906	16,390	114%
			100% reusable, recyclable or compostable packaging in 2025 ⁽²⁾	46%	56%	
		Animal welfare	100% of our key animal welfare policy objectives implemented in all countries by 2025 ⁽³⁾	54%	59%	101%
		Supplier commitment:	300 suppliers committed to the Food Transition Pact by 2025	114	204	113%
Stores						110%
		Food waste	50% reduction in food waste (vs. 2016)	-28%	-40%	108%
		Waste	Recover 100% of waste by 2025	68%	75%	99%
		CO ₂ emissions	50% reduction in GHG emissions (Scopes 1 and 2) by 2030, and 70% reduction by 2040, compared with 2019	-25%	-29%	138%
		Partner producers	45,000 local partner producers in 2025 ⁽⁴⁾	38,359	37,758	97%

NFS risks	Group risk	Description of the non-financial reporting risk category	and performance
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Unsustainable product offering and retail model

Commercial offer (excluding product assortments) not aligned with customers' environmental and societal expectations (e.g., reduction of packaging, food waste)

Carrefour could be held liable for impacts related to food waste and poor waste management. Product offerings and the management of store operations could be misaligned with customers' emerging societal expectations, such as selling local products, promoting local distribution networks, or reducing packaging and plastic in stores.

Section 2.1.2.4
Section 2.1.3.4

2.1.3.4 Combatting food waste

Context and definition

According to a report published by NGO WWF and Tesco, the UK's largest supermarket chain throws away 2.5 billion tonnes of food each year worldwide. This is double the estimate contained in the latest UN report on food waste (2011) (1). Food waste accounted for 10% of greenhouse gas emissions worldwide in 2021 (2). Of the 2.5 billion tonnes, 1.2 billion tonnes of food was wasted on farms, particularly in Europe and the US. And 931 million tonnes were thrown away by retailers or consumers. The rest was lost during transportation, storage, manufacturing and product processing. This waste has many causes: overproduction, calibration criteria, interruption in the cold chain, poor stock management and supply-demand mismatching, among others. At each step in the farming and food chain, there are measures to be taken on cutting down waste.

Carrefour has assessed food waste throughout the value chain, from the farm to the consumer's table, for five of its best-selling fresh products: avocados, cod, carrots, bread and chicken. This assessment highlighted several solutions throughout the value chain: crop growing and harvesting, sorting, packaging and transport, quality control, distribution and consumption. Cutting down on food waste is a major

challenge for Carrefour, both for shrinking the environmental footprint of its activities and for improving operational efficiency. Methods such as discount management (3) for products nearing their sell-by date and recovery of unsold produce create opportunities to cut waste.

This global issue took on a whole new dimension in 2020 as the health crisis aggravated the difficulties of vulnerable people and low-income households. It became more important to cut down on the amount of perfectly safe and nutritious food being wasted, so that it could be given to those most in need. In 2022, community outreach initiatives continued to be carried out.

Policy and performance

Carrefour shares the Consumer Goods Forum (CGF) (4) goal of achieving a 50% reduction in food waste by 2025 (compared to 2016). Carrefour's global policy of cutting food waste has three focus areas: in-store measures, cooperation with suppliers, and improving consumer awareness. Carrefour's ambition is to ensure operational excellence in its own waste reduction and to catalyse action among stakeholders (suppliers and consumers) throughout its business ecosystem.

Key Performance Indicators

	2022	2021	Change	2025 target
Percentage reduction in food waste (vs 2016) (1)	-40%	-28%	+12 pts	50%
Percentage of unsold food products recovered	58%	53%	+5 pts	-

(1) Scope: excluding ES (SM, CO, C&C), IT (CO, C&C), BE (HM, SM), BRAT (HM, C&C) and PL (C&C). Non-comparable BUs (70.9% of 2022 consolidated gross sales).

Indicators	2022	2021	Change
Number of meal equivalents of unsold products donated to food aid associations (in thousands of meals) (1)	45.6	44.1	+3.4%
Weight of unsold products recovered through sale of food baskets in partnership with Too Good To Go (2)	3,437 tonnes	3,440 tonnes	-0.1%

(1) Scope: This figure includes food donations by stores in all of the Group's integrated countries, as well as donations made by the Group's warehouses in France.

(2) Scope: BE, ESP, FR, IT, PO.

Action plans

Carrefour's action plan to combat food waste is implemented at every stage of the product life cycle. From the selection and ordering of a product by a store to its end of life, the Group implements solutions to recover foodstuffs.

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1. Reduce the number of markdowns in stores

To reduce in-store markdowns, corresponding to products withdrawn from sale, solutions are in place to:

- **improve stock and order management:** to reduce the number of products withdrawn from sale, store managers are issued daily information on their waste figures, with a top-40 ranking of products by value or waste rate. Fresh produce line managers rely on sale and production forecasts, adjusting them to allow for weather and other factors:

Topic	Indicators	Unit	Scope of the objectives
STORES – Site activity			
Food waste	Percentage reduction in food waste (vs. 2016)	Percentage of tonnes	Food waste is calculated as the ratio of bio-waste, food donations and animal waste to the amount of food waste. Scope: eight integrated countries.
Store waste	Percentage of waste recovered (including food donations)	Percentage of tonnes	Scope: eight integrated countries.
Climate	% change in Scope 1 and Scope 2 CO ₂ emissions since 2019	Percentage of tonnes	CO ₂ emissions from Scopes 1 and 2 are the emissions linked to the use of electricity, gas, fuel and refrigerants in stores. Scope: eight integrated countries.
Partner producers	Number of partner producers (Carrefour Bio partners, regional and local Carrefour Quality Lines)	Number	Scope: eight integrated countries, excluding Atacadão.

記載例のポイント

1. 非財務リスクとして、食品廃棄物に関する取り組みを実施しなかった場合のリスクを掲載。
2. 食品廃棄物削減に関する実績・アクションプラン・評価方法等の詳細を掲載。

【年次報告書】

Carrefour S.A. 年次報告書 - FY 2022 (2022/1/1~12/31)

記載例のポイント

- 食品廃棄物削減に関して、SASB（サステナビリティ会計基準審議会）とGRI（Global Reporting Initiative）等、サステナビリティと気候関連の報告基準に沿って報告。

SASB – Sustainability disclosure	URD	URD	Website	Other sources
Fleet Fuel Management	2.1.3 Climate	2.1.3.1 Overview of objectives and performance	https://www.carrefour.com/en/csr/climat-commitments	CDP Climate: C4.1a, C12.1d
Air Emissions from refrigeration	2.1.3 Climate	2.1.3.1 Overview of objectives and performance		CDP Climate: C2.2a, C2.3
Energy Management	2.1.3 Climate	2.1.3.1 Overview of objectives and performance		CDP Climate: C8.2a
Food Waste Management	2.1.3.4 Combatting food waste			CDP Climate: C12.1b

No.	GRI disclosure	URD	Website
GRI 306 - Waste			
306-1	Waste generation and significant waste-related impacts	2.1.3.4 Combatting food waste 2.1.2.5 Limiting the environmental impact of our plants	https://www.carrefour.com/en/biodiversity-commitments
306-2	Management of significant waste-related impacts		
306-3	Waste generated		https://www.carrefour.com/en/csr/climat-commitments
306-4	Waste diverted from disposal		
306-5	Waste directed to disposal		

【ウェブサイト】

Carrefour S.A. 「Combating Food Waste（食品廃棄物削減への取り組み）」

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Carrefour shares the Consumer Goods Forum's goal of reducing food waste by 50% by 2025 (compared with 2016). To achieve this goal, Carrefour is implementing a global policy on cutting down food waste. This involves a number of measures:

- Adopting a more professional approach to waste at stores: matching stock levels to demand flows, running special offers as use-by dates approach, devising product second-life solutions, making donations to food aid charities or subsidised grocery stores and recycling waste;
- Developing solutions with suppliers: extending the shelf life of Carrefour's own-brand products, conducting surveys on production waste, and selling visually defective products that are as good and safe as non-defective ones, etc.;
- Promoting waste reduction among customers: developing innovative solutions, raising awareness and offering support to make progress in this area.

The extent of food wastage

Food wastage is a major issue throughout the world, as it is in France. Every year across the planet, according to the United Nations Food and Agriculture Organisation (FAO), 1.3 billion tonnes of food are thrown away – even though it is still edible and presents no danger to people's health. In France, according to the ANIA, 10 million tonnes of food are wasted per year, or an average of 20 kg per person, 7 kg of which are still-packaged products.

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Donations to local charities

Carrefour is currently the leading private contributor to France's food banks: in 2017, it donated the equivalent of 106 million meals to more than a thousand charities, such as Restos du Cœur, the Secours Populaire and the Red Cross. Products removed from store shelves before their expiry dates, products with incorrect labelling or products whose packaging has been damaged are sent directly by stores to local food aid charities. And the Carrefour Foundation provides these charities with support in terms of logistics, giving them the equipment they need for transporting and storing foodstuffs. The purchase of 260 refrigerated vehicles and cold rooms has already been funded so that foodstuffs can be donated without the cold chain being broken.

Extending use-by dates

Visible on all perishable and packaged foodstuffs, the use-by date is the date beyond which consuming a given product is considered hazardous for people's health. Another piece of regulatory information is the "best-before date" – the date until which the product retains all its taste and nutritional qualities. The manufacturer is free to determine and set both the best-before and the use-by dates. Back in 2014, Carrefour was the first retailer to alter or scrap the best-before dates on more than 500 of its own-brand products. For example, the use-by dates on Carrefour's natural yoghurts were extended from 7 to 10 days, without any changes being made to the recipe or to the quality.

Tips for tackling food wastage

At Carrefour, a number of products which need to be consumed before the end of the day are showcased at discounted prices in refrigerators and in special "anti-wastage" areas. At the same time, with its "Tous Antigaspi" range, Carrefour joins forces with local companies and sells products which have slight defects – but which still taste perfectly fine – at special discounted prices. After Camembert, cereals, mini dry sausages, dried meat and pomelo juice, the most recent addition to this range is an apple juice marketed in partnership with the Alsace-based company "Moi, moche et bon".

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Recycling unsold products

At Carrefour, unsold fruit and vegetables do not go to waste. Numerous partnerships have been entered into at local level with agri-foods companies operating close to Carrefour stores so that these foodstuffs can be made use of – by converting them into processed products which will then be sold on the shelves in their new format.



Carrefour has been committed to supporting the Food Banks for many years now. Every year since 1995, we have been running fundraising and awareness raising campaigns targeting our customers. Unfortunately, this commitment is more important than ever before because of the cost-of-living crisis and the economic difficulties affecting the charity sector. Because solidarity and responsibility are values which underpin Carrefour's culture, I know that our employees will be extremely keen to help ensure that this campaign is a success ”

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<https://www.carrefour.com/en/news/2022/carrefour-banques-alimentaires>

記載例のポイント

- 食品廃棄物の削減に取り組む具体的な方法として、フードバンクへの寄付や食品リサイクルなどを一般市民（消費者）向けに紹介。
- フードバンクなどCSR要素が強い取り組みは、ニュースレターの記事としても取り上げている。

<https://www.carrefour.com/en/csr/commitment/combating-food-waste>

Casino, Guichard-Perrachon S. A.

Casino, Guichard-Perrachon S.A. (食品流通業・小売業)

設立126年

1898年設立

€ 33.6 bn

純売上高 (FY 2022)

12,389⁺

全世界の総店舗数

280,254⁺

全世界での総従業員数

社名	Casino, Guichard-Perrachon S.A.
本社	サンテティエンヌ, フランス
代表取締役	ジャン＝シャルル・ナウリ会長兼最高経営責任者 (CEO)
事業内容	フランスおよび海外の店舗を管理するフランスを拠点とする食品小売会社 【小売業】 <ul style="list-style-type: none">スーパーマーケット、コンビニエンスストア、卸売店等、食品および非食品を販売。フランスでは、「モノプリ」「フランプリ」、「カジノ」などの多様なブランドで事業を展開する。海外では南米（ブラジル・コロンビア）にて事業を展開。 【その他事業】 <ul style="list-style-type: none">太陽光などのエネルギー生産やエネルギーサービスを担うGreenYellowや小売銀行を担うBanque Casinoなどの子会社を通じ、食品小売以外のセクターにも進出。
日系類似企業	イオン株式会社、セブン＆アイ・ホールディングス等

企業の取り組みや開示の特徴

マテリアリティ分析を通して、食品廃棄物削減をCSRの側面において重要課題と位置づけている。具体的な取り組みとして、バイオ廃棄物としての再利用、賞味期限管理の最適化、フードバンクとの提携など、様々な取り組みを実施。

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年次報告書

Universal Registration Document

(EUの規制枠組みの下で使われる、財務・非財務情報、サステナビリティに関する開示)

- 食品廃棄物の削減を環境保護対策の一環として掲げ、具体的な方針や取り組み（フードバンク活及び食品リサイクルを含む）を、TCFDの枠組み内で報告している。
- フードバンクは、ビジネスモデルにおいて、地域社会と非営利団体へのコミットメントの一環として位置付けられ、主要な非財務情報の一部として掲載。

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CSR報告書

(CSR活動の方針・取り組みに関する開示)

- 企業のCSRの活動方針を、カテゴリー（環境保護、地域社会への貢献等）ごとに記載。
- 廃棄物削減は、環境保護の側面、フードバンクへの寄附は、地域社会への貢献という側面において記載。

MAJOR CSR PERFORMANCES

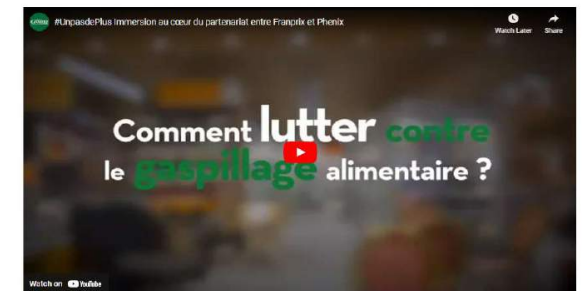


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ウェブサイト

(事業活動全般に関する開示)

- 食品廃棄物の削減に取り組む具体的な方法として、フードバンクの取り組み等を一般市民（消費者）向けに、動画などを交えながらわかりやすく紹介。



3.2. NON-FINANCIAL STATEMENT - NFS

Pursuant to Article L. 225-102-1 of the French Commercial Code, the Company is required to prepare a consolidated Non-Financial Statement for 2022 complying with legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied in relation to those risks and the outcomes of those policies, including key performance indicators. The Non-Financial Statement

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3.2.2. DESCRIPTION OF THE MAIN NON-FINANCIAL RISKS AND CHALLENGES, AND IDENTIFICATION METHODOLOGY USED

Casino Group's main CSR risks and opportunities identified and assessed through risk mapping and materiality analyses.

(i) Identification of the main CSR challenges via Group risk mapping and the risk assessment process

The identification of the main CSR risks related to the Group's direct and indirect activities is carried out by the Group Risks and Compliance department and the Group CSR and Engagement department (see Chapter 4).

From 2019, the two departments have defined a common method for rolling out a CSR risk management process throughout the Group that takes into account stakeholder impacts.

As part of this process and in line with international industry standards, a specific CSR category was integrated into the Group's pre-existing risk catalogue. The material issues were

viewed using the Food Retailers & Distributors industry benchmark from the Sustainability Accounting Standards Board (SASB). The category includes issues relating to duty of care, anti-corruption and fraud legislation, as well as food waste. A cross-reference table of SASB standards is included at the end of this section.

A further specific CSR risk identification campaign was carried out in 2022 across all Group entities, by asking them to identify and evaluate their five main CSR risks based on their impact on the Company and on stakeholders. For each risk, the entities indicated the control activities already in place and action plans to be implemented to reduce the level of residual risk. The results were presented to the Governance and CSR Committee in March 2023. For the major risks identified as part of this latest campaign, Group entities identified whether they considered the risks to be emerging risks, i.e., new risks that they expect will have a long-term impact on their business activities. These risks are listed in Chapter 4 of this Universal Registration Document

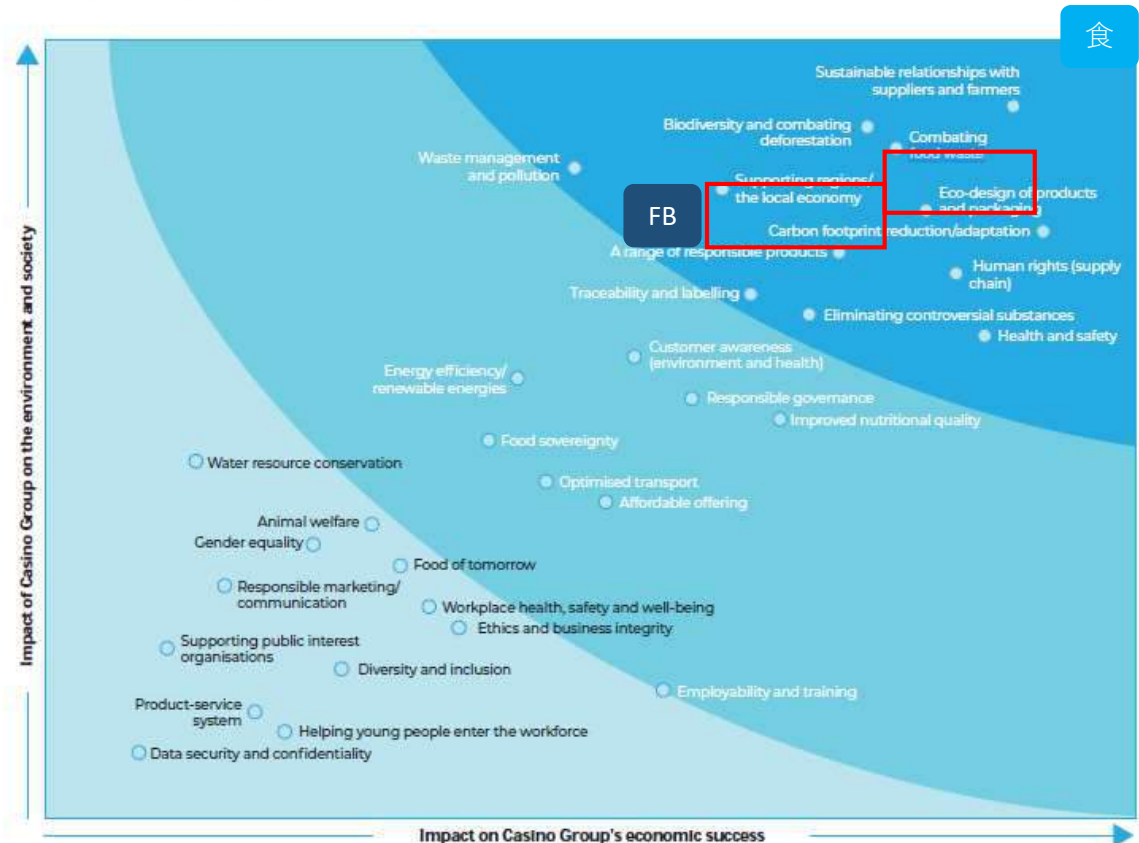
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記載例のポイント

- 年次報告書の冒頭にて、報告書の一部として非財務情報を提供する背景と要件を述べている。
- SASBの小売業者・ディストリビューター業界のベンチマークを使用したレビューを通じて、マテリアリティを整理しマッピング。企業のCSRリスク管理プロセスの一環としたマテリアリティの一つとして、食品廃棄物の削減、地元コミュニティへの支援（フードバンクを含む）を挙げている。

CHAPTER 3 > CORPORATE SOCIAL RESPONSIBILITY (CSR) AND NON-FINANCIAL STATEMENT (NFS)

The results of the materiality matrix are:



Stakeholders identified the following four key priority areas, covered by the Group's CSR policy:

1. fair and sustainable relationships with suppliers and farmers;
2. more responsible products (local, environmental, healthy);
3. climate change and the environment;
4. local development with a regional commitment.

... to create and share value
with our stakeholders



HUMAN RESOURCES, SOCIETAL AND ENVIRONMENTAL IMPACT

CUSTOMERS AND PARTNERS

€33.6bn in net sales across our banners
€394m in revenue from other activities (property, energy, etc.)
€61m in income on financial investments

Offer more responsible products

- Nearly 2,600 private-label organic products
- 100% of Casino and Franprix products display the Nutri-Score
- Nearly 70 controversial substances removed from private-label products by the end of 2022
- Roll-out of a responsible product range: plant-based proteins, packaging-free goods, local products, products that respect animal welfare, etc.

SUPPLIERS

€28bn in purchases of goods and services

Improve the supply chain

- 87% of plants manufacturing private-label brands in countries at risk are audited
- More than 1,200 supplier audits
- Local production chains supported: close to 90% of the fruit and vegetables sold by Exito in Colombia are purchased directly from local farmers

EMPLOYEES

€3.6bn in gross wages, payroll taxes and benefits paid

Support employment

- 208,254 employees
- 7,270 work/study trainees
- 95% of employees on permanent contracts
- Advance professional equality
- 41.1% of management positions held by women
- Promote diversity
- 9,133 employees with recognised disabilities

LOCAL COMMUNITIES AND NON-PROFIT ASSOCIATIONS

€120m committed to community outreach (donations and foundations)

Help the most disadvantaged

- More than 60m meal equivalents contributed to food bank networks

KEY FINANCIAL FIGURES

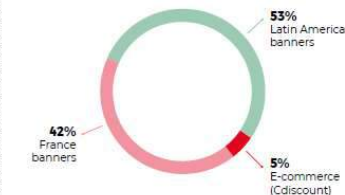
AT 31 DECEMBER 2022

CONSOLIDATED
NET SALES
€33.6BN

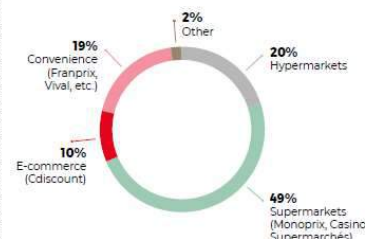
EBITDA
€2.5BN

TRADING
PROFIT
€1.1BN

BREAKDOWN OF CONSOLIDATED NET SALES



BREAKDOWN OF NET SALES IN FRANCE



STOCK MARKET VALUE OF LISTED COMPANIES

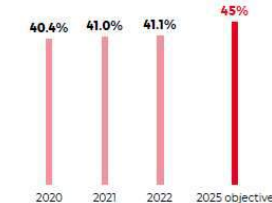
Listed company	Share price at 31 Dec. 2022	Market capitalisation (100% in € millions)	% direct interest ⁽¹⁾	Casino's share (€ millions)
CPA (Brazil)	BRL 16.52	790	40.9%	324
Assel (Brazil)	BRL 19.47	4,653	30.5%	1,419
Onova (France)	EUR 3.09	1,067	64.8%	692
TOTAL				2,435

(1) At 31 December 2022.

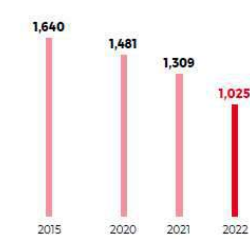
AND KEY NON-FINANCIAL FIGURES

AT 31 DECEMBER 2022

PROPORTION OF WOMEN MANAGERS



CHANGE IN GROUP CARBON EMISSIONS⁽¹⁾



(1) Scope 1 and 2 greenhouse gas emissions in France in thousand tonnes of CO₂ equivalent.

EMPLOYEES
208,000

PERMANENT
EMPLOYEES
95%

EMPLOYEES
WITH A
DISABILITY
9,133

FB STORES
12,389

MEALS
DONATED TO
FOOD BANKS
61.5M

CARBON
FOOTPRINT⁽²⁾
SINCE 2015
-38%

(2) Scopes 1 and 2.

記載例のポイント

- フードバンクに対する取り組みは、ビジネスモデルの中でも、地域社会と非営利団体へのコミットメントの一環として位置付けられ、CSRに関する戦略的アプローチの一部として記載。(P. 31)
- フードバンクへの寄附は、主要な非財務情報の一部としても開示している。(P. 14)

3.3. STAKEHOLDER DIALOGUE

For many years now, the Group has maintained regular, constructive dialogue with local and national stakeholders in all its host countries. Open, meaningful discussions are encouraged for the purpose of developing and jointly

creating projects and innovative partnerships. Dialogue takes place through various means depending on the stakeholders, at both entity and Group level.

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3.3.5. LOCAL COMMUNITIES

The Group interacts with local communities through the work of its foundations in the areas of community outreach, education and workforce integration (see section 3.5.2), as well as through initiatives conducted locally by its stores.

- The stores in France organise several collections each year for local non-profits. Monoprix, for example, supports the Protection Civile teams in Paris through an annual collection of hygiene kits. The banner also supports local associations. For example, in 2022 it funded and distributed 3,300 winter coats and blankets for the homeless in Paris. Cdiscount supports associations through donations of returned items, co-branding campaigns and funding for charity programmes.
- In South America, GPA and its "Instituto GPA" Foundation support local communities in the vicinity of its stores by rolling out programmes to foster employment and encourage entrepreneurship among disadvantaged people. The NATA programme, in partnership with Rio de Janeiro State's departments of education and agriculture, offers baking and confectionery training courses in the

communities surrounding its stores to young people from Rio de Janeiro's favelas. In 2022, five NATA cohorts were organised in partnership with three social organisations. Instituto GPA offers programmes for women from local communities who want to start their own business. In Brazil, Assai created its Foundation in 2022. Stores are actively involved in supporting their local communities, mainly through food donations and through programmes that enable local populations to sell their products in stores (*Caras do Brazil* at GPA for example). In Colombia, Éxito supports local communities through its foundation in the fight against malnutrition, which offers training for parents to help families with young children in the Cali Region and food donations. The Colombian banner also developed the *Pigmentos Urbanos* programme, a space where residents living near Éxito stores can come together and strengthen social bonds.

The Group is committed to supporting food bank networks in France and abroad, and contributes by organising collections in its stores and supporting national collection initiatives (see section 3.5.2.1).

3.5. POLICIES AND INITIATIVES IN PLACE

3.5.2. CASINO GROUP, A LOCAL CORPORATE CITIZEN

As a local retailer with strong roots in city centre, suburban and rural communities, Casino Group contributes to local economic development, community outreach and support, social cohesion and the fight against poverty and exclusion. It encourages its banners to get more involved in community support partnerships with food banks and other leading non-profit associations, to develop local in-store community initiatives and to support the actions of its foundations. The Group is dedicated to meeting the diverse needs of associations present in its host communities.

Through its four foundations and outreach partnerships, the Group is engaged in four main types of programme: food aid for the most vulnerable, support for children in difficulty, initiatives to break down the barriers to entry into the job market for underprivileged youth and the fight against social exclusion in all its forms.

The banners in South America have taken up a similar approach and are continuing to donate to partner institutions. For example, Assai established a partnership with the *Ação da Cidadania* (Citizenship Action) organisation to distribute meals through solidarity and community kitchens. GPA partners with Connecting Food, a company that facilitates the donation of fruit and vegetables from stores to organisations seeking these commodities. Éxito supports 23 local food banks and close to 200 organisations.

3.5.2.2. Supporting children in need

In France, Brazil and Colombia, Casino Group is committed to helping children through a variety of programmes deployed by its four foundations to provide educational opportunities and combat child malnutrition.

3.5.2.1. Supporting food aid

Many people in the Group's host countries live below the poverty line and rely on food aid for sustenance. The Group actively supports food bank associations in these countries, and contributes to them by (i) organising daily in-store recovery of produce and still edible products nearing their sell-by date and (ii) participating in national collection drives.

In 2022, the equivalent of more than 77 million meals (more than 38,500 tonnes of produce) was donated to food banks or similar social welfare organisations under the Group's collection and recovery initiatives.

- 7,800 tonnes collected from customers, largely during the nation-wide collection campaign;
- 30,700 tonnes donated by the Group's stores and warehouses.

In France, the Group is helping the most deprived members of society by encouraging its stores and customers to support the French food bank network (FFBA). It first partnered with FFBA in 2009, and renewed its association for a further three years in 2022. Under this agreement, through its banners, the Group acts by donating products with a short best-before date and takes part in the nationwide food bank collection day at the end of November each year, with the participation of volunteers. These donations go not only to local food banks, but also to a number of French charitable associations, such as the French Red Cross, *Secours Populaire* and *Restos du Cœur*.

3.5.2.2.1. Education through theatre and music

In 2020, the Casino Foundation celebrated the "10 years of education through theatre" that have enabled over 22,000 children to gain access to oral expression and culture, and to discover others and their own talents through acting.

It has developed two major programmes:

- *Artistes à l'École*, established in partnership with France's Ministry of National Education and the Odéon-Théâtre de l'Europe and giving around 1,000 children the opportunity to attend an ambitious two-year theatrical education course covering an introduction to theatre and the theatrical professions, drama and playwriting workshops and stage productions. Projects are selected by an artistic committee comprising members of the Foundation's Board of Directors, as well as artistic and educational experts. The Foundation supports and funds initiatives covering around 12 theatre projects in schools, and gives the winning troupe the chance to present their show on the Odéon stage at the end of the two years. For 2021-2023, the Foundation has selected 16 projects, benefiting over 1,000 students.
- *Tous en scène* (Everyone on Stage), involving Group volunteer employees. *Tous en scène avec nos enseignants* is an annual national outreach programme run by the Casino Foundation with support from the Group's Casino, Franprix and Cdiscount banners. The 2022 event raised nearly €60,000 for two of the Foundation's partner organisations, *Apprentis d'Auteuil* and *L'Envol*. This sum will be used to develop theatre activities for the young people addressed by these organisations.

記載例のポイント

- 地元コミュニティへの貢献として、フードバンクの活動を挙げている。
(マテリアリティ分析の中でも、地元コミュニティの支援は重要な課題として挙げられている：スライド14参照)
- 企業の社会的責任を果たしていることを示し、同時に企業価値を高めることを目的としている。

3.5.4. CASINO GROUP, ACTIVELY COMMITTED TO PROTECTING THE ENVIRONMENT AND CLIMATE

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3.5.4.4 Promoting a circular economy

3.5.4.4.1. Reducing, sorting and reusing generated waste

■ Commitment

Casino Group is committed to reducing, sorting, recovering and reusing operational waste from its stores and warehouses, with the ultimate goal of eliminating landfilling by recovering and reusing everything.

■ Action plans

(i) Managing operational waste

Store waste primarily includes packaging cardboard, plastic, paper and wooden pallets used to transport and handle merchandise, damaged goods and unsold compostable produce.

The Group installs and uses waste sorting systems to reduce the amount of unsold, landfilled waste and supports the development of local recycling businesses. It is also deploying waste recovery and reuse solutions.

In 2022, all Casino hypermarkets sorted and recovered their bio-waste (composting or methanisation) and 93% of the waste from all Casino hypermarkets and supermarkets was recovered, of which 40% was reused as materials and 53% burned as fuel.

3.5.4.5. Combating food waste

■ Commitment

In view of the financial, environmental and social issues arising from food waste, in recent years the Group has been reducing sources of waste by offering innovative solutions to customers and employees, deploying systems to reduce spoilage and unsold food, and donating food.

The Group supports the international Stop Food Waste with initiatives to raise awareness among customers, employees, and:

- signed the National Pact Against Food Waste in 2021, set up by the French Ministry of Agriculture and Food
 - the National Pact on Sell-by Dates, supported by the French Ecological Transition, Agriculture and Food ministries. It includes ten concrete and measurable commitment points for the management and understanding of sell-by dates
- In 2021, Éxito became a member of the Consumer Goods Forum's coalition against food waste. In 2022, Éxito-WWF set up a pilot project to optimise the management of food waste in stores.

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■ Action plans

actionable levers in the fight against food waste include:

- continuously improving store operating procedures by optimising orders, better management of in-store sell-by dates, limiting spoilage through employee training and awareness, and improving the promotional stockpiling of damaged or expiring products. The Group has upgraded its damaged produce systems in order to be able to sell short-dated products at a discount. It has also formed partnerships with businesses like Too Good to Go and Phénix in France, which offer specially priced surprise bags of unsold, yet still edible food that their stores throw out at the end of the day.
- donating products to associations such as the French Federation of Food Banks (FFBA), with which the Group has partnered since 2009. It has also formed partnerships with several other social economy stakeholders. In Brazil, more than 500 stores have joined the Partnership Against Food Waste programme that donates damaged fruit and vegetables to NGOs or food banks.
- raising awareness of employees and customers. In France, retailers account for only 14% of food waste, with the rest attributable to upstream producers or downstream consumer behaviour, which is why the banners are conducting a range of smart shopping awareness campaigns to educate their customers. Employee awareness is developed by means of an "eco-practices" guide, to reduce spoilage and optimise waste management. And employees also have access to an online training programme on how to avoid food waste. Éxito is pursuing its waste management plan, which covers food waste, and is building employee awareness of proper food management practices. In 2019, GPA introduced a dedicated programme to analyse and reduce the amount of damaged foodstuffs, supported by a variety of employee initiatives.
- joint work with suppliers to:
 - extend product sell-by dates, without increasing health risks,
 - remove best-by dates on certain categories of products,
 - share their experience in fighting against food waste, by redistributing misshapen or non-standard products in local channels, for example, or processing waste food into new products (turning avocados into guacamole, apples into apple juice, etc.).
- the development of new concepts such as:
 - bulk sales: Group banners offer a wide range of bulk concepts,

- the re-processing of damaged fresh produce: Monoprix is continuing its partnership with Re-Belle jams made from over-ripe or damaged fruit collected from its stores, with 100 tonnes of fruit reused since 2016,
- the sorting of inedible meat, fish and other organic food scraps for reuse in animal feed, biogas generation or composting,
- proactive support to comply with legislation on food waste, such as the extension of the sell-by date for eggs (from 21 to 28 days) or the inclusion of information on the packaging of products with best-by dates about eating or drinking said products after the date indicated.

In South America, banners implement action plans to combat food waste. For example, Assai cooperates with the company Connecting Food to encourage food donations to non-profit organisations.

Banners also take action to combat non-food waste. For several years, Cdiscount has been collaborating with its vast network of partner non-profit and social economy organisations to give a second life to unsold, broken or returned items. In 2022, Franprix organised a toy drive with Emmaüs Défi for its employees. Some Franprix stores have also installed Amistock donation boxes to collect games and clothes with 3,225 kg collected in six months. All Monoprix stores donate their non-food items at the end of each sales period. In 2022, €3.5 million worth of items were donated, mainly to the Red Cross in the Île-de-France region and to Emmaüs or Secours Populaire outside the Greater Paris region.

In 2022, GPA organised a used book and clothing drive for non-profit organisations.

3.5.4.6. Preserving biodiversity

Aware that biodiversity is a prerequisite to balanced diets around the world, Casino Group partnered with the Fayol Institute École des Mines graduate school in Saint-Étienne on a survey to assess the direct and indirect pressures its operations might exert on biodiversity (through climate change, pollution and land use). This survey concluded that such pressures are largely indirect, and related to the product offering.



Present in countries with rich ecological diversity, such as Brazil and Colombia, Casino Group is committed to acting both at the level of the production chains and on the identified impacts.


記載例のポイント

- 食品廃棄物の削減を環境保護対策の一つとして掲げ、具体的な方針や取り組み（フードバンク活動及び食品リサイクルを含む）を、TCFDの枠組み内で報告している。
- 循環経済への貢献に対する具体的な取り組みとして、食品リサイクルを挙げている。

Group CSR commitments and contribution to SDGs

As a member of the Global Compact, Casino Group supports the 17 Sustainable Development Goals (SDGs), adopted in 2012, through its CSR commitments and objectives.

SDG	Group priorities and commitments	Section
	<p>Alleviate poverty.</p> <p>Contribute to local economic development, community outreach and support, social cohesion and the fight against vulnerability and exclusion through the Group's foundations and outreach partnerships.</p> <p>The Group supports food relief through long-standing partnerships with food banks in every host country and supports children in difficulty through its four foundations. The initiatives being deployed by these foundations or partnerships reach more than 100,000 people on average.</p>	3.5.2
	<p>Support food relief.</p> <p>Support food bank networks and combat food waste.</p> <p>Help to eradicate child malnutrition.</p> <p>Every day, the Group organises pick-up rounds in its stores and warehouses to recover produce and still edible products nearing their sell-by date. It also organises in-store food bank donation drives.</p> <p>In Colombia, the Fundacion Éxito has been leading the <i>Cero desnutrición</i> programme since 2013, in a commitment to wiping out chronic child malnutrition by 2030.</p>	3.5.2.1

SDG	Group priorities and commitments	Section
	<p>Maintain close relationships with suppliers and support them in their CSR initiatives.</p> <p>Casino Group engages in regular, constructive dialogue with its private-label suppliers, leading national brand suppliers and production chains.</p> <p>In 2020, the Group launched the "Carbon Forum" with the aim of mobilising its main suppliers to reduce the GHG emissions of the products sold in its stores. In 2022, it achieved its target of at least 50% of current members committed to SBT.</p> <p>Combat food waste.</p> <p>In 2009, the Group formed partnerships with the French Federation of Food Banks and a number of social economy stakeholders.</p> <p>It has signed the National Pact Against Food Waste, set up in 2013 by the French Ministry of Agriculture and Food.</p> <p>It has also signed the National Pact on Sell-by Dates, supported by the French Ecological Transition, Agriculture and Food ministries.</p> <p>In 2021, Grupo Éxito joined the Consumer Goods Forum's coalition against food waste.</p> <p>In parallel, the banners are taking action to combat non-food waste through a vast network of partner associations.</p> <p>Step up action to support animal welfare.</p> <p>Since 2020, all the eggs sold in Group stores in France come from cage-free hens.</p> <p>By 2026, all the private-label products will comply with Better Chicken Commitment breeding welfare standards.</p>	<p>3.3.3</p> <p>3.5.4, 5</p> <p>3.5.5, 5</p>

記載例のポイント

- 食品廃棄物削減に関する取り組みやフードバンクの活動が、SDGsに貢献していることを示している。

3.11. *NON-FINANCIAL STATEMENT* *CROSS-REFERENCE TABLE*

Information and commitments		
Societal commitments to sustainable development	All commitments are detailed in Chapter 3 Corporate Social Responsibility (CSR) and Non-Financial Statement (NFS)	Pages 218 to 349
Societal commitments to the circular economy	Sections 3.5.4.3 and 3.5.4.4 Preserving and reducing the use of natural resources and Supporting the circular economy	Pages 304 to 311
Respecting animal welfare	Section 3.5.3.5 Ensuring animal welfare	Pages 292 to 295
Combating food waste and food insecurity	Section 3.5.2.1 Supporting food relief Sections 3.5.4.3, 3.5.4.4 and 3.5.4.5 Preserving and reducing the use of natural resources, Promoting a circular economy and Combating food waste	Page 259 Pages 304 to 311
Respecting fair, responsible and sustainable food choices	Section 3.5.3 Casino Group, a responsible retailer/see sections 3.5.3.2 to 3.5.3.5	Pages 262 to 295
Collective agreements and impacts on the Company's performance	Section 3.5.1.3 Providing an environment conducive to employee fulfilment	Pages 252 to 258

3.12.2. SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

Standard	Corresponding sections
Fleet Fuel Management	3.5.4.2.3 Reducing transport-related emissions
Air Emissions from Refrigeration	3.5.4.2 The low-carbon strategy to fight against climate change 3.5.4.2.1 Reducing fugitive emissions of refrigerants
Energy Management	3.5.4.3.1 Reducing energy consumption and encouraging the use of renewable energies
Food Waste Management	3.5.4.4.1 Reducing, sorting and reusing generated waste
Data Security	3.4.9 Personal data protection 3.4.10 Information systems security
Food Safety	3.5.3.1 Ensuring product quality
Product Health and Nutrition	3.5.3.2.4 Developing specific product ranges 3.5.3.1 Ensuring product quality 3.5.3.2.1 Improving the nutritional profile and ingredients of private-label products
Product Labelling and Marketing	3.5.3.2 Taking action to protect consumer health
Labour Practices	3.5.1.3.3 Incentivising compensation to drive individual, collective and CSR performance 3.5.1.3.1 Encouraging social dialogue 3.5.1.3.6 Fostering health, safety and well-being at work
Management of Environmental and Social Impacts in the Supply Chain	3.5.3.3 Monitoring and improving the social and environmental impacts of the supply chain 3.5.3.5 Ensuring animal welfare 3.5.4.4.2 Reducing the impact of packaging

Equal treatment		
Measures taken to promote gender equality	Section 3.5.1.2 Fostering gender equality in the workplace	Pages 249 to 252 and 321
Measures taken for the hiring and integration of people with disabilities	Section 3.5.1.1.2 Acting for the integration and retention of workers with disabilities	Pages 246 to 248 and 321
Measures taken to combat discrimination	Section 3.5.1.1.1 Combating discrimination and stereotypes	Pages 244 to 246
Environmental information		
General environmental policy		
Structures in place allowing the Company to take into account environmental issues and, where applicable, to seek environmental audits or certification	Section 3.5.4.1 Environmental policy	Pages 296 to 298
Resources allocated to preventing environmental risks and pollution	Section 3.5.4 Casino Group, actively committed to protecting the environment and climate	Pages 296 to 319
Provisions and guarantees for environmental risks, provided that the disclosure of this information does not cause any serious harm to the Company in an ongoing dispute	-	-

記載例のポイント

- 報告書内で必要な情報を簡単に見つけられるよう、SASB等の報告様式に則り、参照表が添付されている。

15 PRIORITIES TO BETTER CONSUME, BETTER EAT, BETTER PRODUCE

Committed employer	1	Promote diversity and gender equality
	2	Help young people enter the workforce
	3	Provide growth opportunities for employees
	4	Take action to protect employee health and well-being
Responsible retailer	5	Take action to protect consumer health
	6	Encourage consumption that is respectful of the environment and biodiversity
	7	Combat food waste
Trusted partner	8	Strengthen ethical and social compliance
	9	Support local production channels
	10	Promote CSR initiatives of suppliers
Local corporate citizen	11	Develop foundation programmes
	12	Develop solidarity partnerships
Environmentally proactive, climate-aware Group	13	Reduce greenhouse gas emissions
	14	Increase energy efficiency
	15	Reduce and recover food waste

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MAJOR CSR PERFORMANCES



Major CSR commitments and objectives - Group and France

Combat food waste

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Fulfil the commitments of the Pact on Expiry Dates

TARGET

SCOPE

Ongoing

France

記載例のポイント

- CSR活動に関する方針と方針に対する成果を記載。
- グループのフランスにおけるCSRに関する主要なコミットメントと目標を開示。

【ウェブサイト】

Casino, Guichard-Perrachon S.A. 「CSR Commitment (CSRに関する取り組み)」



Consume better



To go further and learn more:



See Chapter 3 of our 2022 Universal Registration Document dedicated to the Group's CSR policy



Learn more about our policy and CSR procedure.

Combating food waste

In view of the financial, environmental and societal challenges stemming from food waste, the Group has for several years sought to reduce sources of waste by offering solutions to customers and employees, first by implementing systems designed to reduce spoilage and unsold items, and second through donations.

In 2013, the Group signed the National Pact against food waste set up by the French Ministry of Agriculture and Food.

Levers in the fight against food waste include:

- continuous improvement of store functioning : by optimising orders, limiting spoilage through training and education of personnel, etc.
- donation of products to associations such as the French Federation of Food Banks (FFBA) and partnerships with organisations active in the social and solidarity economy, such as Phénix (Franprix) and Too Good To Go (Monoprix, Casino banners) when products have short remaining shelf lives.
- raising awareness of employees and customers. To improve their awareness, the banners implement customer awareness initiatives in their stores by handing out brochures such as "Great Ways to Reduce Waste" and "Waste Prevention Tips" (Monoprix) and "Combating Food Waste" (Casino).
- joint work with suppliers to extend the shelf life of products, without increasing the health risk; remove best-by dates on certain categories of products; and optimise packaging of food products with the development of single or portioned offers.
- the processing of damaged produce : Monoprix has partnered with Re-Belle craft jams made using over-ripe or damaged fruit collected from its stores.

Lastly, many stores are adopting the sorting of non-consumable organic food products (meat, fish, etc.) for reuse in animal feed, biogas or composting.



記載例のポイント

- フードバンクの取り組み等を一般市民（消費者）向けに紹介。（2分程の動画でもわかりやすく活動を紹介）
- より詳細な情報については、年次報告書等へ誘導している。