Answers to written questions submitted by shareholders to the Annual General Meeting of May 26, 2023

Questions from the Forum for Responsible Investment

Environment

1. a) You have defined an action plan to reduce emissions from scopes 1 and 2 in line with a 1.5°C objective, but not for scope 3, which accounts for 98% of Group emissions. Do you plan to extend this action plan, aligned with a 1.5°C scenario, to scope 3?

In 2020, the Carrefour group committed to reducing its scope 3 emissions by 29% by 2030 (vs 2019). This commitment has been approved by the Science Based Target initiative (SBTi) and aligned with a *well-below* 2°C trajectory. This target is ambitious in relation to the commitments made by the sector, and has earned us an A rating from the CDP.

Carrefour is in fact working to raise this ambition to announce a target aligned with a 1.5°C trajectory by 2050. In 2021, Carrefour signed up to the "*Race to Zero"* initiative, an international commitment to the SBTi to adopt a 1.5°C trajectory. Carrefour is currently the only French retailer to have made this commitment.

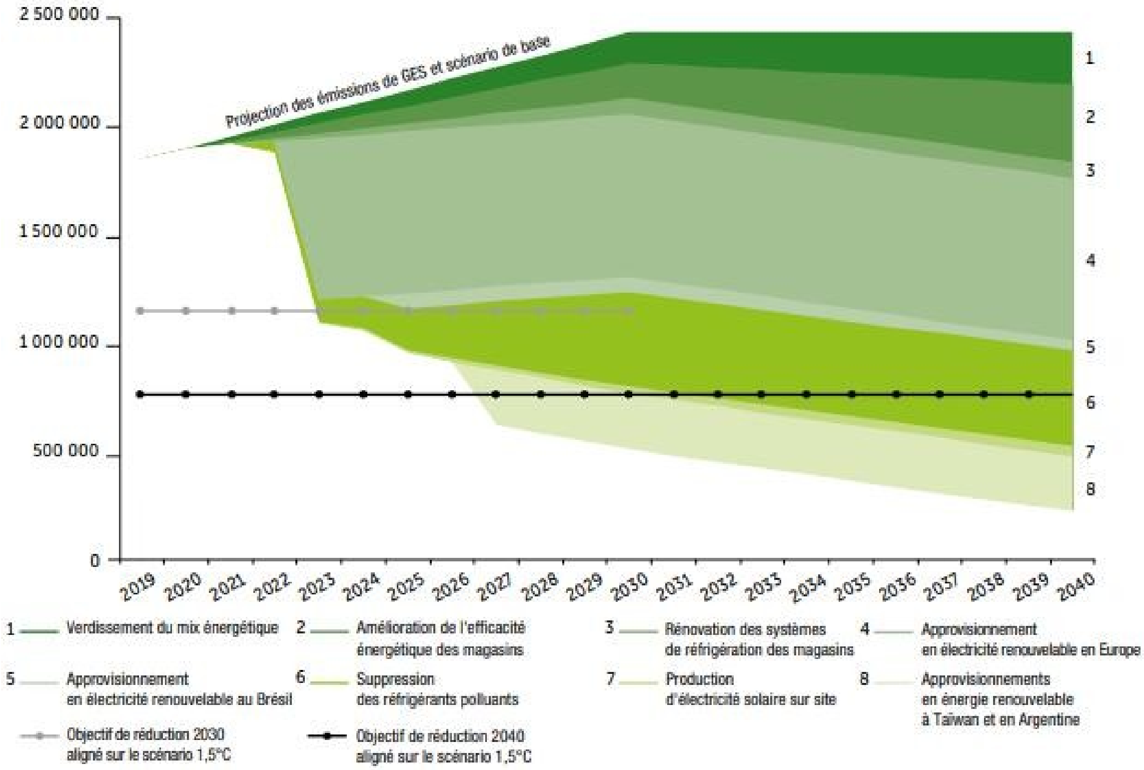
b) In the context of the Paris Agreement, how does each of your actions to reduce direct and indirect GHG emissions contribute to your decarbonization objective across all scopes (percentage of emissions reduced thanks to the action)? What is the share of negative emissions in your decarbonization objectives?

On scopes 1 and 2, the Group's action plan aims to reduce emissions from the Group's direct activities by 30% by 2025 (vs. 2019), by 50% by 2030 (vs. 2019) and by 70% by 2040 (vs. 2019) - a target aligned with the 1.5°C scenario. Carrefour is committed to contributing to carbon neutrality for integrated stores by 2040 and for e-commerce by 2030.

To achieve this, Carrefour is implementing the following actions in its stores:

- **The use of 100% renewable electricity by 2030.** To achieve this, the Group will give priority to on-site generation for self-consumption or injection, followed by the use of PPAs (Power Purchase Agreements).
- **Reduce energy consumption by 27.5% by 2030 (vs 2019)**, equivalent to more than 1 million MWh per year and a reduction of 240,000 tonnes of CO equivalent$_2$.
- **Reduce emissions linked to the use of refrigerants by 50% by 2030 and by 80% by 2040**, notably by replacing fluorinated refrigerants with new installations using CO_2 , in synergy with European F-Gas regulations.
- Finally, in the long term, to reduce the impact of emissions that could not be reduced, the Group will contribute to the fight against climate change through an offsetting strategy by prioritizing projects in its supply chains.

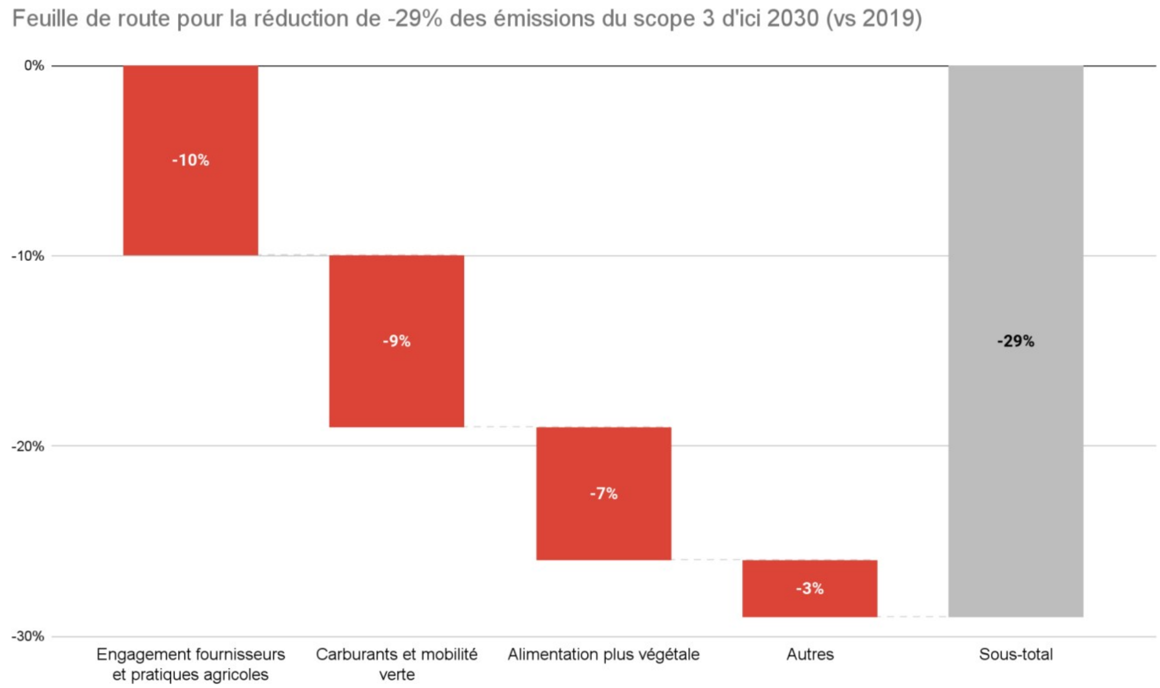
In 2021, the Group has defined a target scenario for achieving its objective of reducing the greenhouse gas emissions of its integrated stores, linked to their consumption of energy and refrigerants (Scopes 1 and 2). This scenario is based on a projection of the Group's emissions up to 2040, based on current emissions and the Group's estimated growth up to 2040 (*Business as Usual* + *Projected Growth*). This scenario breaks down the various actions required to achieve carbon neutrality and the reduction in GHG emissions associated with each action.



On scope 3, Carrefour has set itself the target of reducing its GHG emissions by 29% by 2030, compared with 2019. The Group's ambition has been approved by SBTi for its alignment with a trajectory below 2°C. In view of the main indirect emissions items, Carrefour has structured its Scope 3 climate action plan around the following emissions items, which account for over 90% of Scope 3:

- **purchase of goods and services:** reduce emissions linked to the purchase of goods and services by 30% by 2030, compared with 2019 (well below the 2°C scenario);
- **product use:** reduce emissions from product use - fuels and electronics - by 27.5% by 2030, compared with 2019 (2°C scenario);
- **downstream transport:** reduce CO_2 emissions from downstream transport by 20% by 2030, compared with 2019 (2°C scenario).

The Group has set up a scope 3 climate action plan to reduce its main indirect emissions, mainly from the products it sells. The levers identified to help reduce scope 3 emissions are as follows:



The actions implemented and the commitments relating to each category are as follows:

Priority perimeter	Contribution 2030 vs 2019	Actions implemented	Commitments contributing to the objective
Supplier commitment and agricultural practices	-10%	Encourage suppliers to reduce their GHG emissions by committing to SBTi trajectories.	TOP 100 suppliers committed to a 1.5°C trajectory by 2026, on pain of delisting
		Collaborate with suppliers, large and small, to implement the food transition and promote more sustainable modes of production. low-carbon consumption.	500 suppliers committed to the food transition pact and 20 megatons saved by 2030
		Develop partnerships with producers to facilitate the transition to low-carbon practices.	50,000 partner producers 2026
		Encourage the use of ecological labels (organic, FSC, PEFC, etc.).	8 billion euros in sales of certified sustainable products by 2026
		Combating deforestation and developing alternatives to soy for animal feed.	100% of forest-sensitive production to be covered by a risk mitigation plan by 2030
		Develop regenerative agriculture and agroecology within Carrefour Quality Lines.	100% of products from Carrefour Quality Lines committed to agro-ecology by 2025
Fuels and green mobility	-9%	Increase volumes of biofuels. Encourage soft modes of transport and the use of renewable energies.	27.5% reduction in GHG emissions linked to the use of products sold by 2030 (vs 2019)
		electric vehicles.	2,000 electric charging stations to be installed in France by 2023

A more plant-based diet	-7%	Engaging our stakeholders in the transition to a more plant-based diet plant-based (commercial operations, food transition pact). Promote innovation and develop a comprehensive offering.	Increase sales of plant proteins in Europe to 500 million euros by 2026 (+65% compared to 2022)
Other actions	-3%	Improving downstream transport efficiency. Fleet modernization and development of vehicles running on biomethane.	20% reduction in GHG emissions from downstream transport by 2030 (vs 2019)
		Reduce waste production, ensure materials are sorted for recycling recycling and zero landfill.	100% waste recovery by 2025
		Take action at all levels to reduce food waste in the value chain, in stores and in the environment. and consumers.	50% from reduction in food waste by 2025
		Reduce the amount of packaging placed on the market, promote reuse and recycling.	100% of Carrefour brand packaging reusable, recyclable or compostable by 2025; 20,000 tonnes packaging saved, including 15,000 tonnes of plastic packaging by 2025 (cumulative since 2017); €150 million in bulk sales and reuse by 2026 (multiplied by 5 vs. 2022)
TOTAL	**-29%**		

c) Could you indicate the amount of investment required for each of the actions deployed to reduce your direct and indirect emissions as a result of your decarbonization strategy?

Within the Carrefour Group, the Group Investment Committee (CIG) validates investment projects. To ensure that the Group achieves its climate ambitions, it has drawn up a CAPEX trajectory for the implementation of actions to reduce GHG emissions between now and 2030. The IGC analyzes the climate impact of projects by including specific criteria in investment planning. The main CAPEX are linked to our stores' carbon neutrality and have already been planned. They mainly concern the installation of low-consumption technologies (LED lighting, closing of cold units, variable speed drives) and the conversion of commercial refrigeration systems to use natural fluids.

Most of the Group's objectives involve transforming operational management to reduce costs and increase store revenues. CAPEX commitments are not systematically required to achieve our action plans. By way of example, waste recovery objectives require on-the-ground management to improve waste sorting and resale, and are linked to improved store performance.

2. a) Have you recently carried out an assessment of the impact and dependence (direct and indirect) of your activities on and towards biodiversity?

In 2022, Carrefour deployed the Sciences Based Target for Nature (SBTN) methodology as part of the Corporate Engagement Program. The aim of this initiative is to quantify the Group's impacts on biodiversity, identify priority actions to reduce them and deploy appropriate action plans. Carrefour is thus expressing its determination to set ambitious, science-based targets for reducing its impacts and dependencies on biodiversity.

The Group has calculated its biodiversity footprint in order to quantify the loss of biodiversity linked to its activities. The results of this macro-analysis show that Carrefour's occupation and transformation of ecosystems is the pressure that contributes most to the erosion of biodiversity, followed by its contribution to the erosion of water resources and local pollution.

Several zooms on particularly impacting products have been carried out and are planned for 2023 to analyze more precisely the impacts of these products on biodiversity and their location. A dozen raw materials have been identified: beef, cotton, soy, fish products, oil (including palm oil), cane sugar, cocoa, nuts, corn, rice and coffee. Carrefour's ambition is to cover all the commodities identified by SBTN as having the greatest impact on biodiversity by the end of 2023.

b) If not, why not? If yes, has your estimate of the dependence (direct and indirect) of your activities on biodiversity (expressed as a percentage of sales, net banking income, etc.) changed since last year?

The food industry in particular is highly dependent on biodiversity, and preserving it is essential. Carrefour also depends on biodiversity for its non-food supply chains, notably for products using wood and paper (e.g. toilet paper, stationery, furniture, *etc.*), for its textile supply chains (cotton, plant fibers e.g. viscose) and for cardboard and paper packaging. Over 80% of the Group's revenues are thus directly linked to the availability of natural and agricultural raw materials.

c) On the basis of your assessment, what do you spend on biodiversity (protection, restoration, etc.)? Please provide us with an amount.

We do not disclose biodiversity-related expenses. The food transition for all is the raison d'être of the Carrefour group since 2019. Carrefour's mission is to offer its customers quality products and services. Protecting biodiversity is a major challenge of the food transition and the actions implemented to preserve it are deployed throughout the Group and the businesses concerned at all levels (merchandise, assets, *supply chain*, *etc*). Carrefour's biodiversity strategy is based primarily on four key areas:

- promote and develop sustainable agriculture: through organic farming, agro-ecology and the development of financing solutions for practices that are more respectful of health and nature;
- Maintaining biodiversity for sensitive materials: Carrefour aims to limit the impact of its products on biodiversity through three main initiatives: combating deforestation, preserving fish stocks and developing more sustainable textiles;

- developing eco-design and the circular economy for packaging: the Group aims first and foremost to reduce the quantity of packaging placed on the market and to improve the use and end-of-life of that which remains necessary, by ensuring, for example, that it can be reused or recycled;
- limiting the impact of its sites on biodiversity: Carrefour aims to limit the environmental impact of its sites as much as possible. Each store, warehouse or logistics platform is required to monitor and optimize its water and energy consumption, waste management, reduce food waste and minimize its impact on surrounding ecosystems and biodiversity.

Carrefour offers financial support for various organic and/or agroecological projects. In 2019, the participatory financing platform JeParticipe.carrefour.com was launched in partnership with MiiMOSA, to finance agricultural projects in the food transition. More than 230 projects had been financed via this platform by the end of 2022. 30 projects were referenced and around 20 events took place in Carrefour stores for the Kilometre Zero weeks (June and October 2022). A total of 6.5 million euros was raised through this financing method. To complement this scheme, in 2021 Carrefour invested 5 million euros in the participatory financing platform MiiMOSA, to support the food transition. One year on, 29 projects have been financed through this platform, and 52% of these projects are led by Group suppliers. Through this platform, Carrefour has become the first private investor in this fund, with a 10% stake in all the projects financed.

The Carrefour Foundation supports associations that promote agricultural practices such as agroecology, organic conversion and urban agriculture. In 2022, 24 projects linked to sustainable agriculture were financed by the Foundation for a total amount of 2,125,140 euros (41% of the total budget). In Belgium, for example, the Carrefour Foundation supports three associations (Farming for Climate, Renegacterre and Farm for Good) in their advocacy and training of Belgian agricultural players in favor of regenerative agriculture. In Brazil, IDH supports veal producers who respect forest resources. The Carrefour Foundation contributes to the creation of fair and regular remuneration for producers.

3. a) Against a backdrop of inflation, geopolitical crises, global warming and biodiversity degradation, how do you assess the financial and economic impact on your business models of the scarcity of, or difficulties accessing, your strategic natural resources?

As a general retailer, Carrefour relies heavily on the agricultural sector to guarantee the distribution of food and non-food products. The availability of the resources needed to produce the products sold in our stores, as well as the materials used for our packaging, is a key issue. To operate its stores, Carrefour consumes energy, water and refrigerants. Finally, to guarantee the supply and delivery of goods, the Group depends on fossil fuel and biomethane resources for the operation of its vehicle fleets.

Securing the supply chain and controlling the social, societal and environmental impact of our suppliers are major challenges. Supply disruptions could be caused by agricultural or sectoral crises (e.g. the milk or butter crisis in France). Supply chains may be disrupted by popular events linked to economic and political crises. Environmental and social crises can have a punctual impact on supply chains, leading to higher raw material prices.

b) Have you assessed the increase in costs resulting from these difficulties (specify the percentage or value change in costs)?

These elements of rising raw material and energy prices are part of the Group's usual operational concerns. In 2022, the operational and purchasing departments have focused on limiting the impact on our activities. The Group has not identified any major supply difficulties in these areas.

c) What measures have you taken to reduce your consumption and circularize your business model (specify the proportion of the company's activities concerned by these solutions)?

Since 2013, Carrefour has been rolling out a global strategic plan designed to encourage all Group entities to gain in energy efficiency. Countries are mobilized around a list of five priority actions and technologies recommended in their stores: substitution of high-heating hydrofluorocarbon (HFC) fluids for commercial refrigeration production, installation of closed doors on positive refrigeration units, use of electronic variable speed drives, use of sub-metering and low-energy LED lighting. In Europe, France, Italy and Belgium have ISO 50001 (Energy Management) certification for their integrated stores (hypermarkets and supermarkets), head offices and warehouses. This represents 35% of the sales area of the Group's integrated hypermarkets and supermarkets.

In France, to help ensure that everyone has access to electricity, Carrefour has signed up to the EcoWatt Charter, a scheme that guides individuals, businesses and local authorities to take steps to limit electricity consumption during periods of high voltage. A warning system indicates the days and times when the French should reduce or postpone their electricity consumption to avoid power cuts or reduce their duration. Carrefour is the first supermarket chain to join such a scheme, and is committed to reducing its energy consumption in the event of power peaks. For example, Carrefour will be able to turn down the lights in its stores and reduce heating, thereby eliminating between 2.1 MW and 10 MW of electrical power, or make available its production capacity of over 60 MW of electrical power. Customers will also be informed when the system is activated.

Carrefour is also working to implement "circular business models", notably concerning product packaging in stores, the fight against food waste, the recovery of site waste (plastic, cardboard, for example) and the production of biofuels. Certain long-term objectives contribute to making the Group's supplies more resilient, by making them less dependent on potentially risky resources. Examples include the development of local animal feed (e.g. French plant proteins), the reduction of packaging, circular supplies of biomethane fuel, all bulk packaging and deposit-refund projects, and the reduction of fertilizers and pesticides through organic farming and agroecology.

Social

4. a) Could you specify how the E&S criteria integrated into your executives' short- and long-term variable compensation policies (if applicable) reflect the most material E&S issues facing your company?

Since the definition of the "Carrefour 2022" transformation plan in 2018, Carrefour has displayed transparent ambitions with stakeholders taken to the highest level of the company: Carrefour sets quantified, precisely defined objectives in consultation with its stakeholders. The Group thus displays its short- and long-term ambitions in relation to the material challenges identified with its stakeholders, in line with the materiality matrix published in the Universal Registration Document. The Group's CSR and food transition objectives are measured through a set of performance indicators. The most strategic objectives are included in the CSR and Food Transition Index. The index measures an annual rate of achievement, a criterion which is included in management remuneration and communicated in the same way as financial performance.

b) How does the Board ensure that E&S objectives are met, and in particular on the basis of what quantitative criteria? Is the level of requirement systematically reassessed when achievement rates are high?

Since 2018, Carrefour has been monitoring the results achieved by its CSR actions thanks to the 17 indicators grouped together in the CSR and Food Transition Index. Each year, they are assessed to check whether the objectives set have been achieved. The annual CSR performance report is audited by an external body and assessed by rating agencies.

The target was revised in 2021 and again in 2023, following the new Carrefour 2026 strategic plan. These revisions raised targets that had been achieved and added new targets reflecting the Group's strategy.

c) Can you describe how the remuneration (bonus, long-term incentive, profit-sharing, other) of your employees (excluding managers) incorporates environmental and social (E&S) criteria? Please specify the number of employees concerned and give as much detail as possible about the E&S criteria and their share in employee remuneration.

Since 2019, the Group has relaunched long-term retention programs. These are free share allocation plans subject to presence and performance conditions; the CSR and Food Transition Index accounts for 25% of this performance. Initially aimed at the two highest levels of management, the number of beneficiaries has been extended in 2021 to include talents who have made a major contribution to the company's transformation. Thus, in 2021, the plan benefited almost 700 talents, nearly 80% of whom were outside senior management. In 2022, the plan has benefited over 800 talents, i.e. +16%, over 80% of whom are outside senior management.

In addition, managers in the "Group" entity eligible for variable compensation have 10% of this variable based on Carrefour's performance tracked with the CSR and Food Transition index. 626 managers have a direct interest in the Group's non-financial performance through their variable compensation. Consultations are currently underway with the Group's governing bodies to broaden the scope of this criterion by including it in all variable compensation packages in France.

5. a) As part of your value-sharing policy, how much of your share buy-backs have you allocated to your employees over the past five years (excluding performance shares)? What was the proportion of employees concerned in France and abroad?

As announced in the Carrefour 2026 strategic plan, the Group launched an employee shareholding operation at the beginning of the year - the last such operation was in 2000.

Offered to nearly 335,000 employees in France and 7 other countries, the Carrefour Invest offer reflects the Group's determination to involve them in the company's performance under privileged conditions.

Through the commitment made to investors and approved by the Autorité des marchés financiers to allocate at least 50% of funds to financing social and environmental projects, the plan enables them to support Carrefour in its CSR commitments.

This employee shareholding program enhances Carrefour's social model, which is already very attractive, and gives our employees an even more direct stake in the Group's performance.

b) Over the same period, could you break down the allocation of your share buybacks (cancellation, employee shareholding, allocation of performance shares, other beneficiaries, other allocations)?

The share buyback programs carried out in 2021 (for 700 million euros) and 2022 (for 750 million euros), as well as the 2023 program of 800 million euros, currently in progress, have been allocated by the Board of Directors to the cancellation of the shares bought back.

As a result, the number of shares making up the Group's share capital fell from 817,623,840 at December 31, 2020 to 775,895,892 at December 31, 2021, and then to 742,157,461 at December 31, 2022.

Employee shareholding and performance share grants are intended to be covered by other treasury shares not allocated for cancellation.

c) More generally, do you have a policy defining the allocation of your share buybacks? Is this policy public? If so, can you describe it?

As indicated above, the share buyback programs carried out in 2021 and 2022, as well as the 800 million euro 2023 program currently in progress, have been earmarked by the Board of Directors for cancellation.

6. For two years running, you have failed to provide the FIR with a definition of a living wage. This issue is particularly important for responsible investors, and all the more so in a context of global inflation. For us, it is essential to have a clear definition in order to assess the Group's vision of its global strategy.
A living wage can be defined as: "*The remuneration received for a normal working week by a worker in a given location, sufficient to ensure a decent standard of living for the worker and his/her family. The elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing and other basic needs, including provision for unforeseen events*", as defined by the Global Living Wage coalition. A living wage is quite distinct from the local legal minimum wage.

a) So, since last year, have you adopted a definition of a living wage such as

or equivalent? If so, which one?

Through its Charter of Commitment to Human Rights, Carrefour undertakes to provide workers with remuneration that meets their basic needs and those of the members of their families who depend directly on them. In particular, the Charter stipulates that "*wages and other remuneration for regular working hours must cover the basic needs of workers and their families, and leave them a discretionary share of income*".

In addition, the Carrefour Group and the global union federation UNI Global Union signed a worldwide agreement in 2001 to promote social dialogue and diversity and guarantee the protection of fundamental principles and rights in the workplace. This agreement was renewed and updated in 2015, 2018 and again in 2021 for a period of 4 years.

In particular, the agreement provides for :

(i) to involve UNI Global Union in our work, thus benefiting from an international perspective and gathering standards and best practices from the services sector worldwide,

(ii) maintain the high quality social dialogue that characterizes our Group, and which is essential if we are to constructively tackle the major transformation projects that lie ahead,

(iii) recalls the fundamental rights that Carrefour and its trade unions defend and uphold on a daily basis, including freedom of association, collective bargaining, the fight against discrimination and the promotion of diversity.

Through this agreement, Carrefour ensures that its employees' working conditions comply with the fundamental Conventions of the International Labour Organization (ILO) and with local regulations, particularly in terms of working conditions and wages.

b) What specific measures have you put in place to ensure a decent wage for all your employees and those of your suppliers (work with specialized initiatives, studies to determine the decent wage level for each country, inclusion of the criterion in your supplier charters, supplier due diligence, etc.)?

The above-mentioned agreement provides for a dialogue mechanism: Carrefour and UNI Global Union representatives meet once a year to assess implementation and manage any difficulties relating to the application of this agreement. If a dispute arises concerning the application of the agreement and cannot be settled through dialogue, a procedure is provided for: the complaint must first be lodged with the management of the entity concerned. If it remains unresolved, the local trade union organization or UNI Global Union representative may refer the matter to the relevant country management. If the complaint remains unresolved, UNI Global Union may refer the matter to the Carrefour Group's Labor Relations Department. In this case, Carrefour will conduct an open and transparent investigation and, if necessary, ensure that the situation is remedied and that appropriate measures are taken. This department has not been seized of any issue relating to decent wages.

To ensure that these commitments are respected throughout its value chain, Carrefour implements tools and procedures to monitor and support its suppliers. In accordance with the Group's purchasing rules, 100% of sourcing plants located in high-risk or at-risk countries must undergo a social audit, including assessments of the remuneration of suppliers' employees. This audit complies with the *Initiative for Compliance and Sustainability* (ICS) and *Business Social Compliance Programme* (BSCI) standards. In 2022, 1,418 social audits were carried out. Following these social audits, corrective action plans are systematically implemented in the event of an alert, and monitored over time. More than 80% of non-compliances observed each year concern the following three subjects in plants in high-risk countries: Compensation, benefits and conditions, health and safety, and working hours.

In 2022, 17% of audits of potential production sites generated one or more alerts. In the case of a referenced supplier, immediate action is required. This action is confirmed within three months by a new audit, which is a condition for maintaining business relations with the Group.

The Group also relies on the following levers to make progress on the issue of decent wages:

- **fair trade products**: in France, Carrefour was the first supermarket chain to market a fair trade product in 1998: Malongo coffee from small-scale producers. Numerous Max Havelaar-certified products then joined the shelves under the Alter Eco, Ethiquable and Lobodi brands. Twenty years on, Carrefour and MaxHavelaar have made a number of international commitments. In 2022, more than 137 million euros worth of fair trade products were sold in Carrefour stores worldwide (+8% on 2021). Carrefour's own-brand organic range, launched in partnership with MaxHavelaar, now includes a large number of products in 5 sectors: bananas, coffee, cocoa, honey and tea. In 2022, 993 fair trade products were available in Carrefour stores worldwide.
- **and the implementation of additional services to remuneration:** Carrefour participates in supporting local supply chains according to the challenges identified in the various countries, in particular since 2020 in the context of the health crisis. For example, in France, Carrefour and Système U signed agreements in 2021 with SODIAAL, Yoplait, Lactalis Fromages, Lactalis Nestlé Ultra Frais, Savencia and Eurial, aimed at raising the price of milk to producers for the 3rd consecutive year. In 2022, as part of the new EGALIM 2 law designed to protect the income of French farmers, Carrefour and Système U have renewed their agreements concluded in 2021. 10,000 farms will see their milk prices rise by 25 euros/1000L. The agreement signed with Sodiaal has enabled us to strike a balance that will enable us to meet the additional costs associated with an economic context marked by price inflation on many of the components used in the manufacture of our products. This is a condition that will enable the cooperative to continue supporting farmers, while pursuing its investment drive.

c) Have you set minimum wage thresholds in all the countries where you operate for your own employees and those of your suppliers, and where do they stand in relation to local minimum wages? If so, do you carry out audits to ensure that these thresholds are respected and evolve in line with the cost of living?

Wage increases are negotiated locally with the social partners in each country, within the framework of branch or company-level dialogue bodies set up for this purpose. Throughout its history, Carrefour has demonstrated the strength of this dialogue by regularly obtaining majority agreements on these subjects.

d) Have you taken into account and mapped the systemic risks likely to hinder the payment of a decent wage to your employees and the employees of your suppliers (such as failure to respect freedom of association)?

The worldwide agreement with UNI Global Union covers this risk by guaranteeing all Group employees freedom of association. A study is currently underway to map the inherent risks of infringement of fundamental rights - its results will be available in 2023 and will help strengthen the Group's supervisory mechanisms.

7. a) France: apart from investments in your company's own shares, what proportion of the employee savings funds offered to your employees has a responsible label (SRI, Greenfin, CIES, Finansol or foreign labels)? Please indicate the name of the label-labelled funds, the percentage of funds in assets and the percentage of funds excluding employee shareholding that are label-labelled, the percentage of group employees who benefit from this label and the change compared with last year.

The FCPE CARREFOUR EQUILIBRE SOLIDAIRE has been awarded the FINANSOL label, and is classified as an Article 9 SFDR (SRI investments in the portfolio account for over 90% of the FCPE's assets).

This fund is one of the largest solidarity funds in France in terms of assets under management, and far superior to what we observe on the market: by the end of 2022, assets under management in this fund will represent 34% of total assets under management in the scheme (PEG +PERCOL), including shareholding funds (38% of total assets under management, excluding shareholding funds).

In 2002, Natixis Interépargne and Mirova pooled their expertise to create the Impact ISR range, which combines a socially responsible dimension with a search for financial performance. It was also in 2002 that the FCPE CARREFOUR EQUILIBRE SOLIDAIRE was created, incorporating both a solidarity pocket managed by Mirova and an SRI dimension, a significant part of which is entrusted to Mirova. It was the 1st dedicated solidarity fund to be created in the marketplace. This fund has played a leading role in the development of socially responsible employee savings in France.

Today, Mirova has become a company with a mission, enshrining its raison d'être and its environmental and social objectives in its articles of association. Its approach has been recognized by the award of the BCorp label (following an evaluation process during which Mirova received an excellent rating). This is a guarantee of the credibility of the company's overall approach to corporate responsibility in the eyes of the public. The label is internationally recognized, and testifies to the company's environmental and social commitment. For all its investments, Mirova aims to align its portfolios with a 2°C climate trajectory, in line with the 2015 Paris agreements, and systematically displays the carbon footprint of its investments.

Carrefour was the first winner of the FIR Employee Savings Prize in 2022. This prize rewards the social partners of a company or Group for the quality of their social dialogue in setting up and running an employee savings scheme. The Jury focused on the governance of the scheme and the quality of dialogue within it, as well as on its coherence and innovative aspect, particularly with regard to CSR issues.

b) If so, please explain why not all your employee savings funds are labeled? If some of them are not labeled but include ESG criteria, explain how these criteria demonstrate a robust and selective ESG approach?

The quality of social dialogue has enabled us to build a unique model. It has made it possible to set up an employee savings scheme that is advantageous and accessible for employees, meets the needs of different investor profiles and incorporates a socially responsible dimension.

Several other funds incorporate ESG criteria, such as the Carrefour Court terme fund, 85% of which is invested in the AXA IM Euro liquidity fund, which has the SRI label (Carrefour Court Terme is Article 8 under SFDR regulations), and the FCPE Carrefour Prudence Solidaire, 6% of whose assets are invested in the FPS solidaire "Amundi Finance et Solidarité", which has the Finansol and Article 9 SFDR labels, as well as ESUS approval and the Relance label.

c) In your other countries of operation: What employee savings schemes, excluding employee share ownership, have been set up for your employees outside France? Do they include robust ESG criteria? If so, which ones? If not, why not?

Outside France, the Group's countries have few employee savings schemes; it was in response to this situation that the employee share ownership plan provided for in the Carrefour 2026 strategic plan was offered to all Group employees.

d) How do you involve your employees in selecting and monitoring the responsible use of funds?

Joint management of the plan goes beyond legal requirements. Carrefour relies on effective governance and extensive training for Supervisory Board members (5 days at the last renewal).

Employees are involved in selecting and monitoring the responsible commitment of the funds via the Supervisory Board, which is made up of employee representatives who discuss any changes to be made to the fund selection process. The Supervisory Board is made up of 38 full members, 20 of whom are appointed from among the employees of the Group's shareholding companies by the trade unions representing the Carrefour Group at national level, and the same number of alternates.

In addition, the Board calls on an independent consultant to support it in all its missions. He brings an educational dimension as well as a technical and critical viewpoint to the subjects addressed.

Lastly, the Supervisory Board's functioning has been strengthened by the role of the Restricted Supervisory Board, which allows for greater involvement of the social partners, by opening up discussions upstream of the decision-making process.

The Supervisory Board meets at least twice a year in plenary session, and at least twice a year in Restricted Board format.

Governance

8. For a company's fiscal responsibility to be in line with its social responsibility, the Board of Directors or Supervisory Board must be fully involved in the choices built around fiscal citizenship (aligned with principles such as those of the B Team initiative). In line with this logic, FIR expects a public fiscal responsibility report, reviewed and signed by the Board of Directors, detailed country by country, to exist, and to be aligned with GRI 207. Thus:

a) Do you publish a document detailing your commitments to fiscal responsibility? How does it fit in with your policy of social responsibility, going beyond the

simple conformity? Is it reviewed and approved by the Board? (Please attach a link or specify where this document can be found, along with a detailed explanation). Do you specify which tax practices you consider unacceptable?

Each year, Carrefour publishes a report on its tax policy. This report contains the main principles that enable the Group to apply a policy of fiscal transparency. It also explains Carrefour's decision-making process.

b) Do you make your country-by-country tax reporting public? If not, how are you preparing for the European directive scheduled for 2024, which will involve country-by-country reporting for EU member countries? Do you plan to publish country-by-country reporting that goes beyond the obligations of the directive?

The Carrefour Group plans to publish country-by-country tax reporting, in particular through the tax transparency report, in order to better explain the data published. The publication of this report will anticipate the European directive scheduled for 2024.

9. a) What public decisions are affected by your lobbying activities? Please give details for the last two years, focusing on lobbying related to human rights (including fundamental social rights), climate and governance, for the main jurisdictions in which you lobby (including the EU, the USA, emerging markets and other regions)?

Carrefour's interest representation activities do not concern human or social rights or governance. With regard to the climate, the Group has exchanged views with public officials, in particular to alert them to the difficulties of environmental labelling and to present our feedback (France level - activity declared to the HATVP - Haute Autorité pour la Transparence de la Vie Publique). The Group also exchanged views on the fight against imported deforestation (at European level) and the fight against food waste.

b) How do you monitor and ensure alignment between your ESG objectives and the positions of the trade associations of which you are a member, as well as any potential divergence from your own positions? Do you publish a report in which you detail how the positions of your company and your professional associations are aligned, but also where they may differ from each other?

Carrefour does not publish reports or *position papers*. On the other hand, the Group declares its representation actions in France to the HATVP and is listed in the European Parliament's transparency register.

c) What resources do you allocate to your lobbying activities (human and financial) for all your markets worldwide?

Carrefour has declared to the HATVP the resources allocated (human and financial resources, i.e. in particular its share of membership dues to associations) to represent its interests in France, i.e. 800,000 - 900,000 euros. This amount takes into account the territorial representation actions that must be declared since 2022 in France.

10. a) What measures are you taking to anticipate the short- and medium-term effects of the ecological transition on jobs and skill requirements within your Group, but also in your value chain (subcontractors, suppliers, franchisees, etc.)?

A new agreement on Job and Career Management (GEPP) was signed on March 17, 2023 with the majority of representative trade unions at Group level (FO, CFDT, SNEC). This agreement, concluded for a fixed term of 4 years, is applicable from April 1er 2023.

Among other measures, it provides for the creation of a skills map to take account of the Group's strategic orientations, the outlook for changes in the economic and technological environment, and the challenges of the ecological transition. In particular, this system is designed to identify jobs that are likely to be created and/or for which there are hiring difficulties, as well as jobs for which future developments will result in a significant change in the skills required.

As part of the same agreement, the Group has also set up an Observatoire des métiers, des compétences et de la transformation sociale (skills, professions and social transformation observatory), which plays a forward-looking role with regard to the prospects for transforming the company's business over the medium and long term, particularly in light of the ecological transition.

b) How are environmental issues discussed with social partners? At what level(s) (local, national, European, global) and within what frameworks? Can you also indicate whether these exchanges are based on information sharing, consultation or negotiation? We would be grateful if you could be as precise as possible about the different scenarios that may arise.

Each of the Group's countries is engaged in regular negotiations with its social partners. These negotiations give rise to a large number of agreements covering a wide range of topics, such as social rights and work organization. In 2022, Carrefour France signed two new Group collective agreements, one of which focused on purchasing power.

In 1996, Carrefour set up its European Works Council, the Comité d'Information et de Concertation Européen (CICE). It was renewed and enlarged in 2011 with the international trade union federation UNI Global Union. This committee is one of the most widely recognized in Europe for the depth of the issues it addresses and the quality of exchanges between social partners. For example, it met six times in 2022. During these meetings, the Commitment and CSR Departments present their latest news and take stock of the controversies received, the majority of which concern environmental issues. The vigilance plan is also presented at these meetings. These meetings also provide an opportunity to raise any alerts.

c) What resources do you give to employee representatives to enable them to get involved in your Group's environmental policy (training, specific committees, etc.)?

In our companies with at least 50 employees, permanent members of the CSE elected for the first time benefit from economic training, which focuses in particular on the environmental consequences of their activity. This training is renewed after four years in office, whether consecutive or not.

It is also possible for employees called upon to perform trade union duties to benefit from economic, social, environmental and trade union training. In this context, employees are granted leave to attend sessions and courses at organizations linked to confederations representing national and inter-professional interests, or at specialized institutes. The number of days available varies according to the size of the company.

d) Have the environmental prerogatives explicitly attributed to the CSE by the French Labor Code ("Climate and Resilience" law) led to new practices in this area in your company?

As part of its environmental prerogatives, the CSE is now informed and consulted on the environmental consequences of measures affecting the organization, management and general running of the company.

During regular consultations on the company's strategic orientations, economic and financial policy, social policy, employment and working conditions, it is also informed of the environmental consequences of the company's activities.

At Carrefour Group level, it should also be noted that the new agreement relating to the GEPP of March 17, 2023 entrusted the Observatoire des métiers, des compétences et de la transformation sociale with a forward-looking role on the prospects for the transformation of the company's business in the medium or long term, due in particular to the ecological transition.

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Questions from Ms Yutong LI

We know that the company has two ways of returning profits to shareholders: dividends and share buy-backs. I've noticed that your company has been very active in the use of share buybacks in recent years. So I'd like to know why you've decided to buy back shares rather than just distribute dividends? What's in it for you to buy back your own shares? And what criteria do you use to determine the split between share buybacks and dividends? I know you have an employee stock ownership plan, but can you give me any other reasons, as I've noticed that there's a big gap between your share buyback program and the needs of the employee stock ownership plan.

The aim of share buyback programs is to create value for shareholders, through the accretion created by the cancellation of repurchased shares. Thus, following the buyback programs carried out in 2021 and 2022, the number of shares making up the Group's share capital has been reduced by around 9.2%, increasing the intrinsic value of each remaining share.

These share buybacks are also an excellent investment, given the Carrefour Group's valuation which, in the Board's view, does not reflect the Group's intrinsic value or its medium- and long-term growth prospects.

The criteria used to determine the split between buybacks and dividends were set out in the presentation of the Carrefour 2026 strategic plan, as part of the capital allocation strategy:
(i) continued investment in operations and in the Group's value proposition to customers;
(ii) maintaining a strong balance sheet, enabling a good rating from financial rating agencies;
(iiii) regular ordinary dividend growth of at least 5% a year;
(iv) the pursuit of additional returns to shareholders each year; and
(v) targeted acquisitions carried out in a disciplined and opportunistic manner.

Share buybacks carried out or in progress, as indicated above, are earmarked for the future cancellation of shares and are not intended for our employee shareholding plans, if any.

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Questions from Bruno MOUTRY

Serious violations of trade union rights occurred at a Carrefour franchisee in the Dominican Republic, forcing the Uni Global Union, a global union and signatory with Carrefour of the international agreement on the promotion of social dialogue and diversity and for the respect of fundamental rights, at work to question Group management on the subject. What measures and resources is Carrefour putting in place to ensure that this charter is respected by its franchisees and managing tenants?
What measures and resources is Carrefour implementing to comply with its duty of care towards its franchisees and managing tenants?
In the event of a violation of the global agreement signed with the UNI Global Union, or of a breach of the social ethics promoted by the Carrefour Group by a franchisee or tenant manager, what measures does the company take to put an end to these dysfunctions?

The Carrefour Group and the global union federation UNI Global Union signed a worldwide agreement in 2001 to promote social dialogue and diversity and guarantee the protection of fundamental principles and rights in the workplace. This agreement was renewed and updated in 2015, 2018 and again in 2021 for a period of 4 years. In particular, the agreement provides for:

(i) to involve UNI Global Union in our work, thus benefiting from an international perspective and gathering standards and best practices from the service sector worldwide,

(ii) maintain the high quality social dialogue that characterizes our Group, and which is essential if we are to constructively tackle the major transformation projects that lie ahead,

(iii) recalls the fundamental rights that Carrefour and its trade unions defend and uphold on a daily basis, including freedom of association, collective bargaining, the fight against discrimination and the promotion of diversity.

Through this agreement, Carrefour ensures that its employees' working conditions comply with the ILO's Fundamental Conventions and local regulations, particularly on issues of working conditions and wages.

In the event of non-compliance, the above-mentioned agreement provides for a dialogue mechanism: Carrefour representatives and UNI Global Union representatives will meet once a year to assess implementation and manage any difficulties relating to the application of this agreement. If a dispute arises concerning the application of this agreement and cannot be settled through dialogue, a procedure is provided for: the complaint must first be lodged with the management of the entity concerned. If the complaint remains unresolved, the local trade union organization or UNI Global Union representative may refer the matter to the management of the country concerned. If the complaint remains unresolved, UNI Global Union may refer the matter to the Carrefour Group's Labor Relations Department. In this case, Carrefour will conduct an open and transparent investigation and, if necessary, ensure that the situation is remedied and that appropriate measures are taken.

In the case in question, this procedure is currently underway: UNI Global Union has written to the Group's Labor Relations Department regarding possible breaches in the Dominican Republic. Management has responded positively to this referral, and a meeting has been scheduled with UNI Global Union in June to gather all the relevant information.

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Questions from Rodolphe BOCQUET

Theme 1: Cetaceans in fishing areas

The next United Nations Conference on the Oceans (UNOC) will be held in France in June 2025. Its official title is "United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development". Hosting an event of such magnitude and symbolic importance requires the French state, as well as French brands and companies with interests in the blue economy, to rise to the challenge. However, several institutions and NGOs have denounced the unsustainability of long-standing practices in the French fishing industry, which are in open conflict with Sustainable Development Goal 14, notably : The Observatoire pour la conservation de la mégafaune marine (Pelagis - CNRS) and the NGO Sea Shepherd have denounced the impacts of pelagic trawler and gillnet fishing activities (including artisanal vessels under 12 meters) on dolphin populations in the Bay of Biscay.

1. **What strategies and actions do you adopt to ensure that the fishery products marketed in your outlets (sold under your own brand or by third-party brands) do not come from practices that have an impact on cetaceans (both in French and international waters)?**

Carrefour has set itself the target of ensuring that 50% of its seafood sales come from sustainable fisheries by 2025.

To achieve this, Carrefour is taking steps to reduce the impact of its supplies on marine ecosystems by using different criteria to analyze its supplies: species, fishing areas and techniques and their impact on the ecosystem.

To guarantee sustainable supplies, the Group can use the following solutions:

- certification, which provides guarantees concerning the state of stocks and less impact on ecosystems;
- stop the marketing of certain sensitive species;
- exclude certain areas for certain species ;
- develop sourcing from less impactful fishing techniques through its Carrefour quality channels and own brands.

With regard to cetaceans, the Group implements measures in response to alerts received by its stakeholders. For example, Carrefour excludes dolphin fishing from its tuna supplies. Similarly, in view of the links observed between increased cetacean mortality and pair and otter trawling and Danish seine fishing targeting sea bass and hake in February and March (Pélagis 2019 study), Carrefour France only authorizes line-caught (or farmed) sea bass during this time of year.

2. **Do you have any goals in this area?**

Carrefour has set itself the target of ensuring that 50% of its seafood sales come from sustainable fisheries by 2025. The solutions chosen by the Group to achieve its objectives include less impact on ecosystems. More specifically concerning cetaceans, several programs are underway with French vessels to improve knowledge and test devices to reduce the impact of current fishing techniques. Carrefour closely monitors the progress of these programs and defines its strategy based on the conclusions and dialogue with its stakeholders.

Theme 2: Industrial fishing in Marine Protected Areas

3. Other criticisms, from BLOOM, also concern the use of techniques with a high environmental impact, such as demersal seining, in European waters, or the accessibility of French marine protected areas to fishing vessels of all sizes.
As a result :
- **(a) What is your sourcing policy for fish from protected marine areas? Do you have quantitative data on fish from protected marine areas in mainland France? If so, what is the percentage of fish and seafood caught in protected areas compared with the volume purchased from French fisheries?**
- **(b) Do you buy fish caught by bottom gear (bottom trawls, dredges) and/or industrial boats (>12m long) in marine protected areas? If so, what is the share of these purchases in your total supply of fish from mainland France?**
- **(c) Where can I consult all this data?**
- **(d) More generally, do you monitor the proportion of different fishing techniques used in your seafood offering (own-brand and third-party brands)?**
  ? If so, what do the different fishing techniques (rod, line, trawl, seine, etc.) represent in your supply chain?

The following elements are presented to answer all the questions on this theme (3 a. to 3 d.).

Carrefour has set itself the target of ensuring that 50% of its seafood sales come from sustainable fisheries by 2025. A reduced impact on ecosystems is one of the various criteria taken into account by the Group to ensure the sustainability of seafood products. More specifically, with regard to the questions posed above concerning Marine Protected Areas, the Group will conduct an internal diagnostic to provide precise answers.

Theme 3: the ecological problems of tuna fishing

4. The BLOOM association recently published a series of documents on the environmental impacts of tuna fishing. In your official document "Responsible sourcing policy for canned tuna - Carrefour France", you commit to achieving 75% responsible sourcing in fresh and frozen sections.
- **(a) Have you reached your goal?**
- **(b) How did you make sure?**
- **(c) Have you made any quantitative estimates to assess such a liability index (if so, what parameters are taken into account)? In other words,**

what is your definition of " responsible sourcing", and what evaluation criteria and methodology do you use?

5. **In the same document, you commit to reducing the supply of tuna caught using Fish Aggregating Devices (FADs).**
   (a) **Have you set one or more quantitative targets for reducing purchases from FAD catches?**
   (b) **Do you plan to stop buying tuna caught under any type of FAD? If so, when?**
   (c) **When do you expect to reach your goal(s)?**
   (d) **Does this target only apply to tuna products marketed under the Carrefour brand, or do you also ask third-party brands that you market in your stores to comply with it**?
   (e) **How much of your tuna supply comes from European fishing boats?**
   (f) **What is the origin (i.e. fishing zone, e.g. Indian Ocean, Atlantic and Pacific or FAO fishing zones) of the tuna contained in Carrefour brand products?**

The following elements are presented to answer all the questions on this theme (4 to 5).

The Carrefour Group has set itself a global objective in terms of sustainable fishing for its various departments (canned, fresh, frozen), the different brands it markets (own brands and national brands) and the different species: the Group aims to ensure that 50% of its seafood sales come from sustainable fishing by 2025.

This objective also applies to tuna supplies. In the Group's reporting indicators, tuna references with the following characteristics are considered to come from a more responsible approach and are included in the Group's indicators: pole-caught tuna, MSC-certified tuna, tuna fished without FADs (Fish Aggregating Devices, a fishing technique that has less impact on the environment). In addition, for all its tuna supplies, Carrefour France has developed a specific policy for its own-brand products. This is presented below:

Responsible sourcing policy for canned tuna Carrefour France

Carrefour's ambition is to become the world leader in the transition to food for all, and to offer consumers quality food every day that is reliable, accessible everywhere and at a reasonable price.

In particular, Carrefour aims to offer 75% responsible sourcing in its frozen and canned goods departments by 2022.

Tuna fishing is the world's leading fishery and faces major environmental and social challenges. That's why, since 2014, Carrefour has been implementing a sustainable canned tuna sourcing policy based on the following principles:

1. Targeting species and fishing zones according to the state of stocks: Carrefour follows the recommendations of scientists and NGOs to guide its supplies:

- Give preference to tuna species whose stocks are in good condition, such as skipjack.
- Prohibit species whose stocks are less abundant, such as bluefin and bigeye tuna.
- Require the use of selective fishing methods in areas where stocks are sensitive.
- Expand our range of MSC-certified sustainable fishing products.

2. Limit fishing for juvenile tuna and by-catch species:
   - Favoring selective fishing methods such as pole and line fishing or fishing without Fish Aggregating Devices (FADs). These methods target adult tuna and limit by-catches (sharks, turtles, etc.).
   - Prohibit certain fishing methods with high by-catches, such as longlines, gillnets and gillnetting FADs.
   - Prohibit fishing on schools of dolphins or other mammals, and on carcasses.
   - Impose minimum sizes to limit fishing of juvenile tuna.
   - Prohibit shark finning for sharks caught accidentally.

3. Supporting improved tuna fishing practices:
   - management bodies (RFMOs) to improve the overall management of the tuna fishery by all fisheries.
   - by supporting fisheries that implement improvement programs (FIP)

4. Fighting illegal fishing
   - Prohibit the use of vessels blacklisted for IUU (Illegal, Unreported, Unregulated) fishing, suspected of illegal activities, or flagged to a country subject to a European Union yellow card.
   - Require the use of boats registered and authorized by fisheries management organizations (RFMOs).
   - Require boats to have an IMO or UVI registration number.
   - Demand membership of the ISSF PVR program, where possible.
   - Prohibit transshipment, unless it is managed in accordance with ISSF criteria.
   - Demand full traceability back to the fishing boat.

5. Ensure respect for working conditions and human rights in supply chains, in accordance with international and local standards and regulations relating to human rights, as set out in the main ILO conventions and the Universal Declaration of Human Rights.
   - Compliance by suppliers with Carrefour's social, environmental and ethical charter.
   - Suppliers' commitment to their own supply chain

6. Informing consumers and being transparent:
   - Carrefour goes beyond regulations by indicating fishing zones (according to FAO nomenclature) and the species fished on packaging. The fishing gear is also specified when fishing with a rod or without a FAD.

Concerning the Group's tuna sourcing objectives: the Group makes

This indicator reports on its progress towards its target of 50% of seafood products from sustainable sources by 2025, on an annual basis. This indicator includes data on tuna sales in canned and frozen sections. The following are considered sustainable: pole-caught tuna, MSC-certified tuna, tuna fished without FADs. This indicator covers both national brand products and the Group's own-brand products. By 2022, the percentage of Group sales of responsibly sourced fish and aquaculture products will be 34.5% (for own-brand and national-brand products) and 49.5% for own-brand products.

Tuna sourcing sustainability criteria and verification: the Group's tuna sourcing sustainability criteria have been developed on the basis of extensive dialogue with the Group's stakeholders (suppliers and NGOs in particular) over recent years. All the sustainability criteria implemented by the Group for its own-brand products are included in the specifications appended to suppliers' contracts. Their implementation is verified by the Group's quality teams. In France, for example, protocols have been set up with each supplier to validate the absence of FAD fishing. These protocols include complete segregation throughout the *supply chain*: separate wedges, separation in containers, and then at the factory, for each batch fished we have a FAD FREE certificate validated by a third-party organization. FAD-FREE fishing is therefore one of the Group's sustainability objectives, and is included in the percentage of fishery and aquaculture products from a responsible approach published annually by the Group. For national brands, Carrefour recognizes sustainability criteria similar to those implemented by the Group for its own-brand products.

Concerning the evolution of the Group's objectives: Carrefour is currently carrying out an assessment of the impact of its activities on biodiversity. This assessment is being carried out as part of the Corporate Engagement Program of the "Science Based Target for Nature" initiative. It includes a global analysis as well as detailed analyses for the raw materials deemed most sensitive for biodiversity. By carrying out this extensive study, the Group aims to assess the level of its commitments with regard to planetary limits. Depending on the results, Carrefour may choose to refine or modify its operational objectives in terms of biodiversity protection.

Theme 4: human rights violations in tuna fishing

6. Several reports by international NGOs have highlighted serious and widespread violations of human rights in the fishing and fish processing sector, especially tuna. BLOOM recently published the report "Violence in a Can" (May 2023), denouncing the violation of human rights in the value chain of certain suppliers of tuna for the European market.

(a) Who are your top five tuna suppliers?

(b) Where do you publish the supply chains of your tuna products (all brands)?

(c) Have you set up a tuna traceability system/tool that your consumers can use?

(d) Do you publish the names of the vessels on which your tuna is caught?

(e) Do you continue to sell tuna products supplied by Fong Chun Formosa, Thai Union and Dongwon Group, all of whom have been associated with serious human and labor rights violations in the past?

(f) Are you aware of any cases of slavery in your seafood supply chain? How do you make sure that slavery, human trafficking

human rights, forced labor and other serious human rights violations?

- **(g) What steps do you take when you discover cases of slavery, trafficking, forced labor or other serious human rights violations in your seafood supply chain?**
- **(h) How long do these measures last?**
- **(i) Where are the results of these measurements published?**
- **(j) In your tuna sourcing policy, you undertake to "Prohibit the use of blacklisted IUU (Illegal, Unreported, Unregulated) fishing vessels". In practice, what steps are you taking to ensure that you do not source from IUU fishing boats?**
- **(k) In your tuna sourcing policy, you explain that you "prohibit transshipment unless it is managed in accordance with ISSF criteria". How can you ensure that your suppliers comply with this ban?**
- **(l) Do you have targets for the protection of human rights in the tuna value chain? If so, what are they and where can we find them?**
- **(m) Up to what point in the production process do you analyze your seafood and aquaculture supply chain for human rights violations and breaches of environmental regulations?**
- **(n) Up to what point in the value chain do you consider your control responsibilities to be engaged, and why?**

7. In these reports it was also highlighted that, in the tropical tuna fishing sector, there is a general lack of systems for workers to report abusive work situations.

- **(a) How does your company expect fishermen on ships and workers in tuna processing plants to be informed of the existence of hotlines and other alert mechanisms?**
- **(b) How do you think workers who spend long periods at sea can report cases of slavery, trafficking, forced labor and other serious human rights violations?**
- **(c) Your tuna supply chain includes suppliers and producers in South Korea, Thailand, Kenya, Japan, Indonesia and elsewhere, but your ethics hotline is only available in English and French. How can workers in these countries access these whistle-blowing mechanisms?**

The following elements are presented to answer all the questions on this theme (6 to 7).

Generally speaking, in terms of human rights and labor law: all the elements described below can be found in the Group's Universal Registration Document. They contribute to the Group's due diligence processes, which enable Carrefour to reduce the risk of serious violations of human rights and the environment. They are based on risk analyses and action plans designed to reduce these risks.

Carrefour is committed to improving working conditions and respecting human rights at its suppliers' sites, in particular by implementing purchasing rules, as well as tools and procedures to monitor and support suppliers' compliance.

Purchasing rules govern the social and environmental compliance of controlled product purchases, which meet specifications defined by Carrefour and are subject to specific quality control. These rules apply to all Group entities and all countries of production, according to their level of risk. Distributed to all Group countries, they provide for :

- the signature by suppliers of a Charter of Commitment ;
- the process and compliance rules for social audits ;
- the appointment, by the Group's purchasing entities, of a person responsible for social and environmental compliance;
- an action plan to ensure compliance with specific purchasing rules for sensitive production stages and raw materials.

The Supplier Commitment Charter, integrated into purchasing contracts in all countries, is based in particular on Carrefour's ongoing respect for and promotion of Human Rights. It reaffirms the Group's Ethical Principles and stipulates that suppliers undertake to comply with its requirements concerning Human Rights, ethics and the environment. It prohibits them from in particular the use of concealed or undeclared subcontracting, and requires the Group, through a cascade effect, to have the same social compliance requirements vis-à-vis their own suppliers.

These processes are supplemented by a list of production stages considered sensitive and which may present human rights and environmental risks. These stages may be included in the manufacturing process of Carrefour suppliers or further up the value chain. The Group has also identified the raw materials that are associated with risks in terms of environmental and/or social impact throughout their value chain. These raw materials have been prioritized according to their level of risk and their materiality for Carrefour. Carrefour implements additional requirements for these raw materials or sensitive stages in the production chain.

Concerning risks related to the non-respect of human rights in tuna sourcing: Carrefour France's policy specifies the actions implemented by the Group to combat the non-respect of human rights in supply chains.

In order to ensure respect for working conditions and human rights in supply chains, in accordance with international and local standards and regulations relating to human rights specified in particular in the main ILO conventions and the Universal Declaration of Human Rights, Carrefour aims to:

- ensure that its suppliers comply with Carrefour's social, environmental and ethical charter; and
- engage its suppliers with their own supply chain.

In addition, all the measures implemented by the Group to combat illegal fishing and ensure better traceability help to prevent the risk of human rights violations:

- prohibit the use of vessels blacklisted for IUU (Illegal, Unreported, Unregulated) fishing, suspected of illegal activities, or flagged to a country subject to a European Union yellow card;
- require the use of boats registered and authorized by fisheries management organizations (RFMOs);
- require boats to have an IMO or UVI registration number;

- require membership of the ISSF PVR program, where possible;
- prohibit transshipment, unless it is governed by ISSF criteria;
- demand full traceability back to the fishing boat.

Carrefour ensures full traceability right down to the fishing boat in the specifications of its European purchasing group. The full list of boats authorized for the Group's supplies is included in the specifications of each supplier. The Group checks that boats are registered with the ISSF PVR program (ProActive Vessel Register of the International Seafood Sustainability Foundation) and that they are not blacklisted for IUU (Illegal, Unreported, Unregulated) fishing, suspected of illegal activities, or flagged to an EU yellow card country. To combat slavery, the Group prohibits transshipment. These criteria require vessels to disembark regularly at port for registration/port control.

Concerning the traceability of the Group's supplies and consumer information: Carrefour is committed to improving the traceability of its tuna supplies and is gradually developing traceability back to the fishing boats. The Group also carries out traceability tests on its products to ensure the reliability of the systems put in place by its suppliers. In terms of consumer information, Carrefour goes beyond regulations by indicating fishing zones (according to FAO nomenclature) and the species fished on the packaging of its products marketed in France. The fishing gear is also specified when fishing with a rod or without a FAD.

Concerning the Group's alert system: the Group has several channels for receiving alerts from its stakeholders:

- union dialogue ;
- the ethics hotline, accessible to all employees and partners;
- dialogue with stakeholders and monitoring of publications mentioning the Carrefour group;
- alerts raised by the Food Transition Committee.

Alerts are analyzed by various bodies, depending on their origin, and processed by the relevant departments. Based on several internally-defined criteria, alerts and incident risks are prioritized, and investigations are carried out according to the level of risk identified.

In the event of non-compliance, and depending on the seriousness of the facts observed, the Group suspends supplies from the supplier concerned. Measures put in place by the Group following non-compliance are maintained until the supplier has put in place an action plan to reduce any risk of non-compliance. Carrefour assesses each situation on the basis of dialogue with its stakeholders.

The Group reports on alerts received by its stakeholders concerning serious violations of human rights, health and safety and the environment in its Universal Registration Document. The various types of alerts received are presented, together with the main alerts received during the year, their sources and the action taken.

The Group's ethics line is available in 15 different languages. It primarily concerns the Group's suppliers, service providers and employees. Alerts beyond Carrefour's suppliers and service providers, further up the supply chain, are often sector-specific and not specific to Carrefour. They are generally brought to our attention by NGOs or other organizations.

specialized investigative bodies.

Lastly, Fong Chun Formosa, Thai Union and Dongwon Group are not among the suppliers of own-brand products listed by the Group's European purchasing group for canned tuna. In addition, in the event of an alert relating to non-compliance with human rights or environmental standards in its sourcing operations, the Group systematically conducts an investigation. In the event of non-compliance, and depending on the seriousness of the facts observed, the Group suspends supplies from the supplier concerned.

Theme 5: Fishing labels

8. In a 2023 report, the NGO Human Rights at Sea highlighted the serious shortcomings of certification labels for fishery and aquaculture products in terms of monitoring human and labor rights violations. These shortcomings also affect the MSC and ASC labels, the most widely used on the French market and in the Carrefour supermarket chains. The BLOOM association has also voiced strong criticism of the way in which these labels certify as environmentally "sustainable" fishing methods considered to be extremely impactful on the seabed and biodiversity (dredge fishing, bottom trawling, tuna fishing using FADs...). These controversial labels therefore appear insufficient to guarantee the certification of socially and environmentally sustainable fishing. The environmental NGO group Make Stewardship Count and the BLOOM association have also pointed out that the MSC/ASC label delivers its certifications through external firms that are involved in major conflicts of interest, since they are financed by the same fishing industry that applies for their certifications.

- **(a) When you rely on third-party certifications for environmental and ethical fishing, what is the process for reviewing these third parties' audit systems?**
- **(b) In the case of MSC and ASC certifications, do you take into account criticisms of their audit systems and conflicts of interest? If so, do you carry out additional audits to ensure the sustainability of certified products? Where are the results of these audits published?**
- **(c) In last year's vigilance plan, you acknowledged that over 16% of your CSR alerts concerned the limitations of MSC/ASC labels (paragraph 2.2.4.2.2.3 "MSC sustainable fishing"), remarks that are no longer present in the new vigilance plan published in April 2023. How have these CSR alerts evolved this year? How do you deal with them?**
- **(d) In the monitoring plan published in April, you state (page 164) that: "Carrefour has implemented seafood sourcing rules based on various levers: the creation of Filière Qualité Carrefour where products from aquaculture comply with strict specifications, the use of certification (AB, MSC, ASC among others)". More specifically, what other certification labels are you considering in addition to AB, MSC and ASC? Is there a complete, searchable list of these labels?**

The following elements are presented to answer all the questions on this theme (8 a. to 8 d.).

The Group has identified the various solutions recognized as the most responsible for

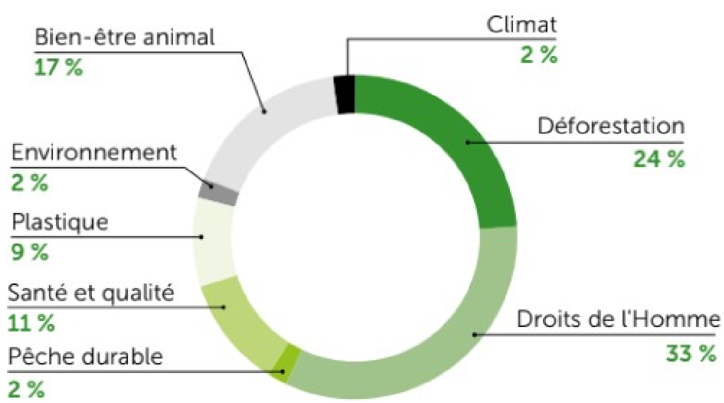
The Group's commitment to the sea is based on extensive consultation with its stakeholders. These include NGOs, consumers, suppliers, fishermen and public authorities.

Within the Group's purchasing rules, the following products are considered responsible:
- Carrefour Quality Lines products ;
- MSC (Marine Stewardship Council) products ;
- ASC (Aquaculture Stewardship Council) products ;
- products from organic aquaculture ;
- green species ;
- other products from a sustainable fishing/responsible farming approach whose credibility is confirmed by stakeholders and validated by Group CSR;
- products from fisheries with a credible FIP (Fisheries Improvement Project) (tuna excluded).

For canned tuna, specific sustainability criteria have been established: MSC certification for fishing without fish aggregation devices and pole and line fishing.

The Group recognizes that each of its solutions can be improved, and is committed to supporting the progressive improvement of practices and standards through dialogue with its stakeholders and the labels themselves. In some cases, the Group prohibits itself from sourcing certified products that do not comply with its policy. For example, such situations may arise in the case of a certified product from a species banned by Carrefour, a certified product from a supplier suspended by the Group, or a fishing technique not authorized by Carrefour (such as deep-sea fishing).

On CSR alerts: in 2022, the themes of the alerts that were most dealt with by the Food Transition Rules Committee were alerts linked to deforestation and human rights. Alerts directly linked to sustainable fishing accounted for 2% of alerts reported to the Food Transition Rules Committee.



In 2022, 2% of alerts handled by the CSR and Food Transition Purchasing Rules Committee concerned fishing and aquaculture practices (vs. 16% in 2021). These were either directly (via questionnaires, interpellations on our purchasing practices) or indirectly linked to Carrefour (via reports highlighting issues in the fishing and/or aquaculture sector). The main subjects targeted were: modern slavery in the tuna industry, the feeding of farmed fish from wild fish, and half of the alerts concerned the questioning of the

MSC certification as a sustainability label.

Theme 6: monitoring contamination of fish products

9. A recent survey published by France.tv ("Enquête de santé S19 : Le poisson : à consommer sans modération?" du 28/03/2023) highlighted the various contaminations that can affect fish products, with a particular focus on heavy metal contamination. For seafood products (fresh, prepared, frozen, canned) marketed by your company (under your own brand and for third-party brands distributed in your stores):

- **(a) What certificates of compliance with chemical contaminant standards do you require from your suppliers?**
- **(b) What monitoring and control protocols do you have in place to ensure that your products comply with European regulations 1881/2006 and 32/2002 (which set maximum levels for contaminants in foodstuffs and animal feed respectively)?**
- **(c) Is your HACCP or similar plan available for consultation?**
- **(d) Does this plan take into account the analysis of heavy metal contamination in seafood products (fresh, prepared, frozen, canned), and if so, which heavy metals?**

The following elements are presented to answer all the questions on this theme (9 a. to 9 d.).

European regulations set maximum limits for heavy metals in fish products. Products not meeting these thresholds must be withdrawn from the market.

Carrefour draws up a control plan based on specific risk analyses for this type of contamination. In concrete terms, for products listed by the Group's European purchasing group, compliance with regulatory thresholds is checked in the specifications for Carrefour-branded products and verified during certification audits recognized by Carrefour (IFS, BRC) or quality audits commissioned by Carrefour for non-certified sites. For product families deemed to be at risk in terms of this parameter, a check on the presence of heavy metals in fish products for Carrefour brands is carried out annually for each supplier. For other seafood products in the French seafood section, controls are random, based on sampling, and target species for which non-conformities have been documented (notably the European RASFF alert network).

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Questions from Mr Adrien FABRE

1. **The NGO network Réseau Action Climat recently published a report entitled "L'heure des comptes des supermarchés". In this report, French supermarket chains were evaluated on the basis of parameters relating to public transparency and the measures taken in relation to climate change and the promotion of sustainable food. Overall, your company scored below sufficient.**
   (a) **How do you intend to take into account the recommendations made by the Climate Action Network?**

When it announced its Carrefour 2026 strategic plan in November 2022, Carrefour reaffirmed its ambitions in terms of the fight against climate change and the food transition. A series of objectives were announced, confirmed or raised to contribute to this transition. These objectives are in line with the recommendations made in the report "L'heure des comptes des supermarchés".

The main objectives are as follows:

- 8 billion euros in sales of certified sustainable products by 2026. This target takes into account organic and agro-ecological products, as well as other types of certification linked to the exploitation of marine resources, forests or other environmental labels (e.g. Ecolabel). Action plans relating to this objective take into account recommendations 4
  "Promoting sustainable products" and 5 "Making the supply of healthy, sustainable products more accessible" of the above-mentioned report.
- 500 million euros in plant-based protein sales by 2026. This target echoes Recommendation 3 "Promote a more plant-based diet and encourage the consumption of plant-based foods, in particular pulses and other plant protein products of good nutritional quality".
- By 2030, 100% of all products sensitive to forestry, animal welfare, soil, marine resources and human rights will be covered by a risk mitigation plan. This target takes into account deforestation-sensitive raw materials such as soy, beef, palm oil, cocoa and viscose. In this respect, it is in line with recommendation 6 "Adopt and publish a Zero Deforestation and Conversion policy".
- 50,000 producer partners by 2026. Carrefour implements tripartite partnerships with producers through advantageous contractual conditions with multi-year and volume commitments. Through these contracts, Carrefour is developing its sourcing of organic, agro-ecological and local products. This measure is in line with recommendation 7 "Systematize contractualization in the form of tripartite contracts".
- TOP 100 suppliers with a 1.5°C trajectory by 2026 and 20 megatons saved by 2030. With this objective, Carrefour commits its suppliers to implementing an ambitious trajectory to reduce their greenhouse gas emissions. Through the Food Transition Pact and the 20 Megatons project, Carrefour is also working on a voluntary approach to accelerate the food transition in stores with its suppliers in all countries. This objective contributes to recommendations 3, 4 and 5 (see above).

Carrefour implements a continuous improvement process and takes into account the recommendations of this report in the implementation of its strategy and in its dialogue with suppliers. The Group will report transparently on the progress of these action plans. Finally, in its climate report on carrefour.com, Carrefour publishes a complete carbon balance of its emissions for scopes 1, 2 and 3.

(b) **Do you plan to respond publicly to the Climate Action Network report?**

The recommendations made by Réseau Action Climat are taken into account in the Group's strategy and action plans. A close dialogue was established with Réseau Action Climat to gather the information required for this study, and the results obtained. The Group's climate action plans are detailed in the Universal Registration Document and in the Group Climate Report available on carrefour.com.

(c) **Do you also plan to enter into a dialogue with public institutions on the recommendations made by the Climate Action Network to public authorities, notably with regard to the ban on advertising animal products and the regulation of mark-ups on organic products?**

Carrefour contributes to the public debate on food transition in a number of ways. For example, Carrefour contributed to the experiment initiated by the French public authorities on environmental labelling for consumer goods. Carrefour contributed to the report to Parliament drafted in this context. The Group also contributes to public debate through innovation. Carrefour was the first retailer to offer a plant-based alternative in its traditional meat departments. Finally, the Group contributes to the accessibility of organic products for all, through the development of its own-brand organic offer and various promotional mechanisms.

Carrefour recognizes its responsibility in the organic sector as the leading player in the market, with nearly 3 billion organic sales in France. Carrefour's commitments have been further strengthened in 2022, with the launch of nearly 100 products from production and processing channels that are 100% made in France, making it possible to communicate on packaging about the "fair remuneration of producers". Carrefour is not in favor of a coercive measure in its relations with producers as the Group, even in more complex times for organic, is continuing its efforts to roll out own-brand organic products and dedicated organic zones in its various store formats. Finally, as far as organic is concerned, we believe that the best way to help the farming world is to step up communication on the benefits of organic consumption for the general public, in particular through the financial resources made available to Agence Bio and its BioReflexe communication campaign.

2. **Carrefour's plans to reduce its greenhouse gas emissions were recently analyzed and assessed by Carbon Market Watch. In its report published in February 2023, Carbon Market Watch judges Carrefour's efforts in this area to be totally insufficient, as well as your company's transparency on your sustainable development projects.**
   (a) **Have you responded publicly to this report?**
   (b) **If so, where does your answer lie?**

A dialogue was initiated with Carbon Market Watch to clarify the Carrefour Group's climate policies and commitments. The recommendations made were taken into account and partly integrated into the Group's Climate Report published on the carrefour.com website.

(c) **Does Carrefour plan to integrate the information contained in this report and modify its emissions reduction policies?**

With regard to Scopes 1 and 2, the Group's action plan aims to reduce emissions from the Group's direct activities.

Carrefour will reduce its carbon footprint by 30% by 2025 (vs. 2019), by 50% by 2030 (vs. 2019) and by 70% by 2040 (vs. 2019) - a target in line with the 1.5°C scenario. Carrefour is committed to contributing to carbon neutrality for integrated stores by 2040 and for e-commerce by 2030.

In 2020, the Carrefour Group committed to reducing its scope 3 emissions by 29% by 2030 (vs 2019). This commitment has been approved by the SBTi initiative and aligned with a *well-below* 2°C trajectory. This target is ambitious in relation to the commitments made by the sector, and has earned us an A rating from the CDP.

Carrefour is in fact working to raise this ambition to announce a target aligned with a 1.5°C trajectory by 2050. In 2021, Carrefour signed up to the "Race to Zero" initiative, an international commitment to the SBTi to adopt a 1.5°C trajectory. Carrefour is currently the only French retailer to have made this commitment.

(d) How do you plan to articulate your emissions reduction policies over the coming years, particularly with regard to Scope 3?

See answer to question 1.b) from the Forum for Responsible Investment above.

3. At the end of 2022, the NGO Mighty Earth published two reports ("Carrefour smokes us" and "Carrefour smokes us... always!") criticizing Carrefour's supply of beef linked to deforestation in Amazonia.

(a) Has Carrefour responded publicly to these two reports?

(b) If so, where can we find the answers?

The publication of the "Carrefour Smokes Us Out" report by the NGO Mighty Earth concerns links between Carrefour and supplier JBS, frequently targeted for illegal deforestation in its supply chain.

Following publication of the first report, the Group activated an internal alert procedure. Following publication of the second report, an investigation was launched to assess the compliance of the supplies concerned. In addition, a study of goods flows is underway to assess the operation of the Group's blocking procedures. Carrefour Brazil has adopted a new "forest plan", which includes the implementation of a system of zones at risk of deforestation, defined with stakeholders and deforestation experts in Brazil.

For more information on this controversy and Carrefour's action plans on deforestation in Brazil of bovine origin, please consult the Carrefour Group's vigilance plan available in the Universal Registration Document, and more specifically section 2.2.7.3.1 Deforestation in Brazil linked to beef and soy.

(c) Since the publication of these reports, has Carrefour changed its beef sourcing policy to avoid marketing products linked to deforestation?

(d) If so, how?

In September 2022, Carrefour announced a new plan to combat deforestation in Brazil. This plan includes the following measures:

Strengthened governance with the creation of a Forest Committee: this committee is chaired by two members of Carrefour's Executive Committee: Carine Kraus (Carrefour Group Commitment Director) and Stéphane Maquaire (Carrefour Latin America Executive Director). It is supported by a panel of experts on the subjects of deforestation and land conversion in Latin America. Consisting of Mr. Carlos Nobre, Mr. Eduardo Assad and Mr. Arnaldo Carneiro Filho, it assumes the following responsibilities:

- give an opinion on the effectiveness of the actions implemented ;
- make proposals to Carrefour on priorities for action;
- give an opinion on funded projects;
- report to senior management on the progress of the action plan.

Reduce the volume of beef from critical areas by 50% by 2026 and by 100 % by 2030: Carrefour is prioritizing a new plan to reduce its direct and indirect impact on forests and other remarkable ecosystems through its beef sourcing. Carrefour has set a target of reducing its sourcing from critical areas by 50% by 2026 and 100% by 2030. This trajectory will start with direct suppliers and will include a first sourcing decision in 2022 as well as annual reporting.

In order to achieve this goal, Carrefour uses the reference cut-off date of 2009 for the Amazon and 2018 for the Cerrado (other biomes will be included depending on the availability of public maps) and evaluates its suppliers based on its geo-monitoring tool, third-party alerts and sourcing regions. The Group will first ensure the compliance of its first-tier suppliers and their supplier farms, before moving on to indirect suppliers.

In order to achieve these objectives, Carrefour is implementing the following initial actions:

- test new traceability tools: blockchain to accelerate information transmission and artificial intelligence for livestock identification. These tests will be carried out to improve current tools or to scale up new solutions to handle additional levels of the supply chain (including indirect suppliers);
- investment in the bioeconomy: support for landscape projects in at-risk areas to combat deforestation and conversion at source and promote social inclusion;
- to become the leader in alternatives to animal proteins in all the Group's stores;
- application of the Carrefour group's purchasing rules to all its activities in Brazil

This risk reduction plan complements the current target formulated in the Group's CSR and Food Transition Index, affecting the variable remuneration of senior management: 100% of beef suppliers geo-monitored and compliant with Carrefour's forest policy or committed to ambitious policies to combat deforestation and conversion by 2025[1] .

Investment of 10 million euros in its supply chain: in parallel with its objective of reducing its impact, Carrefour is committed to financing innovative projects with a positive impact on forest biodiversity, as well as carbon sequestration projects in its supply chain, to the tune of 10 million euros by 2026.

This new ambition, which combines a reduction in its impact on forest biodiversity with the financing of projects with a positive impact on biodiversity and social inclusion, will contribute to

[1] Scope: direct suppliers of fresh, frozen and processed meat, distributors and warehouses

Carrefour's objectives of zero net loss of biodiversity and carbon neutrality.

Mobilizing a local and international collective: Carrefour is committed to ensuring that measures to combat deforestation become the norm by working with partners, experts, producers and other retailers:

- launch of a standard with IDH for the traceability of cattle from birth to store, along the lines of the successful project in Mato Grosso;
- definition of common tools for assessing the performance of raw materials traders and abattoirs within the Consumer Goods Forum's Forest Positive Coalition;
- new indicators to report on impacts on biodiversity within the Corporate engagement Programme of Science Based Target for Nature ;
- support for the creation of an independent observatory on beef-related deforestation in Brazil, to ensure a collective response to all non-conformities.

Creation of a results publication platform open to all: this unique platform, available in 2023, will provide transparency on supplies and progress made:

- publication of 100% of our direct suppliers (packers and slaughterhouses) by the end of 2022;
- publication of the performance evaluation of our direct suppliers ;
- annual publication of progress on commitments made, main non-conformities and measures adopted;
- setting up a dedicated alert line for any stakeholder wishing to report a lack of compliance.

In parallel with the implementation of this action plan, Carrefour maintains regular dialogue with NGOs and stakeholders involved in the fight against deforestation. In the event of an alert involving the Group, Carrefour systematically launches an investigation and takes appropriate action based on the results. Alerts handled by the Group are published annually as part of the Group's Universal Registration Document.

(e) How does Carrefour ensure that animal products produced in South America and marketed outside this region (notably in Europe) are not derived from practices associated with deforestation?

As part of its "Carrefour 2026" strategic plan, the Group has raised its ambitions in the fight against deforestation and has set a series of targets for the raw materials most sensitive to forest protection:

- Palm oil: 100% of the palm and palm kernel oil used in Carrefour-branded products is RSPO segregated certified by 2022;
- Soya: 100% of Carrefour Quality Lines and key Carrefour-branded products will use non-deforestation soy as animal feed by 2025;
- wood paper: 100% of paper and cardboard packaging for controlled products complies with the sustainable forest policy by 2025;
- Brazilian beef: 100% of Brazilian beef suppliers geo-monitored and compliant with forestry policy or committed to ambitious policies to combat deforestation by 2010.
  2025 (this system aims to ensure that all farms directly supplying slaughterhouse suppliers are geo-monitored).
  In Brazil, Carrefour brand beef will be deforestation-free by 2026. This commitment will apply equally to other brands sold in stores.

Carrefour by 2030.

For meat sold in Europe, the Group prefers local origins. In the case of Brazilian sourcing, the Group's purchasing rules require the same checks to be carried out progressively, whatever the country of marketing.

- cocoa: 100% of Carrefour-branded bars will comply with our sustainable cocoa charter by 2023 (in France, Belgium, Spain and Italy);
- Trader traceability and assessment: 100% of key traders (upstream players trading in agricultural commodities) assessed and progressing towards compliance with the forest policy (palm oil, soy, wood and paper, Brazilian beef, cocoa) by 2025;
- textiles: 100% of wood-based fibers (such as viscose, lyocell and modal) produced without deforestation in our TEX products by 2023.

These objectives apply to all 8 of the Group's integrated countries. They are integrated into the purchasing rules for the food transition and are regularly monitored through KPIs published annually in the extra-financial performance declaration. The results achieved in implementing these objectives are also included in the CSR and Food Transition Index, a variable compensation criterion for the Chairman and CEO, Group and country Executive Committees, and Group employees.

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IPAC questions

1. **What is the surface area of solar panels covering Carrefour's outdoor parking lots in France and worldwide? What percentage of parking lot surface does this represent? What is our group's roadmap and objectives in this area over the next three years?**

Carrefour aims to achieve 100% renewable electricity for its stores by 2030. The Group's priority is to develop on-site electricity generation for self-consumption or injection. In France, the Carsol project, launched in 2020, is currently equipping seven hypermarkets with power plants.
photovoltaic panels. 10% of the consumption (21 GWh) of these stores is covered by this initiative. By 2022, 18 hypermarkets worldwide will be equipped with photovoltaic power plants. As part of the Carrefour 2026 plan, the Group intends to accelerate the development of photovoltaic energy production, with the installation and operation of 4.5 million solar panels on shaded parking lots in France, Spain and Brazil, representing almost 1 TwH of theoretically producible electricity per year by 2027. Atacadão in Brazil has also embarked on a solar panel development plan, with one store equipped by 2022 and several more expected by 2023. In Europe, five stores are also equipped with solar panels in Poland, four in Belgium and one in Italy.
To reach its target of 100% renewable electricity by 2030, Carrefour also plans to use PPAs (*Power Purchase Agreements*).

2. **Future European regulations on imported deforestation call for greater traceability of foodstuffs, particularly palm oil. This will pose technical and administrative difficulties for small-scale planters, and they're worried about it. How much of Carrefour's palm oil supply comes from small independent growers? How do you intend to help them meet EU requirements?**

Palm oil is one of the raw materials identified by Carrefour as being at risk of deforestation. As such, palm oil is the subject of a specific action plan: the group's objective is to ensure that 100% of the palm and palm kernel oil used in Carrefour-branded products is RSPO certified Segregated: by the end of 2022, 99.9% of the palm oil used in Carrefour-branded products will be RSPO certified or equivalent, and 83.4% will be RSPO certified and segregated (physical traceability).

Future European regulations will facilitate the achievement of the Group's objectives by requiring importers to improve the traceability of palm oil for the entire European market. In addition, the Group has committed palm oil traders to improving their practices. The Group aims to have 100% of key traders in its supply chain making progress towards compliance with our policy by 2025. The assessment criteria for these traders include an evaluation of the action plans dedicated to small-scale producers in the supply zones, and the existence of a dedicated funding fund.

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Questions from La Banque Postale

Carrefour is committed to being Zero Deforestation in its supply chain for Brazilian sourced beef in its Carrefour stores by 2026; and in all its stores by 2030.
You mention that you are committed to getting out of risk zones and wish to delist any farms located in these zones. In parallel with this measure, how does Carrefour intend to overcome the traceability difficulties inherent in tracking each animal from birth to slaughter, as identification carried out on a group of individuals has already proved ineffective in the fight against cattle laundering?
Do you intend to influence the Brazilian government to strengthen control and monitoring mechanisms for cattle and farms?
Does this policy concern illegal deforestation only, or does it encompass legal deforestation in line with the practices encouraged by the Accountability Framework Initiative?

Beef produced in Brazil is one of the raw materials most at risk from deforestation. As such, it is the subject of an action plan implemented by the Group. The Group's objectives are as follows:

- 100% of Brazilian beef suppliers are geo-monitored and comply with our forest policy or are committed to an ambitious policy to combat deforestation;
- 100% deforestation-free Carrefour-branded Brazilian beef (from outside high-risk areas) by 2026;
- 100% of key traders in progress to comply with our policy by 2025;
- 100% deforestation-free beef from other brands sold in Carrefour stores by 2030.

In this way, the Group's objectives cover both the farms that directly supply the abattoirs that supply the Group, and the so-called indirect farms. To improve traceability beyond direct farms, the Group is implementing various innovation projects, such as the "Visipec" pilot project implemented with the National Wildlife Federation and the veal production-to-store traceability project implemented in partnership with IDH. In addition, Carrefour has created a fund dedicated to deforestation, with an investment of 10 million euros to finance projects contributing to the preservation of biodiversity and the improvement of traceability in the beef industry.

The Group's objectives in the fight against deforestation in Brazil cover both legal and illegal deforestation. In addition, Carrefour works with governments and administrations in the various countries where it is present to encourage forest preservation: through the manifesto "*Pour une mobilisation des acteurs français pour lutter contre la déforestation importée liée au soja* en France" (*mobilizing French players to combat imported deforestation linked to soya in* France, in conjunction with the national strategy to combat imported deforestation), by supporting the draft European regulations to combat deforestation, and in collaboration with Brazilian public authorities.