



nourishing a world
of diversity

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ANOTHER VISION OF RETAILING GUIDES OUR STRATEGY

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another
of

DRIVEN BY INCREASINGLY PERSONALISED
TECHNOLOGICAL ADVANCES, THE RETAIL SECTOR
DEVELOPMENT. BENEFITING FROM A FAVOURABLE MIX OF



INNOVATES AND ENHANCES ITS
PROVIDING OUR CUSTOMERS WITH THE

GUIDES
our stra

VISION RETAILING

NEEDS, SOCIO-DEMOGRAPHIC CHANGES AND
HAS ENTERED INTO A NEW PHASE IN ITS
FORMATS, CASINO CONSTANTLY
RESOURCES WITH THE GOAL OF
BEST IN PRECISION RETAILING.



LEGY



Because each consumer is unique and expresses his or her individuality more and more every day, we are committed to building and **maintaining lasting relationships** with each of our customers.

Casino is a **leading food retailer** in France as well as in fast-growing markets in South America and Southeast Asia. Since its founding in 1898, the company has always maintained a local presence and close relationships with its customers.

In France, the Group benefits from a favourable format mix that is heavily weighted towards the convenience and discount segments and **deploys a precision retailing strategy** designed to provide a tailored response to customer needs.

PROFILE

In international markets, our development is focused on countries with strong growth potential and in which our subsidiaries have established leadership positions and a solid local presence. To more effectively federate our businesses and teams, we've embraced a corporate mission that guides all of our actions: **“Nourishing a world of diversity.”**

more than
10,000
STORES

28.7

OF WHICH

8,600 IN FRANCE

BILLION EUROS IN
CONSOLIDATED NET SALES

No. 1 RETAILER
in terms of private-label penetration rate

60%

OF SALES IN FRANCE
generated by the convenience
and discount formats

510

MILLION EUROS IN PROFIT ATTRIBUTABLE
TO EQUITY HOLDERS OF THE PARENT

35%

OF CONSOLIDATED SALES
OUTSIDE FRANCE

2

PRIORITY INTERNATIONAL
REGIONS: SOUTH
AMERICA AND ASIA

200,000

EMPLOYEES
AROUND THE WORLD

OPERATIONS IN

10

COUNTRIES
OUTSIDE FRANCE

OF WHICH

76,000

IN FRANCE

7

MILLION SQ.M
OF RETAIL SALES
AREA WORLDWIDE



Jean-Charles Naouri
Chairman and Chief Executive Officer

What were Casino's key growth drivers in 2008?

In a difficult economic environment, our business model, characterized by its multi-format structure, its strong position on the most buoyant retailing formats (convenience stores, discount stores and e-commerce) and its dual retailing and property development model, helped us outperform the market in France. International expansion continued to be one of our main growth drivers, with year-on-year increases in sales and earnings in both South America and Asia, and particularly in Brazil, Thailand and Vietnam. As a result, we met our objectives for the year, recording faster organic sales growth and a sustained increase in trading profit.

How has Casino responded to the crisis?

Thanks to a precision retailing strategy that is more closely aligned with consumer expectations and to our balanced business portfolio, we benefit from solid advantages in an uncertain environment. We firmly believe that not only should we stick to our business plan, but also, that the crisis has led us to accelerate its deployment.

How do you interpret hypermarkets' declining appeal?

Hypermarket customer traffic has been lastingly impacted by changing lifestyles and deep-seated social trends, including an aging population, a decline in automobile use for shopping trips and growing demand for quick shopping solutions. We've anticipated these changes. Transforming the traditional format into the hypermarket of tomorrow is now one of our priorities.

How are you approaching this from a strategic standpoint?

Despite a 2.4% decline in sales, Géant Casino hypermarket earnings rose by 10.4%, demonstrating that our strategy began to produce results in 2008. This strategy focuses on the quality of the product and brand mix, with the gaining momentum of private labels, as well as on the reallocation of retail space, the creation of more attractive sales environments and the transformation of shopping centres built around hypermarkets into warm, friendly, contemporary living environments.

What are your priorities for the other banners?

We plan to continue our strategic expansion in the urban convenience and discount formats, with the opening of 60 Franprix, 8 Monoprix, 10 Monop and 4 Casino Supermarkets scheduled for 2009. The development of the Leader Price discount banner will also be pursued, with 80 new stores. The long-term objective is to have 1,000 Franprix stores and as many Leader Price outlets.

How does the Group's sustainable development approach contribute to its performance?

Our approach to sustainable development is fully integrated into our corporate strategy and aligned with both our commitment to responsible retailing and our values. Given the current economic environment, we're convinced that this approach represents a core strength that enables us to look to the future with confidence. Today's consumers are increasingly sensitive to the ethical and environmental conditions in which goods are produced. This has been clearly shown by the success of our "responsible" product lines, such as Casino Bio and Terre & Saveur. Moreover, our new Casino Carbon Index labelling allows customers to play a role in building a more responsible consumer environment. Our "sustainable store" programme enables us to experiment with innovative, environmentally friendly solutions – such as photovoltaic solar panels on building roofs – before deploying them

“Our business **MODEL**
is **WELL ALIGNED**
with the environment”

Lastly, Cdiscount strengthened its leadership in the non-food e-commerce segment during the year, recording a 20% increase in sales as well as a trading profit. In 2009, the site expects to see further growth, which should continue to offset the decline in non-food sales in hypermarkets.

What role does property play in your strategy?

It's at the centre of our value-creation strategy, both in France and in international markets. Our dual retailing-property business model enables us to support store development by making shopping centres more attractive while also capturing the value of property assets on a recurring basis. For example, the contribution to Mercialis of an asset portfolio comprising shopping center development projects and hypermarket retail space shows that this model is coherent and can be pursued in times of crisis.

on a broad scale. Lastly, our initiatives to support greater diversity and respect for differences among team members reflect both our vision of retailing and our management style. This vision is expressed in our corporate signature: "Nourishing a world of diversity."

So is the Casino business model immune to the effects of the economic crisis?

This is clearly not the case. The slowdown in consumer spending will impact our operations but probably less so than the market as a whole. That's because our business model is flexible, responsive and well aligned with the environment. The Group will step up and accelerate its operating action plans and will significantly enhance its financial flexibility thanks to improved free cash flow generation and a €1 billion asset disposal programme to be implemented by the end of 2010. These measures and the effectiveness of our business model give us confidence as we move forward.

UNDERSTANDING

consumer

BEHAVIOUR and EXPECTATIONS



TRENDS IN MATURE MARKETS

Important socio-demographic developments and changing lifestyles are profoundly reshaping Western society.

First, the population is aging, due to increased longevity and lower birth rates. In France, for example, the percentage of people over 60 will rise to 28% in 2030 from less than 20% in 1995.

Moreover, the average family size is shrinking, with more and more people living alone. The average French household comprised 2.48 people in 1995, compared with a forecast 2.08 in 2030.

In addition, increasingly individualised lifestyles and separate schedules within the home are fostering greater segmentation in behaviour, with household members each deciding what and when they want to consume. Lastly, consumers, through their purchases, are expressing their commitment to fundamental contemporary causes, with healthy eating, fair trade and environmental issues playing an ever more important role in purchasing decisions.

IMPACT ON RETAILING TRENDS

Retailers today have a much harder time understanding consumers.

Expectations have become increasingly individualised. With each purchase – whether food, clothing or other items – consumers are looking not only to express their personality but also to make a gesture that is meaningful both for themselves and for society.

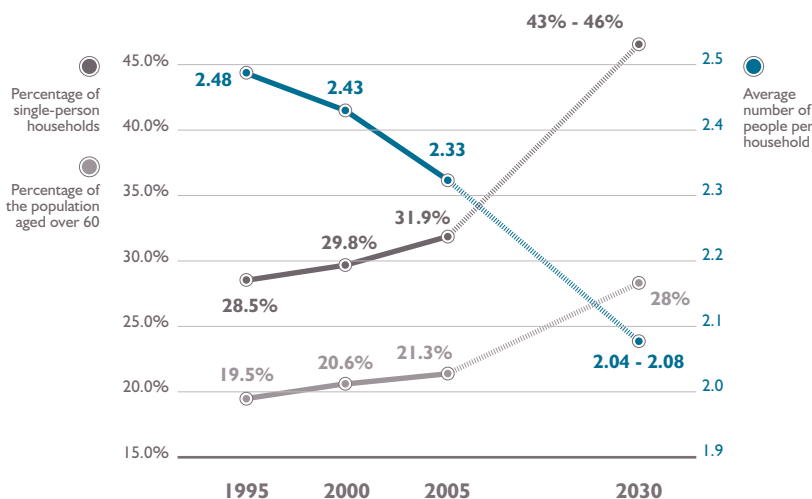
Consumers – who have replaced “the consumer” – no longer fit into well-defined typologies. What’s more, they sometimes behave in contradictory ways. While on the one hand, they’re looking for the best price and used to shopping at discount outlets and online, they’re also capable of indulging themselves – regardless of the price – in an upscale boutique.

This broad diversity of expectations is also expressed in their relationship with time. The retail sector has to satisfy people in a hurry without creating frustration because of a lack of choice or services. It also has to provide consumers with pleasant shopping environments.

Lastly, the crisis has accentuated certain structural changes in the market. Customers are increasingly price-driven and shopping baskets tend to be smaller.

Under the impact of all these factors, an array of retail formats and concepts have emerged, providing alternatives to the historical dominance of hypermarkets.

Supporting a changing world



RESPONDING

with **targeted**, innovative solutions

TWO UNDERLYING STRENGTHS

Historically, Casino has two important advantages: a multi-format store portfolio and strong ties with customers.

Leveraging these strengths, the Group has responded proactively to changes in the retail environment, broadening its presence in convenience stores with Monoprix and Franprix, discount outlets with Leader Price, and e-commerce with Cdiscount. The structure of our banner portfolio has enabled us to establish positions in all retail formats, thereby responding to a full range of customer types – from upper to lower income segments, and from city dwellers to rural inhabitants. Thanks to our strong presence in the convenience and discount segments, we're well positioned to take advantage of changes in consumer habits.



A DIVERSIFIED PORTFOLIO OF STORE BANNERS

To respond more effectively to the individual expectations of consumers, each of whom is unique in terms of lifestyle, tastes and desires, Casino has built an offering based on the strategic fit among its banners. Each banner enjoys unique positioning that is recognised by consumers, corresponds to a particular instant in the shopping experience, and satisfies a wide range of customer needs.

A whole world of diversity



MONOPRIX



1
No. 1
retailer in terms of private
label penetration rate

2
Over 2
billion euros in sales

8,000
catalogued products,
including
4,000
food items

50%
of hypermarket, supermarket
and convenience store
unit sales generated by
Casino-brand, private-label
and value-line items

Nurturing customer loyalty with **INNOVATIVE** **PRIVATE-LABEL** products

Casino is a pioneer in the private-label concept. A sign of quality and customer confidence, 95% of our shoppers have purchased at least one Casino-brand product. The private label's strength resides in its competitive price positioning and contribution to building the banner's identity. As such, it plays a key role in making our banners more competitive and retaining customers.

OUR BRANDS IN FRANCE

Our private-label portfolio is comprised mainly of three brands, all of which have a strong identity and are well positioned in their respective markets: Casino, Monoprix and Leader Price. Each brand covers a wide range of products, with an offering that is segmented, tailored to the most recent emerging consumer trends and designed to satisfy the specific needs of each customer. Casino Bio, Monoprix Bio and Leader Price Bio target health-conscious consumers, while the Terre & Saveur line-up and Casino's MSC label feature products from integrated farming and biodiversity-friendly fishing programmes. Casino's Ondilège range and Monoprix Bien Vivre offer a broad array of "light" products, whereas fine-dining treats are marketed under the Casino Délices and Monoprix Gourmet brands. Lastly, Leader Price, Prix Gagnant and Premier Prix Casino are aimed at price-sensitive consumers.

Casino brands in France



In non-foods, the product offering covers the health & beauty segment with Casino's Ysiance brand and Monoprix's Miss Helen, home & leisure with Casino Désirs, and apparel with Casino's Tout Simplement and Monoprix's Bout'chou labels.

In 2008, the Casino brand accounted for more than 50% of unit sales, making Casino the leading retailer in terms of private-label products as a percentage of total volume.

The Casino brand crossed an important new threshold in its development strategy during the year. More than 500 new products were brought to market, especially in themed product lines like Casino Bio and Casino Délices. Major initiatives were also launched in the areas of nutrition and sustainable development, notably with the introduction of the Casino Carbon Index. The year also saw the growing success of the Ysiance cosmetic range with the roll-out of two flagship products lines in late 2008: C expert by Éric Roman, the first private-label hair care brand approved by a leading hairdresser, and Cosmébio.

OUR BRANDS IN SOUTH AMERICA

In South America, subsidiaries Grupo Pão de Açúcar in Brazil and Exito in Colombia are increasingly developing private labels as part of their marketing strategy.

In Brazil, the Taeq brand was introduced in 2006, followed by Qualità in 2008. Initially created to satisfy the needs of customers looking for a healthy lifestyle, Taeq is today the only brand on the Brazilian market that offers a full range of products covering the nutrition, organic foods, sports and home segments. In 2008, some 360 new products were introduced and the brand extended its portfolio with the launch of a cosmetics line-up. Introduced in April 2008, Qualità covers all basic, day-to-day needs, including food, health & hygiene, and household cleaning products. Grupo Pão de Açúcar intends to develop Qualità as an umbrella brand for all food products, excluding those marketed under the Taeq private label. In all, 768 products were brought to market during the year.

In Colombia, the brand portfolio is more diversified. In foods, the Exito and Carulla brands cover basic products, while Ekono is positioned in the value-line segment and Taeq targets health-conscious consumers. In non-foods, the offering covers apparel with Arkitect among other brands, home & leisure with Finlandek and Travesia, DIY with Basic Tools, and electronics with Simply. Overall, 350 new products were launched in 2008.

History of the Casino brand

- > **1901** Launch of the first "private-label" products
- > **1931** First advertisements promoting private labels: "Casino, above all a great brand"
- > **1959** Casino starts to put sell-by dates on its products, long before required by French law
- > **1984** Double guarantee offered on Casino products: satisfied or double your money back
- > **2005** New packaging and new products introduced
- > **2006** Increased presence in the more buoyant markets and segments such as fresh foods, wines, personal care, health & hygiene, and extended into new segments
- > **2007** Advertising budgets increased, product line-ups expanded and new innovations brought to market, notably in make-up and confectionery
- > **2008** Consolidation and promotion of new segments, like Casino Délices

A RESPONSIBLE RETAILER

THE NUTRITION AND HEALTH CHARTER

Strongly committed to supporting health and nutrition, the Group has made a four-year pledge in three areas.
Improve the nutritional quality of its products
By reducing salt, sugar and fat content while maintaining the same sensory perceptions and, consequently, the same customer appeal; by educating and informing suppliers through specifications included in calls for bids; and by creating products intended to meet children's special nutritional needs.
Showcase fruit and vegetables in stores and price them affordably

By installing a new concept for the fruit and vegetable section designed to make produce more attractive; by setting up a dedicated logistics system and new display units equipped with a spray system to keep produce fresh; and by introducing new varieties.
Create services to help consumers eat right
By organising a nationwide nutrition event in stores, distributing a balanced eating guide validated by France's National Nutrition and Health Programme, including nutritional information on Casino-product packaging, and setting up a dedicated nutrition call centre.

FOR MORE INFORMATION:
www.groupe-casino.fr

dunnhumby: supporting our **PRECISION** retailing model

To better understand our customers, analyse their wide-ranging expectations and respond precisely to their needs, we've strengthened our analytical and decision-making capabilities with dunnhumby, a recognised expert in mining and managing customer data. The company's mission is simple: to understand the customer better than anyone else.



Through the partnership signed in November 2006 with UK-based dunnhumby, the Group now has an effective, high-performance system that mines loyalty-programme data to analyse each store's customer profile and build a sales offering tailored to each type of shopper in each outlet. This approach is mainly used to optimise pricing, define product assortments and develop communication campaigns.

Deployed in 2007, the first initiatives have since produced results and were reinforced in 2008.

Optimisation of the pricing policy continued. As of early January 2009, the "low-price guarantee" in hypermarkets covered 3,500 products (vs. 2,500 in 2008), representing 50% of FMCG⁽¹⁾ and refrigerated product unit sales.

Teams use dunnhumby every day to choose the products and assortments best adapted to each store's customer types.

The partnership with dunnhumby has also helped to optimise direct marketing initiatives, with personalised account statements sent to each of one million cardholders in late 2008. In 2009, dunnhumby will be used even more widely, in preparing targeted promotions and rationalising product ranges.

Nearly **4**
million cardholders

(1) Fast-moving consumer goods.

Acting as a **RESPONSIBLE** **RETAILER**

Since its founding, Casino has remained true to the values that have underpinned its success and supported each of its actions. United by the same values and commitments, our people are focused every day on being entrepreneurial, loyal, demanding and mutually supportive. Prepared in 2002, the Sustainable Development Charter reflects these values and reaffirms our resolve to continue building our future while acting as a responsible retailer.

AN ALIGNED, PARTICIPATORY APPROACH

Casino is involved in a sustainable development process that is helping to align action plans deployed to support its commitments in the areas of environmental stewardship, human resources, equal opportunity and community spirit... Our environmental, social and employee relations performance is measured annually by a battery of indicators, which are summarised in the Management Report and in our 2008 Sustainable Development Report. Discussions with all stakeholders are a key component of our management style. Held directly or through dedicated working groups such as CSR Europe, these exchanges validate our analysis of sustainable development challenges and social changes while also ensuring that measures deployed are aligned with stakeholder expectations. Launched on 10 October 2003 as part of an agreement signed with the French chapter of Amnesty International, the project to integrate human rights concerns into our organisation and business practices entered a new phase on 23 March 2007 with the creation of *Entreprises pour les Droits de l'Homme* (EDH), an initiative that federates companies committed to promoting human rights.

AN APPROACH RECOGNISED BY INVESTORS

We meet regularly with socially responsible ratings agencies and ethical investment funds which have noted steady improvement in our performance. In 2008, Casino was included once again in the FTSE4Good, ASPI and Ethibel Pioneer[®] ethical indexes and for the first time in the ECPI Ethical Index Euro.

The 10 commitments in our Sustainable Development Charter





A property strategy to **support** our **RETAILING** business

Our development in France and other markets is based on a dual business model combining retailing and property management. At the core of the Group's profitable growth strategy, this model aims to meet two objectives: to increase the appeal of its shopping centres to drive the retail business and to create a portfolio of valuable assets.

€6.7bn

in estimated property assets at 31 December 2008

More than

10,000

stores around the world

A DEDICATED PROPERTY AND DEVELOPMENT UNIT

A property management unit has been created to consolidate different companies that share strategically related goals.

Called Casino Immobilier & Développement, the unit creates retail sales areas, invents new shopping centre concepts, upgrades existing shopping centres, and develops formats that are closely aligned with today's lifestyles.

Two property companies

Mercialys operates and captures the full value of shopping centres in France.

Immobilière Groupe Casino (IGC) holds the Group's store properties in France.

Four property development companies

IGC Promotion and Onagan enhance the value of our French hypermarket and supermarket sites to support the two property companies.

Soderip also supports Mercialys and IGC in developing unusual and innovative retail centres.

Mayland is developing new shopping centre projects in Poland.

FROM RETAIL SPACE TO PLEASANT SHOPPING AREAS

Reinventing retail sales areas to align them with changing consumer trends is the main mission that has been assigned to Mercialys, which owns our shopping centres in France. By renovating and expanding high potential retail sales areas, Mercialys is able to attract the most active banners and support the business vitality of the shopping centres. Launched in 2006 and guided by Mercialys, the Alcludia programme is intended to transform 109 Casino shopping centres into pleasant retail environments, each with its own personality and deeply rooted in local life. This transformation is based on a new approach of the shopping centre that aims to create a "Neighbourhood Spirit". In this way, the Alcludia programme will help to capture the value of property assets by expanding retail sales areas and to grow sales by increasing customer traffic.

The process of reviewing and defining a strategic plan for the 109 sites was finalised in 2007, and operational deployment began in 2008. As of 31 December 2008, three sites had been extended and nine others renovated in line with the new "Neighbourhood Spirit" concept.

THE CASINO IMMOBILIER & DÉVELOPPEMENT SUSTAINABLE DEVELOPMENT CHARTER

A sustainable development committee for the Group's property companies was set up in 2008. Its role is to actively manage the store life cycle process with the goal of integrating sustainable building practices. One of the committee's first initiatives was to prepare a dedicated Casino Immobilier & Développement sustainable development charter based on six core commitments:

- **Developing an environmental approach to project management.**
- **Playing an active role in the local community.**
- **Mobilising and training Casino Immobilier & Développement teams.**
- **Involving lessors and tenants in the sustainable development process.**
- **Integrating sustainable development commitments in contracts.**
- **Deploying sustainable design and building practices.**

A RESPONSIBLE RETAILER

LEADERSHIP positions in countries with HIGH POTENTIAL

Our operations outside France represent a powerful growth driver. Present in 10 countries with nearly 1,500 stores, Casino generated 35% of its 2008 consolidated revenue in international markets.

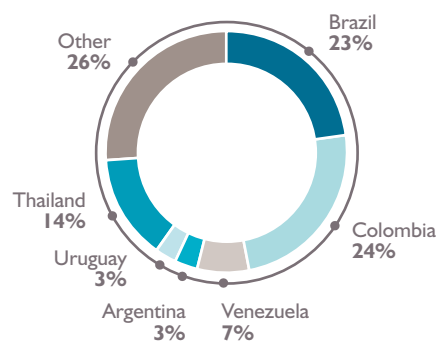
Casino now has a geographic platform comprised of countries with strong development potential, large, young populations, fast-growing economies and a still largely fragmented retail structure. Moreover, as purchasing power rises, mass retailing is becoming available to an ever-larger percentage of the population. This trend is supporting the development of hypermarkets and supermarkets, the dominant retail formats in these regions.

Our priority growth regions are South America and Southeast Asia. In 2008, these two regions alone accounted for approximately 75% of the Group's revenue outside France and our local subsidiaries hold leadership positions thanks to their well-established store banners and close-to-the-customer relations. As proof of their strong momentum, both regions recorded double-digit organic growth for the year, with sales rising 12.5% in South America and 13.3% in Asia.

We're also present in the Indian Ocean, where Vindémia is the market leader, and in the Netherlands, with the Super de Boer banner.



REVENUE BY REGION, 2008
(% of total international revenue)



€ 15,069m
2008 net business volume
from international markets

€ 10,146m
2008 net revenue
from international markets

10
countries

296
hypermarkets

905
supermarkets

86,000⁽¹⁾
employees outside France

(1) Full-time equivalents: employees of companies proportionately consolidated or accounted for by the equity method are prorated to the Group's interest in the company.

board of directors

MEMBERS OF THE BOARD OF DIRECTORS

The Board of Directors has fifteen members:

Jean-Charles NAOURI,
Chairman and Chief Executive Officer

Didier CARLIER,
Deputy Managing Director of Rallye,
representing Euris

Abilio DOS SANTOS DINIZ,
Chairman of the Board
of Directors of GPA

Pierre FÉRAUD,
Permanent representative
of Foncière Euris

Pierre GIACOMETTI,
Chairman
of Giacometti Péron & Associés

Henri GISCARD D'ESTAING,
Chairman and Chief Executive Officer
of Club Méditerranée

Jean-Marie GRISARD,
Representative of Matignon-Diderot

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

**Marc LADREIT
DE LACHARRIÈRE,**
Chairman of the Management Board
of Groupe Marc de Lacharrière (Fimalac)

Didier LÉVÊQUE,
permanent representative of Omnium
de Commerce et de Participations

Gilles PINONCÉLY,
Company Director

Gérald DE ROQUEMAUREL,
Managing Partner of HR Banque

David DE ROTHSCHILD,
Statutory General Partner
of Rothschild & Cie Banque

Frédéric SAINT-GEOURS,
Advisor to the Chairman of the Managing
Board and member of the Executive
Committee of PSA Peugeot Citroën

Catherine SOUBIE,
Deputy Managing Director of Rallye
and permanent representative of Finatis

Antoine GUICHARD,
Honorary Chairman (not a director)

Secretary of the Board:
Jacques DUMAS

OPERATIONS OF THE BOARD OF DIRECTORS

The rules and procedures governing the functioning of the Board of Directors are defined by law, the Company's articles of association and the Board Charter. They are presented in detail in the Chairman's Report and in the Board Charter, which is included in the registration document filed with Autorité des Marchés Financiers.

Each Director must hold at least 100 registered shares. Directors are elected for a term of three years. At the Annual General Meeting on 19 May 2009, shareholders were asked to re-elect all Directors, with the exception of FONCIÈRE EURIS re-elected in 2008, and to ratify the appointment as an independent director of Pierre GIACOMETTI, decided by the Board on 5 December 2008, to replace Henri PROGLIO. On 8 April 2009, in line with the recommendations of the Appointments and Compensation Committee and the principles of sound corporate governance, the Board of Directors decided to ask shareholders at the Annual General Meeting on 19 May 2009 to elect two new independent Directors: Rose-Marie VAN LERBERGHE (Chairman of the Management Board of Korian) and Jean-Dominique COMOLLI (Chairman of the Board of Directors of Altadis).

The Company is committed to complying fully with the principles of corporate governance applicable in France.

As part of its delegated responsibilities, the Appointments and Compensation Committee conducted its annual review of the composition of the Board of Directors and in particular assessed the situation of Directors in relation to the independence rules set out in the AFEP/MEDEF reports on corporate governance. Directors are selected for their acknowledged competence, diversity of experience, complementary areas of expertise and commitment to contributing to the Group's future development.

Five of the Directors are independent, as defined by the criteria in the AFEP/MEDEF reports: Pierre GIACOMETTI, Henri GISCARD D'ESTAING, Gilles PINONCÉLY, Gérald DE ROQUEMAUREL and Frédéric SAINT-GEOURS.

The Board also includes four members who are either people from outside the Company chosen for their experience or expertise, or shareholder representatives. The Company's controlling shareholder is represented by six Directors and therefore does not hold a majority of the Board's votes.

board committees

AUDIT COMMITTEE

The Audit Committee is comprised of four members, of whom three are independent – **Pierre GIACOMETTI**, **Gilles PINONCÉLY** and **Frédéric SAINT-GEOURS** – and **Didier CARLIER**, who represents the majority shareholder.

Frédéric SAINT-GEOURS has been Committee Chairman since 27 August 2008, replacing **Henri PROGLIO**.

The Audit Committee is responsible for assisting the Board of Directors in reviewing the annual and interim financial statements, and in dealing with events likely to have a material impact on the position of the Company or its subsidiaries in terms of commitments and/or risks, compliance with laws and regulations and any material pending litigation.

A Charter sets out the Committee's powers and duties, particularly those concerning risk management and the identification and prevention of management errors.

The Audit Committee met four times in 2008 with an 86% attendance rate.

APPOINTMENTS AND COMPENSATION COMMITTEE

The Appointments and Compensation Committee is comprised of three independent members – **Henri GISCARD D'ESTAING**, **Gilles PINONCÉLY** and **Gérald DE ROQUEMAUREL** –, a person chosen for his experience and expertise, **David DE ROTHSCHILD**, and **Catherine SOUBIE**, a representative of the controlling shareholder.

Henri GISCARD D'ESTAING is the Committee Chairman.

The Committee's primary role is to assist the Board of Directors a) in reviewing candidates for appointment to senior management positions and for election to the Board of Directors, b) in setting and overseeing the Group's executive compensation, stock option and stock grant policies and c) implementing employee share ownership plans.

A Charter sets out its powers and duties, particularly those concerning the periodic assessment of the Board of Directors' practices and performance and the review of its compliance with good corporate governance principles and professional standards, especially as prescribed in the Board Charter.

The Committee met five times in 2008 with a 95% attendance rate.



EXECUTIVE

Led by the Chairman and Chief Executive Officer, the Executive Committee is responsible for managing the Group's operations as it implements the strategic vision defined by the Board of Directors. It helps to shape strategy, coordinates and shares initiatives, and tracks cross-functional projects to ensure the alignment of action plans deployed by the subsidiaries and operating divisions, and, in this capacity, sets priorities when necessary. It also monitors the Group's financial results and ratios and determines the action plans to be undertaken. The Committee meets fortnightly.



committee

The Executive Committee is comprised of:

1-Jean-Charles NAOURI, Chairman and Chief Executive Officer **2-Hakim AOUANI**, Director, Corporate Development and Holdings
3-Hervé DAUDIN, Director, Merchandise and Supply Chain, Chairman of Cdiscount **4-Yves DESJACQUES**, Director, Human Resources
5-Jean DUBOC, General Manager, Géant Casino Division, in charge of Non-Food Purchasing
6-Jean-Michel DUHAMEL, Chairman of Asinco (Franprix-Leader Price), Chairman of EMC, Chairman of IRTS **7-Jacques EHRMANN**, Director, Real Estate and Expansion, Chairman and Chief Executive Officer of Mercialis **8-Antoine GISCARD D'ESTAING**, Chief Financial Officer, also supervises restaurant operations **9-Thierry LEVANTAL**, Director, Legal Affairs **10-Committee Secretary: Camille DE VERDELHAN**, Director, Strategy and Planning

actiNG as a respons



retail

IBLE

Since 2002, **Casino** has pursued its sustainable development commitment with the backing of a dedicated organisation. Comprised of 50 experts, drawn from corporate functions and operating divisions, and ten correspondents from subsidiaries outside France, the Sustainable Development Committee leads and oversees the deployment of our policies in this area across the entire organisation.



LER



PROMOTING

responsible
CONSUMER
 behaviour

As a global retailer, Casino is committed to promoting sustainable production practices and consumer attitudes. That's why we've developed a portfolio of high-quality, affordable products that are friendly to people and the environment. We also provide consumers with accurate data so they can make informed purchasing decisions.

589

quality audits conducted at production facilities

2,055

quality controls carried out in stores

267

Terre et Saveur products

141

Casino Bio organic products

IN ADDITION TO OUR
 INDISPENSABLE QUALITY,
 SAFETY AND CONSUMER
 INFORMATION STANDARDS...

Product quality and safety are top priorities. From the specifications phase to store operations, an end-to-end system ensures that the products we sell are safe, nutritious and of the highest quality. A highly efficient warning system has also been deployed, while laboratory controls and the Consumer Information Centre function as surveillance systems that make it possible to recall or withdraw a product at any time.

In addition, the traceability of ingredients is assured by Trace One, a system that enables Casino and its food producers to co-manage product specifications. At year-end 2008, 96% of our producers used the Trace One solution.

The Casino Consumer Information Centre handles complaints and requests from our customers. It is accessible through a toll-free phone number in France (0800 13 30 16), by e-mail (serviceconsommateurs@groupe-casino.fr), by letter or via the Web. A key component of our system for continuously improving products and services, the centre received more than 71,000 contacts and handled more than 35,000 customer queries in 2008.

...WE OFFER PRODUCTS THAT
 ARE FRIENDLY TO PEOPLE AND
 THE ENVIRONMENT

The several product lines on our shelves purchased through sustainable production channels represent another aspect of our responsible retailing commitment.

Based on a dual respect for taste and nature, the Terre et Saveur range features delicious, fresh products offering very good value for money while also showcasing different food-producing regions. The line added 29 new products in 2008 and now includes 42 different kinds of seafood, 156 sorts of fruit and vegetables, 59 baked goods and 10 poultry products.

Casino Bio offers 120 organic foods that display France's AB certification label. In 2008, the Club des Sommeliers brand integrated seven wines made with organically grown grapes. The year also saw the launch of a new line of Ecocert-accredited cosmetics. The Ecocert label guarantees that at least 95% of the product's ingredients are natural and at least 10% are organically grown. The cosmetics line comprises 14 health and beauty items, including two baby care products.



In order to protect the world's sea resources, we've undertaken actions to protect endangered species of fish. Such species as orange roughy and blue ling are no longer sold in our stores and others like grenadier, scabbard and bluefin tuna are no longer featured in promotional offers. A special logo indicates farm-bred fish that are raised according to strict specifications. In 2008, four new seafood products were introduced from sustainable fishing programmes certified by the Maritime Stewardship Council. Agreements were also maintained with local fishermen who supply stores directly from their catch.

Since 2004, our stores have marketed home and garden furniture made with wood from managed forests certified by the Forest Stewardship Council. Today, all furniture made with exotic wood is FSC-certified. The Casino Écologique line offers a range of 13 high-quality, environmentally friendly household cleaning products bearing the European Écolabel. An additional 49 household products feature France's NF-Environnement label. We also offer a line-up of Max Havelaar fair trade products. With 19 new products introduced in 2008, the range now comprises 44 products, including food, flowers and cotton pads. Since 2008, diamonds marketed in Géant hypermarkets have been sold with a Kimberley process certificate to ensure that the gems are from "conflict-free" regions of the world.

DISPLAYING ENVIRONMENTAL-IMPACT LABELS ON CASINO-BRAND PRODUCTS

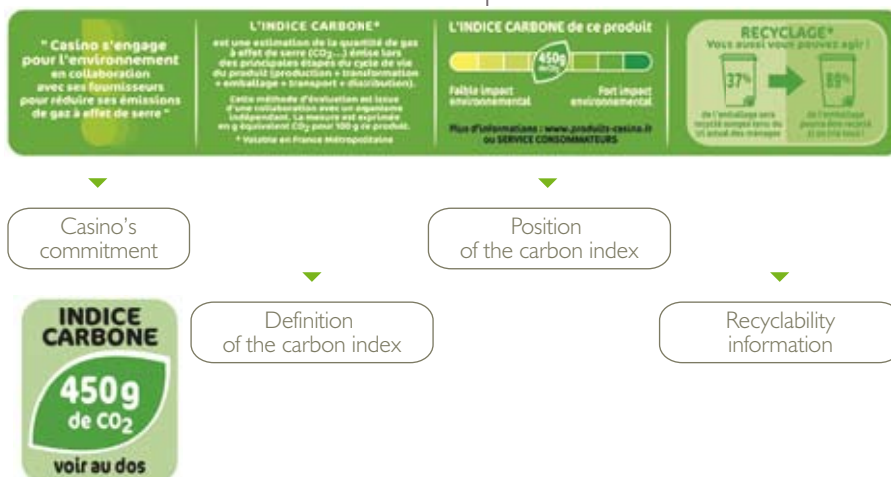
In addition to our commitment to marketing responsible product lines,

we also provide consumers with transparent data on the environmental impact of the products they consume every day so they can make informed purchasing decisions. That's why we introduced the Casino Carbon Index label in June 2008, which is currently displayed on more than 160 items.

The process of assessing the environmental impact of our products was launched in 2006, with the assistance of a specialised firm and the support of France's Agency for Environment and Energy Management (ADEME). The index chosen represents the quantity of greenhouse gas emissions at the most important stages in the product life cycle (farming, manufacture, transport, packaging and distribution). Expressed in grams of CO₂ equivalent per 100 grams of finished product, the index allows consumers to compare products. Since the Casino Carbon Index was introduced in June 2008, sales of products displaying the information have resulted in a 20-tonne reduction in emissions of CO₂ equivalent. A forum was organised with suppliers of Casino-brand products in June 2008 to present our environmental labelling commitment. These partners are provided with free access to software that enables them to calculate the portion of the Casino Carbon Index resulting from their production methods and raw material purchases. The environmental impacts generated by the forum's 350 participants were offset through Action Carbone, a French non-profit organisation that encourages companies to offset their greenhouse gas emissions.

This pioneering initiative in France has received a number of prizes. Following the Marianne d'Or awarded in late 2007 by an association of local French authorities, Casino was presented with an Entreprise and Environment award in the "Sustainable Development Initiative" category by France's Ministry of Ecology and Sustainable Development.

The Casino Carbon Index



Committed to promoting better nutrition



In 2005, Casino embarked on an ambitious programme to promote healthy eating habits among customers and employees, in particular through a voluntary code of commitments.

A CODE TO GUIDE OUR ACTIONS

In 2008, Casino became the first retailer to sign a voluntary code of commitment to nutritional progress validated by the French Government as part of its National Nutritional Health Programme (PNNS), with five key priorities:

1. Improve the nutritional quality of existing Casino-brand products

The goal for 2010 is to optimise the recipes used to prepare 740 Casino-brand products and reduce salt, sugar and fat content by an average of 5% to 10%. In 2008, a total of 312 products were reformulated, with:

- An average 17% reduction in the fat content of 33 products.
- An improvement in the nutritional quality of the fat in 40 products (replacing hydrogenated fats with non-hydrogenated or vegetable fats).
- An average 8% reduction in the simple sugar content of 20 products.
- A reduction in the salt content of 56 staple goods (by an average of 17%) and 163 traditional fresh products (by an average of 5.3%). All bread sold in hypermarkets and 98% sold in supermarkets now contains no more than 18 grams of salt per kilogram of flour, as recommended by France's Food Health and Safety Agency (AFSSA).

2. Improve the nutritional quality of new products

In 2008, we continued to work alongside suppliers to improve the nutritional quality of new products. Since 2007, nutritional objectives have been included as priority selection criteria in all invitations to tender for food products. In 2008, we also brought to market 12 new products in the Tom et Pilou line of foods designed especially for children's nutritional requirements.

3. Promote fruit and vegetables in our stores

The new fruit and vegetable concept has now been deployed in 85% of hypermarkets and 45% of supermarkets. It includes 12% to 40% more fruit and vegetables in hypermarkets and 10% to 20% more in supermarkets.

4. Make fruit and vegetables more affordably priced

The goal is to constantly offer a selection of ten low-price fruit and vegetables in supermarket and hypermarket networks. Clearly displayed in our stores, the offer is renewed every week.

5. Provide consumers with readily available information and services to help them improve their daily eating habits

To raise consumer awareness of healthy eating habits, every year we organise a ten-day nationwide nutrition event in our stores. Certified dieticians are on-hand to answer customers' questions and provide them with guidelines and helpful hints on ways of preparing balanced, varied meals.

The www.produits-casino.fr website also features a dedicated nutrition section, where consumers can find both theoretical and practical information intended to help them eat better and download our Balanced Nutrition guide, which has been endorsed by France's National Nutritional Health Programme (PNNS). They can also assess their own nutritional balance sheet and follow one of six personalised nutritional plans online, all free of charge.

In addition, a dedicated call centre was set up in 2006 where, for the price of a local phone call, callers can ask dieticians questions about balanced nutrition in general or Casino products in particular. Consumers who call the centre receive a follow-up letter that reviews the information provided by the call centre as well as a copy of the Balanced Nutrition guide.

New nutrition labels on Casino-brand products



> **On the front:** a pictogram indicates the number of calories and the percentage of the Guideline Daily Amounts in the serving.

> **On the back:** extensive nutritional information.

CONSEIL NUTRITION
Comment faire rimer pizza avec équilibre ?
Choisissez la bonne portion : une demi pizza par personne. La pâte à pain vous apporte des féculents, le jambon des protéines et le fromage du calcium. Pour avoir un apport de légumes plus important, vous pouvez ajouter des poivrons ou des fonds d'artichauts sur votre pizza.

IDÉE REPAS ÉQUILIBRÉ
1/2 pizza feu de bois Royale + Cresson et ciboulette + 1 saut + 1 pomme

Éléments nutritionnels	Quantité	% des besoins journaliers	Unités
Énergie	412 kcal	21%	206 kcal / 867 kJ
Protéines	14 g	22%	8 g
Glipides	47 g	10%	22 g
Glucides dont sucres	41 g	7%	6 g
Lipides dont saturés	8 g	16%	3 g
Fibres alimentaires	1 g	12%	1,7 g
Sodium	1,64 g	42%	0,32 g
Équivalent en sel	3,8 g	60%	1,8 g

*Les besoins nutritionnels journaliers recommandés sont calculés pour un adulte avec un apport moyen de 2000 kcal par jour.

Nutritional advice

A balanced-meal suggestion

A complete table of nutritional data

312

Casino-brand products with optimised nutritional content

44

Casino-brand products with the Max Havelaar fair-trade label

13

Casino-brand cleaning products environmentally certified with the European Ecolabel

14

environmentally-friendly, organic cosmetic products certified with the Ecocert label

Our new nutritional label is displayed on 630 Casino-brand products. As of 2008, the label includes Guideline Daily Amounts that define a balanced serving size for each product and show the percentage of daily nutritional and energy needs met by one serving. Suggestions for balanced meals are provided in clear, understandable pictograms. Nutritional advice is also included on how to integrate a food product into a balanced diet.

OUR FOOD SERVICE DIVISION COMMITMENT ON BEHALF OF NUTRITION

Since 2000, Casino cafeterias have been offering a guarantee of nutritionally balanced meals **with our "Good Food Manifesto"**. In 2008, our R2C corporate restaurants organised six nutritional events and set aside ten days throughout the year for raising awareness of cardiovascular disease. Every hot dish offered to customers in R2C restaurants has been approved by a dietician.

Since 2008, the websites for our Villa Plancha restaurants and our Saveurs d'Événements prepared-meal service have included a nutritional index to inform our customers. Similarly, nutritional values have been calculated for all of the sandwiches in our line of pre-packaged, self-serve food items, and an exhaustive nutritional label has been added that lists ingredients, allergens, and nutritional content. The Saveurs d'Événements website also includes a nutrition section that identifies the nutritional value, ingredients and allergens in each product served.



Promoting and monitoring respect for **HUMAN RIGHTS** in the workplace



Since 2000, Casino has maintained an ethics programme designed to promote and monitor respect for human rights in the workplace among its suppliers in emerging countries. The ethics charter at our EMC Distribution central purchasing agency serves as the cornerstone of this programme, defining the commitments expected of suppliers with regard to compliance with both local social regulations and our own values. Integrated into all contracts signed with own-brand product suppliers, this code of ethics is available in the "Our Commitments" section of the www.groupe-casino.fr website.

RAISING SUPPLIER AWARENESS

In addition to conducting audits, we also strive to instil a commitment to progress among suppliers, meeting with them to build their awareness of ethical issues in the workplace. EMC Distribution's social ethics manager travelled to Bangladesh in 2008 to visit four factories. During his stay he had the opportunity to discuss challenges on the ground with Nurunnabi Khan, Programme Officer for the ILO, and Faisal Samad, Second Vice President of the Bangladesh Garment Manufacturers and Exporters Association (BGMEA). He also visited eight plants in Morocco.

AUDITS IN "AT-RISK" COUNTRIES

Ue maintain a programme of audits, based on the guidelines prepared by the Social Clause Initiative working group at France's Retail Trades Federation (FCD) so that suppliers in sensitive developing countries can be monitored on a yearly basis. Carried out by specialised auditors, these inspections verify compliance with principles and standards defined in the EMC Distribution ethics charter. In 2008, a total of 84 audits were conducted, of which 45 in China.

THE GLOBAL SOCIAL COMPLIANCE PROGRAMME

Casino has been a supporter of the Global Social Compliance Programme since its launch in 2006. The GSCP is an initiative launched by The Food Business Forum (CIES), an organisation that brings together the world's largest retail chains. In 2008, Casino was a member of the expert working group on audit and methodology systems, helping to define a shared audit standard that could be applied across the entire supply chain. The project will be finalised in 2009.

FOSTERING RESPECT FOR HUMAN RIGHTS

The issue of human rights is an integral part of our policy for social progress. In 2008, two representatives from the Women's Committee of Amnesty International France paid a visit to EMC Distribution to tell employees about their campaign to end violence against women. The Group also took part in several events in 2008 aimed at promoting respect for human rights in the workplace, such as the Third World Forum on Human Rights, held in Nantes from 30 June to 3 July, and the International Seminar on Business and Human Rights, which took place in Paris on 4-5 December to commemorate the 60th anniversary of the Universal Declaration of Human Rights, which was signed on 10 December 1948.

Social audits in the textile industry



> The textile industry was the first subject to systematic inspections regarding workplace conditions, specifically in the areas of child labour, working hours, compensation, and health and safety. In 2008, Casino requested audits of eleven textile factories in China, nine in Bangladesh and seven in Morocco.

AN ENVIRONMENTAL POLICY

that spans the entire

product **LIFE CYCLE**

Developed in 2003, the Group's Environment Policy aims to incorporate respect for the environment into all of our activities, from the purchase and transport of goods to the end of each product's life cycle and the design and operation of our stores.

COMBATING CLIMATE CHANGE

Determined to aid the fight against climate change, Casino has been measuring greenhouse-gas emissions from its operations since 2004. The results have been used to identify our major sources of emissions and draft an action plan based on three priority tasks:

- ▶ Improving the energy efficiency of buildings.
- ▶ Upgrading refrigeration facilities so as to limit refrigerant emissions.
- ▶ Reducing emissions generated by the transport of goods.

(1) kWp: kilowatt-peak. The watt-peak is a measure of power output for photovoltaic solar energy devices, under standard conditions of 1,000 watts of light intensity per square metre at a temperature of 25°C.

IMPROVING THE ENERGY EFFICIENCY OF BUILDINGS

In order to reduce energy consumption in our stores, in recent years we've been installing new lighting that complies with the European Union's Greenlight programme. At end-2008, 63% of hypermarkets and 28% of supermarkets were equipped with low-power T5 or T8 fluorescent tubes, which yield savings of some 37% over traditional lighting. Tools for monitoring use coupled with outside energy audits provide a means of

identifying consumption anomalies. The current focus is on energy efficiency in refrigeration equipment, which is the biggest consumer of electricity in our stores. As a result, all of our hypermarkets are now equipped with automated systems for refrigeration-unit operation.

EXPANDING THE USE OF SOLAR ENERGY

In 2007, our IGC property subsidiary launched a programme to expand solar energy production on the rooftops of our buildings. After building one of France's largest solar power units on the roof of our central purchasing agency Saprim on the island of Reunion in 2006, we installed a 104-kWp⁽¹⁾ capacity solar roof on the new supermarket in Saint Laurent des Arbres in 2008. The objective is to install 70 MWp between 2009 and 2011 at some thirty sites in mainland France, as well as on Corsica and Réunion.



96%

of the dedicated fleet at our Easydis logistics subsidiary now equipped with a tracking system

821

fewer tonnes of packaging used since 2006

REDUCING REFRIGERANT EMISSIONS

Since 2005, in cooperation with refrigeration service providers, we've been conducting an ambitious programme to make its refrigeration equipment airtight. We're also continuing to replace HCFC coolants, which are harmful to the ozone layer, with new coolants that have a lower impact on climate change.

LIMITING THE IMPACT OF TRANSPORT

Nearly 96% of the dedicated fleet used at our Easydis logistics subsidiary is now equipped with a tracking system that enables vehicle travel to be configured for optimum efficiency. Thanks to efforts to improve delivery routes, we eliminated over 8.5 million km of travel between 2007 and 2008, thereby preventing the discharge of nearly 8,000 metric tons of CO₂. In addition, Easydis is encouraging carriers to modernise their fleets so as to achieve 100% compliance with the Euro 5 standard by the end of 2011. The new standard, which comes into effect in October 2009, introduces sweeping cuts in acceptable levels of particle emissions and emissions of nitrogen oxides, unburnt hydrocarbons and carbon monoxide. Between 2007 and 2008, the percentage of the dedicated fleet equipped with Euro 5-ready emissions controls almost doubled, from 19% to 36%.



Easydis is also pursuing efforts to transfer a portion of its road freight to rail or river transport. In 2008, 141 containers were carried by barge along the Rhône river and 271 by train, accounting for 12% of transport flows. The target is to transport 30% of goods by river and 20% via rail by 2010.

ENSURING OPTIMAL WASTE MANAGEMENT

We're continually taking steps to more effectively manage our operating waste, reduce packaging waste at the source and encourage customers to sort and recycle. To ensure that the various types of waste generated by the Group's operations are routed to appropriate treatment channels, country-wide agreements and standard contracts are signed with accredited private service providers, giving preference to recycling or energy recovery solutions whenever possible. Target waste sorting objectives are defined at each store. In 2008, 42,000 tonnes of cardboard waste were recovered at Casino France stores, versus 28,000 tonnes in 2007.

We encourage customers to sort their waste, notably by providing battery collection bins. Our stores in France collected a total of 228 tonnes of used batteries in 2008.

Taking the next step, we installed household waste sorting bins at 28 hypermarkets during the year 2008. Thanks to these bins, which are located at the front service desk, customers can drop off batteries, ink cartridges, fluorescent bulbs and tubes, and other recyclable waste at one convenient location.

Our ecodesign approach has helped to reduce waste by 821 tonnes since 2006, through enhanced packaging for 231 products.

EXPERIMENTING WITH ENVIRONMENTALLY FRIENDLY SOLUTIONS FOR SUSTAINABLE STORES

Casino Immobilier & Développement appointed a taskforce in 2004 to optimise environmental and sanitary management of the Group's property assets. The taskforce's mission is to identify key criteria to be weighed when a building is designed and at each stage of its life cycle in order to meet the challenges of sustainable construction. Meanwhile, a Green Challenge taskforce is monitoring the latest environmental innovations, analysing the most effective retail industry practices worldwide, preparing guides to best practices and spreading the message of sustainability throughout the organisation.

A sustainable property development committee was added to the existing infrastructure during 2008 so that the ten entities that make up the Group's property management division can maintain a uniform course of action.

Introduced in 2007, the Sustainable Store concept can be used to test innovative green-minded solutions and ascertain whether they are technically and financially feasible. Several of the options under consideration (including green façades, the use of recycled materials, rainwater recovery, photovoltaic and wind energy production, etc.) are being tested at a pilot store to assess the environmental and economic benefits before adopting them on a wider scale. By serving as a laboratory for Casino Immobilier & Développement, the Sustainable Store concept is helping to ensure continuous improvement in the environmental quality of our building, expansion and renovation projects.

Two sustainable store projects developed in 2008 – in Saint-Laurent-des-Arbres and Arles – were brought on stream late in the year.

For more information, a brochure on **sustainable construction** is available at www.groupe-casino.fr



REVERSE LOGISTICS

is an innovative method for managing logistical flows, in which vehicles that have made their deliveries to stores are used for an additional task on their return journey. Specifically, once delivery vehicles have unloaded their goods at supermarkets, Easydis uses them to transport bales of empty boxes bound for recycling.

This system has been in place for several years on a test basis at the logistics site in Besançon, which handles 1,000 tonnes of boxes per year. The benefits, both environmental and economic, are substantial. Among them are a significant increase in the number of return journeys, higher cardboard recovery rates among service providers, and savings of both time and money for stores since they no longer have to bear the cost of handling and collecting boxes.

At end-2008, 147 supermarkets equipped with cardboard compactors were participating in the system, and over 9,000 tonnes of cardboard were being collected annually. The programme is set to be expanded within the near future to include plastic packaging, and plans for extending the service to hypermarkets and convenience stores are being considered as well.

Reverse logistics



USED CARTONS
COMPRESSED
AND WRAPPED
IN BALES
MEASURING
APPROXIMATELY
1 CU.M



BALES
RECOVERED BY
THE SERVICE
PROVIDER ON
A REGULARLY
SCHEDULED
BASIS



BALES
RETURNED
TO THE
WAREHOUSE
WITH EMPTY
PACKAGING

EMPLOYEE RELATIONS

based on **RESPECT** and **IALOGUE**

The skills and commitment of our employees are one of the Group's key success factors. That's why we've always nurtured the development of high-quality employee relations that are based on respect and dialogue.

FACILITATING EMPLOYEE ADVANCEMENT AND MOBILITY

Thanks to a wide array of core competencies and business activities, we can offer our employees numerous possibilities for mobility and career advancement. Internal promotions, gateways to different divisions and banners, access to international opportunities—the avenues for career development are unlimited.

In addition, the Validation of Acquired Expertise (VAE) programme allows employees with three years of experience in a particular field to obtain the degree that corresponds to the expertise they have gained. With this recognition, they can not only update their curriculum vitae, but also improve their chances of finding a new job or earning a promotion.

The agreement on Human Resources Planning and Development signed in 2008 will provide for greater transparency in employment trends and career opportunities within the Group's various businesses, as job positions are mapped and job/skill profiles are defined.

PROMOTING THE HIRING OF YOUNG PEOPLE

The training and hiring of young people have always been two top priorities at Casino. In 2008, we hosted 653 interns.



80%

of apprentices hired upon completion of their program

9.22%

of disabled employees in the workforce

Work/study programmes are another major component of our employee relations policy. In 2008, some 1,140 young people were working at Casino under apprenticeship or vocational training contracts. Their success and integration rates are high, with 80% of apprentices hired to permanent contracts upon completion of their study programme.

DEVELOPING EMPLOYEE SKILLS

Campus Casino, our in-house training centre, offers a full range of over 150 workshops and more than 220 e-learning opportunities designed to meet the needs of every employee. The centre supports training and skills development initiatives conducted at each division and subsidiary.

PREVENTING CARDIOVASCULAR RISK

In 2008, Casino arranged several daylong events for employees at headquarters on the subject of preventing cardiovascular disease.

Topical workshops hosted by health-care professionals and representatives from trade groups (including cardiologists, occupational physicians and dieticians) provided interested employees with personalised advice on major risk factors for heart disease (relating to nutrition, cardiology,

cholesterol and blood sugar, tobacco, alcohol and drug use, sport, stress, etc.) as well as preventive measures. Among the 771 employees who volunteered to take part in these events, feedback was quite positive, with 84% of those surveyed reporting overall satisfaction. Similar events held at warehouses in Andrézieux, Grigny, Saint-Laurent-de-Mure and Besançon attracted some 452 employees.

Boosting employee purchasing power

> In 2008, several measures were adopted that have helped to enhance employee purchasing power:

- The 2008 wage agreement resulted in a marked increase in employee compensation, and gave interested part-time staff the option of increasing their work hours (to 28 hours for employees with 26-hour workweeks and to 30 hours for those with 28-hour workweeks).
- The May 2008 agreement on supplemental health and pension-fund schemes provides for greater coverage of health-

care costs and improves certain pension-fund guarantees, while reducing employee contributions by an average of 7% for the supplemental health benefits and 10% to 15% for the pension fund, compared with 2007.

- Following an agreement signed on 20 May 2008, all Casino France employees now have access to a Time Savings Account (TSA). This option allows employees to allocate vacation days to the TSA, with no time limits, and use them at their convenience—for example, by applying them against a legal



holiday, a switch to part-time work or early retirement. If they wish, employees may also allot their TSA to the Company Savings Plan and build up a nest egg for the future.



PROMOTING DIVERSITY...

As part of our ongoing commitment to combating all forms of exclusion and discrimination, we've defined a policy for promoting corporate diversity. This policy was designed to encourage the hiring of applicants from a wide range of backgrounds and to foster equal opportunity at every level and across all businesses. The policy's implementation is overseen by the Group Diversity Committee, which is made up of seven employee representatives and seven senior executives. Any employees who believe they may have been the victims of discrimination may convene a meeting of the joint mediation committee.

A voluntary testing process

> To identify and measure disparities between our commitments and hiring practices, we've enlisted the services of an outside consulting firm that specialises in independent testing. Each test involved two people posing as applicants for the same position who differed only in their backgrounds.

Nearly 1,600 discrimination tests were conducted at 700 Group sites in 2007 and 2008. The results have been made public and are available on www.groupe-casino.fr (sustainable development > people and diversity).

In 2007, to ensure that the recruiting process reflects our efforts to combat discrimination, we began using role-playing methods, in which candidates are tested on their aptitude in a given work situation. Deployed with help from France's national employment agencies (ANPE/Assedic), these methods can create employment opportunities for largely unskilled applicants by using their aptitude and motivation as a determining factor.

The challenges posed by diversity are regularly brought to employees' attention. A special brochure on diversity was prepared in 2007 and distributed to all employees in France. In addition, 50 HR managers and employee representatives attended a training module on challenges and best practices in diversity management.

Outside the organisation, Casino is an active participant in government-led anti-discrimination campaigns, such as the European Union's EQUAL Initiative. In France, a number of agreements have been reached with public authorities since 1993. The most recent framework agreement signed with the Ministry of Social Cohesion and Parity covers the period 2007-2012. Casino also became a member of the government's Hope for the Suburbs plan in 2008.

...AND HIRING THE HANDICAPPED

We first introduced a policy to encourage employment of the disabled in 1995. The latest Handipacte agreement defines our commitments for the period 2006-2010. In particular, Casino has pledged to hire at least 300 disabled persons, host a minimum of 350 handicapped interns and retain disabled employees and those who become disabled. Since 2006, we've hired 276 handicapped employees and hosted 234 trainees with disabilities. At 31 December 2008, the percentage of disabled employees within the Group stood at 9.22%⁽²⁾, well above the legal requirement of 6%.

We regularly launch initiatives to build awareness among employees and enlist their support. In May 2008, a disability awareness day was held at headquarters. It included a dramatic presentation and round-table discussions, where managers described their experiences in hiring and working with the disabled. A number of disabled employees spoke about their own career paths in the company.

(2) Excluding Codim 2.

Reducing reliance on manual handling

> In 2008, to comply with a recommendation from the French National Health Insurance Fund for Wage Earners (CNAMTS) on limiting manual handling tasks in the retail sector, the Group appointed a taskforce comprised of representatives from supermarkets and hypermarkets, Easydis and the Group's purchasing division, aided by outside consultants specialising in ergonomics. The taskforce's goal has been to identify the best solution for reducing handling and significant back exertion when stocking store shelves, particularly in the liquids and fruit and vegetable sections.

Thanks to its efforts, high-lift pallet trucks are now being used to stock shelves holding liquids. These trucks can raise the lowest level of products on a pallet to 80 cm above the ground. In addition, new work methods have been recommended for the produce department, along with upgrades for certain other kinds of equipment.

To eliminate the risks posed by the use of electrical high-lift pallet trucks, specialised training has been provided to one trainer in each store. These trainers have been given a training kit so that they can pass on their knowledge to co-workers who use the equipment.

AN INTEGRATED PLAN TO ELIMINATE OCCUPATIONAL HAZARDS

Created in 2004, the health and safety steering committee plays an instrumental role in coordinating efforts to eliminate occupational hazards. Bringing together health and safety personnel from each division, the committee promotes the sharing of best practices, ensuring that successful projects will have maximum benefit.

The Cap Prévention plan was launched in the Supermarkets division in 2006 as an innovative method for preventing occupational risks. Based on employee participation and feedback and now deployed at every Casino supermarket, the system was introduced in 2008 at seven warehouses operated by our Easydis logistics subsidiary and is being tested at two Géant Casino hypermarkets in south-eastern France.

Following the signature of a code of commitment with CNAMTS⁽³⁾ in 2006 by the Supermarkets division and in 2007 and by the Hypermarkets division, Easydis has now begun preliminary work on a code adapted to warehouse occupational hazards, to be signed in 2009.



(3) CNAMTS :
Caisse Nationale d'Assurance Maladie
des Travailleurs Salariés.



our
banners
are



align
with
individual



Local service is our traditional business. Our first stores were deployed in city centres and villages. Today, this close-to-the-customer approach focuses on tailored solutions that meet an increasingly diversified range of needs and lifestyles.



ned

AL needs



THE SAME

CONVENIENCE, with different faces

Our convenience banners in France have each developed a unique positioning, much appreciated by consumers. Stores, products and assortments are adapted to the specific characteristics of their location and customers, whether they live in urban or rural areas and whether they are looking for a wide choice, affordable prices or additional services.

PETIT CASINO, SPAR AND VIVAL...

PRECISION retailing
is **GAINING GROUND**

Petit Casino is the Group's historic convenience format, projecting a friendly, welcoming image and offering an extensive range of food products including high-quality fresh produce. The banner is an integral part of local life in urban and suburban areas.

Vival operates mainly in villages, like Petit Casino, and enjoys considerable affinity capital. Alongside a food offering comprising mostly Casino brand goods, it also sells magazines, newspapers and tobacco products as well as fax, postal and other services.

Spar is the world's leading franchised food banner. Managed by the Group in France, it markets a range of food products as well as related services, such as photo development, bus ticket sales and telephone access.

**superettes
represent...**

€2,107m

in 2008 business
volume (excl. VAT)

More than

6,000

sales outlets

Nearly

400

store openings in 2008

Stores ranging from

12 to 800 sq.m

More than

2

million customers a day

MEETING INDIVIDUAL NEEDS IN EVERY CONSUMER ENVIRONMENT

Uell established in their respective positioning, the three superette banners launched new initiatives to satisfy changing customer needs while also strengthening their competitive edge.

The offering continues to evolve from one store to another, notably with new services and a broader assortment of fast-moving consumer goods, fresh products and non-food items, all of which are adapted to local needs.

Opening hours were also modified, with some sales outlets now open until 8:00 or 8:30 p.m. Others have opted to remain open all day, while still others have changed their weekly closing day.

New theme sections have also been introduced. With different corners selling own-brand organic foods, frozen foods and Italian products (in synergy with the new Via Italia banner), the offering is now broader and stores are livelier. Initiated in 2008, the new Express by Casino service features some 200 food products sold in vending machines. It is scheduled for deployment in 2009, with 60 to 70 machines to be installed.

IMAGINING NEW APPROACHES TO CONVENIENCE RETAILING

In 2008, two new concepts were launched.

With Via Italia, demanding lovers of Italian foods can satisfy their taste buds close to home. Opened in October 2008, the pilot store in Nice features traditional, authentic, made-in-Italia products, with a delicatessen counter and a selection of wines. Initial results are satisfactory and the concept should be extended to other French cities.

Chez Jean offers an original combination, with a restaurant serving eat-in or takeaway meals, a grocery store and other services, including a magazine section set up in partnership with the Relay chain of newsstands. The concept is being tested at a pilot site in Paris' 11th arrondissement and is scheduled for broader deployment in 2009.

Projects to open sales outlets in service stations, airports, underground stations and train stations are being pursued through agreements with oil companies and transportation companies.

FRANPRIX EVERYTHING, at your doorstep

Located mainly in Paris—and more recently in downtown areas of other major French cities—Franprix features a selection of products designed to satisfy families' day-to-day needs. With a focus on food products, the banner offers a balanced assortment of national brand products as well as value-line items marketed under the Leader Price label. Franprix is gradually deepening its network in the Paris area and developing in two priority regions—the Rhone valley and the Mediterranean coast—with a target of 1,000 stores by 2012.



MUCH FASTER GROWTH IN 2008

In 2008, Franprix enjoyed a return to same-store sales growth, which rose 6.9% led by an increase in customer traffic and higher average spend. The network also expanded at a faster pace during the year, with 67 store openings. The banner pursued the sales revitalisation action plans launched in 2007 to boost sales through stepped-up advertising, promotional offers like the weekly "Franprix good deal" campaign and an overhaul of product assortments. New national brand products aligned with current consumer trends were introduced, the snack line-up was expanded and the assortment was enhanced with such popular families as non-dairy fresh products and health & beauty items.

NEW PROSPECTS THANKS TO CHANGES IN THE CONCEPT

In addition to reworking the offering and promotional strategy, the Franprix revitalisation programme launched in 2007 also involves reorganising stores. This led to the December 2008 opening of a first pilot store in Paris' 18th arrondissement. Developed by a commercial design firm, the new store features a more contemporary, colourful décor. Refrigerated products are at the front of the store and can be seen from outside. Shoppers can move around the display unit, which is intentionally low so as not to restrict their field of vision. The offering has been redefined with more fresh products and a broader selection of snack foods, increasing the assortment by 6% to 8%. As in other Franprix stores, opening hours have been extended to either 8:30 or 9:00 p.m. Based on encouraging feedback from the pilot store, the new concept will be deployed for all future openings.

FRANPRIX
represents...

€ **1,815**m
in 2008 business volume
(excl. VAT)

702
stores

67
store openings in 2008

400 sq.m
of average retail space

MONOPRIX
represents...

€3,846m

in 2008 business volume
(excl. VAT)

377

stores

1,800 sq.m

of average retail space
for the citymarket concept

MONOPRIX

A diversified

CITYMARKET offering

Monoprix is France's leading city-centre food retailer. With its citymarket concept, the banner satisfies the needs of an active, urban clientele comprised mainly of women. It stands out for its offering, which is very diversified (up to 60,000 products), innovative (with a broad array of private-label products) and focused on four categories: food, beauty, apparel and home & leisure.



ENCOURAGING CONSUMERS TO EAT FRUIT AND VEGETABLES

In line with the Group's code of commitments to nutritional progress, a new fruit and vegetable concept has been deployed in Géant Casino hypermarkets and Casino supermarkets. The goal is to encourage consumers to eat fresh fruit and vegetables through attractive, varied displays of affordably priced produce.

The new stands include a spray system to ensure freshness, as well as a broader assortment. Casino is committed to increasing the number of fruit and vegetables sold by 12% to 40% in hypermarkets and by 10% to 20% in supermarkets.

DEPLOYING INNOVATIVE CONCEPTS AND INTEGRATING THE NATURALIA BANNER

In 2008, the banner pursued an assertive development strategy implementing its citymarket model and deploying new concepts with one Monoprix, twelve Monop' and four Daily Monop' openings during the year.

The increase in same-store sales was led by strong demand for apparel in a contracting market, demonstrating the validity of the banner's differentiated positioning. Monoprix also benefited from sustained sales of certain products in the fragrance, grocery and beverage categories. Lastly, the year also saw the integration of Naturalia, the leading banner of natural and organic products in the Paris area, with 39 stores.

AN AMBITIOUS OPENING PROGRAMME AND DOUBLING THE ORGANIC PRODUCT OFFERING

For 2009, Monoprix has an ambitious development programme, with the scheduled opening of seven or eight citymarket stores and around fifteen new Monop' outlets. A pioneer in organic product retailing, Monoprix plans to double the number of organic products during the year to 300, in particular by leveraging synergies with Naturalia.



CASINO SUPERMARKETS

The **WINNING** supermarket banner

With a total of 379 stores, Casino supermarkets operate in city centres and rural areas. Featuring average retail space of 1,550 sq.m, the supermarkets sell food products, nearly half of them under the Casino brand, as well as an offering of non-food items. The banner's positioning is based on a threefold commitment—the right price, guaranteed quality and convenience.

FOUR YEARS OF DYNAMIC GROWTH TO DELIVER CLOSE-TO-THE-CUSTOMER SERVICE

For four years, Casino supermarkets have pursued a consistent marketing strategy in line with the banner's mission. The banner saw its efforts rewarded in 2008 with a robust 7.5% rise in revenue and a 0.1-point improvement in market share for the third year in a row. Store development continued at a sustained pace, with 17 openings during the year. The supermarket network strengthened its position as the French retailer with the highest percentage of private labels in the sales mix, as the share of Casino-brand products increased by more than 4 points. Major efforts were also made to reduce stock-outs in stores, resulting in a significant improvement in the product availability rate. This helped to drive an increase in the store-by-store customer satisfaction indicator to 78% in 2008, from 75% in 2006.

NEW AREAS FOR IMPROVEMENT

As part of the Excellence programme launched in 2006, four areas for improvement were identified in 2007 and pursued in 2008: a new fruit and vegetable concept, sourcing, check-out waiting time, and store upkeep. Two new projects were undertaken in early 2009 to optimise the baked goods and seafood selections.

The new store concept tested in 2007 in Paris' 20th arrondissement was extended to 35 stores in late 2008. Targeting rushed city customers concerned with balancing both their budget and their diet, the concept emphasises product freshness and promotes self-service refrigerated foods prepared on site by skilled professionals.



MONOPRIX

Casino
supermarchés

CASINO
SUPERMARKETS
REPRESENT...

€3,914m
in 2008 business volume
(excl. VAT)

379
stores

Retail sales areas ranging
from

800 to 4,000 sq.m

17
store openings in 2008

30
store renovations



LEADER PRICE

PRICE, plus QUALITY

Leader Price is the Group's discount banner. It is aimed at price-sensitive shoppers and markets an extensive food offering sold exclusively under private labels—Leader Price and Le Prix Gagnant for value-line products. While pursuing a low-price strategy, the banner refuses to compromise on quality. Leader Price stores are located in urban and semi-urban areas throughout France.

Leader price represents...

€**2,978**m

in 2008 business volume (excl. VAT)

900 sq.m

of average retail space

3,500

products

42

store openings in 2008

SALES RECOVERY CONFIRMED IN 2008...

Following several years of underperformance, the banner introduced a business turnaround programme in 2007 that was pursued in 2008, leading to a noticeable 2.7% increase in same-store sales. These solid results were driven by the deployment of a sales revitalisation plan focused on prices and promotions, product assortment and marketing initiatives.

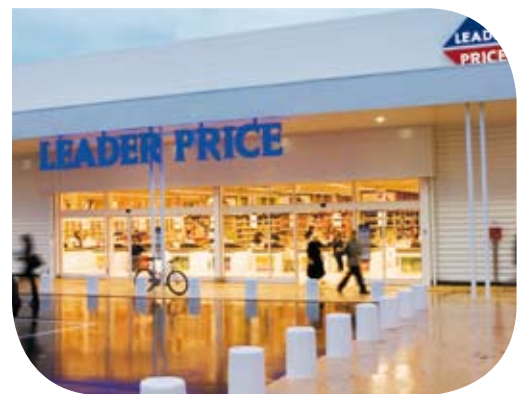
The promotion strategy was pursued more aggressively with two-to-three-week special deals on 200-300 products every month, and special offers, such as weekend prices, on a single product. The Prix Gagnant line-up has been reworked and redeployed and now includes 400 products. To boost marketing, five million copies of the catalogue were printed and distributed.

An equitable balance between low prices and product quality is one of the foundations of the Leader Price concept, which relies on an optimised cost structure and efficient supply chain. Although the portfolio is comprehensive, choice is limited to one or two products for each specific need, which helps to optimise purchasing conditions and logistics flows.

...AND AMBITIOUS GOALS FOR 2009

The banner has two major objectives. In terms of development, the current plan is to increase the number of Leader Price stores to 1,000 by 2014. Most of the openings will be through franchise agreements.

As for the product portfolio, two new ranges closely aligned with consumer concerns have been introduced—the Leader Price Bio line of organic products and the Leader Price Sublime range of "festive" food items.



GÉANT CASINO

REINVENTING the hypermarket

Géant Casino hypermarkets offer a pleasant, comfortable shopping experience in people-sized stores averaging 7,000 sq.m of retail space, compared with an industry average of 9,000 sq.m. Historically present in southern France, the banner had 117 stores at year-end 2008.

In this environment, a number of initiatives were launched to make the banner more competitive. These involved developing global sourcing, refocusing the non-foods catalogue on the most promising product families, and reallocating retail space. The banner's resilience was also due to the development of private labels, notably with the launch of the Casino Délices range in March 2008.

Through the partnership with dunnhumby, the banner became more price competitive and since early 2009 has offered the lowest prices on some 3,500 products. These measures enabled Géant Casino to considerably improve its margins in 2008.

**GÉANT CASINO
represents...**

€6,885^m

in 2008 business volume
(excl. VAT)

117

stores

7,000^{sq.m}

of average retail space

CONTEMPORARY AND FRIENDLY

To satisfy the expectations of its customers, most of whom are women, Géant Casino has for the past two years shifted the focus to greater convenience and a friendly shopping experience, a concept that was tested in the Pessac store near Bordeaux. The atmosphere is warmer and more colourful, and store shelves are easier to identify. The home, electrical appliance, apparel and beauty sections have been redefined in line with each category's professional standards, and an original digital boutique has been introduced. The presentation of fresh products has also been reworked, especially the fruit and vegetable, butcher and seafood sections.

In 2008, a total of 30 stores were remodelled in line with this new concept. In recognition of these initiatives, the banner received an Innovation Oscar from the retail trade press.

A STRONG ABILITY TO ADAPT

In 2008, same-store sales declined by 2.9% in an unfavourable business environment for the hypermarket format. The structural decline in shopper traffic was exacerbated by higher gasoline prices and non-food sales declined as consumers curbed their spending on non-essential items.

A RESPONSIBLE RETAILER

RECOVERY OF WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT

Since 2006, in line with the European Directive on Waste Electrical and Electronic Equipment, Casino has taken back scrap appliances on a "one-for-one" basis, which are then recycled by Éco-Systèmes. To more fully inform customers of the importance of recovering and recycling waste electrical and electronic equipment, information is provided on a permanent basis in the large and small appliance sections, and



at either the after-sales service counter or the customer reception desk, depending on the store.

EXITO

Grupo Pão de Açúcar

SOUTH
AMERICA
represents...€10,571 m
in 2008 business volume€6,077 m
in 2008 consolidated revenue1,038
stores59,356
employees

HYPERMARKETS AND SUPERMARKETS

**EXPANDING
RAPIDLY**

in international markets

In South America and Southeast Asia, rising purchasing power has made mass retailing accessible to an ever larger percentage of the population. This trend fosters the development of hypermarkets and supermarkets, two formats that appeal to consumers looking for a broader selection of competitively priced products.

BRAZIL Casino has been present in Brazil since 1999 through its Grupo Pão de Açúcar (GPA) subsidiary, the country's second-largest food retailer with a 13.3% market share. GPA's multi-format portfolio comprises an array of banners that are well suited to the country's social and cultural diversity, with a focus on hypermarkets and supermarkets. Together, these two formats account for 80% of the company's revenue. Moreover, GPA has solid positions in the country's two fastest-growing states: Sao Paulo and Rio de Janeiro.

**brazil, represents...**

Business volume of **€6,743m** and consolidated revenue of **€2,323** in 2008

A total of **597 stores** of which **102 hypermarkets** (Extra) and **388 supermarkets** (Pão de Açúcar, CompreBem, Sendas and Extra Perto).

Other banners:

ExtraFacil, Assai and Extra Eletro.

AN EXCELLENT YEAR IN 2008

2008 was an outstanding year for two reasons.

First, same-store sales growth accelerated, increasing 11% for the year (versus a 3.4% rise in 2007), driven by a solid performance in both foods and non-foods. All banners performed well, enabling GPA to boost its market share. The company expanded its network with 31 store openings during the year. EBITDA margin rose by a significant 7.5% thanks to the deployment of effective cost-reduction plans.



Founded on 7 September 1948, GPA celebrated its 60th anniversary during the year. An innovative marketing campaign was organised for the ten-day anniversary period, with the same food and non-food products featured in all stores across all banners for the first time, thereby creating a common identity for the entire GPA network. The official celebration was attended by President Luiz Inácio Lula da Silva, whose presence attested to the goodwill that the company has established with the Brazilian people.

DYNAMIC, CONTEMPORARY AND DIVERSE

In 2009, GPA will continue expanding its network and developing additional services, like the Extra drugstore chain (already 143 sales outlets in 2008 and 8.4 million customers a year) and the Extra service stations. The company also intends to leverage the strong growth potential of its extra.com.br e-commerce site. In particular, it plans to broaden the assortment, with the goal of more than doubling the number of listed products by year-end 2009 to 100,000, from 40,000 at present.

Lastly, GPA will pursue its private-label development strategy by bringing together all its own-brand food products (excluding the Tæq line-up) under the Qualità umbrella brand introduced in 2008.

COLOMBIA

Casino has operated in Colombia for ten years through its Exito subsidiary. With the acquisition of Carulla Vivero in 2007, Exito—already the country's leading food retailer—is now top ranked in all formats with a 42% market share.

The company's portfolio is positioned mainly in the hypermarket segment. The Exito hypermarket banner contributes nearly 70% of consolidated revenue, with the Carulla and Pomona supermarket banners accounting for almost 20%.

Now present throughout the country, Exito plans to deepen its coverage of urban areas and develop convenience formats.

A SUSTAINED FOCUS ON RATIONALISING AND DEVELOPING THE NETWORK

The year was shaped by ten store openings, of which seven hypermarkets and two supermarkets. The banner rationalisation programme continued as eight Vivero hypermarkets were redeployed under the Exito banner and 13 Surtimax stores were renamed Bodega Surtimax. In all, 28 outlets changed banners during the year.



COLOMBIA, REPRESENTS...

2008 business volume and consolidated revenue of €2,412m

264 stores of which 87 Exito hypermarkets and 94 Carulla supermarkets

Other banners: Bodega, Bodega Surtimax, Merquefacil, Surtimax, Ley, Homemart, Proximo and Q'Precios.

ISO 14001 CERTIFICATION RENEWED FOR EXITO HYPERMARKET IN BELLO

In 2008, ISO 14001 certification was renewed for the Exito hypermarket in Bello. The first Colombian store to be certified, the Bello hypermarket is a pioneer in the area of environmental protection. Since introducing its environmental management

system in 2004, the store has made significant progress in reducing solid waste and noise pollution and in maintaining order and cleanliness. Employees also took part in programmes to raise local awareness of the importance of environmental protection, with very encouraging results.

A RESPONSIBLE RETAILER

In a challenging business environment, Exito pursued an assertive marketing strategy with an array of events. The 110 Exito, Ley and Vivero stores conducted their first joint promotions in 39 cities throughout the country. The campaign featured more than 18 million products. Exito also sponsored the 3rd Bogota Wine Fair–Expovinos–which attracted more than 23,000 visitors.

In non-foods, Arkitekt, the banner's private-label women's apparel brand, launched four new collections in an exclusive partnership with a well-known Colombian designer. In all, some 350 new products were introduced under local private-label brands.

Synergies with Carulla Vivero, the retailer acquired by Exito in 2007, were pursued at a faster pace.

STRENGTHENING ITS LEADERSHIP

In 2009, despite the difficulties facing the Colombian economy, Exito wants to consolidate its position as the country's leading food retailer while maintaining its margins. To meet these goals, the company will continue to deploy its banner rationalisation programme and finalise the rebranding of the Carulla stores. The objective is to strengthen ties with customers by mining data gathered through its Puntos Exito and CRM Carulla loyalty programmes and to develop private-label brands.

ARGENTINA, represents...

2008 business volume and consolidated revenue of **€341m**
41 food stores (24 others)

URUGUAY, represents...

Business volume of **€334m**
2008 consolidated revenue of **€261m**
52 stores

VENEZUELA, represents...

2008 business volume and consolidated revenue of **€741m**
60 stores



THAILAND

Casino is present in Thailand through Big C, the country's second-ranked food retailer in the large-format segments, with a 27% market share. The company is pursuing a dual strategy based on retailing and commercial property development.

In 2008, Big C operated as many hypermarkets as shopping centres. The banner's positioning focuses on the best value for money and features various in-store events designed to provide customers with a fun, pleasurable shopping experience. Big C projects the image of a recognised local banner selling inexpensive products aligned with local tastes.

THAILAND represents...

2008 business volume and consolidated net revenue of **€1,462m**
79 stores of which **66 hypermarkets** and **65 shopping centres**

FASTER EXPANSION IN 2008

A more rapid pace of expansion in 2008 helped drive an increase in Big C sales, which rose by 10%. During the year, 12 hypermarkets were opened, compared with five in 2007.

The company pursued an assertive marketing strategy with regular promotions (twice a month on average) on approximately 1,000 products, backed by increased advertising spend in newspapers and other media.

An important component of Big C's image, private-label brands were considerably developed during the year and now account for 6% of total sales. In 2008, the banner introduced 150 new Big C-brand products and 70 Happy Baht discount-brand items.

Another highlight of the year was the launch of the new Pure store concept. Featuring retail sales space of around 100 sq.m, Pure offers a range of 4,000 pharmaceutical, health, beauty and personal care products.



STRONGER TIES WITH CUSTOMERS IN 2009

In 2009, Big C intends to pursue its expansion strategy on a selective basis, focusing on fast-growing sites and leveraging development opportunities in regions where the banner is not yet present. Big C will also continue to deploy its dual business model with as many openings scheduled for shopping centres as for hypermarkets. Like Pure, new concepts already being explored in 2008 will be deployed in 2009. Two examples being developed are Mini Big C, an around-the-clock convenience format, and Big C Fresh, which focuses on foods.

Through its Big C Big Bonus and Shop Call Free loyalty programmes, the banner has acquired data on its 1.7 million cardholders, which will be closely studied to more fully understand customer needs and shopping habits and develop tailored direct marketing programmes.

The banner also plans to develop its own brands by segmenting product ranges and expanding the assortment. Happy Baht and Big C will be positioned in the organic and health foods segments.

ASIA represents...

€1,590m
2008 business volume and consolidated revenue

87
stores

15,920
employees

VIETNAM, represents...

2008 business volume and consolidated revenue of **€128m**
8 stores

SUPER DE BOER, represents...

2008 business volume of **€2,056m**
2008 consolidated revenue of **€1,627m**
305 stores

THE INDIAN OCEAN, represents...

2008 business volume and consolidated revenue of **€851m**
42 food stores (nine others)

Cdiscount.com
Créateur de pouvoir d'achat

PRECISION

E-COMMERCE

retailing

In a market shaped by a growing number of Internet-access devices per household as well as by increasingly individual lifestyles, e-commerce is developing very rapidly. In France, the number of online shoppers rose by 13% in 2008 to 22 million. Casino is leveraging this growth with an online offering of non-food products.

Cdiscount, more than ever the **LEADER** in **E-COMMERCE**

Cdiscount
represents...

nearly

€800m

in revenue

90,000

catalogue products

100,000 sq.m

of warehouses

600,000

visitors a day

20,000

parcels shipped per day

A Casino Group subsidiary since 2000, Cdiscount in ten years has become France's leading B-to-C e-commerce site. As a multi-specialist, Cdiscount offers 90,000 items across more than 40 stores, organised into major product categories such as leisure and culture, high-tech, IT, household equipment, footwear and apparel, health and beauty, and services (financing, insurance, etc.). Among these categories, Cdiscount is especially highly regarded for laptops, digital cameras, LCD televisions and other equipment integrating advanced technologies, which account for around two-thirds of sales. Since its founding, the site has created competitive differentiation thanks to its clear positioning—a specialist in “the best products at the best price” and a creator of purchasing power.

EXCELLENT RESULTS IN 2008

Thanks to the banner's very attractive price positioning and highly responsive marketing approach, sales rose by a sharp 19.3% to nearly €800 million in 2008. Over the past six months, 40% of online shoppers in France have made at least one purchase on Cdiscount. This excellent performance has been driven by an expanded product offering with new

categories, including bags and luggage, games and toys, jewellery and glasses, cosmetics (to increase the number of women shoppers) and wine (to attract men).

The year was also shaped by the brand's international expansion. Launched in Germany three years ago through the acquisition of a 50% stake in the Otto Group website, Cdiscount began delivering to Belgium in September 2008 and opened a dedicated site in the United Kingdom—Cdiscount.co.uk—in December.

TOOLS TO SUPPORT PRICING AND THE PRECISION OFFERING

Speed, simplicity and accessibility are the keys to successful e-retailing. That's why Cdiscount has invested in systems that enable its 600,000 daily visitors to stay connected to the site. Pooling purchases of certain product families with EMC Distribution, the Casino Group's central purchasing agency, has brought prices down, while streamlining the listing process has made it possible to introduce new products in just 24 hours.

Cdiscount also plans to mine customer data more effectively so that it can introduce personalised offers for shoppers increasingly at home on the Internet and in search of the product best suited to their needs.

BRAZIL: e-commerce is **TA**king **OFF**

In Brazil, GPA has also introduced a line-up of non-food products on extra.com.br, its e-commerce site. In addition to electronic products and electrical appliances, which account for 95% of online sales, the assortment also includes apparel and cultural products, such as books, CDs and DVDs. The site turned in an exceptional performance in 2008, with sales up 164% for the year as e-commerce accounted for 1.7% of GPA's total revenue. The year's main initiatives involved expanding the assortment (with 40,000 listed products at end-December, eight times as many as in 2007), developing the apparel offering and improving site functionality.

A RESPONSIBLE RETAILER



INTRODUCING CAR-POOLING IN FRANCE

In late 2008, the Géant Casino hypermarket introduced a convenient, economical, environmentally friendly car-pooling system. The service is accessible via the geantcasino.fr or casino.fr websites or by phone at 0 811 01 11 01 (price of a local call in France; available Monday through Saturday from 9:00 a.m. to 7:00 p.m.).

Registered drivers or passengers are alerted by email, SMS or voice mail when a new person logs on to car-pool with them. Initially intended for customers of the 107 Géant Casino hypermarkets, the service will be extended to include employees in 2009. Casino is the first retailer to introduce this service on a nationwide basis.

Food products making inroads on the Web

> Although online sales of food products have yet to reach their full potential, some of the Group's banners are moving in this direction. Casino supermarkets, Monoprix, Coursengo (Franprix) and Spar have each introduced their own version of online food shopping, with one important difference

compared with other industry players—orders are filled directly in stores rather than in warehouses. Depending on its positioning, each banner delivers customer convenience through specific services. Casino supermarket offers systematic comparisons of private-label and national-brand

products, Coursengo enables shoppers to place their orders up to four weeks in advance, Monoprix guarantees same-day delivery and Spar requires no pre-payment, regardless of whether groceries are to be delivered or picked up at the store.



Precision retailing is based

on our banners' differentiated positioning, strategic fit and close-to-the-customer focus. To respond to these new developments in the consumer environment, Casino can leverage a full range of expert skills in property management, logistics, food services and financial services.

rel

of

r

our DIFFER



ated
areas
expertise

ENFORCE
RENTIATION



SHIFT FROM

ACCUMULATIVE

consumption to

MEANINGFUL

consumption

Current consumer trends promote close-to-the customer service, fewer and shorter shopping trips, and more selective, meaningful purchases.

In light of these developments, our shopping centres in France—which are scaled for people and integrated into the urban landscape—are well positioned to satisfy emerging customer expectations

ALCUDIA, A STRATEGIC, DISTINCTIVE PROGRAMME

Three years ago, through its Mercialys subsidiary, the Group launched a major programme called Alcudia intended to enhance the value of its shopping centres in France. This transformation is based on a new approach to the shopping centre that aims to create a “Neighbourhood Spirit”. The goal is to integrate the centres more fully into the local scene by creating more affective relationships with shoppers. All centres will project a friendly, informal atmosphere while expressing their own personality and responding to the specific needs of customers and the local community. They will also share the same visual identity, including signage, plant-lined entrance walkways and a decorative scheme that integrates large mailboxes, birdcages and decals.



MERCIALYS represents...

168
sites

98
shopping centres

An asset portfolio estimated at more than

2 billion euros

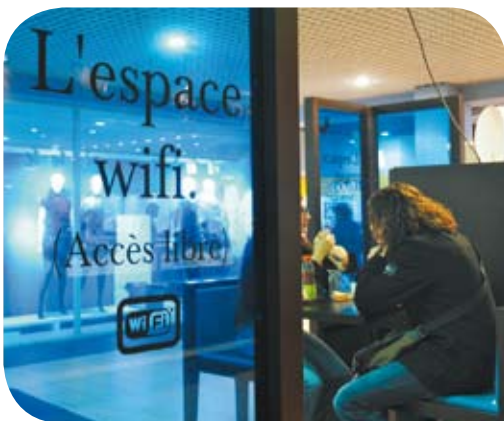
674,000 sq.m
of retail sales area

MERCIALYS represents...

A unique portfolio comprised solely of retail assets, with **168 sites** representing **674,000 sq.m** of leasable area.

Assets have doubled in value to more than €2 billion since the initial public offering.

“WHAT BETTER WAY TO REPRESENT THE CLOSE-KNIT RELATIONSHIPS THAT CREATE BONDS BETWEEN PEOPLE THAN A TRADITIONAL MAILBOX? AN INTEGRAL PART OF THE LANDSCAPE, THE MAILBOX TOUCHES THE IMAGINATION. A FAMILIAR OBJECT, IT ALSO SYMBOLISES THE “NEIGHBOURHOOD SPIRIT”.



Each centre's individualised positioning also reflects customer tastes and preferences. Some are designed to appeal to technology-savvy consumers while others cater more to shoppers for whom environmental protection and fair trade are important issues. With on-site events and communication more focused on specific customer expectations, the centres have become even more shopper friendly.

2008: THE ALCUDIA PROGRAMME'S FIRST ACHIEVEMENTS

Three centres were renovated and expanded:

Le Puy, Valence Sud and Lanester. Nine others were redesigned in line with the "Neighbourhood Spirit" concept: Marseille La Valentine, Saint-Étienne Monthieu, Nantes La Chapelle, Cannes Mandelieu, Torcy, Agen Boé, Chaumont, Béziers and Montargis. Expansion projects also involve banner changes, with the arrival of high-visibility, national-brand stores in the centres.

More services are now offered, as well as a broader array of food service solutions. The sites have been made even more shopper friendly with bike garages, Wi-Fi connections, rest areas with libraries and special areas for play, instruction and information. Each centre leverages an original market positioning based on specific regional features so that visitors feel at home the moment they enter. One of the cornerstones of the "Neighbourhood Spirit" approach is to integrate familiar architectural features that evoke the surrounding region, such as the use of pebbles at the Crau shopping centre in Arles.





A RESPONSIBLE RETAILER

THE SAINT-LAURENT-DES-ARBRES SUSTAINABLE STORE

The Relais de Tésan shopping centre in Saint-Laurent-des-Arbres in southern France is the first project to be completed by Onagan, the development subsidiary of Casino Immobilier et Développement. Built in 2008, the centre's supermarket represents the fullest application of the "sustainable store" programme. This integrated approach to store design and operations covers everything

from site development, building construction and energy management to optimised technical solutions for refrigeration units, natural ventilation and other equipment. To raise customer awareness of the importance of sustainable development, a display panel on the front of the building provides real-time information on the amount of electricity generated by photovoltaic panels and the reduction in CO₂ emissions.

Thanks to the Alcudia programme, "Neighbourhood Spirit" has become Mercialis' signature and the centrepiece of its corporate project. To promote this positioning, Mercialis invited 120 nationwide chains in March 2008 to attend a Neighbours Party. The event provided an opportunity to involve the various banners in the company's affairs before they launched their own projects. "Neighbourhood Spirit" was also the theme of the Mercialis stand at the MAPIC international retail real estate trade show in November.

UNVEILING THE "NEIGHBOURHOOD SPIRIT"

Twelve projects launched as part of the Alcudia programme were completed in 2008, of which two in late November—Lanester in Brittany and Valence in the Rhone valley. The Lanester shopping centre near Lorient was enlarged and renovated in line with the "Neighbourhood Spirit" concept. Sixteen boutiques totalling 2,800 sq.m of retail sales area were added in space that previously had been part of the Géant Casino hypermarket. The change brought a number of high-visibility banners to the shopping centre, which recorded a significant increase in shopper traffic thanks to its expanded offering and enhanced appeal. The centre's Géant Casino was also realigned with the Group's new hypermarket concept that creates a brighter, friendlier atmosphere. The new display arrangement gives customers the impression that they are shopping in a number of small boutiques rather than a single large store.

In the Rhone valley, the Géant Casino shopping centre in Valence Sud had formerly included two boutiques and a Casino cafeteria. Enlarging the centre added 2,500 sq.m of retail sales area that houses 13 shops as well as new services, including a new restaurant concept called Comptoirs Casino. A second extension totalling 1,270 sq.m is planned for 2010 that will bring in an additional 11 shops. A local touch is provided by the decoration, which features a red-and-yellow épervière plant that has given its name to both the neighbourhood and the shopping centre.





> The Group's property development expertise in Eastern Europe produced its initial results in 2008.

Between September and November 2008, three shopping centres opened in Poland. These projects grew out of a partnership between the Group and the Whitehall property investment funds in Eastern Europe and were managed by Casino's Mayland subsidiary, which is based in Warsaw.

The three centres—Karolinka in Opole, Pogoria in Dabrowa Gornicza and Jantar in Slupsk—represent a combined area of 130,000 sq.m and rental income of €20 million a year from around 300 tenants. More than 75% of the chains in the shopping centres are international (a fast-growing segment in Poland), 20% are national and 5% are local banners. Around ten other projects are currently being developed and scheduled for deployment between 2010 and 2012.



A dual model in Thailand

> With 66 hypermarkets and shopping centres, the dual business model that combines retailing and property development represents an important growth driver for Big C. As in France, the company has made shopping centre development a core component of its profitable growth strategy, which aims to meet two objectives: supporting retail business development by making shopping centres more attractive while also capturing the value of property assets. In 2008, the 65 sites operated by Big C represent a total surface area of approximately 400,000 sq.m.

Thanks to an optimised merchandising mix, comprised of attractive banners that pay low rents but generate substantial shopper traffic as well as other banners that pay high rents but attract impulse buyers, Big C's shopping centres make a major contribution to its earnings. Rental income has risen steadily over the past five years, led by shopping centre extensions and regular rent increases.

PRECISION **LOGISTICS**

to **SUPPORT**
PRECISION
retailing



A RESPONSIBLE RETAILER

HEALTH AND SAFETY
PREVENTION AT EASYDIS

In 2008, Easydis pursued its initiatives to reduce the risk of cardiovascular disease by organising awareness-building days at warehouses in Andrézieux, Grigny, Saint-Laurent-de-Mure and Besançon. Theme workshops led by professionals presented the main cardiovascular risk factors, which include diet, heart ailments, cholesterol, blood sugar level, tobacco,

alcohol, drugs, sports and stress. In all, 452 employees attended the events, and a similar initiative was held at Group headquarters. During the year, the Gaël warehouse also tested a neuromuscular awareness method designed to prepare order-processing staff for the physical demands of their job. 80 employees in the fresh product section took part on a voluntary basis.

Originally structured to meet the needs of a mass retailer, the Group's logistics system must now integrate the new requirements of precision retailing. Three logistics units serve our banners: Franprix-Leader Price and Monoprix each have their own logistics operations, while Géant Casino, the Casino supermarkets and the superette banners share the services of the same subsidiary, Easydis.

RESPONSIVE, HIGH QUALITY
AND COMPETITIVE

Consolidation among suppliers, an increasingly segmented offering and the rise in private labels have changed the rules for logistics operators. In response, Casino has opted for a fully integrated logistics management system. Easydis was set up in 2000 to meet the day-to-day sourcing needs of the Group's stores. The subsidiary's operations cover upstream merchandise transport to warehouses, as well as storage, order processing and store delivery. In 2008, Easydis managed nearly 4,000 people and 50,000 products and operated 26 sites, representing 1 million sq.m of warehouse space. Every day, its 2,500 lorries deliver nearly 2 million packages.

To support the Group's retailing business, Easydis focuses on responsiveness, quality and competitiveness. The goal is to provide stores with superior service by putting the end-consumer at the heart of an integrated service offering.



NEW CHALLENGES, NEW ORGANISATIONS

Ongoing initiatives to reduce inventory

As part of its commitment to providing optimal service, Casino has developed a system whereby suppliers stock and manage their own inventory in Easydis warehouses. This forward-supplier concept has made it possible to eliminate a storage site. It is used mainly for own-brand products, which account for a growing percentage of unit sales. For low rotation products, a warehouse practice known as cross-docking is being increasingly used. It speeds the store delivery process by loading incoming merchandise directly onto outgoing vehicles.



Optimising flows to reduce costs

Casino's logistics management system is designed to provide the end-consumer with the lowest possible prices without sacrificing service quality. It's interesting to note that it costs just as much to transport goods from the warehouse to the store's stockroom as it does to move them from the stockroom to the shelf. Two initiatives have been deployed to bring down the total cost of product transport: completely filling delivery lorries and optimising pallet positioning, thereby reducing the number of manoeuvres needed to move the products to the shelf.

“C chez vous” a new customer service unit

> **Created on 1 July 2008, C Chez Vous is a home delivery company that handles large electrical appliances and other consumer goods weighing more than 30 kg for Géant Casino and Cdiscount customers. This partnership between different units will enable the Group to reduce costs, improve organisational effectiveness and develop recognised capabilities in direct-to-home deliveries throughout France.**

Expanding the supply chain

Focusing on the end-consumer has enabled Easydis to make additional improvements in the supply chain. In response to customer concerns about how products reach the store, Easydis is promoting environmentally friendly storage systems, developing alternative transport solutions via rail and waterways, and experimenting with “quiet delivery” methods in Paris. Effective logistics management also makes it easier to provide consumers with information about product freshness or alternative modes of transport.

easydis
represents...

4,000
employees

50,000
products

26 sites, with
a total of **1** million sq.m
of warehouse space

2,500
lorries a day

2 million
packages delivered
every day



CASINO
FOOD SERVICES
represents...

nearly
€300m
in revenue

54
million meals
served each year

192
cafeterias

61
R2C company restaurants

FOOD SERVICES

aligned with EMERGING tastes

While 80% of Casino's restaurant business is still based on the traditional self-service cafeteria model, an extensive programme was launched in 2008 to adapt the offering to emerging industry trends. Among the promising concepts the Group is exploring are snacking, eating for enjoyment, organic and health foods, and theme restaurants.

AN ARRAY OF CONCEPTS

Lunched in 1967 with traditional cafeterias, the Group's restaurant business, later introduced free-flow self-service areas where customers could move about and put together their own meals. These initial developments were gradually followed by others—the Cœur de Blé sandwich concept, the R2C contract food-service offering and the Repaburo boxed meal delivery service. In late 2007, the Group introduced Comptoirs Casino, the country's first restaurant concept that offers both French and international dishes for sit-down or takeaway dining. The Repaburo offering was transformed into a more upscale meal tray concept called Saveurs d'Événements.

A VERY ACTIVE YEAR IN 2008

In 2008, twelve cafeterias were converted to the new Comptoirs Casino concept and another became a Comptoir Casino Express.

Cœur de Blé snack offering was also reworked. Revenue generated by the contract food-service business rose by more than 6% on a same-restaurant basis and 22 new contracts were signed, increasing to 73 the number of managed restaurants at 30 April 2009.

Lastly, the first two Villa Plancha restaurants opened in 2008, one in Nîmes in March and the other near Clermont-Ferrand in November. Featuring a sunny, Mediterranean-style cuisine, Villa Plancha offers healthy, tasty plancha-grilled dishes prepared in the dining room in a warm, festive atmosphere. An instant success, the concept received a 2009 Golden Palm in the dining category from the Leaders Club, a network of more than 150 restaurant and food industry professionals.

SUPPORTING SUSTAINABLE PRODUCTION CHANNELS

For the past few years, the food-services business has pursued a responsible purchasing programme designed to support sustainable production channels. In 2008, the Group's restaurants served 480 tonnes of fruit that had received EurepGap or other

sustainable agricultural certification. To help protect the world's sea resources, the percentage of farmed fish increased to 42% in 2008, from 37% the year before. In addition, operations to promote organic farming are conducted once a month in the R2C company restaurants.

A RESPONSIBLE RETAILER



A **BANK**
to **support**
our **customers**



Banque Casino was created in 2001 in partnership with Cofinoga to develop operations that were strategically aligned with retailing. Positioned in the consumer loan and card segment, the bank offers a broad range of payment cards to customers of Casino's hypermarket and supermarket banners and, since 2006, to Cdiscount customers. Shoppers in the Group's banners can earn loyalty points and take advantage of special store offers and card-based financing possibilities.

banque casino,
represents...

1 million

cardholders

€ 1,070m

in the loan book, **up 10%**

€ 548m

in new lending, **up 3.5%**



2008: A YEAR OF CONTRASTS

Shaped by a difficult consumer loan market, 2008 was a year of contrasting performance for Banque Casino. While the loan book rose 10%, reflecting growth in new lending, market turmoil drove an increase in provision expense. Similarly, tensions in financial markets led to a sharp rise in refinancing costs.

The year also saw an increase in online services and the ramp-up of the partnership with Cdiscount.

NEW GROWTH DRIVERS

Consolidation of the network of agencies located in Géant Casino hypermarkets represents a powerful growth driver for the bank that serves its customers and partners as well.

Banque Casino also plans to expand the partnership with dunnhumby to enhance its understanding of store customers' needs and develop new offers.

“ON 12 JULY 2008 AT THE SHOPPER SERVICE CENTRE OF THE GÉANT CASINO HYPERMARKET IN NIORT, THE ONE MILLIONTH BANQUE CASINO CARD WAS ISSUED TO A CUSTOMER, WHO NOW USES THE CARD AND ITS SERVICES ON A REGULAR BASIS.”

2 cards, 2 successes in international markets

In Colombia, the Exito credit card already has 1.2 million holders and is the third most widely used card in the sector, behind Visa and MasterCard. In all, 70% of cardholders are using banking services for the first time.

In Brazil, Financeira Itau CBD (FIC) offers a wide range of financial products and payment facilities. FIC had 6 million customers in 2008, representing one-third of the Grupo Pão de Açúcar customer base.



our

OUR STAKEHOLDERS CAN
SERVICES, HOSPITALITY AND
IS COMMITTED TO
RESULTS. OUR 2008

THE EFFECTIVENESS OF OUR
MODEL.



FIGURES

JUDGE THE QUALITY OF OUR PRODUCTS,
OFFERINGS ON A DAILY BASIS. THE GROUP
ACHIEVING SOLID ECONOMIC AND FINANCIAL
PERFORMANCE ATTESTS TO
BUSINESS AND OPERATING



Key FINANCIAL indicators

€**28,704**m

2008 consolidated
net sales

up **5.9%**

year-on-year organic
revenue growth

€**1,952**m

EBITDA⁽²⁾

€**1,283**m

Trading profit

€**540**m

underlying net profit
attributable to equity holders
of the parent⁽³⁾

CONTINUING OPERATIONS

in € millions	2008	2007	% change	Organic growth ⁽¹⁾
Net business volume	38,201	36,070	+5.9%	
Net revenue	28,704	24,972	+14.9%	+5.9%
EBITDA ⁽²⁾	1,952	1,799	+8.5%	+7.0%
Trading profit	1,283	1,196	+7.3%	+7.6%
Net profit from continuing operations (attributable to equity holders)	510	664	-23.3%	
Net profit from discontinued operations (attributable to equity holders)	-13	149		
Net profit (attributable to equity holders)	497	814		
Underlying net profit (attributable to equity holders) ⁽³⁾	540	510	+6.0%	

(1) Based on constant scope of consolidation and exchange rates, and excluding the impact of asset disposals to OPCI property funds.

(2) Earnings before interest, taxes, depreciation and amortisation = trading profit + depreciation and amortisation expense.

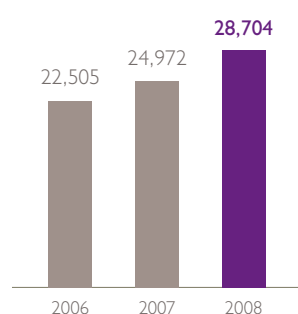
(3) Profit from continuing operations adjusted for the impact of other operating income and expense, non-recurring financial items and non-recurring income tax expense/benefits.

CASH FLOW AND TOTAL INVESTMENT

in € millions	2008	2007
Cash flow	1,355	1,221
Total investment	1,811	2,236
- Capital expenditure	1,221	1,085
- Acquisitions	590	1,151

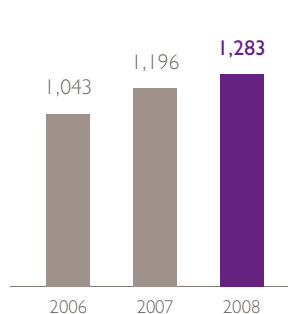
NET REVENUE GROWTH

In € millions



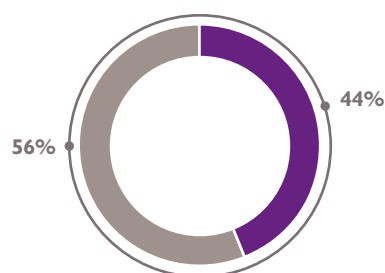
TRADING PROFIT GROWTH

In € millions



2008 EMPLOYEES⁽⁴⁾

Full-time equivalents



(4) Employees of companies proportionately consolidated or accounted for by the equity method are prorated to the Group's interest in the company.

Number of employees	2008	2007
France	68,589	67,441
International	86,404	79,460
Total	154,993	146,901

DEBT AND EQUITY

in € millions	2008	2007
Equity (before appropriation)	7,037	7,124
Net debt	4,851	4,410
Net debt-to-EBITDA ratio	2.5x	2.5x

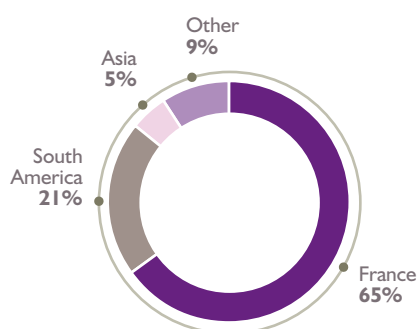
STOCK MARKET DATA

	2008	2007
Casino ordinary share price at 31/12/08 (in €)	54.30	74.39
Casino preferred share price at 31/12/08 (in €)	37.80	64.37
Market capitalisation at 31/12/08 (in € million)	5,309	8,323

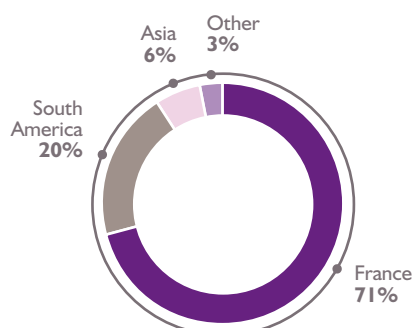
PER-SHARE DATA

	2008	2007
Weighted average number of shares (diluted)	111,638,188	111,879,493
- Ordinary shares	96,750,971	96,755,648
- Preferred shares	14,887,217	15,123,845
Diluted earnings per share from continuing operations (in €)		
- Ordinary shares	4.32	5.67
- Preferred shares	4.36	5.71
Diluted earnings per share (in €)		
- Ordinary shares	4.20	7.00
- Preferred shares	4.24	7.04
Dividend per share (in €)		
- Ordinary shares	2.53	2.30
- Preferred shares	2.57	2.34

2008 REVENUE BY REGION



2008 TRADING PROFIT BY REGION



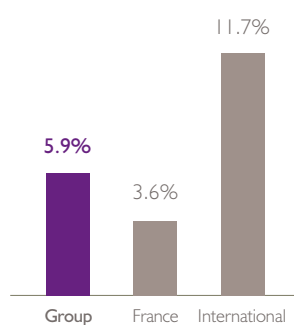
REVENUE BY REGION AND BUSINESS

in € millions	2008	2007	% change
Géant Casino hypermarkets	6,150	6,299	-2.4%
Convenience stores	6,881	6,569	4.7%
- Casino supermarkets	3,466	3,224	7.5%
- Monoprix	1,830	1,780	2.8%
- Superettes	1,585	1,565	1.2%
Franprix-Leader Price	4,260	3,915	8.8%
Other businesses	1,267	1,131	12.1%
France	18,558	17,915	3.6%
South America	6,077	4,686	29.7%
Asia	1,590	1,536	3.5%
Other	2,479	836	ns
International	10,146	7,057	43.8%
Total	28,704	24,972	14.9%

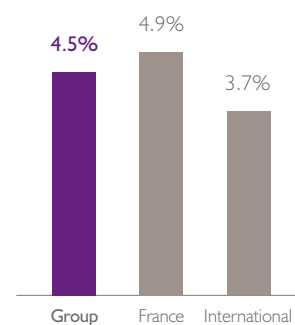
TRADING PROFIT BY REGION AND BUSINESS

in € millions	2008	Margin	2007	Margin
Géant Casino hypermarkets	189	3.1%	171	2.7%
Convenience stores	361	5.3%	373	5.7%
Franprix / Leader Price	276	6.5%	271	6.9%
Other businesses	79	6.3%	65	5.8%
France	905	4.9%	880	4.9%
South America	254	4.2%	192	4.1%
Asia	80	5.1%	82	5.3%
Other	44	1.8%	42	5.0%
International	378	3.7%	316	4.5%
Total	1,283	4.5%	1,196	4.8%

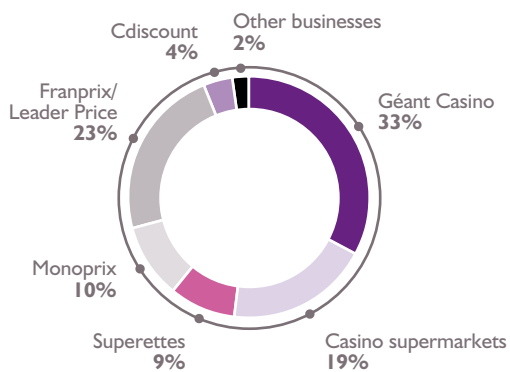
ORGANIC GROWTH IN 2008 NET REVENUE



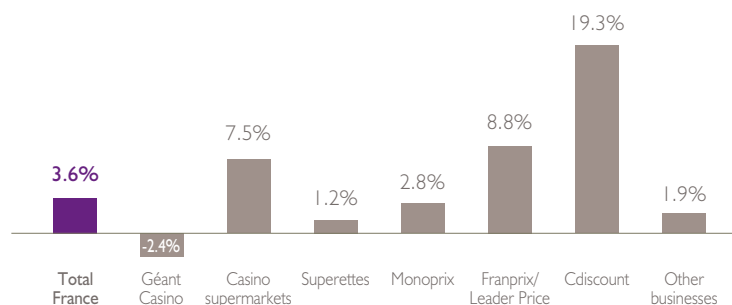
2008 TRADING MARGIN



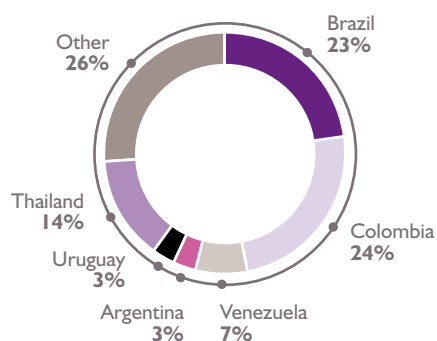
**2008 REVENUE
IN FRANCE BY FORMAT**



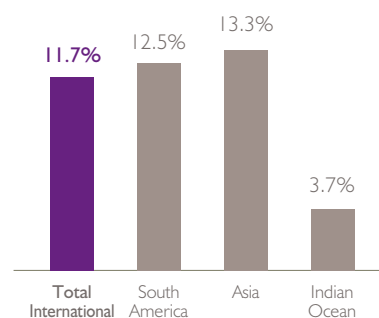
**2008 REVENUE GROWTH
IN FRANCE**



**2008 REVENUE
IN INTERNATIONAL
MARKETS BY REGION**



**2008 ORGANIC GROWTH
IN INTERNATIONAL
MARKETS**



€18,558m

revenue in France

up 3.6%

from 2007

€10,146m

revenue from international operations

up 43.8%

from 2007

4.9%

trading margin in France

3.7%

trading margin in international markets

The **CASINO** Share

CASINO ORDINARY SHARE FIVE-YEAR PERFORMANCE

	2008	2007	2006	2005	2004
Average daily trading volume					
In number of shares	553,913	440,242	463,567	363,265	309,695
In € millions	37.3	32.3	27.8	21.5	21.1
High/low					
High (in €)	84.7	86.5	71.7	66.4	82.7
Low (in €)	43.3	64.0	47.7	55.3	53.9
Closing price at 31/12/08 (in €)	54.3	74.4	70.4	56.2	58.8

Source: Euronext Paris

CASINO PREFERRED SHARE FIVE-YEAR PERFORMANCE

	2008	2007	2006	2005	2004
Average daily trading volume					
In number of shares	59,805	68,342	20,277	16,651	14,664
In € millions	3.1	4.9	1.0	0.9	0.9
High/low					
High (in €)	66.4	89.0	56.7	60.2	70.3
Low (in €)	31.1	51.0	42.3	48.2	48.3
Closing price at 31/12/08 (in €)	37.8	64.4	55.0	49.0	53.8

Source: Euronext Paris

PAY-OUT RATIO

	CASINO ORDINARY SHARE		CASINO PREFERRED SHARE	
	2008	2007	2008	2007
Earnings per share (in €)	4.21	7.02	4.25	7.05
Dividend per share (in €)	2.53*	2.30	2.57*	2.34
Payout ratio (dividend/earnings per share)	60.1%	32.8%	60.5%	33.2%

* Submitted to shareholders for approval at the Annual General Meeting on 19 May 2009.

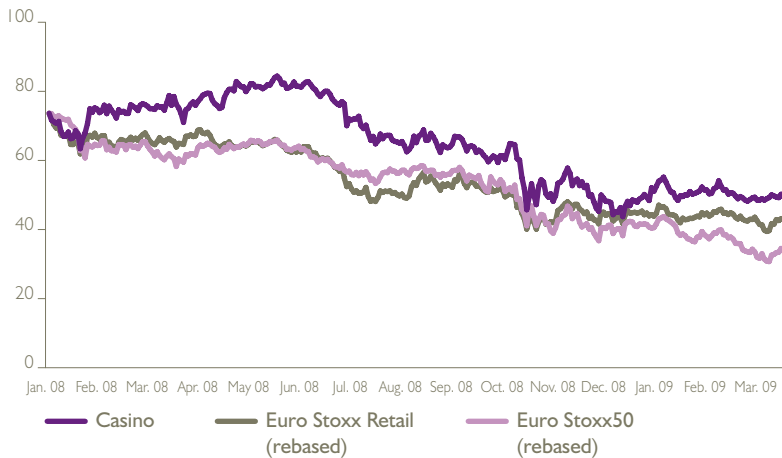
OWNERSHIP STRUCTURE AND VOTING RIGHTS AT 31 DECEMBER 2008

The Casino Group's ownership structure breaks down as follows:

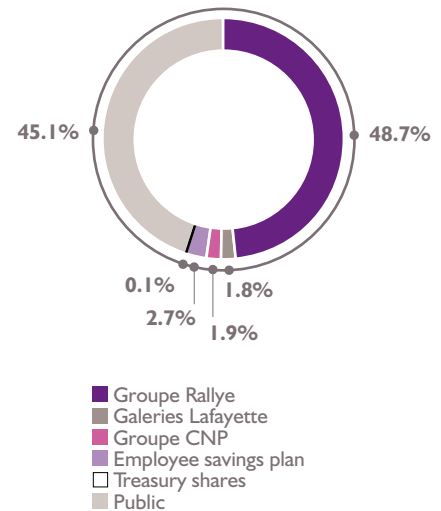
2008	Ordinary shares		Preferred shares		Total shares		Voting rights*	
	Number	%	Number	%	Number	%	Number	%
Public	42,909,874	43.9	7,574,363	51.9	50,484,237	45.1	46,131,488	30.8
Of which registered shares	3,447,845	3.5	102,071	0.7	3,549,916	3.4	6,669,459	4.5
Of which bearer shares	39,462,029	40.4	7,472,292	51.2	46,934,321	41.7	39,462,029	26.4
Groupe Rallye	47,876,713	49.0	6,695,265	45.9	54,571,978	48.7	92,338,411	61.7
Société Anonyme des Galeries Lafayette	2,049,747	2.1	-	-	2,049,747	1.8	2,985,505	2.0
Groupe CNP	1,895,337	1.9	254,430	1.7	2,149,767	1.9	3,790,674	2.5
Employee savings plan	2,961,248	3.0	65,000	0.4	3,026,248	2.7	4,323,335	2.9
Treasury shares	76,272	0.1	411	-	76,683	0.1	-	-
Total	97,769,191	100.0	14,589,469	100.0	112,358,660	100.0	149,569,413	100.0

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

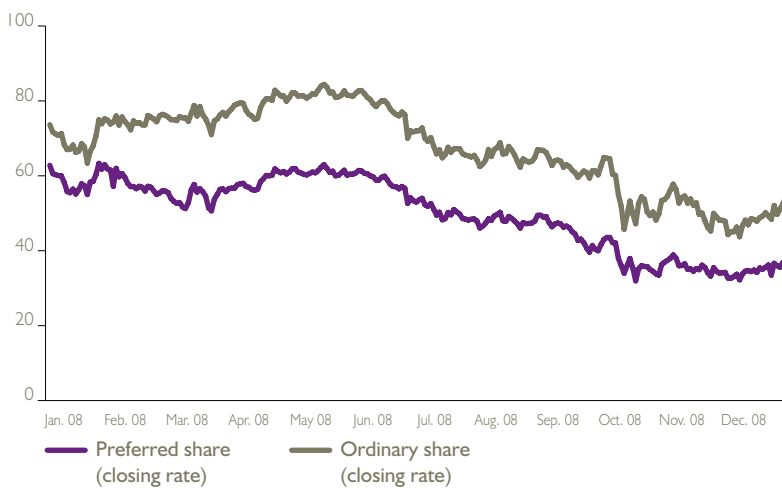
**CASINO VS. EURO STOXX RETAIL
AND EURO STOXX 50** since 1 January 2008



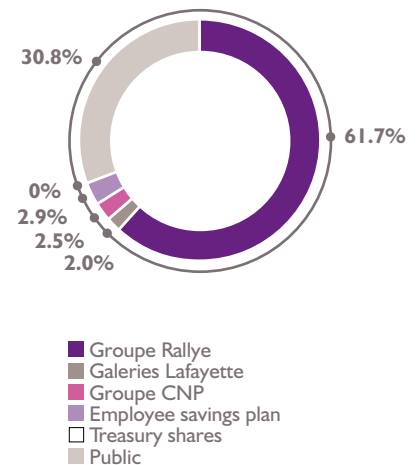
OWNERSHIP STRUCTURE
at 31 December 2008



**CASINO ORDINARY AND PREFERRED SHARE
PERFORMANCE** since 1 January 2008



VOTING RIGHTS
at 31 December 2008



FINANCIAL INFORMATION

The Casino ordinary share is listed on Euronext Paris, compartment A (ISIN code: FR0000125585, Reuters code: CASR.PA, Bloomberg code: CO FP). It is included in the CAC Next 20 (Paris), Euronext 100, SBF 120, SBF 80 and SBF 250 stock market indices, as well as the Dow Jones Stoxx and Dow Jones Euro Stoxx sector indices (non-cyclical goods and services). It is eligible for the Deferred Settlement System (SRD).

At 31 December 2008, Casino had 97,769,191 ordinary shares outstanding and a market capitalisation of €5,308,867,071. The Casino preferred share is listed on Euronext Paris, compartment A (ISIN code FR0000121139). Prices of Casino ordinary and preferred shares are displayed in real-time in the Financial Information/ Stock Exchange section of www.groupe-casino.fr.

STORE BASE IN FRANCE

	Number of stores at 31 December			Retail space (in thousands of sq. m)		
	2008	2007	2006	2008	2007	2006
Géant Casino hypermarkets	131	129	128	988	970	948
Of which French affiliates	6	6	6			
Of which international affiliates	14	11	10			
Casino supermarkets	401	379	367	628	583	539
Of which leased and franchised stores and French franchise affiliates	67	71	73			
Of which international affiliates	22	17	12			
Franprix supermarkets	702	652	637	315	298	292
Of which franchises	281	289	299			
Monoprix supermarkets	377	330	310	559	567	552
Of which Naturalia	39					
Of which franchised and affiliated stores	47	53	56			
Leader Price discount outlets	530	489	471	483	447	429
Of which franchises	216	221	209			
TOTAL SUPERMARKETS + DISCOUNT OUTLETS	2,010	1,850	1,785	1,985	1,894	1,812
Of which franchises	633	651	649			
Petit Casino superettes	1,903	1,947	2,017	265	263	262
Of which managed and franchised stores	26	25	31			
Eco Services superettes	7	14	42	2	4	12
Of which franchises	6	13	35			
Spar superettes	915	893	862			
Of which franchises	735	716	684			
Vival superettes	1,677	1,620	1,553			
Of which franchises	1,677	1,620	1,553			
Casitalia and C'Asia superettes	23	22	17	4	4	3
Franchised stores	1,126	1,133	1,161			
Former Casino supermarkets	0	5	13			
Corners, Relais, Shell, Elf, Carmag, other	1,126	1,128	1,148			
Wholesale activity	441	411	69	34	32	5
TOTAL CONVENIENCE STORES	6,092	6,040	5,721	778	765	730
Of which franchises	4,011	3,918	3,533			
Affiliated stores	99	100	105			
Of which French affiliates	98	98	103	34	34	34
Of which International affiliates	1	2	2			
Other businesses	269	278	292			
Casino Restauration	269	257	261			
Imagica	0	21	31			
Total France	8,601	8,397	8,031	3,785	3,664	3,526

INTERNATIONAL STORE BASE

	Number of stores at 31 December			Retail Space (in thousands of sq. m)		
	2008	2007	2006	2008	2007	2006
ARGENTINA	65	62	62	164	149	153
Libertad hypermarkets	15	13	13			
Leader Price discount outlets	26	25	25			
Other	24	24	24			
URUGUAY	52	52	48	70	69	66
Géant hypermarkets	1	1	1			
Disco supermarkets	27	27	25			
Devoto supermarkets	24	24	22			
VENEZUELA	60	62	65	85	87	89
Exito hypermarkets	6	6	6			
Cada supermarkets	36	38	40			
Q'Precios discount outlets	18	18	19			
BRAZIL	597	575	551	1,359	1,337	1,218
Extra hypermarkets	102	91	84			
Pão de Açúcar supermarkets	145	153	165			
Sendas supermarkets	73	62	62			
Extra Perto supermarkets	5	15				
Compre Bem supermarkets	165	178	186			
Assai discount outlets	28	15				
Extra Facil superettes	32	19	4			
Eletro (various formats)	47	42	50			
THAILAND	79	58	55	590	514	479
Big C hypermarkets	66	54	49			
Leader Price discount outlets	13	4	6			
VIETNAM	8	7	5	42	39	25
Big C hypermarkets	8	7	5			
INDIAN OCEAN	51	49	45	95	94	93
Jumbo hypermarkets	11	11	11			
Score and Jumbo supermarkets	20	19	19			
Cash & Carry supermarkets	5	5	5			
Spar supermarkets	6	6	6			
Other	9	8	4			
COLOMBIA	264	257	111	646	619	384
Exito hypermarkets	87	74	47			
Pomona and Carulla supermarkets	94	92				
Bodega discount outlets	14					
Other:						
Ley, Q Precios, Merquefacil, Surtimax and others	69	91	64			
NETHERLANDS	305	315	380			
Super de Boer supermarkets	305	315	357			
Konmar supermarkets			2			
Edah discount outlets			21			
Total International	1,481	1,437	1,322	3,051	2,908	2,507

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