

SUSTAINABLE DEVELOPMENT REPORT 2024



GROUPEMENT
Mousquetaires





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EDITORIAL

WHAT UNITES THE MOUSQUETAIRES

We are not just any retailer.

We are committed entrepreneurs, united by the same vision of trade: profitable to women and men, to local communities, that saves natural resources and is fuelled by sustainable production.

As responsible “producers and retailers” we became aware of the challenges of sustainable development for our regions, businesses and industries at a very early stage. Our Group's driving ambition and pooled expertise enabled us to take up these challenges. Today, our goal is to bring this vision to bear on all our operations.

Sustainability is at the heart of our participatory project, this involves members, employees and consumers, as well as our sectors and points of sale.

Every day, all these contributors bring our project to life by reducing our environmental footprint, increasing the quality and sustainability of our production and contributing to the vitality of the regions we operate in.



ABOUT US

A Group of interdependent independents



Our business model: partnership in retail

We train and bring together independent business leaders (members) who have invested their own capital to set up their business. These 3,100 entrepreneurs have the support of a powerful organization have built up their support services to be fully efficient in serving customers.

Each member is the owner and responsible for managing his own points of sale. Once or twice a week, he also volunteer to co-direct one of the Group's common structures: logistics, procurement, marketing, information systems, etc.

A strong network of points of sale

3 business lines and 7 retail chains:

Food Products



Household appliances



Mobility



Our 4,100 points of sale in Europe, including more than 3,200 in France, form a dense territorial network with stores being strongly rooted in local communities, particularly in rural areas and medium-sized cities. Internationally, we are present in Belgium, Poland and Portugal.

The numbers

Over 3,100
independent business leaders

150,000
staff

Over 4,100
points of sale in Europe
including 3,200
in France

45
logistics bases in Europe
including 39
in France

Nearly 1 billion
parcels processed
56
production units



SHARED CAPITAL

The entire capital of our Group is held by the more than 1,700 members of the Les Mousquetaires Company. Directly managed by them, we are not subject to the vagaries or short-termism of financial markets.

IN-HOUSE PRODUCTION TOOL

Right from the start, we have manufactured our own brands ourselves, through our Agromousquetaires production centre. A strategy that enables our stores to offer specific products by controlling their quality, price and adapting to customer needs. Agromousquetaires is now a leading player in responsible food production practices and methods. It is also the biggest private label manufacturer in France. Our industrial centre is present in 13 sectors across 6 business divisions, with 56 production units and a fishing fleet of 15 vessels.



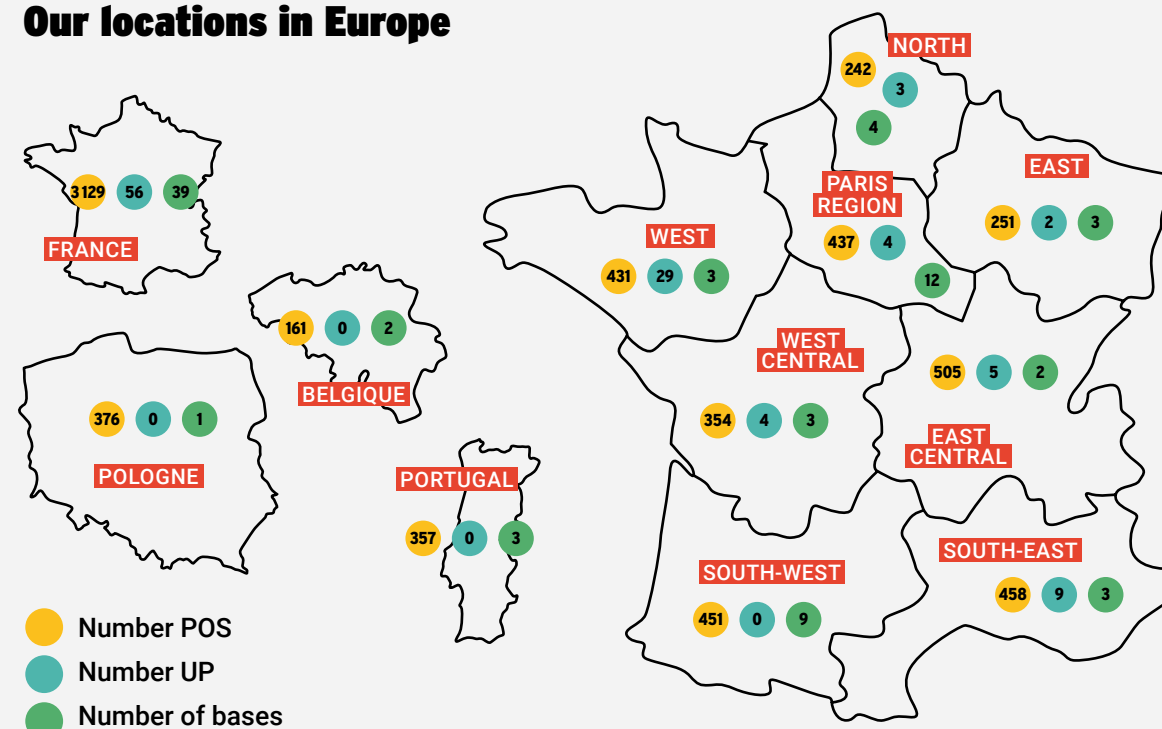
CONTROLLED LOGISTICS

As a major logistics player, we control the entire goods flow chain through our 45 food and non-food bases in Europe (including 39 in France) and the more than 2,300 semi-trailers we own ourselves.

INTEGRATED PROPERTY ASSETS

Immo Mousquetaires, the Mousquetaires real estate arm, brings together all commercial real estate businesses within a single structure. As a developer, investor and manager, Immo Mousquetaires is committed to the long term. 310,000 m² of sales space was created in 2023.

Our locations in Europe

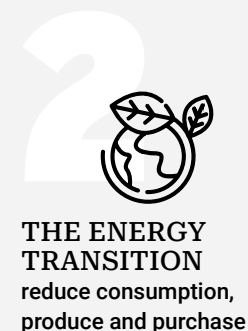


Our sustainability strategy

For more than 10 years now we have been involved in a process of collective reflection on the climate emergency and new societal expectations and has adopted a sustainable development approach based on a decisive strategy, impactful acts and steadfast convictions.

Our 7 Battles

Conscious of the challenges facing us, we decided to refocus our commitment to sustainable development around seven battles:



Our 3 pillars

We are committed daily to addressing environmental challenges and addressing societal expectations. Historically, we have built our approach around 3 pillars:

BUILD A STRONG AND LASTING RELATIONSHIP WITH OUR CUSTOMERS

by offering them safe, high-quality, traceable and affordable products in impeccable points of sale.

BE CONSTANTLY ATTENTIVE TO OUR EMPLOYEES

by offering them a healthy working environment and opportunities for career development.

BE A RESPONSIBLE MEMBER OF THE LOCAL COMMUNITY

through Mousquetaires who are deeply attached to their region, who contribute to the social and economic development of their territory and the reduction of our environmental footprint.



3 questions to

GRÉGOIRE BOURDAUD
Chairman of the Quality & CSR Department

How did you roll out your strategy?

We are increasingly relying on indicator-based reporting. These indicators are essential to measure our performance in terms of our commitments. We need to be in action mode, and even more willing to transform our models and our product offering. With this in mind, we launched several projects in 2023.

Firstly, a new governance with the creation of the CSR Strategy and Ethics Committee, whose role is to oversee compliance with CSR rules, the application of our duty of vigilance which is the foundation on which CSR risk management is built, monitoring and anticipating new regulations and getting all stakeholders on board (members and employees) and deploying good practices. Then, the preparation of our future sustainability report in 2026, which includes our decarbonisation strategy for 2035. It complies with the new European CSRD (Corporate Sustainability Reporting Directive).

Of course, through these actions, we seek to respond to increasingly stronger challenges such as strengthening our customers' trust, anticipating new regulations, securing the quality and quantity of our supplies and the desire to be a more responsible retailer.

How do you assess your CSR approach this year?

2023 and its geopolitical and economic context were not favourable to the deployment of our CSR commitments. But we all, members and employees, remained mobilised because we know that everything is built step by step and that what we sow today will be useful in the coming years.

Despite this unfavourable environment, we are satisfied with the results and the work of our teams. We have demonstrated our ability to mobilise our independent business leaders and their employees, particularly in rolling out the Responsible Retailer label.

And since our performance also requires an offer that best meets the needs of our customers, we have also undertaken many projects around responsible procurement. In addition to preparing for future regulatory obligations such as the EU Deforestation Regulation (EUDR), we have also decided to take strong steps around the deployment of certified fair trade ranges. We know that we need to expand our responsible offering to be more attractive to customers, who are increasingly demanding virtuous products.

What strategic directions do you have in mind for the future?

Our battles of tomorrow will be a continuation of those of today. I will name three major ones. Firstly, our territorial roots with a point of sale every 10 kilometres. This requires us to be even more proactive in the local economy (reduction of waste and wastage, deposit-based returnable packaging, labelling of points of sale, etc.).

Secondly, our major role in the retail trade, the food industry and procurement requires us to be even more pioneering in developing a disruptive offering to optimise our ranges and offer customers new products that are more environmentally friendly, recycled, recyclable or reusable.


And finally, as we have a significant carbon impact in connection with our many purchasing, transport, storage and sales activities, the decarbonisation strategy becomes a priority and a strategic issue. In the coming years, it will be part of a more global approach to climate, integrating water management (consumption, leaks and shortages) and respect for biodiversity.



THE CIRCULAR ECONOMY

Create a virtuous loop, upstream to downstream

Every day, we work to transform our production and distribution methods. We are involved at all stages in the product life cycle and engage all stakeholders across the entire supply chain to accelerate the transition from a linear economy to a circular economy.



With the creation of Silve, we have been fostering a circular economy since 1995, based on the rule of the three “Rs”: Reduce, Reuse and Recycle. As producers and retailers, we are constantly reinventing our model in order to preserve the environment and natural resources. Points

of sale and production units are at the forefront of the fight against food and non-food wastage. Downstream, we are creating new recycling and waste recovery channels. Upstream, the teams at Agromousquetaires are redesigning product packaging.



Our 3 commitments

100% of our waste is recyclable, reusable or compostable on all our sites by 2025

Apply the packaging eco-design approach for all our own brands across all our retail chains by 2025

Integrate at least 25% of r.P.E.T. into bottles by 2025 and 30% by 2030

Reduce packaging upstream

As producers, we are constantly rethinking how our brands are packaged in order to generate less waste and make recycling easier for our customers.

Our priority: ban plastic and promote r.P.E.T.

In the knowledge that our packaging can pose a threat to the environment if it is not correctly managed or not recycled, we work continuously with our suppliers to reduce the amount of plastic and use materials that are easy to recycle for our customers, without compromising on the quality and health safety requirements of our products. In 2022, we joined the National Pact on Plastic Packaging, bringing together retailers, NGOs and industrialists. We are committed to:

- **Reduce plastic packaging** by adopting an eco-design approach;
- **Eliminate problematic or unnecessary** plastics;
- **Develop loose goods sales and packaging reuse**;
- **Improve the recyclability** of plastic packaging;
- **Track our progress** through annual reporting, carried out by the annual pact.

Foster eco-design

As a producer, we launched the #Défiemballage in 2019 in order to continuously rethink the packaging of our private label products. Purpose: 100% recyclable, compostable or reusable packaging by 2025.

With this in mind, Agromousquetaires' R&D teams have developed several innovations to improve the recyclability of food and non-food products: integral cap, total removal of plastic film on our Monique Ranou ready-meals range, replacement of plastic shells on renovation taps with cardboard boxes on 90 references since February 2023, etc.



Recover waste downstream and promote reuse

Our commitment: offer our customers solutions for the collection of their waste in certain circular economy sectors.

Mousquetaires business leaders are responsible for their own waste and that of their customers, until their disposal or final recovery, at the end of the chain. Conscious of the negative impact on the environment, biodiversity and health, we first focused on our sites, and more specifically on cardboard and plastic. Today, a 100% circular loop is operational between 90% of our points of sale, production units and logistics hubs.

Incentives for recycling P.E.T.

For every empty plastic bottle returned to a point of sale taking part in the initiative, the customer receives one or two euro cents, either as a voucher or in the form of a donation to an association. These bottles are collected by logistics, sorted, washed and cut into flakes by a machine. They are then transformed into preforms, part of which is used to produce our own bottles.

Collection of cardboard, plastic and polystyrene box waste

We limit the impact of transporting this waste as much as possible by means of the “reverse logistics” system: trucks supplying the points of sale do not leave empty. They collect the sorted cardboard packaging, polystyrene boxes and plastic films and deliver them to the logistics bases for bulking. This waste is recovered from French or European paper mills, plastic reclaimers, as aggregates for the construction industry or for energy recovery.



WASTE

Recycling and recovery

At the same time, we are deploying new operational solutions in each department to treat biowaste, industrial waste (hazardous liquids, sewage sludge, etc.) and other waste (aluminium coffee capsules, batteries, DIY items, ink cartridges...). These are sorted, collected and recovered by dedicated eco organizations or local authorities.

Waste guides

We regularly update our waste guides in order to support points of sale in recovering all their waste and that of their customers.

REDUCE POINT-OF-SALE PACKAGING



Deposit-based returnable packaging for reuse

To reach the goal of 100% reusable or recyclable packaging by 2025, we are gradually rolling out a returnable deposit-based packaging system to encourage reuse. With the NOWW (No Waste in my World) solution, points of sale can offer a returnable packaging system for glass or plastic packaging for conventional products. Other types of containers (microwaveable trays, jars) are currently being tested.

Bulk

To date, 1,370 grocery stores and 600 DIY stores are equipped with bulk product sections.

The numbers

VOLUMES COLLECTED AND RECOVERED IN 2023



135,034
tonnes of cardboard



6,655
tonnes of plastic film



111
tonnes of polystyrene



36
tonnes of P.E.T.
recovered through
bottle recycling



3 questions à
AUORE CRIBIER
member for the May-sur-Èvre
Intermarché, pilot on the returnable
packaging system

What solution have you implemented at your point of sale?

Our point of sale served as a pilot site for returnable microwavable stainless steel trays. This is an incentive system: the consumer returns the container and is rewarded with a few euro cents.

What are the challenges of such a solution?

Setting up the deposit-based system is first and foremost a solution for certain customers who are sensitive as to the current issues and who want to reduce disposable packaging, particularly for conventional products. As a responsible local player, we must, of course, lead by example and invest in reducing the environmental impact of our point of sale and as a result we were awarded the Responsible Retailer label in December 2022. It was important for us to mobilise our teams around a joint and unifying project.

Can you imagine a large-scale move back to returnable systems?

Returning the packaging is essential in order to achieve the packaging reduction goals that we have set at Group level. I am convinced that this will be an essential customer service at our points of sale in the coming years. The most difficult aspect is to make the solution known, and get all customers on board. While some are well-used to this system, many others need time to adopt this new behaviour.

Fighting waste

We take concrete action to combat wastage. Our goal is to reduce waste, save resources and help provide “healthy eating” for the disadvantaged in our society.

Food Products

At the end of 2019, food retailers put a Wastage Prevention Plan in place to minimise the destruction of unsold items and promote donations and near-expiry sales. Concrete actions are being taken on a daily basis:

- Launched in March 2022 our “Les Moches” baskets, made from 100% recycled cardboard, enable our points of sale to prevent wastage of fruit and vegetables by selling them at a reduced price. In 2023, 404,105 baskets of fruit and vegetables were saved. **Anti-wastage corners** offering products at discounts of 30 to 50% are being put in place.
- To go further in the fight against wastage, we have signed agreements with four providers, including a **partnership with Too Good To Go**, dedicated to unsold items no longer on the shelves. In 2023, 564,548 anti-wastage baskets were saved via the Too Good To Go app.
- We are committed to **making our consumers aware** of best-by dates. By becoming a signatory to the Too Good To Go pact, we want to clarify the difference between the minimum durability date (MDD) and the deadline for consumption date (DLC) so that products are not systematically thrown away. Internally, we deploy anti-wastage inserts on the packaging of our private label products with a minimum durability date so as to avoid wastage.
- We have signed five French partnership agreements (Restos du Cœur, Banques Alimentaires, French Red Cross, Emmaüs and Donnons-leur Une Chance). So, in 2023, 6,035 tonnes of products were donated to **food banks** by points of sale and logistics bases, 6.6% more than in 2022.
- In order to help the most vulnerable in our society, Intermarché and Netto member

retailers participated in 11 **product-sharing operations** in 2023, through donations and collections (PasteurDon, Unima, Banques alimentaires and 1 001 Fontaines). In the food logistics bases, 103,512 product baskets were saved in 2023, thanks to the partnership established in 2022 with Phenix on food and non-food products.

Household appliances

DIY stores are also working to limit waste volumes. Since 2021, Bricomarché and Bricorama have partnered with the ENVIE solidarity network to give DIY and gardening tools a new lease of life.

Through the agreement signed at the beginning of 2021 with Emmaüs, unsold products in stock are sold at 30% of their original value to disadvantaged people in the various “solidarity stores”, instead of being destroyed. Bricomarché also combats plant wastage by offering its customers, via the Too Good To Go app, surprise baskets made up of plants that are just past their best at reduced prices. In 2023, 104 points of sale committed to the approach and saved 17,185 baskets.

Digitalisation of communication media

In recent years, communication and work media have evolved. The fight against wastage also takes the form of dematerialisation of receipts, the digitalisation of promotions and the reduction in the number of printed brochures. Streamlining the number of pages enabled a 58% reduction to be achieved in terms of the tonnage of printed Intermarché and Netto brochures in 2023 (24,623 tonnes vs. 58,580 tonnes in 2022). 100% of the leaflets are printed on paper from green forests (PFEC label), with virtuous inks.


Indicators

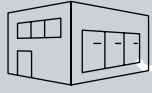
Amount of products donated to associations (from 01/01/2023 to 31/12/2023)

 **€ 125,626**
Home appliances logistics bases in France

 **€ 4,901,277**
SCA Fruits France

 **€ 15,426,618**
Food logistics bases France

 **€ 2,219,000**
Intermarché Portugal

 **€ 73,000 €**
Logistics bases Portugal



• THE CIRCULAR ECONOMY HIGHLIGHTS

In 2023, we continued our efforts to achieve our recycling, eco-design and wastage reduction goals.



COMMITTED

The Group supports Les Restos du Cœur currently in difficulty

In September 2023 Patrice Douret, President of Les Restos du Cœur, called for mobilisation in response to the increase in the number of people needing food aid. In response, additional collection days were offered at our committed Intermarché points of sale. We also donated products from our 56 production units worth one million euros.



COLLECT

36 tonnes of plastic recovered in 2023

Anticipating the goals of recycling and reintegrating recycled material into beverage packaging, we collected 36 tonnes of plastic in 2023 through the machines installed at the points of sale. The P.E.T. flakes obtained are then recycled and used to form new bottles.



DONATE

The 2023 PasteurDon event

For the 17th PasteurDon event, the Intermarché and Bricomarché brands joined forces with the Le Roch-Les Mousquetaires Foundation from 3 to 8 October. More than 10 “sharing products” were on offer with some of funds collected being donated to support the Pasteur Institute's research on biological food safety.

RECOVER



Recycled coffee capsules

Through the national partnership with the Alliance for the Recycling of Aluminium Capsules (Arca), coffee grounds are recycled into agricultural compost, while the aluminium is used to manufacture bicycle frames, cans or engine parts. In 2023, 178 Intermarché points of sale provided a collection container for coffee capsules; 119 tonnes were recovered.

REDUCE

Less ink and colour on packaging

Since 2023, the marketing teams at Intermarché and Agromousquetaires have been looking to optimise ink consumption and the number of colours used on packaging in order to reduce the environmental impact and production costs of packaging for private label products. The result is ink savings of nearly 3.13 kg CO₂ equivalent, or a distance of 28 kilometres in a private car. Reducing the number of colours saved 70,000 euros in 2023.

ENERGY TRANSITION

Towards self-consumption in the regions

With an eye on our environmental impact and operating costs, we have taken action to reduce our energy costs, adapt our purchasing for greater sustainability, improve the Group's energy performance and deploy self-consumption at our points of sale, logistics bases and production units.

As early as 2014, we committed to an “energy” strategy in order to drastically reduce our consumption, optimise and manage costs and source green energy by investing in renewable energies. Encouraged by the first results achieved, we increased our

ambitions by committing to reduce our consumption by 5%, on a like-for-like basis, over the period 2020-2025. We are investing in sustainable energy on all our sites to usher in an energy future that is sober, controlled and autonomous.





Towards energy efficiency

In July 2022 we signed the Perifem protocol, with concrete actions to limit peak consumption and reach a 10% reduction target by July 2024.

Reduce our energy consumption

In order to improve the energy performance on each of our sites, we have given priority to three types of operations: consumption management, integrating new equipment into existing facilities and changing equipment, as well as supporting points of sale in their energy strategy and in sharing and disseminating best practices.

At the point of sale, the main regulation and control measures enable action to be taken for greater energy efficiency:

Refrigeration: closing or changing the doors of all refrigerators at the point of sale (enabling 10% savings

on average on consumption), 2°C increase in the temperature of negative refrigerators at night and on Sundays, cut-off the power supply to refrigerators in laboratories on weekends and public holidays, installation of floating high pressure and low pressure (8 to 9% savings on refrigeration costs), etc.*

Lighting: LED relamping (average of 50% gain on this item), lighting of one shelf out of three or two out of three when stocking the shelves, dimming of lighting and brightness adjustments based on the traffic, installation of a timer and a dedicated circuit breaker to switch off all lighting at night (delivering a further 12% of savings), etc.

Heating and ventilation: temperature drop by 2°C one hour before closing and temperature increase two hours before opening, ventilation cut-off at night (delivering 50% savings on heating and ventilation on average), etc.

Points of sale can access the “CSR Performance” platform to manage their daily consumption and improve their energy efficiency, to compare their performance with other points of sale in the same region and performing the same activities.



Our 2 commitments

Reduce energy consumption on all our sites and have a more virtuous energy mix

Achieve 5% energy savings by 2025 compared to 2020 and 10% of electricity consumption produced by renewable energies managed by the Group in 2025

* Floating High Pressure (HP) and Floating Low Pressure (LP) are used to determine the optimal difference between the outdoor temperature and the optimal operating temperatures for both processes. The idea is to limit the use of fans for HP, and not to consume too much energy to produce cold for LP.

ANTICIPATED ENERGY SOBRIETY

Over the long term, newly built or recently renovated stores will integrate energy efficiency directly into their design. Intermarché's Fab'Mag concept provides for the installation of LED lighting and the closure of at least 80% of refrigerated cabinets. The building management system (BMS) enables all equipment to be monitored in real time via a single, centralised interface. On average, the BMS system saves 9% energy per year for a food store and 25% for a DIY store. Since September 2023, 283 points of sale have signed up with one of our listed service providers to install a BMS system.

Accelerate our energy transition

We have been promoting self-consumption and the use of renewable energy for some years now.

Towards self-consumption at points of sale

As producers of our own brands in our production units, we promote self-consumption and want to be independent of national suppliers. In order to accelerate our energy transition, we are opting to use renewable energies in our regions, including solar energy. This is because we have a real advantage in this area: significant property and assets that can be used for this (large surface areas, land, roof surfaces, car parks, etc.).

We are supporting our members in setting up self-consumption systems. The ambition is to accelerate the deployment of solar panels on our roofs or in the form of canopies. In December 2023, 210 points of sale were fitted out. In our car parks, the installation of charging stations for electric vehicles accelerated at the end of 2023, with 420 points of sale now equipped with them.

On the logistics side, one of the 70,000 m² buildings at the Donzère (26) base is supplied exclusively with renewable energy.

Purchasing renewable energy

We have put long-term contracts in place in order to secure our purchases. In all, we have signed eight CPPA (Corporate Power Purchase Agreement) renewable energy purchase agreements with different partners. These contracts contribute to our strategy of diversifying electricity supplies and enable us to ensure stability in the face of volatile energy market prices. At the end of December 2023, 15.2% of our energy came from these renewable energy production parks. We offer a mandate system at points of sale each year to pool needs and to better track electricity consumption; 2,914 gave us a mandate to purchase their electricity and gas from 2024, i.e. 95% of stores.

* CPPA : Corporate Power Purchase Agreement

The numbers



Point-of-sale electricity and gas consumption decreased by

8,5 %

between 2022 and 2023



420 points of sale equipped with charging stations for electric vehicles



2 questions to STÉPHANE DUGOUSSET member for the Viry-Châtillon Intermarché (91)

What steps have you taken at your point of sale to reduce your energy consumption?

We took over and renovated the point of sale in 2019. The goal was to optimise our energy consumption and reduce our environmental footprint. With the exception of a few semi-vertical cabinets all refrigerated cabinets have been replaced with new ones with doors that offer greater energy efficiency. 100% of lighting is now LED based both inside and outside the point of sale; sensors detect human presence in the corridors, and lighting in cold rooms is controlled. We are a pioneer in introducing silent hours: every day, between 8:30 am and 9:30 am, music and radio announcements are turned off and the brightness level is reduced for people with hearing loss and autism. While this initiative primarily addresses inclusion issues, it also enables a daily reduction in energy consumption. Finally, we pursued our efforts and investments for more responsible retail by installing a 1,050 m² structure of solar panels in 2024 that cover most of the parking spaces.

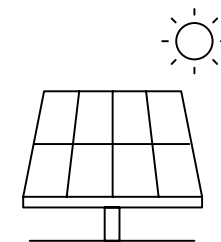
What are the results?

LED relamping and the closure of the refrigerated cabinets enabled us to decrease our annual energy consumption from 950 to 750 megawatts. With a 30% reduction in our energy purchases, the use of solar panels is expected to bring our annual consumption down to 500 megawatts per year, which is a reduction of nearly 50% in four years.



• ENERGY TRANSITION HIGHLIGHTS

In 2023, we continued to work to green our production and retail activities, by purchasing renewable energy and self-consumption.



BUY

A ground-breaking solar energy agreement

In July 2023 we signed a fifteen-year electricity purchase agreement (CPPA*) with TSE, the French leader in solar energy. This electricity is produced at the Marville (55) and Oxelaëre (59) solar power plants and is used to supply our production plants.

*CPPA : Corporate Power Purchase Agreement

PRODUCE

Garancières II, a HQE-labelled logistics base

Opened in September 2023, the Garancières II base has received the HEQ (High Environmental Quality) label. Its 3,110 m² of solar panels and centralised energy management provide it with a high level of energy performance, while respecting the environment. These installations are expected to delivery energy savings of 60% at this site.



FOOD TRANSITION

Making “healthy eating” accessible to all

Purchasing power should not be a barrier to “healthy eating”. So that everyone can choose safe and healthy products, we are constantly improving our quality approach, creating new recipes and supporting the agricultural world for sustainable and responsible supply chains “from the farm to the fork”.

As producers and traders, and through our strong regional roots, we are committed to French producers, with the desire to “provide well-being to as many people as possible by powering the wheels of the economy”.

This unique position led us to establish the first sustainable contract-based partnerships as early as 1992 with the aim of advancing together towards more rewarding and responsible production.

Healthy, high-quality and responsible private label products

We can guarantee the traceability and quality of the products manufactured both by our partner suppliers and in the production units of the Agromousquetaires division. As a result we can also develop more responsible ranges, while contributing to advance production and food practices.

An integrated industrial hub to accelerate innovation and offer “healthy eating”

Agromousquetaires is a major agri-food player in France with 11,000 employees, 12 lines of business and 56 production units spread all over France. Agromousquetaires is resolutely committed to innovation, in order to constantly adapt to changing consumer needs and market developments.

Innovation initiatives cover a wide range of areas, from reformulating recipes and removing controversial ingredients for a higher nutritional quality (less salt, less fat, shorter lists of ingredients, etc.), to designing greener packaging and implementing new production technologies. This work enables our private label products to score higher than national brands on Yuka.

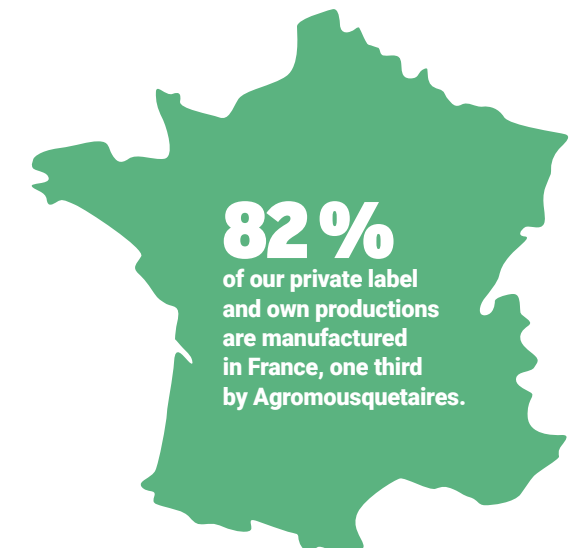


SOME EXAMPLES OF INNOVATIONS IN 2023

Paquito peach-apricot preparation made from 65% fruit (elected flavour of the year 2024);

A wide range of 41 nitrite-free, antibiotic-free and GMO-free cold meat references;

A box with “just peas and carrots”, no salt, no sugar, no preservatives and no added flavourings.



Promote France sourcing

As the first signatory of the Nutri-Score charter, Intermarché launched the Franco-Score system in 2019, a detailed information system on French sourcing that specifies the percentage of French raw materials in the product. The system concerned 700 references between 2020 and 2022, 50% of which came from our own brands Monique Ranou and Pâturages with the goal being to encourage consumers to buy products made in France. More recently, we committed to rolling out the new Origin'Info system by the end of 2024.

Between 2022 and 2024, a partnership between Paris-Saclay University and Agromousquetaires, around a “cuisine of the future” chair, led by Raphaël Haumont, physicochemist and professor at the University of Paris-Saclay and Thierry Marx, a Michelin-star chef, led to various research and technological innovation work being carried out to explore new textures, limit additives and allergens in products and reduce the number of ingredients, etc.

Initiatives to promote more responsible agriculture

We support the transformation of the agri-food model through the promotion of organic farming, an ambitious “pesticides” plan, as well as active support for agroecology, in France and abroad.



Towards an agricultural transition

In France, for several years, we have committed to an ambitious plan to eliminate active substances hazardous to the health of consumers, producers and the environment and this by acting on two fronts:

1 Development of organic product ranges: Intermarché strives to increase the proportion of organic products in its ranges. Intermarché’s market share of organic products has increased sharply since the end of 2018, up from 13% to 15.2% in 2023.

2. The use of label systems for a progress and improvement approach: The “Zero Pesticide Residue” (ZPR) label, which aims to reduce or eliminate the use of certain molecules classified as risky. At the end of 2023, we had 18 private label references available at Intermarché and that had this label; fruit and vegetables in the “Mon Marché plaisir” range, “Expert Club” wines, “Paquito” fruit juices and “Saint Eloi” frozen and canned vegetables.

The use of ingredients from High Environmental Value (HEV) sectors: this responsible production method takes account of natural resources and the balance in nature, limits the use of inputs and favours practices that protect biodiversity. At the end of 2023, 215 references were HEV certified across our entire portfolio of private label products, mainly in the fresh fruit and vegetables, wine, cider, bread and pasta departments.

Internationally, we have joined several working groups, led by NGOs, bringing together retailers and industrialists around the agricultural transition and the sustainability of the cocoa, avocado and banana sectors.

Committed to supporting local farmers and producers

Local and regional products are promoted among consumers in several different ways:

- “Un éleveur près de chez vous” promotes more than 15,000 animals at nearly 250 Intermarché points of sale;

.../...

SUSTAINABLE SUPPORT FOR OUR PRODUCERS

We forge long-term relationships with suppliers and producers, in particular through the contracts we sign with them. We want to buy high quality raw materials, at a price that covers production costs so as to preserve their income. In this way, we are contributing to the sustainability of French sectors.



Beef: 22% of supplies were from contracts in 2023



Pork: more than 120 farmers have a three-party or two-party contract for a period of 3 to 5 years (VPF, Red Label, No antibiotic at birth and bio). In these contracts, the price is indexed linked to the volumes purchased.



Vegetables: we have signed 5-year contracts with market gardeners in more than 35 conventional plant production sectors (HVE, Organic from France and Merci!)



Dairy: we work in 4 sectors with a total of 400 farmers under contract for a renewable 5-year period (non-GMO grazing, organic, Red Label).



The numbers
Agromousquetaires is the
3rd biggest meat business in France

.../...

- “**Les éleveurs vous disent MERCI!**”: co-built with producers to pay them based on their cost price, the range of 29 references generated a turnover of 85 million euros. Intermarché has paid 13 million euros in premiums to 900 committed producers since this system was first created;
- The “**Producteurs d’ici**” initiative: launched in May 2020 by Intermarché, it highlights local producers on store shelves through specific signage. More than 8,000 volunteer producers have already been identified and 1,100 points of sale have showcased their local producers.

Committed to animal welfare

Within the Group, we are convinced that respect for animals and those who raise them is one of the pillars of a responsible food offer. We have made the five fundamental freedoms, defined by the World Organisation for Animal Health (WOAH), the foundation of our “animal welfare” approach:

- **Freedom from hunger, malnutrition and thirst;**
- **Freedom from heat stress** and physical discomfort;
- **Freedom from pain,** injury and disease;
- **Freedom from fear** and distress;
- **Freedom to express** normal patterns of behaviour.

Our animal welfare strategy spans the entire production chain, from farm to slaughterhouses and taking in animal transportation. We have developed monitoring committees for small and large species, including NGOs in this field, and developed standards that take into account good practices, from breeding to slaughter. Every year we publish our BBFAW (Business Benchmark on Farm Animal welfare) report on the Mousquetaires website.

We also provide information for consumers, as a member and administrator of the Association Étiquette Bien-Être Animal (AEBEA). We started labelling broilers and, in 2023, participated in the development of the laying hen standard.

Initiatives led by our industrial division

Initiated in 2018 under the name “responsible slaughterhouses”, the approach is based on a dedicated management system, based on a framework system that complies with ISO TS 34 700 standards. From the moment they are hired, all employees in contact with animals are certified as “Animal Protection Slaughterhouse Operator”. In 2023, 20 of them also received specific training to be certified as “Animal Protection Slaughterhouse Manager”. Furthermore, in collaboration with INRA and animal welfare associations, evaluations have highlighted best practices such as the use of individual huts, daily straw changes, or misting in high heat, in the Ker Angel (pork) and Haut-Gast (beef) experimental farms.

To ensure on-going improvement, partnerships with local slaughterhouses have been established to reduce transport times, thereby promoting short circuit supplies. Quality and animal welfare checks are carried out regularly, both internally and by independent third-party bodies. Significant investments have been approved to modernise facilities and increase animal welfare and safety standards.



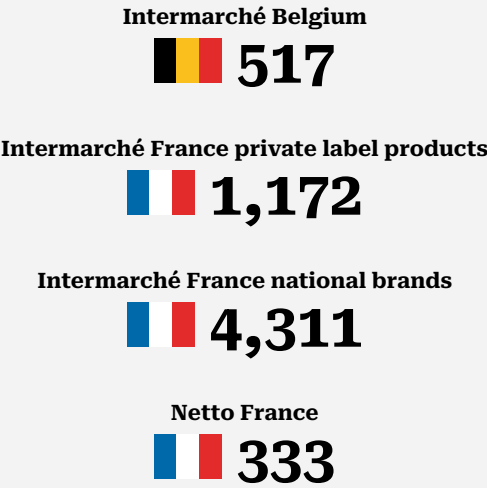


Leading 15,000
manufacturer of private label products in France

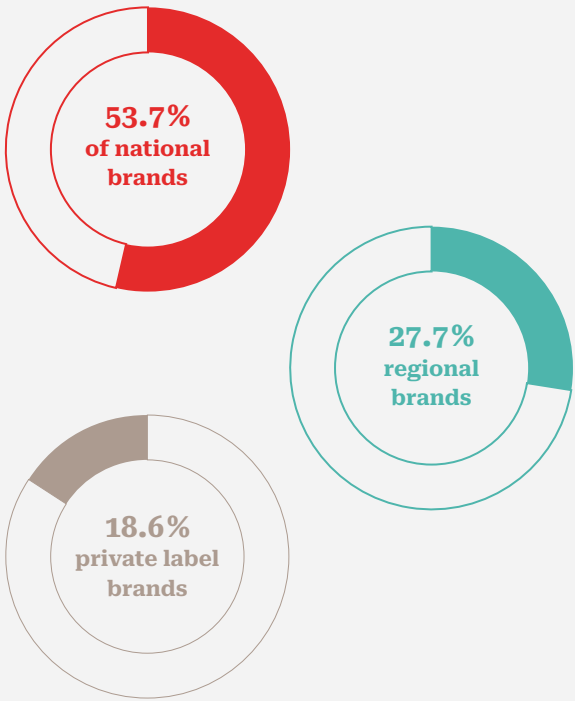
agricultural partners

Indicators

Number of responsible references (own and national brands) from 01/01/2023 to 31/12/2023

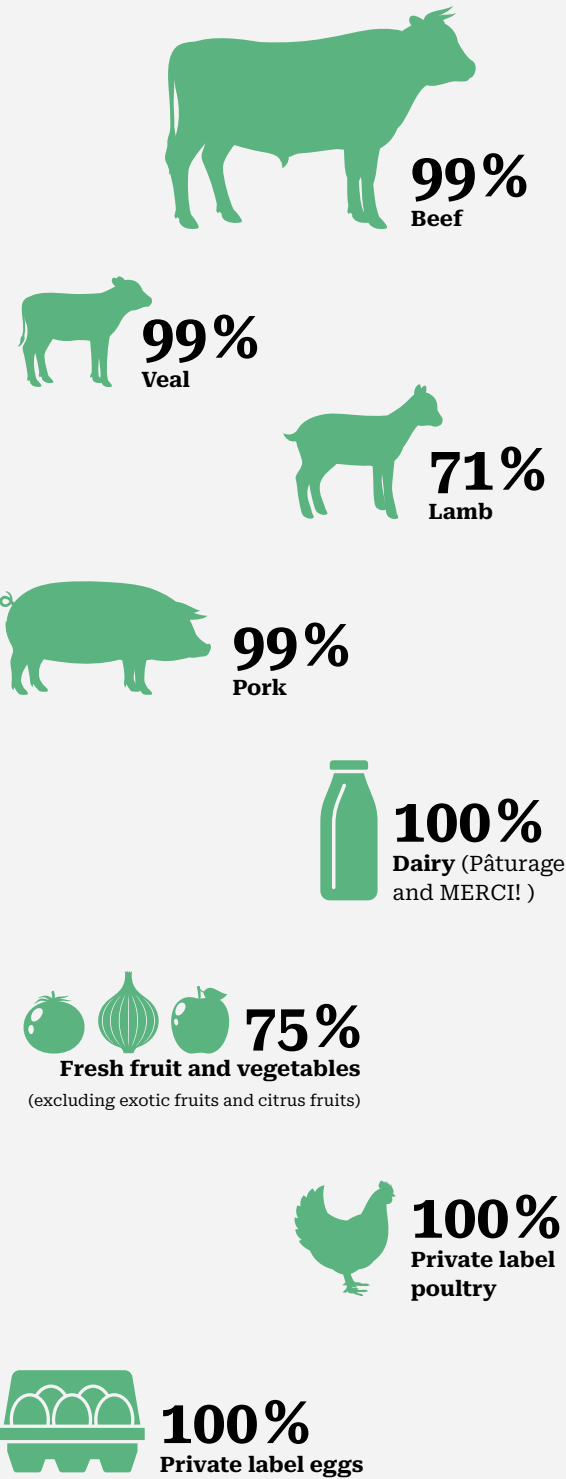


Distribution of the 3,885 organic references sold in at Intermarché stores



Share of products originating in France purchased by the buying group and sold at Intermarché stores

(these data exclude external supplies purchased by stores)



2 questions to
SYLVAIN SAUNIER
Chairman of Agromousquetaires

Why is it an asset for the Group to be both a producer and retailer?

The history of Agromousquetaires is the result of opportunities being seized that today have become a real strategic weapon. In a time when securing raw materials is crucial, and the issue of food sovereignty is on everyone’s lips, the Group’s unique model is proving highly effective. Agromousquetaires stands out as one of the few agri-food players to have such a global vision. As a producer, we have a holistic view of the entire production chain. This vertical integration enables us to guarantee both the quality and price of the products offered in our stores along with the ability to manage supply chain risks more effectively. This organisation gives us valuable independence and undisputed legitimacy across all our sectors.

What role does Agromousquetaires play in the Group’s food transition?

Firstly, we are consolidating the sectors we have already established by continuing to invest in improving our production practices in order to stay aligned with societal developments and consumer needs. Next, as evidenced by our recent production unit acquisitions, we are committed to further balancing our portfolio by accelerating our diversification strategy. With the expertise of our teams, we are continuing our quest for innovation and strengthening our French sourcing and production units.

•FOOD TRANSITION HIGHLIGHTS

Our commitment to sustainable food and agriculture was reflected in concrete actions in 2023.

INNOVATE

Towards sustainable agriculture

From 29th August to 1st September 2023 we attended the Congress of the EAAE (European Association of Agricultural Economists), organised by INRAE and the Agro Rennes-Angers Institute.

This was an opportunity for Agromousquetaires to exchange with researchers and professionals and advance the debate in favour of sustainable and resilient agricultural and food systems.



SUPPORT

Launch of Agrimousquetaires, serving the agricultural transition

In December 2023 we launched Agrimousquetaires, a non-profit association subject to corporate tax. It takes a collective approach in its work alongside our agricultural partners with the aim of supporting all sectors in the agricultural transition and generational renewal. Its mission: to help young farmers acquire farms, work for the sustainability of French production, thereby ensuring local, transparent and high-quality products for consumers. The dairy sector will benefit from this support from the end of 2024; the deployment in other sectors (such as beef, pork or fruit and vegetables) is currently being considered.



DIVERSIFY

Agromousquetaires invests in plants

In February 2023 Agromousquetaires took over Hermes Boissons (now Vertumnus), a century-old company located in Oise and specialising in the manufacture of fruit juices. This industrial project is part of our strategy to diversify our activities in favour of the plant sector. These investments will also enable us to strengthen our local roots and create direct and indirect jobs.

COMMIT

Always by the side of French SMEs

In 2023, we continued our policy of supporting French SMEs and VSEs, which manufacture products for our food stores under their own brands and enable us to enrich our range. Last November, at the PME FEEF trade show, six companies were rewarded for their innovative products and were listed for six months in Intermarché stores.

CLIMATE PLAN

Reduce the Group's carbon footprint

Our Climate Plan is primarily based on a strong decarbonisation strategy. Indeed, as a retailer, we are aware of the greenhouse gas emissions we generate and the need to take action. We have launched a global low-carbon strategy, the aim of which is to take concrete action on our impact.

We have identified the priority decarbonisation levers, launched our project to unite the actions already carried out and built a transversal strategy with regard to national and European issues. As early as 2019, we adopted Ademe's ACT (Assessing low Carbon Transition) approach to launch our low-carbon strategy

management programme. In order to meet our commitment and to define a reasonable and reasoned decarbonisation trajectory up to 2050, we have decided to present a 2026-2050 transition plan to the SBTi (Science Based Targets initiative) in 2025. This plan will take account of our direct and indirect emissions.



Towards decarbonisation of our operations

Our climate strategy is based on three inseparable pillars: reduce our carbon footprint, preserve biodiversity and implement resilient water management.

Our low-carbon strategy

We continue our efforts to reduce our carbon footprint, become more economical and more autonomous, through our low-carbon strategy. We have set ourselves an ambitious goal, involving all our activities in the form of one transition plan for each entity. In 2023, we committed to five priority actions to be carried out for all our support entities and points of sale:

- **Limit the use of refrigerant gases** with high greenhouse gas emission potential, at all levels in the chain, from manufacturing to points of sale;
- **Reduce fossil fuel consumption** and optimise the distances covered for deliveries;
- **Improve specifications** for private label products by developing more responsible product ranges (organic, plant proteins, sourced in France, recycled and recyclable products and packaging, etc.);
- **Reduce electricity consumption** for all our buildings and have a more virtuous energy mix;
- **Raise awareness among all members and employees** and get them on board by creating the Mousquetaires Climate Academy.



OUR ACTION PLAN FOR 2050

In practice, a roadmap has been established, specifying carbon emission reduction targets for 2030 and 2035, up to carbon neutrality by 2050, according to the results of this first phase. This transition plan will be submitted to SBTi by July 2025 at the latest with priority given to working on our most impactful activities first. For more transparency in the approach, we will publish our greenhouse gas reduction results each year. A compensation plan will also be established as some carbon emissions cannot be eliminated given the nature of our activities.

Reduce the environmental impact of our logistics flows
We have chosen to control our entire supply chain in order to ensure optimal and affordable service. Points of sale are supplied from our bases by our fleet of 2,300 trucks located near these points of sale.

We have taken various steps, on every aspect of the supply chain, to reduce the footprint of our trucks between our warehouses:

- Truck speed is limited to 80 km/h and we encourage the use of a trip optimisation tool to reduce distances travelled by 3 to 5%;
- Consume less, thanks to eco-driving training dispensed to drivers since 2012 with a target of 100% of drivers trained;
- Driving on liquefied natural gas (LNG): we fitted out our 39 bases in France and our truck fleet and supported our transport partners in LNG truck purchases. This fuel improves the air quality by reducing particulate matter by 95% and halves noise pollution compared to a diesel engine.
- We also have a fleet of trucks running on biogas, for our points of sale within Paris and the near suburbs. They are fitted out with cooling units that meet the most stringent noise reduction standards.



TOWARDS CIRCULAR LOGISTICS

Located in Le Havre (76), our Estener production unit supplies the logistics bases with a new generation and 100% renewable biofuel: B100HX. It comprises used frying oils that are unfit for consumption and this gives it a very advantageous carbon profile. The 700,000 tonnes of fuel produced by Estener since 2021 have prevented the emission of more than 2 million tonnes of CO₂ into the atmosphere.



Our 3 commitments

Determine a 2030-2035 decarbonisation trajectory for all countries by July 2025

Launch a biodiversity conservation plan based on an assessment of our footprint in 2025

Roll out a water management plan in 2025: savings, circular usage and scarcity management



Responsible for 100% of our sourcing

Beyond our private labels, we are responsible for the social and environmental production conditions in which the products we distribute are made. All our suppliers are selected based on sustainability goals and criteria. Since 2018, we have had our suppliers sign a “Responsible Procurement” charter that encourages them to progress towards compliance with 15 governance-related commitments (fair practices and business ethics), social practices (occupational health and safety, protection of minors, etc.), the environment and territorial roots.

In 2023

5

sector charters were established

7

charters were revised

114

people were trained in sustainable sourcing charters



Combating deforestation

In order to reconcile product quality with the preservation of natural resources, the Group is developing fully transparent progress plans in partnership with NGOs and in particular the Earthworm Foundation.

Each sector has specific social and environmental issues that have been taken into account in our actions, with a focus on the geographical areas concerned. Thanks to a regular inventory of their impacts on deforestation, Les Mousquetaires focus in priority on high-risk raw materials:

- **Soya:** the number one cause of imported deforestation, soya is one of our priorities. Les Mousquetaires signed the responsible soya manifesto and have been contributing to awareness-raising, transformation and monitoring actions coordinated by the Earthworm Foundation alongside WWF and Duralim since 2020. We regularly assess our footprint in this sector and look at the possibility of reducing soya portions in animal feed and sourcing French soya.
- **Wood, charcoal and rubber:** we have made strong commitments in this sector, with the support of the Earthworm Foundation, to transform the practices of our main suppliers. The teams at our three DIY stores are trained in the use of wood risk management tools, which are developed and regularly updated by the NGO. Every year, we also assess our charcoal suppliers by asking for full traceability.
- **Palm oil:** In 2023, the Group became a member of the Roundtable on Sustainable Palm Oil (RSPO) in order to contribute to sustainable palm oil sourcing.
- **Cocoa :** in 2023, we participated in the first report published by the French Initiative for Sustainable Cocoa (IFCD) by communicating the volumes of cocoa covered by certifications and/or sustainability programmes; as well as the share of traceable volumes. We also support fair trade initiatives and have a partnership with the Max Havelaar Fairtrade NGO with the aim of progressively having our own private label products certified.





Sustainable fishing plan

Thanks to our “Producers and Retailers” status, we are the only French player to control every link in the fishing industry supply chain. We own our own fleet of 15 fishing vessels run by our Scapêche entity. Significant social and environmental risks have been identified in particular for tuna, shrimp, cod, hake, sardines and salmon. We are committed to sustainable fresh fishing and update our missions each year with three goals:

- **Promote** responsible and diversified fishing from healthy stocks fished by French vessels;
- **Condition** our purchases of sensitive species to compliance with the corresponding sourcing charters;
- **Make our fishing gear more selective** and prevent plastic waste at sea and on land.

To meet consumer expectations in terms of marine ecosystem management, we have committed to a “progress plan for a sustainable sea sector by 2025”. This means that our fleet’s seafarers respect a minimum size for the fish caught, ensure that the breeding areas of certain species are closed off during the breeding period, keep inorganic waste on board the vessels and fight against illegal fishing.

In order to raise consumer awareness about more sustainable seafood consumption, we launched a new “Committed Selection” range at the end of 2023, guaranteeing that the fish was caught by French vessels and the fish populations were not endangered species.

Indicators

Average annual water consumption of Mousquetaires points of sale according to their size (data as of 26 June 2023, from a panel of 182 Mousquetaires points of sale)



Intermarché
Hypermarkets
4,049 m³

Intermarché Super
2,004 m³

Intermarché Contact
305 m³

Netto
200 m³



Brico Cash
182 m³

Bricomarché
317 m³

Bricorama
405 m³



Our water resilience plan

Food production, operating refrigerated cabinets, cleaning surfaces and premises to ensure a high level of food safety, etc. Water is essential for the Group’s operations, but optimising its consumption has become a priority.

A steering committee was set up in 2023 to identify pragmatic actions and ensure sustainable, concerted and reasoned management of water resources. We have strengthened our commitments to control water consumption at our points of sale, production units and logistics bases. We guarantee the resilience of our structures, through a medium to long term action plan intended to:

- **Reduce our water consumption:** installation of foamers on taps and automatic detectors to avoid waste, regularly maintain and control water network equipment (boilers, taps, piping, etc.), repair water leaks, monitor consumption on the “CSR performance” platform, raise awareness among employees, etc.
- **Grow a circular economy:** recover rainwater to irrigate green spaces and operate car wash facilities, install green roofs enabling 50 to 80% of annual rainfall to be retained, etc.
- **Manage any shortages or crises** involving water cut-offs or restrictions ordered by the local authorities.



For a responsible and sustainable digital environment

Internally, through our Information Systems Department, we have launched Stime, the PING approach that supports the transition to a more responsible digital environment.

Our goals:

- 1 **Reduce the electricity consumption** of our virtual services by 30%;
- 2 **Reduce greenhouse gas emissions generated by our hardware by 5%** between 2023 and 2025.

This programme aims to address three main challenges:

- **Minimise our impact on the environment** (sustainable, reconditionable and reconditioned software and hardware, energy-efficient solutions sourced by the Group, eco-design and digital sobriety);
- **Develop good data management practices** (limit data volumes, reasoned protection and storage);
- **Support employees in more responsible digital practices** (training, awareness-raising, support for professional transition).

To address this, we carried out a range of actions in 2023, such as organising awareness workshops on responsible design or the Digital Clean Up Day for support services. These initiatives enabled us to increase the rate of remanufactured materials up to 50% in 2023 and increase the minimum life time of materials from four to five years.



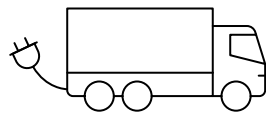
2 questions to LAURENT HUGOU Chairman of the Stime board

What role does digital technology play in the Group's decarbonisation strategy?

Today, nothing is possible without IT. And today, more than ever, we must produce efficient IT in line with the Group's "climate plan" strategy. As the Group's IT department, it is our responsibility to act on as many levers as possible; starting with the place we give responsible digital criteria in our decision-making. We also play a central role in framing and defining sobriety rules, in particular through the responsible design of IT solutions and raising awareness among employees.

How do you play to implement this transformation plan?

We act continually to improve our environmental performance. We are working to establish a strong and attractive social and societal policy. And we have all the means required to continue the progress made in responsible digital technology, with the scope taking in the entire Group and in partnership with every entity in it.



TEST

Electric trucks?

By 2040, manufacturers of heavy-goods vehicles could be required to produce trucks that emit up to 90% less greenhouse gases than today. With this in mind, we conducted an initial test with Volvo in April 2023 on an electric-powered truck in order to measure its technical, operational and economic feasibility.

WATER PLAN

Sub-sensors to detect leaks

In 2023, we conducted in-store tests at several points of sale, in order to test the feasibility of “sub-sensors” linked to a connected platform. The goal: track our exact consumption in real time and receive alerts in case of leakage.

• CLIMATE PLAN HIGHLIGHTS

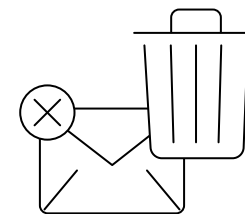
2023 marked a crucial milestone in the implementation of our Climate Plan. The first actions were implemented and laid the foundations for a more sustainable future.



2,300
trucks



Fleet of
15 fishing
vessels



REDUCE

Digital Clean Up Day 2023: an operation to reduce our digital impact

We took part in the Digital Clean Up Day in 2023 as part of our commitment to responsible digital technology. More than 10,000 employees from support services took part in the challenge by deleting more than 5 million emails and returning 110 kg of IT hardware. The result was: 2.56 terabytes of data space was freed up, equivalent to 130 kg of CO₂, i.e. 16 bulbs lit 24h/24 for one year.



CHANGES IN WORKING

Provide the best quality of life at work

Within the Group, we are convinced that economic performance is based on social performance and are aware of the importance of our teams in ensuring the sustainability of our stores. That is why, we act every day to develop the skills of our employees and increase the appeal of our careers.

With more than 300 professions in retail, the food industry and logistics, we must adapt to the specifics and potential risks of each activity. We operate in several sectors that are under pressure and face recruitment challenges. We are deploying an action plan

to attract and retain talent in these areas. As a responsible employer, we pay close attention to our employees' quality of life at work, their career development and employability by enabling them to learn new skills and offering them genuine career advancement opportunities.



Protect the health and safety of our employees

Employees at our production units, logistics bases and points of sale, are exposed to well-identified risks incurred by their activities: repetitive gestures, handling heavy loads, stressful postures, etc.

Identifying hazards

The Group has been deploying action plans in the area of health, safety and well-being at work for years now to ensure employee safety, prevent risks and limit strenuous work. A priority risk identification initiative was carried out in 2021 by the Internal Control and Audit Risks

Department (DRACI). In terms of occupational health and safety risks, we have identified 6 priority issues, namely traffic accident risks, handling and strenuous work, falls from heights, collapsing and falling objects, the working environment, in particular excessive noise and temperature, risks related to technical and storage facilities (fire and explosion). Numerous measures are taken to protect the health and safety of employees: an agreement to prevent strenuous work by developing tools to facilitate tasks with the help of the new technologies, a programme to combat musculoskeletal disorders, a training policy, appropriate protective equipment, etc.

Prevention of musculoskeletal disorders (MSDs) and arduous working

Since 2012, points of sale have been putting a particular strong effort into the fight against MSDs, the leading cause of compensation for occupational illness in France. To limit their causes, our action plans focus on several areas:

- **Training and managing** employees, with the possibility of being supported by risk prevention officers, as well as monitoring and supervision;
- **Sharing good behavioural practices** (versatility, efficient inventory and cold room management, product pick-up, use of scanners for orders, etc.);
- **The installation of appropriate equipment:** resized shelves, trolleys that facilitate product placement on shelves, ergonomic seats for checkout hostesses.

To anticipate these risks, we follow the “TMS Pro” prevention approach put in place by L'Assurance Maladie (French health insurance system). It enables points of sale to structure the risk prevention project and be more autonomous in this area. To date, 151 have started the process and 51 have completed all four steps.

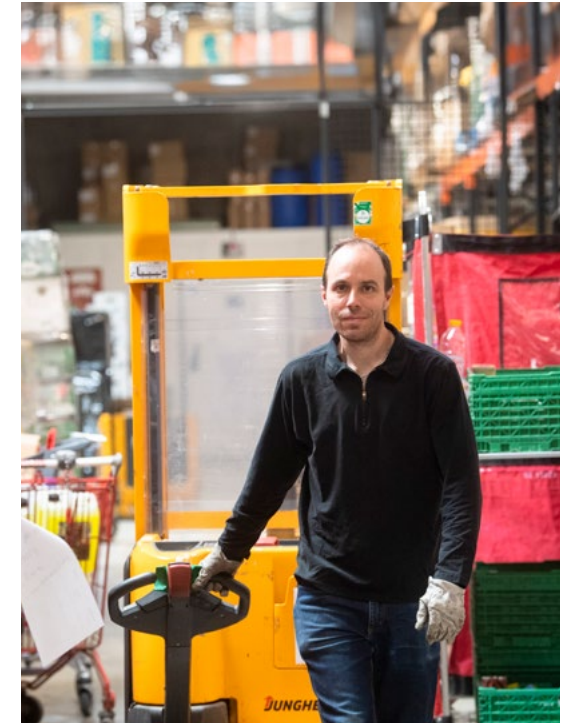
To reduce strain due to noise, temperature or falls from heights, our logistics bases mechanise and automate item preparation and use film-wrapping assistance tools and new technologies. Actions against wood dust were also carried out in 2023 to combat chemical risks.

THE GOAL OF ZERO ACCIDENTS IN OUR FACTORIES

Since 2013, all Agromousquetaires sites have made safety their priority, by deploying the “Safety Plus” plan aimed at achieving the goal of zero accidents:

- **Increase the safety** of work equipment and make tasks more secure;
- **Give priority to actions** to prevent accidents and risks of musculoskeletal disorders through the H&S policy;
- **Be as close as possible to the field** by performing audits regarding safety culture and regulatory compliance;
- **Boost communication efforts** and carry out prevention days on all sites.

Less than 70 accidents resulting in leave for work incapacity were recorded in 2023, 500 less than in 2022. More than 7,000 preventive safety inspections (PSIs) were carried out in 2022 to reduce high-risk behaviour and nearly 600 employees were trained on health and safety issues in 2022.



Our 3 commitments

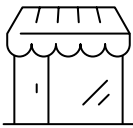
By 2030

Establish a structured action plan on the prevention of musculoskeletal disorders, psychosocial risks and hardship at work

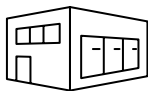
Improve the working conditions and quality of life at work for our employees

Attract, retain and engage talented employees by developing their skills to optimise their employability and offering them career progression opportunities within the Group's various subsidiaries

On-going improvement to quality of life at work
We are committed to promoting employee well-being, their loyalty and engagement by continuously improving their quality of life and working conditions (QLWC).



Three tools have been available at our members' points of sale since the end of 2023: a self-diagnosis in order to objectively assess their QLWC practices (in terms of health and safety, space design, HR and management, etc.), a book of practical action sheets, tips and indicators to be monitored, as well as a barometer for store employees to measure their satisfaction and the impact of the actions taken.



In each of our logistics bases, a Quality, Health, Safety and Environment team is present and ensures effective implementation of the Occupational Health and Safety Framework; 300 QHSE coordinators were present within the Group in 2023.



Develop employee skills and employability

Developing our employees’ skills has become a strategic challenge given the rapid changes underway in our business.

Train support services employees

We set up the Les Mousquetaires Académie, a certified training body, in 2018, to offer cross-company training courses in addition to, and that complement, those available specifically for support services. The Académie facilitates the employee onboarding process and provides them with lasting support, through:

- **The Graduate Program:** launched in September 2020, this “career accelerator” program is intended to attract and develop an internal pool of high-potential young executives, graduates from the major universities, management and engineering schools. In 2023, eight graduates were selected to take this 18-month course divided into two nine-month assignments.
- **The “Flex” training course** supports implementation of the Flex Office system within the Group and provides the practical and operational means for a smooth transition to this new shared-office work organisation.
- **“Remote working” training:** almost 40 employees took this course in 2023.
- **The “Executive Onboarding Seminar” (EOS):** since 2022, all employees with executive status have followed this four-day onboarding process, including an introduction to the Group, workshops, talks by managers and members as well as a visit to a logistics base and a production unit in the provinces. It creates a common experience to enable executives to understand our corporate culture, our DNA and promote internal mobility.



6.01%
of employees with disabilities working in support functions
(national average: 3.5%)

DISABILITY POLICY

The AMIH association (Mousquetaires' Action for the inclusion of persons with disabilities) has been promoting our disabilities policy since it was first set up in 1992. In 2023, several actions were carried out by the association to support points of sale in recruiting, training and keeping people with disabilities in employment. In particular, 2023 witnessed the launch of the Handi'Mousquetaires social network campaigns on Instagram and Facebook, as well as the “All Mousquetaires” recruitment drive and its street marketing operation during the European Disability Employment Week (EDEW), transforming parking spaces at our points of sale into job offer booths.

Multiple training courses for point of sale employees
Our stores provide support to points of sale in developing their employees' skills, mindful of how important employee know-how and attitudes are in the relationship with customers.

HOUSEHOLD APPLIANCES
The NCE (New Customer Experience) concept being rolled out in our DIY stores helps employees strengthen their current skills and learn new ones in order to foster a truly professional customer relationship. Training courses are offered to employees on the Brico-Le@rn platform depending on the position they hold (onboarding, health and safety at work, technical modules for staff working in the gardening, pet, DIY, decoration, materials and other departments). Some specific modules enable employees to be certified for certain skills. For example, since the end of 2023, Bricomarché and Bricorama have been offering employees a certification programme entitled “How to advise customers and sell them alternatives to pesticides for their private gardens”, aimed at guiding customers towards more responsible choices, in line with our stores' CSR commitments.



HOUSEHOLD APPLIANCES

3,600
employees are trained each year

900
training sessions per year

20 %
of training carried out digitally



Food Products

12,571
point of sale employees trained (+461 vs. 2022), i.e. 14.1% of the workforce

222
in-person training modules for POS employees

400
resources available on the e-learning platform

FOOD PRODUCTS
Each region has an expert HR development officer, supported by a member, to ensure our employee support offer is efficient and tailored to meet the needs present: employer brand, onboarding, skills development, quality of life at work, etc. The performance centres in the different regions support Intermarché and Netto points of sale, offering their employees a tailor-made and comprehensive training programme, designed by the ITM Alimentaire Académie and available on the e-Perform' platform. Diploma-based courses, in such fields as management, retail or safety, are available to managers and store directors.

MOBILITY
Upskilling members and employees in Roady and Rapid Pare-Brise points of sale is a priority in the current context of a rapidly changing automotive market and the deployment of new technologies. Since March 2023 an e-learning platform has been offered to all employees in this area to facilitate access to training.

Logistics training
In connection with the Logistics Transformation Plan (LTP), we are developing new technological tools and processes in our new bases. In 2023, the teams witnessed:

- The mechanisation and automation of the Dole (39), Paris-Melun-Sénart (77) and Donzère (26) bases;
- Robotisation of the Angoulême and Neulliac bases (56).

This modernisation drive is a real opportunity for employees to take up new jobs and enhance their employability. We offer dedicated certification training courses for this purpose.



Work-study students in the Group
In July 2019 we signed an agreement with our social partners on the generational transition, with a strong focus on hiring work-study students; 420 of them joined one of our 56 Agromousquetaire sites for the 2022-2023 academic year. A digital kit was developed by the ITM Household appliances in 2023 to support tutors. Our work-study schemes mean that 7.1% of Group employees were under the age of 25 in 2023.

FIRE SAFETY FOR ALL
Since March 2023 members in all our stores have had access to the “Safety +” module on the Lootibox platform, to manage fire safety at the points of sale. This tool, co-built with teams in the field, deals with all the fire-fighting equipment in the stores and proposes an installation inspection and maintenance schedule.



2 questions to
ÉRIC RICHARD
Food HR member

What role did HR teams play when taking over the Casino stores?
The switch was a huge change for Casino Group employees: it was at once a transition from an integrated system to an independent retailer group, as well as a new brand and corporate culture. For these employees everything is new, the products, IT tools, internal procedures, etc. We are committed to supporting Casino Group employees and ensure they are successfully integrated into our Group. Of the 2,000 Casino employees who joined the workforce in 2023, no less than 1,200 attended pre-opening training courses. The Business has set up a system to help employees cope with the store change, and this will continue based on a co-construction logic.

How were employees in support services integrated into the project?
All the Group's forces were mobilised within a very short period of time to coordinate this major change. More than 700 employees from all entities volunteered - from headquarters as well as logistics and Agromosquetaires - to help transform points of sale. I would like to congratulate all the teams who took part and who contributed greatly to the commercial success and collective performance of these new points of sale.

Support and promote entrepreneurship

Daring and an entrepreneurial spirit is a core value to which we attach great importance.

Hiring and supporting Mousquetaires business leaders

With our unique organisation, we can offer employees looking for a new challenge a career in support functions which can lead to their becoming a business leader. Our desire: make entrepreneurship a strong focus of our internal mobility plan. We have a significant communication, support and mentoring system to encourage future business leaders. The training courses are adapted to the candidates and the types of points of sale concerned.




Externally, we continue to recruit future business leaders at the Franchise Expo Paris trade show. In 2023, 24% of applicants came from outside the company and 9% from competitors.

In 2023, the Union des Mousquetaires, an entity in charge of recruiting, training and monitoring members, hired:










143
Mousquetaires, including
95
in France
7%
of future business leaders are
from support services and
17%
from points of sale

Indicators

Percentage of employees according to age (support services, in 2023)

		
Under 25 years old 5.92%	Under 25 years old 7.1%	Under 25 years old 7.9%
Between the ages of 25 and 44 55.21%	Between the ages of 25 and 44 44.6%	Between the ages of 25 and 44 50.5%
Between the ages of 45 and 55 27.61%	Between the ages of 45 and 55 28.7%	Between the ages of 45 and 55 34.4%
Over 55 years old 11.27%	Over 55 years old 19.6%	Over 55 years old 7.2%

Percentage of executive women (upstream subsidiaries, in 2023)

		
 25.58%	 43%	 46%
		

696 work-study students and interns supervised during the year



The Fondation Le Roch-Les Mousquetaires: 25 years of commitment

Supporting the spirit of entrepreneurship has been the corner stone of the initiatives led by the Le Roch-Les Mousquetaires Foundation since its inception in 1998. It deploys concrete mechanisms to help project leaders, start-ups and freelancers grow their business:

- **The “Coup de Pouce” and “Prix Audace” competitions:** each year, the Foundation challenges around one hundred entrepreneurs and sets aside a budget of 500,000 euros for their projects.
- **The Entrepreneurs’ Club,** a tailor-made support system to accelerate growth. In 2023, seven entrepreneurs were selected to form the Club’s 4th group, alternating between individual coaching periods and training sessions over a six-month period.

In addition, the Foundation is resolutely committed to the volunteers at the SNSM (National Society for Sea Rescue). Every year, it spends almost 200,000 euros on upgrading the SNSM’s personal protective and rescue equipment.

Finally, it has been supporting the Pasteur Institute’s food safety research teams for the last twenty years. In 2023, the Foundation worked with researchers to draw up and publish a practical guide entitled “Fewer bacteria on our plates” in collaboration with Agromousquetaires and Inter-marché. This educational guide is distributed free of charge at points of sale and provides a recap of public health practices. It uses humour to remind readers of the basic principles to apply in the kitchen. The Foundation has now made this guide available in digital form and it has become the first digital platform for food hygiene with the goal being to raise awareness among as many consumers as possible.



• CHANGES IN WORKING

HIGHLIGHTS

Several concrete measures have been taken this year to address our employees needs and optimise their well-being at work.



SUPPORT

Launch of the Campus des Mousquetaires, the digital platform dedicated to on-going training for members

In April 2023 the Union des Mousquetaires (UDM) launched the Campus des Mousquetaires. This Campus enables members to train at their own pace, remotely or in-person, in a wide range of areas: human resources, leadership, legal, social. . . The platform has a catalogue of over 200 e-learning courses to give members more autonomy and flexibility.



PROTECT

Exoskeletons to improve well-being at work

In 2023 experiments were carried out on the use of exoskeletons to meet the occupational health and safety challenges of our employees, at points of sale and logistics bases. These support structures are worn by employees to relieve the musculoskeletal system and help maintain their postures during specific activities.



TRAIN

Les Mousquetaires inaugurate the Vitré CFA

Since the start of 2023, the Agromousquetaires EMA (School for food-related professions) in Vitré (35) has become a CFA (Apprenticeship training centre). The CFA trains more than 90 apprentices each year in the different food trades in the food industry and distribution sectors. Some sixty of them are then hired to work in a production unit or an Intermarché or Netto point of sale (butchers, filleters).

RESPONSIBLE RETAILERS

Engage points of sale

The results of the Group-wide approach to sustainable development is seen primarily in the field. Members create a real momentum through local short- or medium-term initiatives which they can then promote among their customers and local partners through the “Responsible Retailer” label.



In 2011, we joined the Collectif Génération Responsable, an association that brings together nearly 75 retailers representing more than 35,000 stores and services across the country. With this association and voluntary pilot points of sale, we helped establish the benchmark on which the “Responsible Retailer” label is built. We have therefore validated the associated commitments, indicators, progress paths and assessment methods. Today, we want this labelling and promotion approach to be deployed at all of the Group’s points of sale, and we want to show that competitiveness can go hand in hand with environmental responsibility, quality of life at work and integration into the local community.



The Responsible Retailer label

Based on the ISO 26 000 standard, this label certifies that CSR is taken into account at the point of sale and promotes this commitment among its customers and local partners.

This label is awarded by the Collectif Génération Responsable based on an audit of 38 criteria, and covers 3 pillars:

Quality of reception: the point of sale establishes relationships of trust with its employees (training, supervision, working conditions) and customers (satisfaction and promotion of responsible consumption);

Eco-responsibility: the point of sale combats wastage, limits its waste volumes, saves energy, water and biodiversity;

Integration into the local community: the point of sale promotes local products from farmers and SMEs and French-sourced products. The point of sale also supports local sports and cultural associations and contributes to local economic development and the dynamism of the region in which it is located.

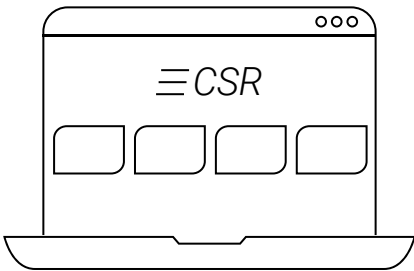
After a “dry run” carried out internally, an independent third party carries out the official audit for the label. Each criterion is rated from 1 to 4 and the label is obtained with an average score of 2.5 over a period of three years. An audit is carried out every eighteen months to measure progress made.

At the end of 2023, 182 points of sale had the label and 450 initiated the process.

Our goal: all our points of sale are committed to the “Responsible Retailer” approach by 2025.

Our strategy to achieve this goal is structured around 3 main aspects:

- 1 Act in every point of sale, getting our business leaders and employees involved
- 2 Provide evidence of our commitments to sustainable development through joint and local actions
- 3 Progress collectively in our challenges, share best practices and measure our progress in order to advance in a sustainable manner.

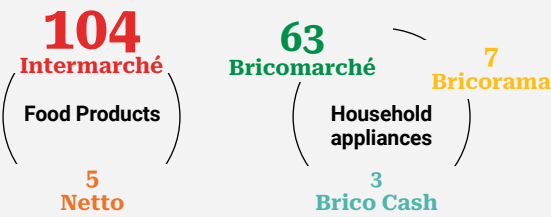


A CSR PLATFORM

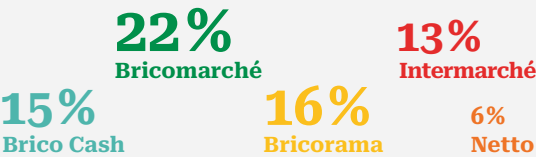
In 2021, the Group launched a CSR platform so that points of sale could manage their sustainable development approach and monitor their progress and performance. It is structured around four themes: the environment, human resources, customer relations and territorial anchoring. With this dashboard, stores can compare their performance with the n-1 period, or with their peers, on such criteria as energy, waste, occupational health and safety, customer satisfaction, wastage prevention, etc. (there will eventually be 50 indicators). In other words, they can measure their individual actions while having a view over their collective scope, determine areas for improvement and action plans to better steer their CSR approach and reduce their environmental footprint.



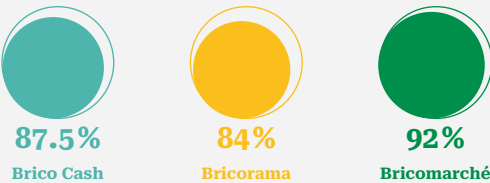
Indicators



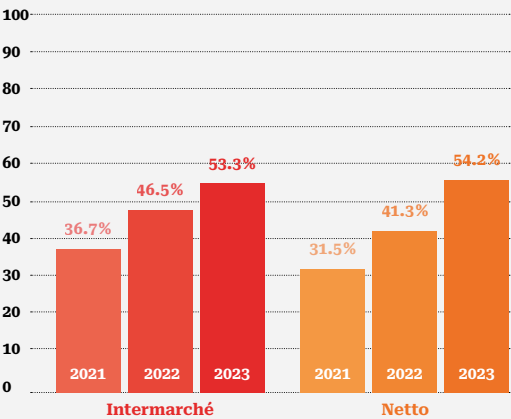
Number of points of sale having the label per retail chain (end of 2023)



Percentage of points of sale that have initiated the approach (end of 2023)



Percentage of non-food points of sale with a quality level above 90/100 (from 01/01/2023 to 31/12/2023)



Percentage of grocery stores that had Food Store Quality Standard (FSQS) inspection results better than the retail average



2 questions to STÉPHANE DAGUE Member for the Quingey Intermarché and awarded the label in 2022

What does the Responsible Retailer Label mean to you?
As a member since 2006, I always wanted to be a responsible economic operator in my territory. The strategy to be implemented was obvious: close proximity, in the broadest sense of the term, with our employees, customers, partners and local suppliers, not to mention elected representatives and other business leaders in the region. Over the years, I have established strong relationships with all these stakeholders, enabling me to offer a different vision of my retailer profession: that of an independent business leader, engaged in his territory, serving a circular economy that benefits this territory. The Responsible Retailer Label is the culmination and unambiguous proof of this daily commitment.

What does this label do for you?
The label is a guarantee of trust regarding the quality of life and working conditions of our teams, the quality of the customer relationship, our involvement in the territory with elected representatives and local suppliers, etc. Every project carried out in the point of sale is designed with the goal of on-going improvement in mind. For example, we are currently changing our checkouts to offer greater comfort and a more ergonomic experience to our hostesses, thus improving their working conditions. To be closer to our customers, we have developed our presence on social media, where we regularly share information about the daily life of the point of sale and about our partners and local initiatives.

While increasing the store's turnover was not the goal, we have nonetheless experienced this since the label was awarded. This is due to the loyalty of our customers, new customers being won over and an increase in the average amount of goods purchased at each visit. Our customers are proud to be associated with our CSR approach and encourage our local initiatives.

Les Mousquetaires

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Intermarché

Netto

BRICOMARCHÉ
MAISON - JARDIN

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CASH
à 99c 999c & 49c 999c 999c

bricorama

Roady
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