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# Sustainable development report

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# Foreword



The climate emergency is happening now! Its consequences are already here, visible and immediate. More than ever, it is our responsibility to take positive and collective action on the mechanisms of the economy. Decarbonising our activities, embracing the circular economy, preserving resources, ensuring the accessibility of our businesses, improving safety... all these challenges concern everyone within the Group and are embedded at every level and in all our activities. Our strength? Our unique "Producer & Retailer" model, which gives us the ability to control every link in the value chain, from production to processing, all the way through distribution. Every day, across France, less than 10 km from your home, our business leaders work with and for our customers, suppliers and partners to develop an economy that protects both resources and the people who help them grow. Together, close to you, we are united by the same vision of trade and growth: profitable for women and men and for local communities, sustainable and responsible.

THIERRY COTILLARD

Chairman of Groupement Mousquetaires



## About us

### Our business model:

#### ASSOCIATED TRADE

**With more than fifty years of experience, we rely on associated trade to bring independent entrepreneurs together.**

Our members own their stores and are responsible for managing them, while benefiting from the strength and resources of a collective group. Once or twice a week, these business owners volunteer their time to part in the co-management of one of the Group's shared structures: marketing, logistics, purchasing, communication, information systems, and more.

# A STRONG NETWORK OF STORES

3 BUSINESS LINES

AND 7 RETAIL CHAINS:

## FOOD PRODUCTS

(over 3,100 stores)

**Intermarché** **Netto**

## HOUSEHOLD APPLIANCES

**BRICOMARCHÉ**  
MAISON • JARDIN

**BRICO CASH**

**bricorama**

## MOBILITY

(over 300 stores)

**Roady**  
CENTRE AUTO

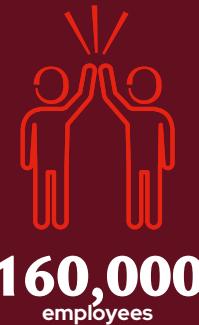
**Rapid**  
Pare-Brise

Our 4,350 stores in Europe, including more than 3,400 in France, give us a local presence and a unique network, particularly in rural areas and medium-size towns. At international level, we operate in Belgium, Poland and Portugal.

## Figures



Over 3,150  
independent  
business leaders



160,000  
employees



Over 4,350  
points of sale in Europe,  
including  
more than 3,400  
in France



45  
logistics bases  
in Europe, including  
36  
in France



15  
fishing vessels



Over 50  
production units

## Shared capital

The entire capital of our Group is held by more than 1,700 members of Société Les Mousquetaires. This structure means we are not subject to the vagaries of the financial markets.

## In-house production facilities

From the outset, we have controlled the entire value chain – from production to distribution – thanks to our Agromousquetaires production division. A major player in the food industry with over 50 production units, we are France's leading manufacturer of private-label products. We are more committed than ever to strengthening our unique "Producer & Retailer" model and fully support the growing demand for private-label products distributed through our store networks.

## Independent, controlled logistics

Our 45 logistics bases (food and non-food) in Europe, including 36 in France, enable us to control our entire supply chain. Our fleet of 2,300 lorries and storage equipment at our own logistics bases across the country guarantee the freshness, quality and availability of our products.

## Integrated real-estate assets

IMMO Mousquetaires, the Mousquetaires' real estate arm, brings together the key expertise of the real-estate business, in order to secure strategic locations, optimise costs and ensure that infrastructures comply with current standards. Centralised asset management contributes directly to the growth and competitiveness of our brands. By 2024, more than 620,000 sq. m. of sales area have been created or acquired as part of the takeover of Casino stores.



## Our European footprint



France  
3,435  
points of sale



Belgium  
159  
points of sale



Poland  
398  
points of sale



Portugal  
367  
points of sale

# OUR SUSTAINABLE DEVELOPMENT STRATEGY

We truly believe that Corporate Social Responsibility (CSR) contributes to the sustainable development of the company, and that our CSR strategy must be closely linked to our business, support our purpose and values, have a real impact on our customers and extend across most of our business functions. In response to the climate emergency and changing societal expectations, we have been engaged in a collective reflection and a sustainable development approach for over ten years.

## OUR 7 CSR BATTLES SUPPORTED BY

- 1 Circular economy**  
waste reduction, collection, recovery and reuse
- 2 Food transition**  
sustainable French agriculture and healthy food
- 3 Energy transition**  
reducing, producing and purchasing energy
- 4 Climate**  
decarbonisation, water and biodiversity
- 5 Changing work environment**  
quality of life at work, attractiveness and loyalty
- 6 Responsible retailers**  
promoting CSR commitments of our stores
- 7 Responsible digital technology**  
for next-generation IT nouvelle génération

## ... THE 3 PILLARS OF OUR APPROACH

**Build a strong relationship with our customers,**  
by offering them healthy and high-quality private-label products in accessible and sustainable stores.

**Be constantly attentive to our employees**  
by offering them a comprehensive Health, Safety and Well-Being plan, a healthy working environment and opportunities for career development.

**Be a responsible local player,**  
thanks to entrepreneurs who are firmly rooted and committed to the socio-economic development of their region, and who are keen to reduce their carbon footprint.

INTERVIEW  
with



GRÉGOIRE BOURDAUD  
Chairman of the CSR Quality Department

**“CSR is the backbone of our human dynamic, strengthening our customers' preference for our brands and our employer brand for employees and future talents.”**

### How would you describe Les Mousquetaires' CSR approach?

Our CSR strategy is the result of a continuous improvement process, shared with and understood by all our stakeholders. The actions implemented over the years enable us to meet regulatory requirements. Our ambition now is to go beyond them. Collective commitment, at every level of the Group – within our support functions and our stores – constitutes a key driver of economic, financial and human performance. We are deeply convinced that CSR is the backbone of our human dynamic, strengthening our customers' preference for our brands and our employer brand for employees and future talents seeking a values-driven company. Naturally, we continue to evolve our CSR strategy while remaining true to our fundamentals: ensuring the accessibility, quality and safety of our products.

### How did you strengthen your CSR strategy this year?

First, thanks to our CSR Strategy & Ethics Committee, we clarified our shared roadmap for all business lines, Mousquetaires entities, and countries over a 5-10-year horizon, by prioritising the most value-creating areas for progress and setting realistic and measurable ambitions. In 2026, this foundational work will help us structure our sustainability report at Group level in line with the new European CSRD (Corporate Sustainability Reporting Directive). We will also integrate our carbon commitments with a 2035 horizon. Our decarbonisation strategy is a key priority and a strategic issue and is part of a broader climate approach that includes water management and biodiversity protection.

### What are your three priority objectives for the coming year?

First, we want to extend this awareness momentum to embed the CSR culture across the entire Group, by engaging as many independent business owners as possible. A strong dynamic is already underway, with 400 stores already involved in the process through action plans. We must now strengthen this momentum to go even further together.

Second, given our significant water consumption – 10 million cubic meters by 2024 – linked to our many activities across stores, production sites and logistics platforms, we will continue our policy of water savings, circularity and water scarcity management to monitor our consumption as closely as possible.

Finally, as we aim to place human dynamics at the very heart of our priorities, our objective is to roll out our quality-of-work-life approach across all our entities and brands, with particular attention paid to the inclusion and accessibility of people with disabilities.



# A RESPONSIBLE producer & retailer

**Our unique "Producer & Retailer" model gives us the ability to constantly adapt to our customers' expectations, as well as to the new societal challenges.**

As an active player at every stage of the chain, we work constantly for a better outcome, assisting a responsible French production, helping customers to eat healthier food every day.

# A PARTNER IN A RESPONSIBLE ECONOMY

For over 25 years, we have made the fight against waste one of our core missions. As pioneers with the creation of Société industrielle de logistique et de valorisation des emballages (Silve) in 1995, we have gradually built a unique circular ecosystem in France that integrates our entire value chain. We are fully committed to reducing, recycling and reusing our packaging.



## Our commitments by 2030

Collect and recycle 100% of our recoverable waste across all our sites

Integrate eco-design principles for packaging across all our private-label brands, across all banners

Offer our customers waste collection solutions for selected circular economy streams

## Reducing packaging upstream

We constantly reinvent our business model to protect the environment and natural resources. We are committed to:

- **Reducing plastic packaging** through the implementation of an eco-design approach.
- **Eliminating problematic or unnecessary plastics.**
- **Developing bulk and re-use solutions.**
- **Improving packaging recyclability.**
- **Measuring our progress through annual reporting.**

## Reducing the use of plastics

We are aware that our plastic packages can be a threat to the environment if they are poorly managed or not integrated into a recycling process. That's why, for several years now, our priority has been to minimise single-use plastic as much as possible, and to promote reusable and recyclable packaging, while ensuring the quality and sanitary safety of our products.

## Fostering eco-design

In 2019, we launched the #DéfiEmballage (#Packaging-Challange) to rethink the packaging of our private-label products by reducing material use and improving recyclability. In 2024 we improved 870 products: 310 through the introduction of tethered caps, 320 through the integration of recycled plastic and 145 through packaging reduction. For example, in the Home & Personal Care department, over 500 tonnes of virgin plastic have been saved by integrating 100% recycled plastic in the dishwashing liquid range, 60% in certain toilet paper products and 30% in some paper towel products. In 2024, packaging reduction projects saved 130 tonnes of plastic and 177 tonnes of cardboard (for more details, see the SLIM project). Overall, we plan to optimise 1,500 SKUs between 2019 and early 2026.



## SLIM PROJECT: THE EXAMPLE OF MONIQUE RANOU BACON PACKAGING

In June 2023, five brands, including Herta, were singled out by Foodwatch and Zero Waste for their "excessively empty" packaging. In response to these NGOs, our "Les Salaisons Celtiques" production unit carried out several technical optimisations to reduce the size of the packaging for its bacon pieces. As a result, 9.5 million were redesigned, with their weight reduced by 19%. This has already saved 26.3 tonnes of plastic, 90 tonnes of cardboard and more than 220 tonnes of CO<sub>2</sub> equivalent.

## Reducing waste downstream

We have always worked to offer our customers waste collection solutions in our stores. Today, a fully circular loop for cardboard and plastic is operational across 90% of our stores, production units and logistics platforms.

### In 2024



**156,235**  
tonnes of cardboard  
(+15.7% vs. 2023)



**6,832**  
tonnes of plastic film  
(+2.66% vs. 2023)



**134**  
tonnes of polystyrene  
(+20.72% vs. 2023)



**131**  
tonnes of PET recovered  
through bottle recycling  
(+236.89% vs. 2023)



**3,500**  
tonnes of tyres



**18**  
million coffee capsules,  
used to manufacture 1,700 bicycles



## ENCOURAGING PLASTIC RECYCLING

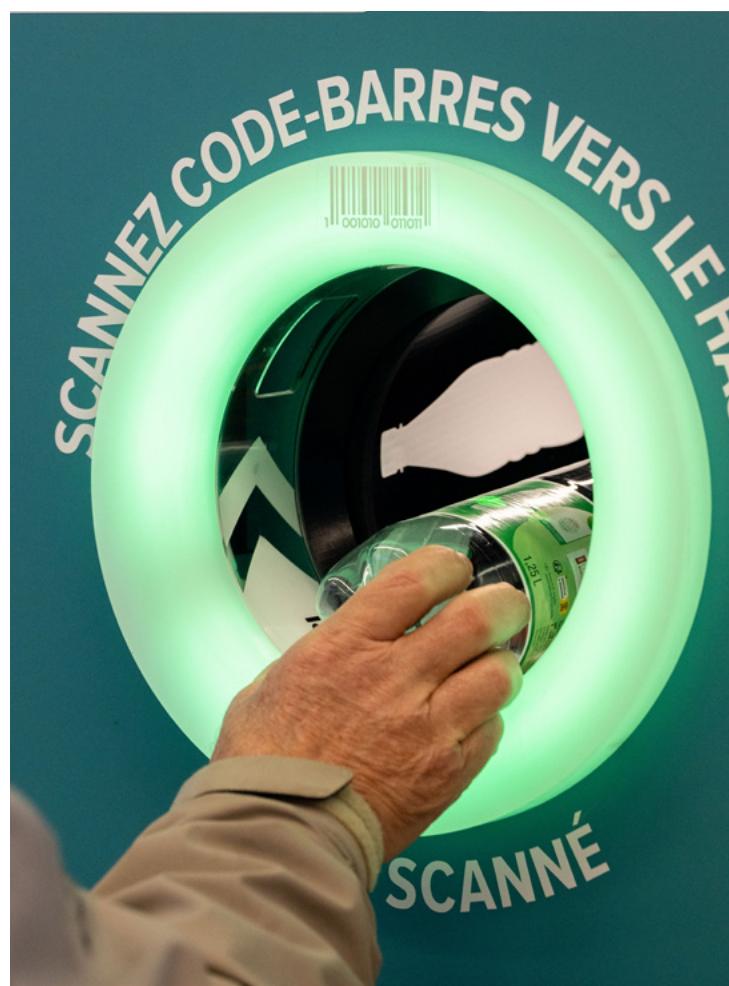
In stores, customers are encouraged to return their empty plastic bottles to dedicated recycling bins in exchange for a voucher or a donation to a charity. The material is recovered through reverse logistics: a recycling company handles the sorting, washing, shredding and production of rPET pellets, which are then used by a partner to manufacture new packaging, including bottle preforms. In our Agromousquetaires production units, water is bottled in recyclable PET packaging.

## WASTE COLLECTION AND MANAGEMENT

Across our distribution network, we have implemented a reverse logistics system to ensure that trucks never travel empty. They collect sorted cardboard packaging, polystyrene crates and plastic film and deliver them to the logistics platforms. These waste materials are then recovered by French or European paper mills, plastic processors, converted into aggregate for the construction industry or transformed into energy.

## RECOVERY OF BY-PRODUCTS

Every year, our agri-food units generate significant quantities of by-products and organic waste from slaughtering. Our Cornillé production unit handles the processing of bovine by-products, while Société Armoricaine de Valorisation Energétique (SAVE) specialises in the treatment and energy recovery of organic waste.



## DEVELOPING BULK AND RE-USE SOLUTIONS

To reach our goal of 100% reusable or recyclable packaging across our sites by 2030, in compliance with regulations, we have implemented several concrete initiatives in stores:

- **Reusable nets (cotton and r.P.E.T) in the fruit and vegetable section.**
- **Expansion of deposit-return systems for reuse:** the NoWW (No Waste in my World) solution is now referenced Group-wide to equip the stores with collection units for glass or plastic containers. At the same time, the ReUse initiative, launched by Citeo, is currently being tested in 33 stores in Brittany, Normandy, Pays de la Loire and Hauts-de-France. It allows customers to return empty packaging from roughly twenty products (juice, beer, jam, etc.) and reclaim their deposit. Objective for 2026: continue rolling out more stores and additional product references over the coming months.
- **Expansion of organic bulk grocery sections:** 75% of our Intermarché stores now offer bulk sections, primarily organic and private label.

# TOWARDS ETHICAL AND ACCESSIBLE RETAIL FOR ALL

**Very early on after the creation of the Group, we took up the challenge of ensuring our independence of supply by developing our own production facilities. Today, 56 units make up Agromousquetaires, offering consumers access to safe, healthy, quality products at the best prices, manufactured exclusively in France.**

## Offering healthy, high-quality private-label products

Every day, the 10,000 employees of Agromousquetaires ensure not only food safety for consumers but also the nutritional balance of each of our recipes. In this spirit, we continue to roll out our strategy to refocus our activities on raw or minimally processed products. At the same time, our R&D teams keep innovating to offer healthier, more balanced recipes (less salt, less fat, removal of additives, shorter ingredient lists, etc.). In 2024, eight products were awarded "Flavour of the Year". The Pâturages plant-based spreadable cheese was also voted Product of the Year.

### Our commitment

100% private-label products that are healthy, safe, high-quality, responsible and sold in responsible stores



France's leading private-label manufacturer.

**50%**

of the volume of Intermarché private-label products sold are manufactured in our Agromousquetaires production units

With the ambition of becoming the benchmark for responsible production and eating habits, we have committed to an ambitious plan through several key initiatives:

• **Development of organic product ranges:** for several years, Intermarché has been working to increase the share of organic products in its offer. Intermarché's market share in these products has grown significantly since the end of 2018, rising from 13% to 16.3% in 2024.

• **Use of reference standards for continuous improvement:** the "Zéro Résidu de Pesticides" (ZRP) label aims to reduce or eliminate the use of certain molecules classified as high-risk. Since early 2024, two new certified products have been added: extra-fine cut green beans (720 ml) and extra-fine peas (720 ml), manufactured in our Kerlys production unit. By the end of 2024, a total of 13 Intermarché private-label "Zéro Résidus de Pesticides" products were available.



## Promoting "Origine France"

As the first signatory of the Nutri-Score charter and as the creator of the Franco-Score in 2019, we have always been committed to promoting Origine France. We played an active role in implementing the Origin'info labeling system launched by the French government in 2024. The first products reached store shelves in January 2025. Excluding fresh food departments, 57% of private-label products sold in Netto and Intermarché stores are of Origine France.

We aim to continue encouraging consumers to buy products made in France and to help them better identify them. This is why, at the end of 2024, we announced the launch of the "Intermarché Terroirs" label. This designation brings together all the traditional fresh products of Origine France (meat, dairy products, fruit and vegetables) sold in Intermarché stores. Developed in 2024, and rolled out in early 2025, it began with an initial selection of beef and pork products. The range will gradually be extended to reach 585 SKproduct references, representing more than 60% of Intermarché's traditional fresh private-label products.

We also place strong emphasis on the consumption of seasonal fruit and vegetables of Origine France. As such, we announced the end of strawberries and cherries in December and January in our food stores. We were also recognised by the Association Nationale Pommes Poires (ANPP) for our 100% French apples and "Vergers Responsables" (Responsible Orchards) certification.

## INDICATORS

Share of products "Origine France" supplied by the Central Purchasing Office and sold in Intermarché stores  
(these figures exclude products from external sources sold by the stores)



Beef traditional butchery  
**99%**



Lamb traditional butchery  
**81%**



Pork traditional butchery  
**99%**



Liquid milk  
**100%**



Fresh fruit and vegetables (excluding exotic fruit and citrus)  
**75%**



Private-label poultry (whole and raw)  
**100%**



Eggs  
**100%**



## Fighting waste

We take concrete action to combat waste and contribute to "healthy eating" for all, particularly the most disadvantaged, through various initiatives.

### FOOD PRODUCTS

- An Anti-Waste Action Plan was introduced at the end of 2019 to reduce unsold food waste in our Intermarché and Netto stores. This includes the installation of anti-waste corners offering 30% to 50% discounts on short-dated products, as well as the sale of discounted "Les Moches" fruit and vegetable baskets (an initiative to sell fruit and vegetables which do not comply with traditional display standards). Since their launch in March 2022,

our stores have sold more than 800,000 baskets, including nearly 400,000 in 2024.

- In 2019 we signed a partnership with the Too Good To Go app to offer unsold products to consumers. In 2024, 143 new Intermarché and Netto stores joined the program, bringing the total to 531 shops. As a result, 740,000 anti-waste baskets were saved in 2024 and more than 2 million since the partnership began.



- Donations are at the heart of the anti-waste approach of Intermarché and Netto. We are therefore committed to a responsible and solidarity-based approach by **donating our unsold goods to charities**. Five national agreements have been signed with the Food Banks, Restos du Cœur, the Red Cross, Donnons-leur une chance and Emmaüs. In 2024, 1,488 participating Intermarché and Netto stores collected 1,681 tonnes of products for Restos du Cœur. Beyond in-store collections, our 36 logistics platforms are also mobilised. In 2024, as part of the takeover of the Casino stores and warehouses, an exceptional donation of Casino

private-label products worth €22.5 million was made. As every year, 13 Agromousquetaires production units also made regular donations in 2024, amounting to €930,000. We also aim to strengthen this partnership by offering Group employees the opportunity to take part in in-store collections.

• **Around ten product-sharing campaigns** were run in Intermarché stores and Drive services in 2024: for every purchase of one of these products, 20% of the sale price was donated to Le Roch-Les Mousquetaires Foundation to support Institut Pasteur's research.

## INDICATORS

### In 2024



**400,000**

"Les Moches" fruit and vegetable baskets sold



**740,000**

food baskets saved via Too Good To Go across 517 stores



**1,681**

tonnes of products collected for Restos du Cœur during donation collections



Exceptional donation of Casino private-label products worth

**€22.5**

million

### HOUSEHOLD APPLIANCES

We also promote reuse and second-life solutions for non-food products in order to prevent waste in DIY and gardening products.

- Since 2021, the Bricomarché and Bricorama have been offering second-hand tools sections in selected stores. These tools are reconditioned in advance by a specialised service provider and come with the same warranty as new tools, at an average price 30% lower.
- At Bricomarché, the second edition of **Journées de l'Occasion (Second-hand Days)**, which allow customers to give a new life to their tools or decorative items and receive the value of their sales in the form of vouchers, resulted in the collection of 1,095 products, of which 630 were sold.
- Since 2021, unsold items have been donated to associations such as **Emmaüs and the Agence du don en nature** (Agency for donations in kind), to benefit disenfranchised households.
- With 242 stores registered on the app, Bricomarché is fighting plant waste through **its partnership with Too Good To Go**. The brand offers discounted baskets made of wilted plants. Since 2024, it has extended its offer to include low-cost food baskets for dogs and cats, made up of products that are up to three months past their best-before date or with damaged packaging.



# PROMOTING RESPONSIBLE FARMING PRACTICES

As "Producers and Retailers", and thanks to our strong local roots, we are committed to supporting French farmers and producers, with the ambition of "bringing well-being to the greatest number by acting on the levers of the economy". This unique positioning led us to establish the first long-term partnership through contractual agreements as early as 1992, in order to move forward together toward more profitable and responsible production.



To continue transforming our agri-food model, in 2024 we structured our agricultural policy and presented three areas of action:

- Contractual agreements and securing supplies.
- Development of support systems for the farming community.
- Optimisation of our local sourcing and listing systems.

## Working alongside local farmers and producers

Already partners with over 10,000 local producers across France, we aim to optimise our local sourcing systems and double this number by 2027, by listing an additional 10,000 local producers, for a total of 20,000, within a 70-kilometre radius of our stores. The aim is to reduce the number of intermediaries, improve producers' incomes and reduce the carbon footprint linked to product transport.

On a daily basis, local and regional offerings are highlighted for consumers in our stores through several initiatives:

- «**Les éleveurs vous disent MERCI!**» (Farmers say thank you!): co-developed with producers to ensure fair remuneration based on production costs, this range now includes 30 products. In 2024, a raclette cheese produced by our La Fruitière de Domessin production unit and a range of solidarity red wines — with 35% of the price going directly to winegrowers in struggling regions (Médoc, Merlot and Rhône Valley) — were launched. Since 2018, Intermarché has already redistributed over €16 million in bonuses to the agricultural sector through the sale of these MERCI! products.
- The "**Producteurs d'ici**" (Local producers) initiative: launched in 2020 by Intermarché, it highlights producers in stores through dedicated signage. This programme now represents more than 7,500 local partnerships across France.

## Providing long-term support to producers

We rely on long-term relationships with suppliers and producers and were among the pioneers of contractual farming. Today, 95% of the milk volumes needed to produce Pâturages private-label products in our production units are contracted, providing visibility to our partner farmers. For pork and beef, these rates stand at 60% and 27% respectively and are intended to increase in order to better support farmers' development. In 2024, we committed to strengthening contractual agreements across these three sectors and to developing new priority ones:

- A tripartite contract for over ten years for **beef** between farmers, Agromousquetaires and Intermarché, aimed at preserving livestock farming and supporting young farmers.
- A three-year tripartite contract for pear between fruit growers, Agromousquetaires and Intermarché, securing 4,535 tonnes of fresh and processed pears, including volumes contracted directly by Agromousquetaires.
- A three-year bipartite contract between Intermarché and Les Fruitières Chabert for dairy and farm-produced **Reblochon cheese**.



AGRIMOUSQUETAIRES

In December 2023, we launched the Agrimousquetaires association to help ensure the long-term sustainability of agricultural supply chains. Between July 2024 and July 2025, this initiative supported 160 dairy farms with a total contribution of €1 million: 32 farms supported during their establishment phase, 33 assisted with the purchase of energy-efficient equipment, 50 farms supported in improving working conditions, and more than 400 replacement workdays funded across 43 farms. In 2025, we expanded the scope of Agrimousquetaires to also support beef cattle farmers. As with the dairy sector, calls for projects were developed in collaboration with farmers.





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**Our aim is to guarantee fair and adequate remuneration for producers, support customers' purchasing power, while ensuring an operating margin for our stores.**

**How have the expectations of farmers and partners changed in recent years?**

In the face of economic instability and climatic challenges, farmers are no longer just looking for the best short-term deals. Above all, they seek stability and security for their volumes. This allows them to plan for the long term and ensure the sustainability of their farms.

**How does this influence the Group's agricultural policy?**

This structural shift directly impacts our agricultural policy, which must adapt to market realities. In tight markets, we prioritise long-term relationships with producers. The objective is to establish production prices that cover farmers' real costs and ensure a decent income, while securing our supplies through multi-year contracts. Conversely, in highly competitive markets, where price pressure is strong, the challenge is to find the right balance between remaining attractive to consumers and preserving the economic viability of our partners.

Our main challenge is to ensure fairness across the entire value chain, from farmer to final customer. We seek solutions that make it possible to guarantee fair and adequate remuneration for producers, support customers' purchasing power, while ensuring operating margins for our stores. This year, we intensified our efforts in the agricultural transition, with the launch of the "Intermarché Terroirs" label, the announcement of the end of strawberries and cherries in December and January in our food stores, the support provided to 160 dairy farms via Agromousquetaires, and new contractual agreements in additional sectors (beef, pears, Reblochon cheese). These initiatives mark real progress, but we are fully aware that long-term support for producers and the promotion of 100% responsible agriculture is a long-term effort. This work will continue, among others, under Pascal Richez, who succeeded me as the Group's member in charge of agricultural relations on 1<sup>st</sup> September 2025.

**What levers do you use to strengthen the link between producers and local communities?**

Our main challenge is to ensure fairness across the entire value chain, from farmer to final customer. We seek solutions that make it possible to guarantee fair and adequate remuneration for producers, support customers' purchasing power, while ensuring operating margins for our stores. This year, we intensified our efforts in the agricultural transition, with the launch of the "Intermarché Terroirs" label, the announcement of the end of strawberries and cherries in December and January in our food stores, the support provided to 160 dairy farms via Agromousquetaires, and new contractual agreements in additional sectors (beef, pears, Reblochon cheese). These initiatives mark real progress, but we are fully aware that long-term support for producers and the promotion of 100% responsible agriculture is a long-term effort. This work will continue, among others, under Pascal Richez, who succeeded me as the Group's member in charge of agricultural relations on 1<sup>st</sup> September 2025.

**Agromousquetaires**  
is committed  
to minimising animal  
transport time  
to slaughter:



**Pigs**

**99%**  
in under 8 hours

**98%**  
in under 6 hours

**69%**  
in under 3 hours

**100%**  
are stunned before slaughter



**Cattle**

**95%**  
in under 8 hours

**82%**  
in under 6 hours

**67%**  
in under 4 hours

**100%**  
are stunned before slaughter



**Dairy cows**

**95%**  
of dairy cows graze at least  
150 days per year

## Committed to animal welfare

Within the Group, we firmly believe that animal welfare of the well-being of farmers are among the pillars of a responsible offering. The five fundamental freedoms of animals, as defined by the World Organisation for Animal Health (WOAH), form the foundation of our Animal Welfare (AW) approach:

- **No animal should suffer hunger or thirst.**
- **No animal should suffer discomfort or physical strain.**
- **Animals should be free from pain, injury and disease.**
- **Animals should be free to behave naturally and adopt species-specific behaviours.**
- **Animals should be protected from fear and distress.**

Our animal welfare approach applies to products processed in our Agromousquetaires production facilities (beef, veal, pork, dairy cows, etc.), and to products purchased directly by Intermarché and Netto from external suppliers (chicken, laying hens, turkey, duck, rabbit, etc.). It applies throughout the entire production chain —from farming to slaughter, including transport.

We have established monitoring committees for both small and large species, involving NGOs and developed standards based on best practices, covering all stages from farming through to slaughter.

### A few examples of measures (in external purchasing supply chains)

- **Laying hens:** by the end of 2025, in France, most shell eggs sold in Intermarché and Netto stores will no longer come from cage farming (this is already the case in Belgium).
- **Rabbits:** in 2024, we were awarded an Honourable Mention at the "Lapins d'Or" by the international NGO CIWF France (Compassion in World Farming) for our commitment to fighting cage farming in rabbit production. We have pledged to source 100% of our private-label fresh rabbit meat reared from cage-free farming in large enclosures by 2029.

**YVES AUDO**

Head of Agricultural Relations

To promote our animal welfare policy, we publish our BBFAW (Business Benchmark on Farm Animal Welfare) report every year on our Mousquetaires website. We also develop consumer information as a member and board administrator of the Animal Welfare Labelling Association (AEBEA). To date, this labelling appears on our organic and Label Rouge private-label chickens under the Volae and Merci! brands.





A RESPONSIBLE  
PRODUCER & RETAILER

# KEY HIGHLIGHTS

Our commitment as responsible "Producer and Retailer" was affirmed through concrete actions in 2024.



## TAKE ACTION

### Pink October: our stores mobilise

As part of Pink October, 256 Intermarché and Netto stores in the Centre-West region mobilised in support of the League against Cancer. Together, they raised €65,122 by donating 10% of the sale price of a selection of local products. An additional €0.20 was donated for each Constance baguette purchased – more than 100,000 were sold during the month.



## REDUCE

### Towards digitalisation of leaflets

In Portugal, around 100 stores opted for digital leaflets (including 70 using a hybrid model). Result: a significant 40% reduction in the volume of printed leaflets nationwide in 2024.



## SUPPORT

### Intermarché supports SMEs

We received the LSA Trophy for the best collaboration between a retailer and an SME for our support of Fiers, a brand offering 100% disability-inclusive grocery products. In 2024, thanks to sales in over 200 Intermarché stores, Fiers was able to redistribute €300,000 (representing 60% of the total amount donated) to its partner workshops, enabling the creation of five new jobs.



## INNOVATE

### Our packaging adopts tethered caps

In line with the 3 July 2024 regulation, the packaging teams at Antarctic and Laiterie Saint-Père announced the adoption of tethered caps on all juice and milk bottles. The new, lighter cap design and streamlined colour use will save 64 tonnes of plastic per year, equivalent to 100 tonnes of CO<sub>2</sub>.



# A PLAYER

involved in ecological

TRANSITION

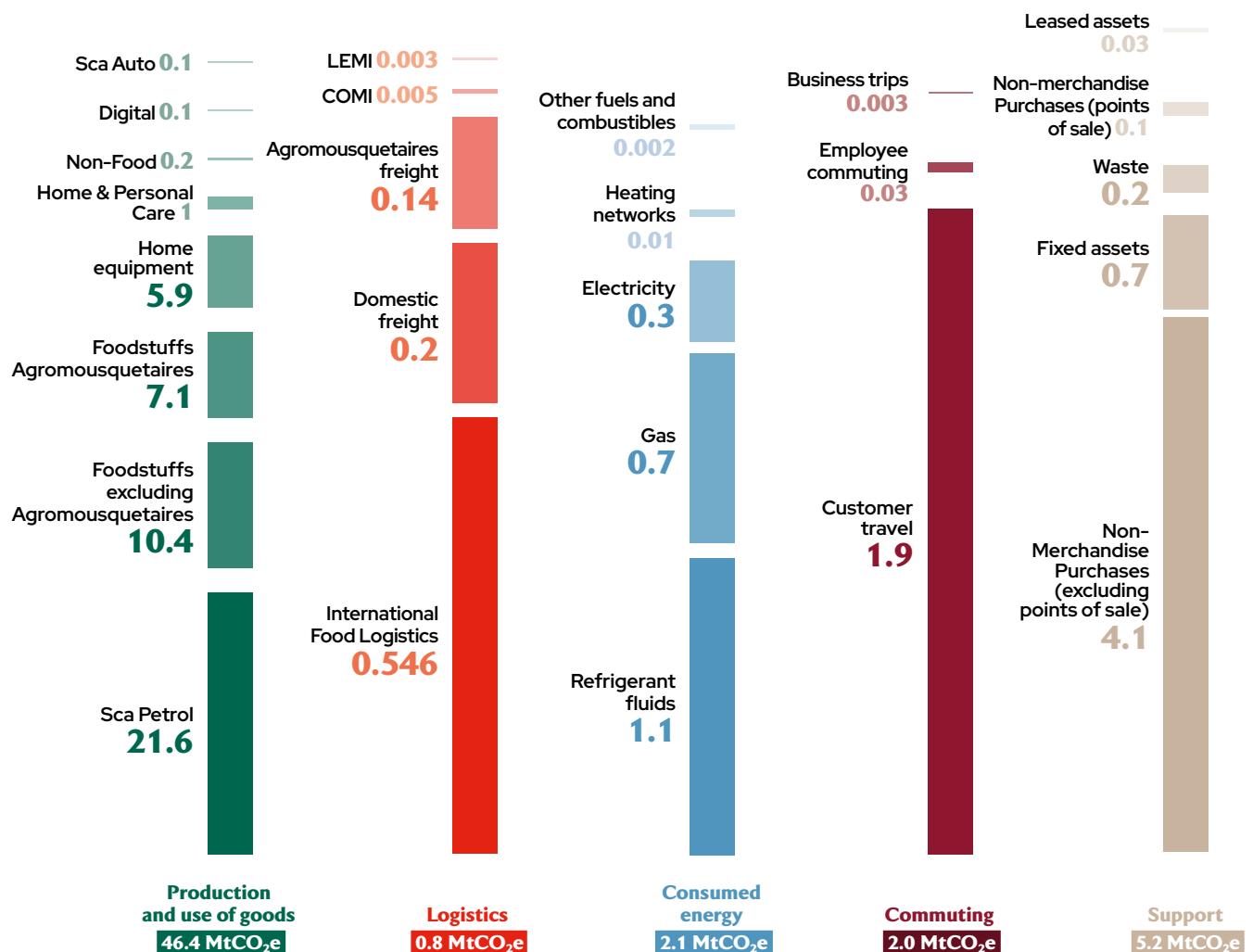
To support the ecological transition,  
we have implemented a Climate Plan.

It is based on three inseparable pillars: reducing our carbon footprint,  
preserving biodiversity and ensuring resilient water management.

# DECARBONISING OUR OPERATIONS

Like all businesses, we contribute to greenhouse gas (GHG) emissions. In 2023, the Group's carbon footprint amounted to 54.5 million tonnes of CO<sub>2</sub> equivalent.

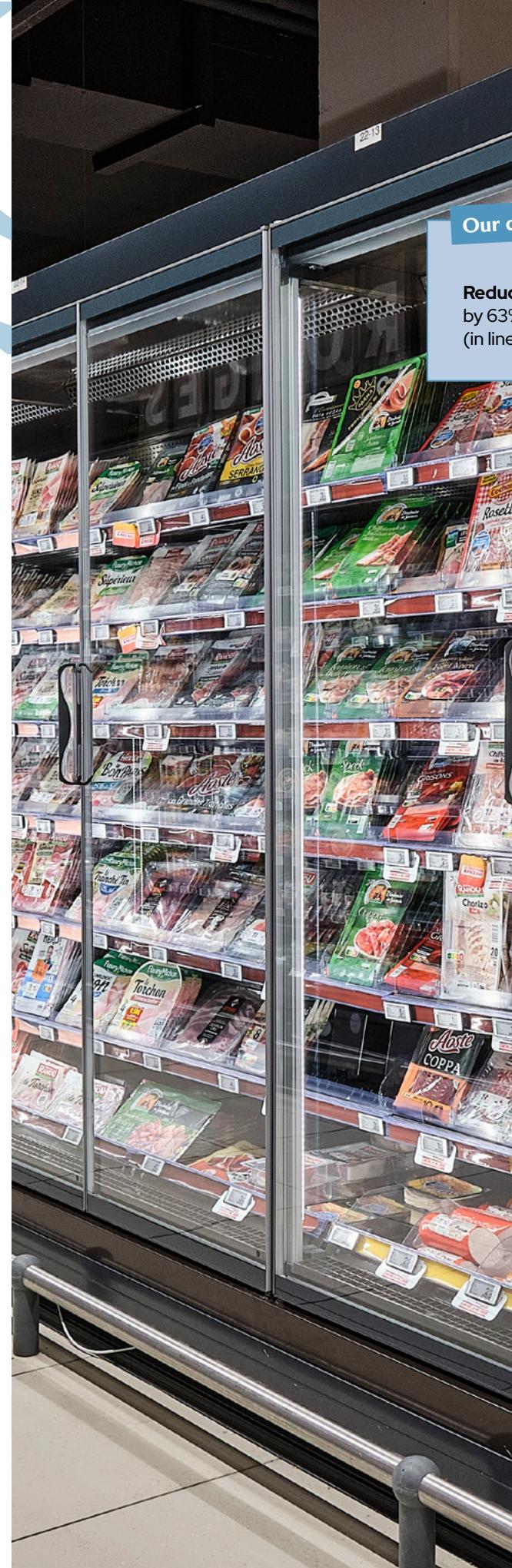
The production and use of goods account for the vast majority of emissions (46 Mt CO<sub>2</sub>), mainly from fuel sales and from our food-related activities (retail and manufacturing).



## GROUPEMENT'S CARBON FOOTPRINT (IN 2023)

**Total: 54.5 mtco<sub>2</sub>e distributed as follows, according to the GHG protocol categories:**

- Scope 1 (direct emissions): 2%
- Scope 2 (indirect emissions associated with energy consumption): 1%
- Scope 3 (other indirect emissions –excluding energy): 97%



## Our commitment

Reduce our greenhouse gas emissions by 63% for scopes 1 and 2 and by 38% for scope 3 (in line with SBTi recommendations).

## Our action plan to 2050

Our 2026-2050 climate transition plan, currently being finalised, was submitted to the SBTi in July 2025 for validation. It sets out a detailed roadmap for reach our 2030 and 2035 targets, by strengthening action in the most carbon-intensive sectors identified—particularly logistics sector and food production sites.

We continue to step up our efforts to reduce our carbon footprint and become more energy-efficient and autonomous through our low-carbon strategy. All entities have mobilised, and the first roadmaps have been drawn up, building on already ongoing initiatives.

We have committed to five priority actions to be implemented across all our production units and stores:

- **Limiting the use of refrigerant gases** with high GHG potential across the entire value chain, from manufacturing to retail.
- **Reducing fossil fuel consumption**, for example by optimising the distances covered for deliveries.
- **Improving private-label product specifications** by developing more responsible product ranges (organic, plant proteins, Origine France, recycled and recyclable products and packaging, etc.).
- **Reducing electricity consumption** across all our buildings and securing a more sustainable energy mix.
- **Raising awareness and engaging all business owners and employees** through dedicated training programs (Climate collaborative awareness workshops and Responsible digital technologies).



### Our commitment

**Reduce our diesel-powered fleet by 50% by the end of 2025**

## Reducing the carbon footprint of our logistics flows

We have chosen to manage our own logistics operations with a fleet of 2,000 semi-trailers and 400 tractor units. This organisation enables us to act across the entire transport chain to reduce the environmental impact of our logistics flows.

We have implemented several measures to reduce the carbon footprint of both our own trucks and those of our partners between warehouses, by optimising routes and by paying close attention to driver behaviour:

- **Using route-planning tools and limiting truck speed to 82 km/h (already resulting in a 3-5% reduction in kilometres travelled).**
- **Training all drivers in eco-driving, encouraging smooth, energy-efficient driving (anticipatory braking, reduced harsh acceleration, etc.).**

These measures have already helped reduce the average fuel consumption of our truck fleet: 28.93 litres per 100 kilometres in 2024 *versus* 29.15 litres in 2023.

## Ensuring the sustainable water resource management

As "Producers and Retailers", our water footprint extends across the entire value chain (industrial processes, cleaning, technical utilities, maintenance, conservation of fresh products, car wash stations, etc.). Water is therefore a priority issue in our Climate Plan, which is why we have decided to strengthen our sustainable water management strategy and integrate it in our vigilance plan.

### RISK IDENTIFICATION

Our overall approach for the 2025-2030 period is structured around risk mapping, concrete commitments, specific actions and a robust monitoring system, all aligned with regulatory requirements and the objectives of the national Water Plan.

Our risk mapping has identified the following specific vulnerabilities for our activities: increasing demand, reduced availability, water pollution, salinisation of agricultural land and groundwater, unequal access to water. In response to these challenges, we have drawn up a 2025-2030 Water Resilience Plan built around 6 interconnected strategic priorities:

- **Analysing and anticipating regulations to maintain compliance.**
- **Reducing our water consumption**, with regular monitoring and proactive leaks management.
- **Developing a circular water economy** through grey water reuse and recycling.
- **Managing high-risk areas and anticipating crises and shortages.**
- **Supporting our customers in controlling their consumption.**
- **Promoting our commitments to local communities.**

### Our commitment

**With a total water consumption of 10 million cubic meters across all operations**, our objective is to achieve a 10% reduction by 2030, including through water reuse and the reduction of leaks at our sites





20

Agromousquetaires  
sites account for

80%

of our water  
consumption

#### TAILORED INITIATIVES FOR EACH OF OUR SITES

**In our industrial activities:** our production activities are particularly vulnerable to water shortages and usage restrictions, which can jeopardise business continuity. Through the Agromousquetaires Water Plan, we are focusing our efforts on 4 main levers: reducing consumption, recycling water, reusing wastewater and preserving biodiversity.

**In our logistics hubs:** we are fully integrating water-related issues into our strategy (building new hubs to High Environmental Quality standards, carrying out environmental impact studies, setting up rainwater recovery and management

systems, optimising watering and maintenance systems for green spaces).

**In our stores:** we support store teams daily in monitoring their consumption via the "Performance RSE" platform, proactively leak management and awareness-raising on best practices through educational materials. We help them develop a circular approach to water, by installing rainwater harvesting systems or recycling greywater, where regulations allow. We also act as an adviser to consumers, offering suitable products, particularly in our DIY stores, to help them manage their water consumption.

#### Towards responsible and sustainable digital technology

With more than 160,000 devices in operation in 2024 and 27 million emails sent per year, we are fully aware of our contribution to digital pollution. This is why we have chosen to act by making Digital Responsibility (RNE) one of our 7 CSR priority commitments.

Internally, our IT Department, Stime, is continuing the PING programme (Pour une Informatique Nouvelle Génération - For a New-Generation IT), to support all of our sites on the path to more responsible digital environment. This programme aims to address several key challenges:

- Reduce the carbon footprint of IT equipment (sustainable and refurbished solutions and hardware).
- Design responsible applications by defining an eco-design framework.
- Raise employee awareness of responsible digital use and promote good practices for data management (limiting data volumes, rational protection and storage, etc.).

Within the support services, laptops now have a minimum lifespan of five years. During their lifecycle, they are reconditioned by Stime teams and then returned to the user pool. In parallel, several campaigns are run each year to enable stores to purchase refurbished equipment.

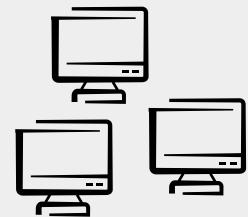
#### Our commitments

Reduce electricity consumption of virtual servers by 40%

Reduce GHG emissions from our equipment by 5% by the end of 2025



#### INDICATORS



60%

of laptops in support functions were refurbished in 2024 (vs. 46% in 2023)



12%

of equipment sold to stores were refurbished in 2024 (vs. 7.9% in 2023)



Data volume growth was limited to

19.3%

in 2024

# DEVELOPING RESPONSIBLE SUPPLY CHAINS

Beyond our private-label products, we are committed to the social and environmental conditions of the products we sell through our responsible purchasing approach.

We prioritise work on the most sensitive raw materials, identified since 2024 using the AFNOR Risk tool. Each year, we publish a duty of vigilance plan on the Mousquetaires website, presenting our commitments to responsible supply chains.

We formalise procedures and contractual documents with suppliers, such as Sustainable Supply Chain Charters. These are developed through dialogue with stakeholders to aim at: fulfilling our duty of vigilance, committing to the sustainability of supply chains, defining sustainability criteria and engaging our suppliers. Internally, all our teams are trained on the charters relevant to their scope.

## In 2024

17

RESPONSIBLE SUPPLY CHAIN CHARTERS IN PLACE, INCLUDING:



2 new charters  
1 revised charter



140 buyers trained in sustainable supply chain issues

## OUR EFFORT

- 1 Ensuring no deforestation or conversion of ecosystems with high conservation value or high carbon stock.
- 2 Combating overfishing and improving aquaculture systems.
- 3 Ensuring animal welfare for all species.
- 4 Ensuring the respect for human rights.



## Our commitment

100% of raw materials free from deforestation or conversion of ecosystems with high conservation value or high carbon stock

## Ensuring no deforestation

We develop transparent progress plans in partnership with NGOs, reconciling product quality with natural resource conservation. In 2024, we implemented a concrete action plan to comply with the EU Deforestation Regulation (EUDR) by formalising contractual clauses, consulting with our suppliers and analysing their due diligence plans.

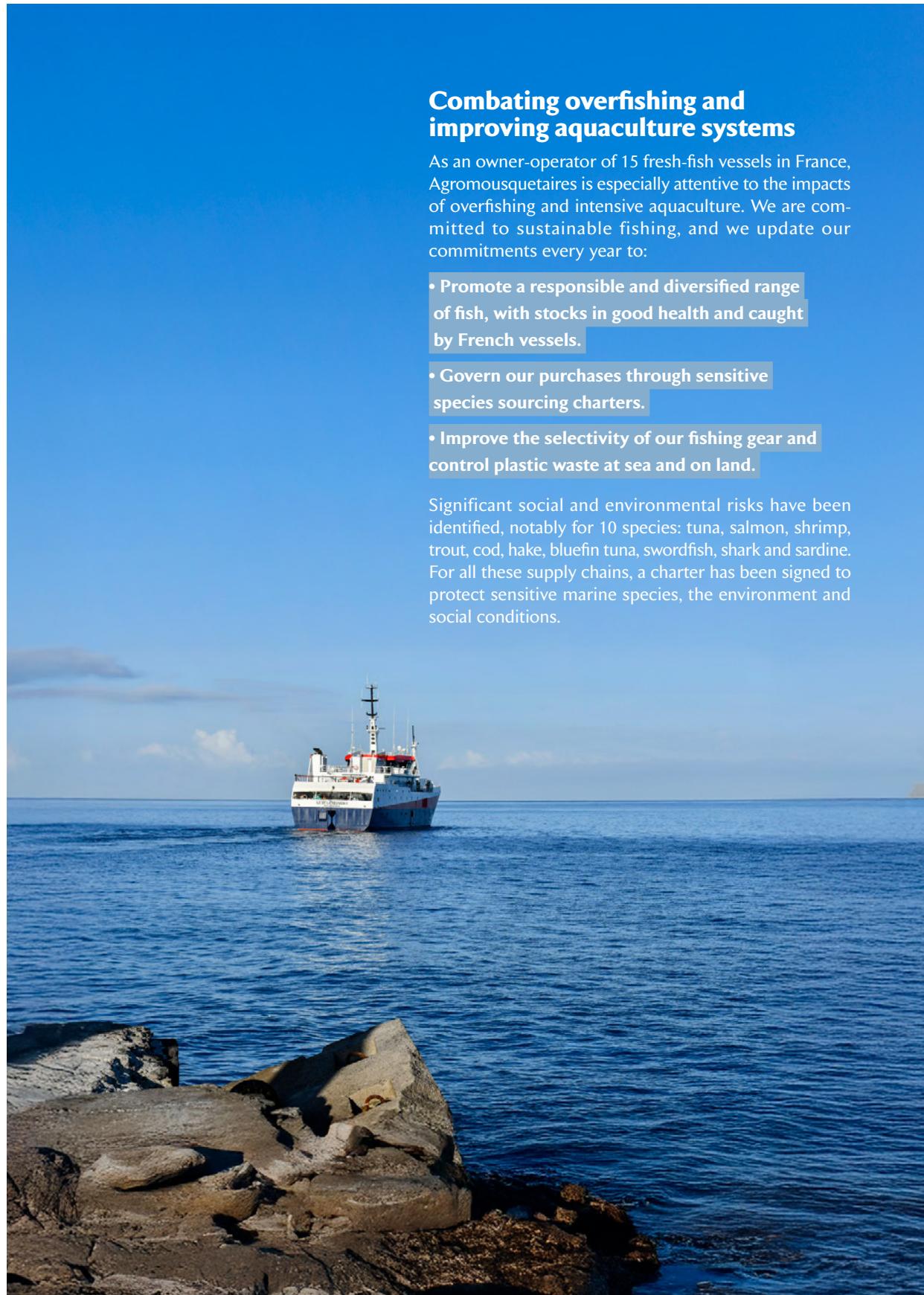
**Soy:** As soy is the leading cause of imported deforestation, we have made it a priority. We regularly assess our soy footprint, and, via Agromousquetaires, we map out our supplies. Since 2020, we have contributed to awareness-raising, transformation and monitoring initiatives coordinated by Earthworm, alongside WWF and Duralim. We have also signed a manifesto with other retailers to commit the entire soy sector to a traceability approach.

**Palm oil:** we became a member of the Roundtable on Sustainable Palm Oil (RSPO) in 2023 to support sustainable palm oil supply chains. Since 2024, we have published our annual palm oil footprint and regularly assess RSPO certification levels in the food and Home & Personal Care (DPH) categories. To date, 99% of the palm oil (excluding derivatives) used in our private-label products is RSPO certified.

**Cocoa and coffee:** we have supported fair trade since 2005 and maintain a partnership with Fairtrade Max Havelaar with the aim of gradually certifying our private-label products. Since 2023, 99% of the cocoa we use is traceable to its country of origin. A dedicated coffee supply chain charter was drafted in 2024 to commit our suppliers to traceability, environmental and social challenges of the industry.

**Wood, charcoal and rubber:** we have made strong commitments in these supply chains with the support of Earthworm Foundation and Amfori on social issues, and FSC and PEFC on environmental issues. By 2024, 98% of the wood used in private-label products in our DIY banners was FSC-certified FSC, PEFC Made in France or recycled.





## Combating overfishing and improving aquaculture systems

As an owner-operator of 15 fresh-fish vessels in France, Agromousquetaires is especially attentive to the impacts of overfishing and intensive aquaculture. We are committed to sustainable fishing, and we update our commitments every year to:

- Promote a responsible and diversified range of fish, with stocks in good health and caught by French vessels.
- Govern our purchases through sensitive species sourcing charters.
- Improve the selectivity of our fishing gear and control plastic waste at sea and on land.

Significant social and environmental risks have been identified, notably for 10 species: tuna, salmon, shrimp, trout, cod, hake, bluefin tuna, swordfish, shark and sardine. For all these supply chains, a charter has been signed to protect sensitive marine species, the environment and social conditions.



In terms of sustainable fishing and aquaculture, we have chosen to focus on three priority supply chains, representing the most consumed and most sensitive raw materials:

**Tuna:** a sourcing mapping is carried out every year to analyse the policies of our canning partners, identify vessels, fishing zones and techniques used. In 2024, we joined the Global Tuna Alliance to help preserve tuna stocks, combat illegal fishing and protect workers' rights.

**Shrimp:** as part of our participation in the Shrimp Working Group of Earthworm Foundation, we support mapping exercises and visits to shrimp farms and factories to drive new farming practices. In 2024, the Group took commitments on shrimp welfare by banning eyestalk ablation\* and encouraging systematic electric stunning.

**Le saumon :** as a member of the Aquafeed Working Group of Earthworm Foundation, we have set targets for more sustainable aquaculture feed (reduce dependence on reduction fisheries and improve their sustainability). We also participate in the CARE Salmon initiative to define animal welfare criteria for salmon.

\* Removal of the animal's eyes to optimise reproduction



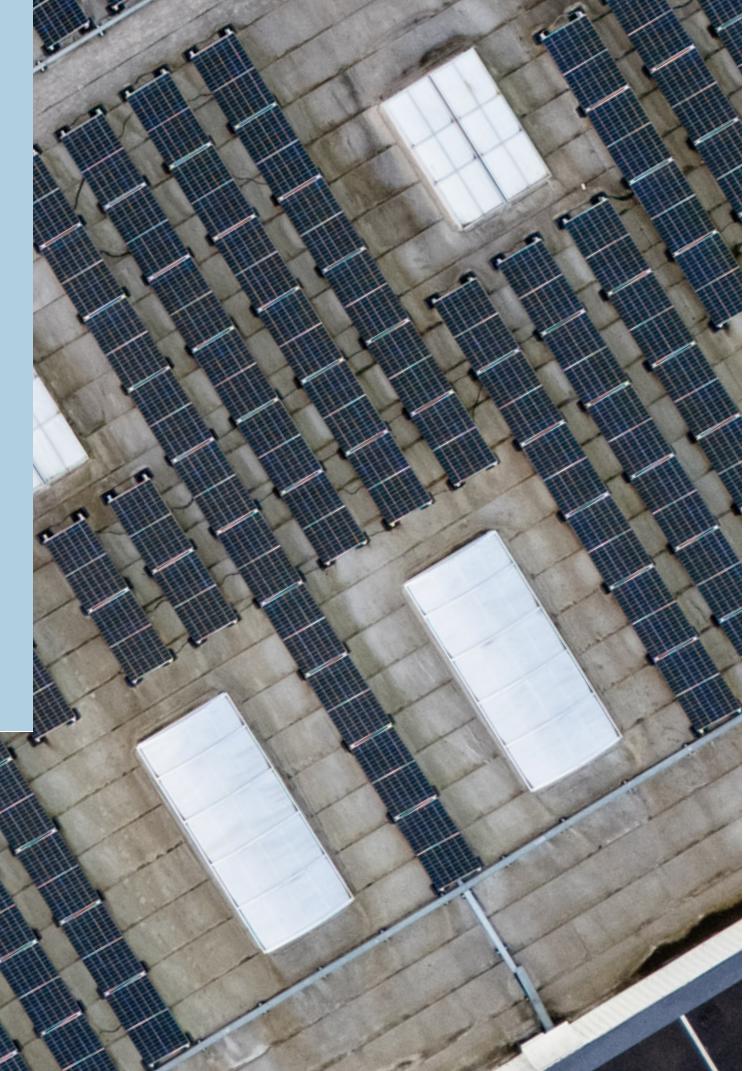
### Our commitments

**Support the energy transition** as part of our decarbonisation strategy, with the goal of reducing our GHG emissions by 63% by 2035

**Reduce energy consumption at all sites**, develop self-generation and self-consumption, and secure a more sustainable energy mix



For the past two years, the Agromousquetaires LUG order preparation platform has optimised the operation of its refrigeration systems, achieving 42% energy savings. The site also carries out green demand-response, temporarily shutting down certain equipment for short periods, enabling a load reduction of 120 kW over 2 hours compared with standard consumption.



## COMMITTING TO THE ENERGY TRANSITION

### Improving the energy efficiency of all our sites

For many years, we have been implementing an action plan to reduce energy consumption across our sites, focusing on three main areas:

- Integrating new equipment and renewing existing equipment:** this involves numerous eco-actions and investments in cooling, lighting, heating and ventilation equipment (closing cold units, installing LED lighting, thermal insulation of buildings, lowering temperatures, etc.).
- Monitoring energy consumption:** to supervise all their equipment in real time via a single centralised interface, stores are gradually equipped with
- Supporting stores in their energy strategies and sharing best practices**

Building Management Systems (BMS) supplied by four Group-approved vendors. Installing a BMS can reduce a site's total energy consumption by up to 20%. By the end of 2024, 230 BMS were being deployed in our stores.

Stores can also use the "Performance RSE" platform to monitor their consumption on a day-to-day basis, to improve their energy efficiency and compare their performances with those of other stores in the same region involved in similar activities.



### ANTICIPATING ENERGY SOBRIETY

Newly built or recently renovated stores now integrate energy sobriety directly into their design. New buildings include optimised surfaces and insulation, rainwater collection tanks, double or even triple glazing, etc. In parking areas, we plan permeable surfaces to improve water management, hedgerows and retention basins to support biodiversity, and solar carport canopies. The Intermarché's Fab'Mag store includes LED lighting and the closing of at least 80% of refrigerated display units, delivering an average 21% reduction in energy consumption. Across 1,475 stores, a Fab'Mag conversion project has been launched; 499 of these have already been completed. In Netto stores, 126 stores have been converted to the POP concept, cutting consumption by an average of 11%.

### Our ISO 50001-certified sites

ISO 50001 certification attests to the existence and quality of an effective energy management system. To date, 80% of our upstream sites (production units, logistics bases and head offices) are ISO 50001 certified. Work is underway to reach 100% certification by the end of 2026.

## Accelerating our transition to renewable energy

We are actively supporting the energy transition and aiming for a sustainable electricity mix in line with our climate targets. We seek both decarbonisation and energy autonomy for our sites.

### SECURING OUR ELECTRICITY SUPPLIES

We have signed major Corporate Power Purchase Agreements (CPPA) to secure our long-term electricity supply. In April 2023, we signed a 20-year, 340 GWh contract with Engie to power our production facilities, as well as a 20-year partnership with Kallista Energy for the purchase of electricity generated by three wind farms in France. In total, in 2023 we signed 16 contracts with five different partners (Valorem, Engie, Q Energy, Kallista Energy and TSE). These contracts reflect our strategy of diversifying electricity sources and help protect us from market price volatility.

### PROMOTING SELF-CONSUMPTION AND GREENING OUR SITES

Alongside external power purchases, we are investing in on-site renewable energy generation and the greening of our sites, in full respect of the local ecosystems. When refurbishing our parking areas, we pay close attention to reducing soil sealing, facilitating water infiltration, and greening the parking areas.

We respond to requests from local stakeholders to participate in collective self-consumption projects. Our calls for tenders have enabled us to sign contracts with several national and regional providers, allowing us to stay close to our regions and to accelerate deployment.

\*CPPA = Corporate Power Purchase Agreement (contrat d'achat direct d'électricité renouvelable)



 **9.1%**  
of our electricity supply  
will come from these renewable  
energy production facilities  
by the end of 2025

 **14.3%**  
by 2027

 **400**  
stores are equipped  
with solar carport  
and/or rooftop solar panels

 **700**  
additional stores are engaged  
in the process



2 QUESTIONS  
to



**LAURENT GOURGEON**  
Intermarché business owner  
in Saint-Jean-de-Muzols (07)

**The energy transition is obviously a priority topic for the environment, but it is more than that.**

What are the main solutions you have implemented to reduce your store's energy consumption?

Our store is located on the Rhone plain and benefits from a major geographical asset: the presence of groundwater aquifers. We turned this into a lever for energy efficiency following a hydrogeological study. The principle is as follows: water from the aquifer passes through a heat exchanger, allowing us to dissipate heat in summer and recover it in winter, in line with current environmental regulations. Implementing this solution required considerable work, but the results are clear: 20-25% energy savings over a full year.

We have also installed a solar panel array on the store roof, capable of producing up to 340 kWh of electricity. In summer, the store operates entirely on this self-generated energy. For lighting, LED strips, presence detectors and skylights provide natural light, improving the store atmosphere while reducing the need for artificial lighting.

To what extent do you think that the energy has become an essential issue for local retail?

The energy transition is obviously a priority topic for the environment, but it is more than that. At the very least, a CSR approach must be implemented without damaging the company's bottom line, or better yet, must result in economic gains or improvements to working conditions and customer experience. In fact, banks are now prioritising projects with a strong CSR dimension, clearly showing that profitability and environment responsibility are not opposites, but complementary.



## A PLAYER IN THE ECOLOGICAL TRANSITION **KEY HIGHLIGHTS**

The year 2024 was a key step in rolling out our Climate Plan. The first concrete actions were implemented, laying the foundations for a more responsible and sustainable future.



### REDUCE

#### Digital Clean Up Days 2024: the Group takes action

As part of our commitment to responsible digital practices, we took in Digital Clean Up Days in March 2024. Open for the first time to all entities, the challenge brought together 696 stores and over 14,000 employees across all banners. The result: 7 TB of data deleted from Outlook and OneDrive, the equivalent of 1,650 kg of CO<sub>2</sub> – the equivalent of a round trip from Paris to New York by plane.



### EQUIP

#### New charging stations on Mousquetaires sites

In 2024, we launched the largest call for tenders in Europe to equip more than 3,000 sites within electric vehicle charging stations across the Group. In the first half of 2025, 300 new stores joined the programme, in addition to the 400 sites already equipped. At the same time, around twenty logistics bases, and production units have launched projects to install charging stations.



### DECARBONISE

#### Responsible, low-carbon procurement

Our Decarbonisation plan also involves responsible procurement. This is the reason why, in 2024, we signed a partnership with Hoffmann Green Cement Technologies to offer low-carbon cement in our DIY stores. We thus became the first national network to sell this type of product in 25 kg bags.



# A committed EMPLOYER

We are deeply convinced that there can be no sustainable economic performance without social performance.

We place people at the heart of our strategy, striving to offer a respectful, inclusive and meaningful working environment. Our commitment is reflected in concrete policies promoting quality of life at work, skills development and equal opportunities.

# PROTECTING THE HEALTH AND SAFETY OF OUR EMPLOYEES

With over 300 professions in retail, agri-food production and logistics, we must adapt to the specificities and potential risks of each activity to ensure the health and safety of our employees.

In our production units, logistics bases and stores, employees face clearly identified occupational risks: repetitive motions, heavy lifting, awkward postures, etc. To ensure safety, prevent accidents and reduce the risks involved, we have been rolling out dedicated health, safety and well-being at work action plans for several years.

## Clearly identified risks

We have carried out a structured process to identify major risks. This analysis highlighted six major health and safety issues: road risks, manual handling and physical strain, falls from height, collapses and falling objects, working environment (notably noise and temperature), and risks related to technical and storage facilities (fire, explosion).

## Our strategy is built around four fundamental pillars:

- **A shared safety culture:** so that employees, at every hierarchical level, feel responsible for their own safety and that of their team.
- **Training as a lever for prevention:** this is at the very heart of our approach, with learning paths tailored to each job and risk level.
- **Innovation serving well-being:** investments in equipment and technology to reduce strain and improve working conditions.
- **Rigorous performance monitoring:** precise indicators enable us to measure progress and adjust actions continuously.



## Our commitments

Develop, by 2030, an action plan structured around the prevention of musculoskeletal disorders (MSDs), psychosocial risks and work-related strain  
Improve daily conditions and quality of life at work for all employees

## Preventing musculoskeletal disorders and work-related strain

Within the Group, we fight musculoskeletal disorders (MSDs), the leading cause of occupational illness compensation in France. Prevention is based on:

- **Training and management of employees.**
- **Sharing behavioural and organisational best practices.**
- **Providing suitable equipment (adjusted shelves, trolleys to ease shelf-stoking, ergonomic seats for checkout staff, etc.).**

In 2024, 156 stores completed the "TMS Pro" programme, set up by the French Health Insurance Agency to structure MSD prevention initiatives and strengthen autonomy on the topic. Several stores have also tested the Axomove mobile app —prior to wider deployment— offering exercise programmes to get back into shape or relieve pain, as well as virtual appointments with physiotherapists.

**Innovation for health:** to reduce physical strain, our logistics bases are mechanising and automating order preparation and equipping themselves with new technologies. In 2024, we tested and deployed exoskeletons, support structures that relieve the musculoskeletal system during specific activities.

## Safety in our plants

Since the launch of its health and safety approach in 2017, Agromousquetaires has seen a significant reduction in accidents on its sites and aims for zero accidents, thanks to various initiatives such as:

- **Securing work equipment interventions**
- **Preventing accidents and MSDs.**
- **Conducting regular audits covering safety culture and regulatory compliance**

The results reflect a collective commitment. Over the last four years, 215 accidents have been prevented across all production units, and 4,000 employees have been trained in health and safety through national programmes (management training, organisation of safety visits, accident analysis, etc.), including 538 in 2024. In addition, mandatory regulatory training (accreditations, first aid at work, CACES, etc.) is delivered locally within production units. More than 12,000 individual preventive safety visits (VSPI) were carried out in 2024 to reduce risky behaviours through a field-based approach involving both employees and managers. In 2025, Agromousquetaires is taking a new step by deploying its Occupational Health Framework, a concrete and mobilising reference designed to reinforce daily prevention and sustainably improve practices across all production units by 2030.

## Improving our employees' quality of life at work

Quality of life at work and working conditions is a key pillar of our CSR policy, based on a collaborative approach involving many of the Group functions: Quality & CSR Department, Corporate HR, Business Lines, the Quality, Health, Safety and Environment (QHSE) teams and Occupational Health and Safety representatives in each store.

**Since the end of 2023, three tools have been made available to business owners to improve working conditions in their stores:**

- **A self-diagnostic tool** to objectively assess their quality of life at work and working conditions (health and safety, layout and organisation of spaces, human resources and management).

- A guidebook containing **practical memos, advice and indicators** to monitor.

- **A barometer** to measure employee satisfaction and the impact of actions implemented.

Beyond internal employees, we also work to protect the working conditions of external workers in our supply chain, particularly in high-risk regions outside the European Union.

As part of our commitment to the Amfori BSCI social audit standard, audits are carried out regularly, by independent auditors and without prior notice, to ensure fair remuneration, respect for human rights and freedom of association, and the absence of child labour, discrimination, violence, harassment, forced labour or modern slavery. Any non-conformities identified are followed by remediation plans and regular follow-up audits.

In addition, the Amfori Speak for Change alert system has been deployed in certain countries, such as Vietnam, enabling workers to report concerns about their working conditions directly.



### ANCHORING SAFETY

**REFLEXES:** to further embed safety reflexes, a multichannel communication campaign, based on real-life cases and centred on the slogan "It could have been you!", was broadcast throughout 2024 in our production units to strengthen the safety culture and raise employee awareness of the right behaviours.



### EMPLOYMENT RATE OF DISABLED EMPLOYEES IN THE GROUP

**6.43%**

## Tous ensemble pour l'inclusion de tous !



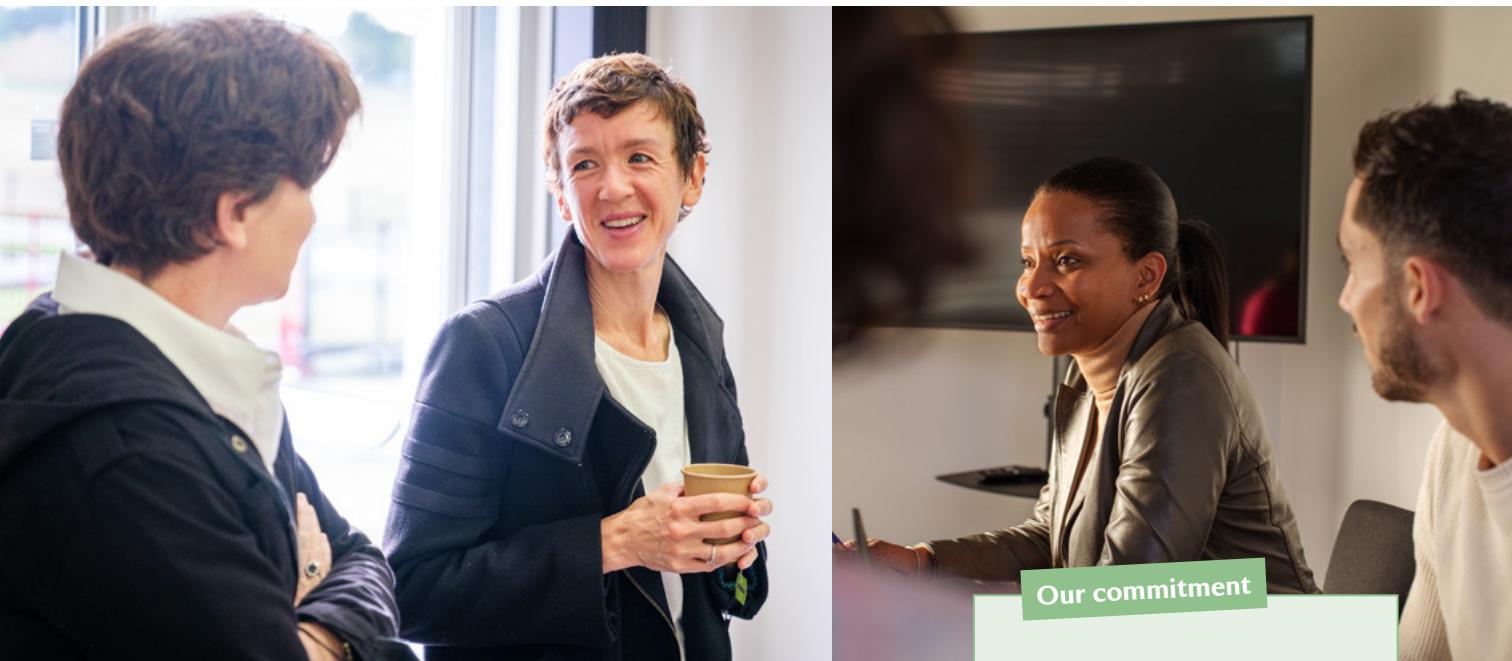
**INCLUSION AND DISABILITY POLICY**  
The Group's disability agreement, coordinated by Handi Mousquetaires, illustrates the commitment of management, business owners and trade unions to structuring a proactive policy for the recruitment and retention of people with disabilities (job and working hour adjustments, accessibility, funding of remaining cost for adapted equipment, etc.). Handi Mousquetaires also supports stores in awareness and communication, recruitment and training on disability topics.

From 18 to 22 November 2024, to celebrate the European Week for the Employment of People with Disabilities (SEEPH), Handi Mousquetaires organised a national inclusion awareness roadshow across around fifty Mousquetaires sites. The aim was to reach local territories to meet employees and business owners, raise awareness of inclusion and disability through workshops and discussions, and encourage affected disabled employees to apply for official recognition as disabled workers.

In parallel, Handi Mousquetaires proposed an alternative to the traditional disability logo, usually represented by a wheelchair. A single inclusive pictogram, available in different colours to represent the six major categories of disability (motor, visual, hearing, psychological, mental and debilitating illnesses) was introduced.



# DEVELOPING EMPLOYEE SKILLS AND EMPLOYABILITY



## Training in new ways of working

Alongside training delivered within each business line's support functions, the Académie Mousquetaires, a certified training body created in 2019, offers cross-functional, shared programmes to support new ways of working:

- **"Flex" training** raises awareness of flex office principles and gives employees practical tools to adapt to shared office environment. In 2024, 41 sessions were held, attended by nearly 400 employees.
- **"Executive Integration Seminars" (EIC)**: Since 2022, all employees in managerial positions have followed this four-day integration programme, which includes a presentation of the Group, workshops, talks by managers and business owners, and visits to a logistics platform and a production unit in the regions. A two-day in-store immersion completes the integration programme. Each intake meets once a year to continue building on this shared experience.
- **AI awareness**: Two training tracks (beginner and intermediate), featuring videos, professional use cases and quizzes are offered on the platform to demystify artificial intelligence and support employees and business owners on AI-related topics.

**Our commitment**  
Attract, retain and engage employees by developing their skills and offering them opportunities for career development



SAFETY FOR ALL

In 2024, 32 safety training sessions (fire extinguisher use, evacuation roles, first aid at work, etc.) were delivered to 293 employees in the support functions.

## ENABLING EMPLOYEE ENGAGEMENT

Engagement is part of our corporate culture. We want to give every employee the time and means to get involved in causes they care about, convinced that voluntary engagement contributes both to the common good and to personal fulfilment.

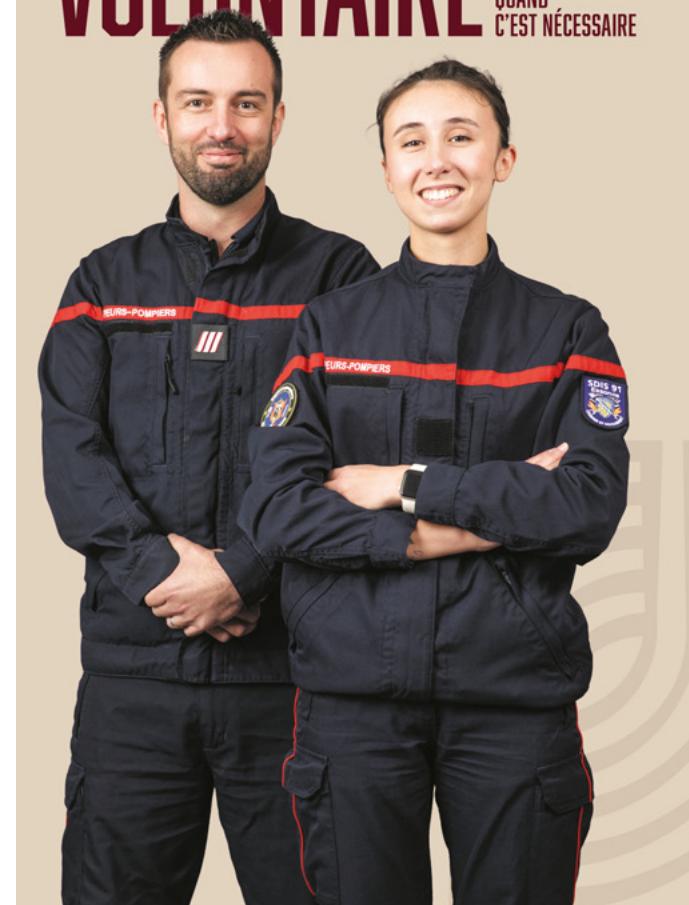


We also signed a partnership with the association "**Nos Quartiers ont des Talents**" (NQT), enabling volunteers from the support functions to mentor young graduates from modest backgrounds or priority neighbourhoods and help them through the key stages of their professional integration.

# DEVIENS SAPEUR-POMPIER VOLONTAIRE

ET EXERCE TES MISSIONS QUAND C'EST NÉCESSAIRE

GROUPEMENT  
Mousquetaires



We have signed a partnership (discussed with all of the Group's entities in 2024 and rolled out early 2025) with the French General Directorate for Civil Security and Crisis Management to support employees who **volunteer as firefighters**. This partnership allows them to carry out their emergency and public protection missions during working hours, with up to 10 days of paid leave per year.

## Extensive training for store employees

### HOME & DIY

We continue to strengthen and develop our skills to professionalise our customer relationship. For example, employees in DIY stores have free access to the fundamentals of the business through the Brico Learn training platform: customer welcome and checkout interaction basis, sales fundamentals using the BRICO method, and the 11 modules on management fundamentals. We are also developing certified

training paths in partnership with OP Commerce and our training partners. Since 2024, Bricomarché and Bricorama have offered a new certified course entitled "Advise and sell to non-professional gardeners using alternative methods to pesticides", enabling garden department employees to guide customers towards more responsible choices in line with the brands' CSR commitment.

**BRICOMARCHÉ** **bricorama**  
MAISON - JARDIN  
**BRICO CASH**



**3,100**  
employees trained



**900**  
training sessions held  
directly in the stores  
or at logistics bases

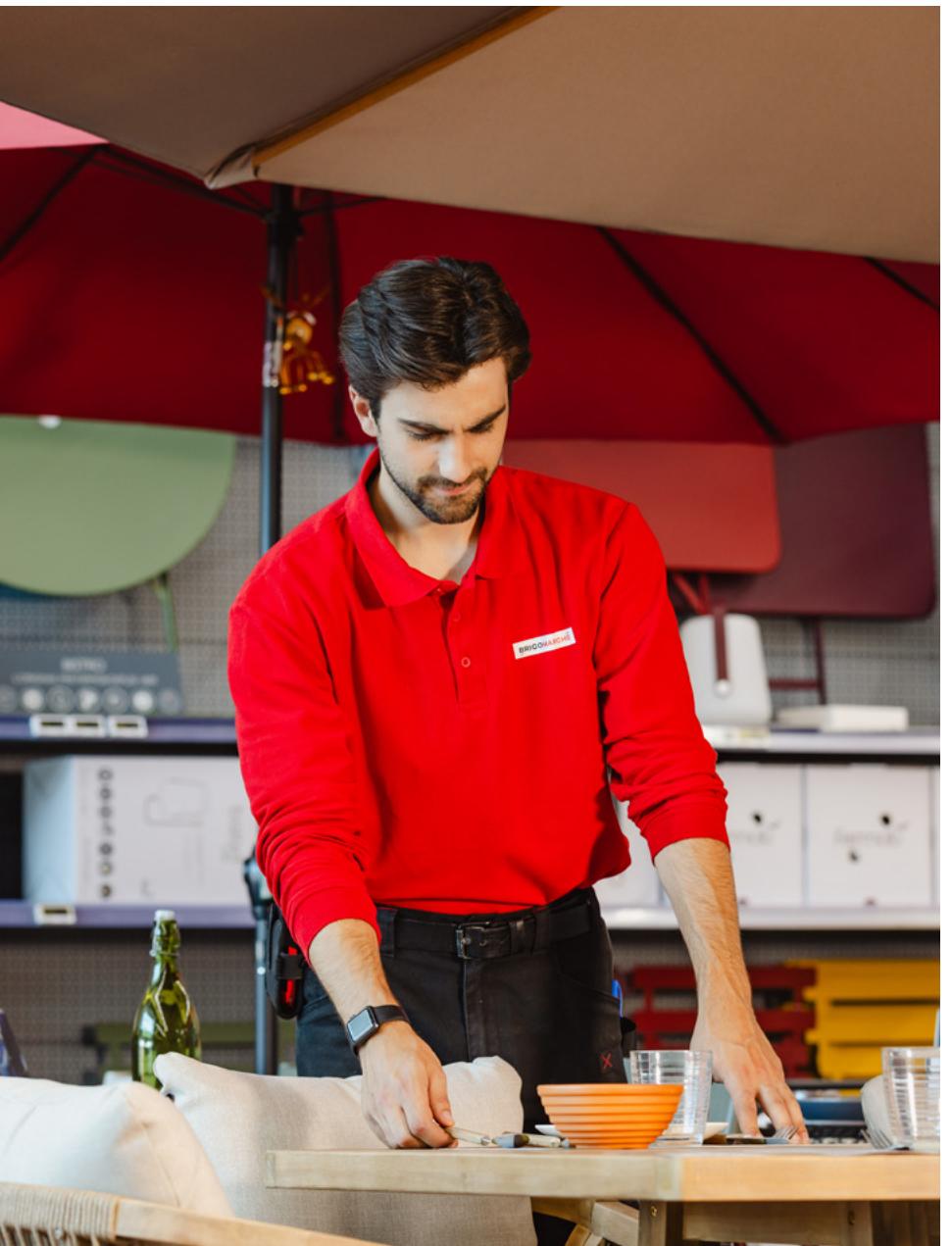


**33%**  
of training delivered  
remotely with a trainer  
(vs. 24% in 2023)



**Over 7,200**  
hours logged on Brico Learn

Data as of 31/12/2024



**Intermarché** **Netto**



**11,483**

employees trained, i.e. 11.2% of the workforce



**300**

in-person training modules  
offered to store employees



**500**

resources available  
on the e-learning platform



**Over 8,500**

hours of connection

Data as of 31/12/2024



### FOOD RETAIL

Each regional office has a dedicated HR development expert, supported by a business owner, to ensure the implementation of our support offer (employer brand, onboarding, skill development, quality of life at work, etc.). Daily, tailor-made, comprehensive training is offered to all Intermarché and Netto store employees via the e-Perform' platform. Specific programs are available for managers and store directors on topics such as management, sales, operations and safety, as well as training on managerial tools (annual appraisal templates, etc.).



### MOBILITY

In a context of major change in the automotive market and the deployment of new technologies, employees in Roady and Rapid Pare-Brise stores have had access to an e-learning platform since 2023.

**Roady** **Rapid**  
CENTRE AUTO Pare-Brise



**286**

employees trained



**250**

n-person training sessions  
delivered via external platforms



**83**

remote training modules  
available to employees



**3,822**

training sessions, 86% of which  
were delivered digitally

Data as of 31/12/2024

# SUPPORTING AND PROMOTING ENTREPRENEURSHIP

Every year, we support new Mousquetaires business owners in taking over or creating their store. They receive training in store management and performance steering, as well as modules on health and safety, circular economy, climate and CSR more broadly. This support continues throughout their career, including through their part-time governance role within our support functions.

On a daily basis, we make entrepreneurship a key pillar of our employer brand, offering support function employees the opportunity to become business owners. Externally, we continue to recruit future business owners nationally, particularly through Franchise Expo Paris and regional events (trade fairs and forums).

## INDICATORS

Share of women in executive roles  
(support functions, in 2024)

	Women	Men
France	37.2%	62.8%
Belgium	51.3%	48.7%
Portugal	47%	53%
Poland	45.9%	54.1%

In 2024, UDM recruited  
179 new Mousquetaires, including  
135 for France. Among which:

**17%**  
from outside  
the Group

**24%**  
from a store

**9%**  
from a competitor

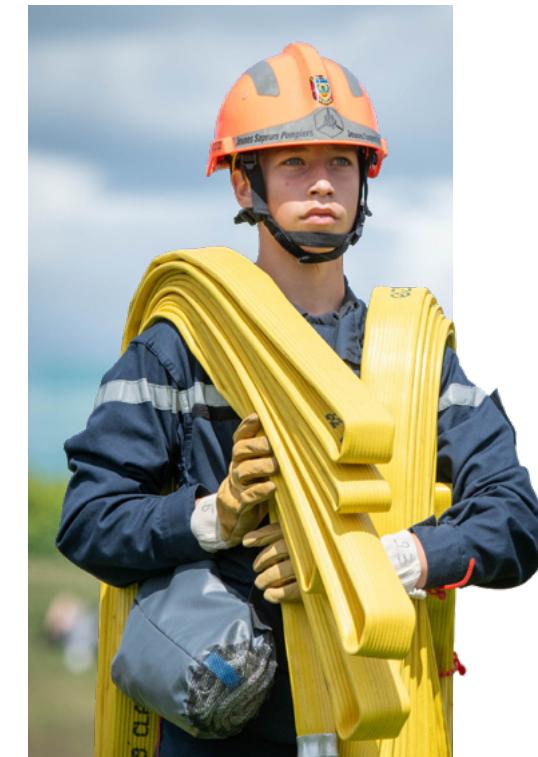
**7%**  
from support  
services



## LE ROCH-LES MOUSQUETAIRES FOUNDATION: BUILDING THE FUTURE THROUGH ACTION!

Le Roch-Les Mousquetaires Foundation has supported entrepreneurship since its creation in 1998. It helps project leaders, start-ups and self-employed entrepreneurs develop their activities through concrete initiatives:

- **"Coup de Pouce" and "Prix Audace" competitions:** each year, the Foundation challenges around a hundred entrepreneurs and supports them with a total budget of €250,000.
- **The Entrepreneurs' Club**, a tailor-made support scheme to give entrepreneurs an extra chance of success. In 2024, 7 entrepreneurs joined the Club's 6<sup>th</sup> intake of the Club, combining individual coaching and training sessions over a six-month period.



Convinced that solidarity and local engagement are the pillars of a future-proof societal commitment, the Foundation also acts in research and health with the Institut Pasteur, to advance food safety. Highly committed to civic responsibility, the Foundation has been a major supporter of the volunteer sea rescuers of the French National Sea Rescue Society (SNSM) since its creation, dedicating nearly €200,000 each year to the modernisation of their protection and rescue equipment.

At the start of 2025, the Foundation signed a major three-year partnership with the French National Federation of Firefighters. Under this agreement, the Foundation is helping supply more than 1,800 rescue training dummies to 1,600 fire stations across France —essential equipment for learning life-saving skills. These dummies will help train nearly 28,000 young firefighters each year, the future actors of emergency response and public protection.



A COMMITTED EMPLOYER

# KEY HIGHLIGHTS

To meet our employees' expectations on all our sites in terms of health and safety and to optimise their quality of life at work, several concrete actions were implemented this year.

## INNOVATE

 **Disability: first adapted truck**  
In 2024, the teams at the Erbrée logistics platform, in collaboration with Renault Trucks and supported by Handi Mousquetaires, put into service a specially adapted truck to meet the specific needs of a driver with a disability. A customised step and an automatic coupling/uncoupling system provide greater comfort, safety and autonomy in carrying out daily tasks.

## PREVENT

### Cancer screening: Intermarché and Bricomarché combat breast cancer

Since 2008, Intermarché and Bricomarché in Poland, together with Le Roch-Les Mousquetaires Foundation, have offered free mammograms to female customers and employees aged 45 to 74. In 2024, 9,691 women were screened, 244 of which were referred for further diagnostic tests.



## RECRUIT

### A communication campaign to recruit new business owners

For the 43<sup>rd</sup> edition of Franchise Expo, a new communication campaign focused on the good reasons to become a Mousquetaires business owner was launched by the Union des Mousquetaires. The campaign notably highlights the involvement of business owners in the running of the Group.

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