

2

SUSTAINABILITY STATEMENT AND DUTY OF CARE PLAN

2.1 Sustainability Statement	58	2.2 Carrefour's Duty of Care Plan	256
2.1.1 General disclosures [ESRS 2]	59	2.2.1 Governance of the Duty of Care Plan	256
2.1.2 Environmental information	88	2.2.2 Risk mapping methodology	260
2.1.3 Social information	177	2.2.3 Risk mapping results and duty of care	266
2.1.4 Governance information	232	2.2.4 Risk assessment measures	272
2.1.5 Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of Carrefour SA	252	2.2.5 Presentation of prevention and mitigation measures for identified risks	275
		2.2.6 Whistleblowing facilities	288
		2.2.7 Monitoring system for measures implemented	291
		2.2.8 Report on the 2024 Duty of Care Plan	292

2.1 Sustainability Statement

Introduction

This Sustainability Statement meets the requirements of the Corporate Sustainability Reporting Directive (CSRD) and provides a detailed overview of Carrefour's environmental, social and governance (ESG) disclosure requirements.

It includes general disclosures in accordance with ESRS 2, outlining the basis for preparation of this Sustainability Statement, the Group's sustainability governance, consideration of stakeholder interests and views, processes to identify and assess impacts, risks and opportunities, and the results of the double materiality assessment.

A comprehensive analysis of the Group's policies, actions and performance metrics reflects its commitment to meeting regulatory requirements and stakeholder expectations in terms of sustainability.

It also includes details on the EU Green Taxonomy, as outlined in Section 2.1.2.6, in compliance with Regulation (EU) 2020/852, which came into effect on July 12, 2020. This regulation establishes a common classification system for all European Union countries to identify sustainable economic activities.

Information on Carrefour's duty of care, as required under French Law 2017-399 of March 27, 2017 on risk identification and the prevention of serious violations of human rights and fundamental freedoms, health and safety of individuals and the environment, is provided in Section 2.2.

2.1.1 GENERAL DISCLOSURES [ESRS 2]

2.1.1.1 General information

Strategy, business model and value chain [SBM-1]:

The Group's strategy, business model and value chain are described in Chapter 1: Group overview, Section 1.1.6 Our business model, Section 1.1 Group profile – Executive summary 2024 and Section 1.3 Strategy & progress – the "Carrefour 2026" plan.

The description of the business model, stakeholders and activities also covers the location of impacts, risks, and opportunities.

2.1.1.1.1 Corporate governance

The role of the administrative, management and supervisory bodies [GOV-1]

■ The Board of Directors

The Board of Directors, assisted by the Governance Committee, ensures that the necessary skills are in place to implement the Company's strategic plan. It seeks to ensure that the Directors' skills are balanced, relevant and complementary in light of the Carrefour group strategy so that their areas of expertise evenly cover knowledge of the retail sector, Executive Management experience, governance, finance, international experience, digital transformation and innovation, as well as corporate social responsibility. [GOV-1] – 20(b)

At December 31, 2024, the Board of Directors had 13 members (excluding Directors representing employees), six or 46% of whom were women and 62% of whom were independent (these percentages do not include the two Directors representing employees). Three of the Directors were non French. In addition, four committees are chaired by Independent Directors. [GOV-1] – 21(a), 21(b), 21(d), 21(e), 20(b)

Of the 13 Board members (excluding the two employee representatives), 11 have executive management experience, 10 have governance experience, 9 have financial expertise, 11 have international experience, 7 have expertise in CSR, 8 in digital transformation and innovation, and 7 in the retail sector. [GOV-1] – 21(c) The members of the CSR Committee have also received training on climate change (2023) and biodiversity (2024).

The Board of Directors has set up specialised committees to review any questions submitted to them by the Board itself or by its Chairman. To reflect the nature and specific characteristics of the Company's operations, the Board of Directors has created the following specialised committees:

- the Audit Committee;
- the Compensation Committee;
- the Governance Committee (formerly the Appointments Committee);
- the CSR Committee;
- the Strategic Committee.

The specialised Committees are made up of Directors appointed by the Board of Directors for the period during which they are in office. They report regularly to the Board of Directors on their work and submit to it their observations, opinions, proposals and recommendations. To this end, the Chairman of each specialised committee (or, if they are unavailable, another member of the same specialised committee) gives an oral summary of their work to the Board of Directors at its upcoming meeting. [GOV-1] – 22(a), 22(b), 22(c)

The management of Impacts, Risks and Opportunities (IROs) is entrusted to the CSR Committee and the Audit Committee.

■ **The CSR Committee** oversees the Group's sustainability performance and defines its ambitions in the various areas of corporate social responsibility. In 2024, it focused particularly on the CSRD, regulations on imported deforestation and biodiversity. The CSR Committee also oversees the double materiality assessment. [GOV-1] – 22(d), 23(a), 23(b)

■ **The Audit Committee** oversees the reliability of the data reporting and associated internal control processes implemented by the Group Finance department, thereby ensuring the management of sustainability performance and the processes enabling the Group to achieve its ambitions. [GOV-1] – 22(c)

The Group Executive Committee, created and chaired by Alexandre Bompard, Carrefour's Chairman and Chief Executive Officer (the only executive member of the Board of Directors – [GOV-1] – 20(a)), to strengthen oversight of the Group and closely monitor its transformation plan, comprises Group managers and individuals from other horizons who contribute complementary expertise. At the time of its creation, the Committee comprised 14 members, including one woman, i.e., 7% [GOV-1] – 21(d). At the date of this Sustainability Statement, it had 14 members including four women, i.e., 29%. These changes broadly reflect the policy encouraging women's access to positions of responsibility.

CSR governance

CSR governance is exercised by the Group Executive Committee, under the supervision of the Board of Directors, mainly through the Board's CSR Committee and Audit Committee.

Sustainability governance also involves a range of other Group committees and departments, including:

- The Group CSR and Food Transition Index Committee is composed of selected members of the Executive Committee and brings together the Group Management Control, Marketing and Customer Relations, Merchandise, Human Resources, and Strategy departments. This committee oversees the Group's performance by monitoring the CSR and food transition index objectives and metrics, and determines the priorities for action to ensure that results are achieved.
- The CSR & Food Transition Index Committees that have been set up within each Group country, and which perform the same oversight role at country level.

Sustainability Statement

- The Food Transition Rules Committee is co-chaired by the heads of the Group's Merchandise and Engagement departments, with its members comprising representatives from the Group's Audit & Risk, CSR, Own-brand, Fresh Produce, Legal Affairs, Quality, Franchise and Merchandise departments. It reviews any controversies and ensuing solutions, and validates the remedial actions to be implemented. This committee is responsible for the Group's purchasing rules and for making sure they are communicated Group-wide and are effectively applied. It also approves the action plans required to achieve the Group's purchasing-related objectives. This committee meets on a quarterly basis.
- Since 2022, the Group's ambitions in the areas of CSR, Diversity and Inclusion, the Carrefour Foundation and the Group & France Solidarity Division have been managed by the Engagement department.
- The Group Risk Committee, created in late 2022, is an internal cross-functional executive risk governance body. Reporting to the Group General Secretariat, it brings together seven members of the Group Executive Committee, as well as the Group Functional Directors (Internal Audit and Risk, Insurance, Compliance, Internal Control, Cybersecurity, Legal Affairs and Security). Its aim is to ensure that the organisation's main risks and opportunities are addressed, regardless of the topics (including CSR matters) and geographies concerned (for more details, see Chapter 4 of this document).

Sustainability matters disclosed and addressed by the administrative, management and supervisory bodies [GOV-2 – 26(c)]

In 2024, the Group and country CSR and Food Transition Index committees addressed all impacts, risks and opportunities relating to the Group's priorities, as defined in the CSR and Food Transition Index. The Food Transition Rules Committee specifically examined all impacts, risks and opportunities concerning suppliers and goods marketed by the Group.

This governance is supported by the integration of sustainability outcomes into the incentive systems. The compensation policy for company officers is set by the Board of Directors, on the recommendation of its Compensation Committee. It is submitted annually to the Shareholders' Meeting for approval. [GOV-3]-29a. Carrefour has established a CSR and Food Transition Index to monitor the achievement of its objectives, assess its CSR performance and motivate its internal teams. This index is presented in Chapter 1, Section 1.8.3 Summary of 2024 non-financial performance of this report. It consolidates Carrefour's priority sustainability objectives and measures the Group's performance against annual targets for each of these objectives in the form of a single score.

In 2019, the Group's performance in achieving these objectives was incorporated into the executive compensation criteria to provide a basis for calculating executive compensation under the long-term incentive plan (LTIP) and for the annual variable compensation and LTIP of the Chairman and Chief Executive Officer. Since 2021, the CSR index has been integrated into the variable compensation of executives in integrated countries. Under the 2024 compensation policy for the Chairman and Chief Executive Officer:

- 20% of the annual variable compensation of the executive company officer is linked to the results of the CSR and Food Transition Index;
- 25% of the variable LTIP compensation of the executive company officer is dependent on the achievement of three criteria, already tracked in the CSR and Food Transition index, and which reflect the Group's long-term commitments to combating climate change, namely (i) sensitive materials, (ii) greenhouse gas emissions and (iii) supplier engagement.

Sustainability Statement governance

Since the entry into force of the CSRD, the Group has strengthened its governance system to ensure that its sustainability reporting is effective and that the related policies and action plans are implemented.

Within the Board of Directors, the CSR Committee and the Audit Committee are jointly responsible for overseeing the Sustainability Statement:

- The CSR Committee oversees the Group's double materiality assessment as well as its ESG (Environment, Social, Governance) policies drawn up in order to address its material impacts, risks and opportunities, and it monitors the related performance metrics.
- The Audit Committee oversees the processes for verifying the compliance and reliability of the quantitative data in the Sustainability Statement.

The members of the Board of Directors receive CSRD training during joint sessions of the Audit and CSR Committees. This enables them to track the Group's progress towards compliance and to approve strategic decisions.

Within the Group Executive Committee, a CSRD and Duty of Care Committee has been set up. This committee validates the Group's double materiality assessment, and allocates the roles and responsibilities within the Executive Committee and within the various business lines for implementing the processes necessary for the purpose of (i) preparing the Sustainability Statement, and (ii) implementing the policies and action plans required for improving the Group's performance. Each key CSRD issue is placed under the responsibility of one or more members of the Executive Committee, and an "owner" is appointed in each of the Group's business lines to ensure the reporting related to that issue is effectively conducted and that the corresponding action plans are carried out. The CSRD and Duty of Care Committee oversees the preparation of the sustainability statement.

Within the Executive Management team, the Group's CSR department and Financial Control department are jointly responsible for ensuring compliance with the CSRD and for verifying that integrated reporting has been used in the preparation of the Sustainability Statement:

- the Financial Control department uses dedicated procedures to collect the data of the Group's countries and to verify the quality and compliance of that data, within the required timeframes;
- the CSR department determines the Group's ESG issues and objectives, analyses the related achievements, and monitors its ESG performance and action plans.

Within the Group's business lines, the sustainability reporting project mobilised some 400 contributors from a range of departments, in particular:

- the HR department, which oversees social issues;
- the Internal Control department, which performs stringent controls on sustainability data;
- departments within the business lines (operations, purchasing, quality, technical), which play a central role thanks to their expertise in the field and their involvement in the action plans;
- the Solidarity department, which provides information on the Group's community-outreach actions;
- the Diversity and Inclusion department.

The Sustainability Statement is built on the work and involvement of all of the Group's employees at all levels of the organisation, via three main actions:

- Training and awareness-raising: employee training and awareness-raising sessions were held to explain the objectives of the CSRD and the key stages in the Group's CSRD compliance process.
- Participation in the double materiality assessment (DMA): contributors from the Group's business lines took part in the financial impact assessment process, thereby giving them a greater understanding of the impacts, risks and opportunities associated with their activities.
- Contribution to drawing up the sustainability report: employees' expertise is essential for documenting policies, action plans and future projects as it ensures the relevance and credibility of the information disclosed.

Thanks to this structured and collaborative governance system, Carrefour can be sure that its sustainability strategy is firmly embedded in all of the aspects of its organisation.

Risk management and internal controls over sustainability reporting [GOV-5]

The Internal Control department was involved in creating the underlying procedures and risk analyses in order to ensure that relevant control points were put in place at the various stages of the process. A control matrix aimed at verifying CSRD reporting information has been integrated into the systems for assessing the level of maturity of internal control environments of countries (e.g., self-assessment questionnaire and quarterly monitoring of remediation plans).

For more information on the risk management and internal control process, see Chapter 4: Risk management and internal control (4.1 Risk management and 4.2 Internal control system).

In order to guarantee the reliability of the qualitative data contained in the Sustainability Statement, the leadership teams of the Group's business lines carry out a detailed review of the policies, targets and action plans, and are subsequently responsible for ensuring that the objectives set are achieved. This review is formally documented. [MDR-M.R.ESRS 2] – 77 (b)

The reliability of the quantitative data in the Sustainability Statement is assured via a set of procedures, controls and responsibilities that are clearly defined in the following frameworks:

- the reporting manuals drawn up by the Group CSR department, which give a clear definition of all the applicable performance metrics, the data used to calculate them, and the corresponding reporting scopes;

- RACI (Responsible, Accountable, Consulted, Informed) procedures, which specify the reporting coordinator within the Finance Department for each country, as well as the roles and responsibilities of the business-line contributors for each performance metric;

- local reporting procedures, which are drawn up in order to specify the methods for collecting each type of data via the various business-line applications, as well as relevant control points for reliability assurance;

- control points on the information reported, in accordance with procedures.

There are several tiers of control:

- tier 1 controls carried out by business-line contributors (completeness and accuracy);
- tier 2 controls carried out by the country-level reporting coordinators (completeness and consistency);
- tier 3 controls carried out by the Group's CSR department during the consolidation process (consistency).

2.1.1.1.2 General elements of the CSR approach

Disclosures in relation to specific circumstances [BP-2]

This Sustainability Statement was prepared for the first year of application of the Corporate Sustainability Reporting Directive (CSRD), as transposed into French law by Ordinance 2023-1142 of December 6, 2023, and in accordance with European Sustainability Reporting Standards (ESRS). This first year reflects the uncertainties and challenges inherent in any initial phase of application.

Main estimations and uncertainties relating to metrics:

Some metrics may have methodology constraints arising from a lack of uniformity between national and international laws and definitions (e.g., regarding work-related accidents) and/or from the qualitative, and therefore subjective, nature of certain data (e.g., metrics linked to purchasing quality, the logistics process, stakeholders and consumer awareness).

In some cases, metrics may be calculated using estimated data or subject to methodological simplifications. If necessary, BUs are required to specify and justify the relevance of assumptions used in making estimates. The calculation methodologies are governed by the Group's sustainability reporting manuals.

The main estimations concern:

- Scope 3 greenhouse gas emissions and energy consumption metrics (ESRS E1 Disclosure requirement E1-6)
- Total tonnage and breakdown of waste (ESRS E5 §37)
- Gender pay gap (ESRS S1 §97a)

Information not disclosed with respect to 2024:

For this first year of application, and despite the efforts made, the Group encountered difficulties in collecting, consolidating and producing certain information within the deadlines set. Carrefour is working hard to improve the availability of information required under the CSRD. A two-year action plan has been drawn up to significantly improve the availability of the information required.

- **Regarding the equity ratio or the ratio of the annual total compensation for the highest compensated individual to the median annual total compensation for all employees** (ESRS S1 S1-16 §97b), Carrefour is not able to disclose this information as it does not have a centralised system to calculate a Group-wide median salary. The Group discloses a median employee compensation ratio based on Carrefour Management employees who have worked at the Group's head office in France for several years. This disclosure is made in Section 2.1.3.4 ESRS S1, Adequate wage for Carrefour employees).
- **Regarding payment practices** (ESRS G1 G1-6 §33a and b): the information required is not available centrally at Group level, but Carrefour makes every effort to comply with applicable regulations and contracts with its suppliers in each of the countries in which it operates. In this report, Carrefour provides information on compliance with legal payment terms in France, Brazil and Spain in Section 2.1.4.1.2 Developing a responsible purchasing strategy across the value chain. This scope accounts for 81% of Group sales. The consolidation of these data at the Group level requires work to ensure its reliability, as different entities and countries are involved, with different definitions and time horizons for different product categories. Methodologies still need to be standardised to ensure the consistency of the consolidated data. Alignment work is underway to consolidate this metric in the coming months.
- **Regarding the percentage of sales derived from petroleum products: over the last five years**, the percentage of sales derived from petroleum products has ranged between 7% and 11% of the Group's consolidated sales. This figure is subject to considerable volatility depending on price fluctuations and applicable taxes. The Group reports the CO₂ emissions associated with fuel sales, which are directly correlated with the volumes and quality of fuel sold. This figure reflects the reality of the Group's energy transition, in line with its target of reducing GHG emissions associated with the use of products sold (fuel) by 27.5% by 2030.
- **Regarding the financial impact of the Group's action plans as part of the transition plan:** For climate change mitigation, the Group has established an investment trajectory to 2032 to reduce its Scope 1 & 2 CO₂ emissions (described in Section 2.1.2.1 Climate change). These data are estimated. It is also subject to fluctuations related to market trends and economic conditions during the year. Given the uncertainties inherent in this forward-looking information, it is not presented in this report at this stage. The Group's other action plans are all driven mainly by the commitment of Group teams and interaction with suppliers to promote innovation in value chains. They therefore do not require significant investment by

the Group. They do, however, generate operating expenses. As these are spread across CSR, business and store teams, it is impossible to measure them accurately. Work is ongoing to determine the right way for a retailer to report other metrics:

Information on resource inflows and outflows for products sold (ESRS E5-4 §31a, b, c and ESRS E5-5 §33a, b, c), for which Carrefour has chosen to prioritise the scope of single-use packaging,

Information on substances of concern and very high concern contained in products sold (ESRS E2-5 §34).

Scope of the Sustainability Statement:

The scope is described in BP-1 below and in the topical chapters. Some information is incomplete for recently acquired banners (Cora and Match), or missing for certain geographies (waste).

General basis for preparation of the Sustainability Statement [BP-1]**Reporting period:**

Reporting is conducted on a quarterly basis. Annual reporting is used to prepare the Sustainability Statement. The period used for annual reporting is the calendar year (January 1 to December 31, 2024), without modifying the data for previous years.

Data collection methods:

The system in place is based on dual information reporting that allows for collection of qualitative and quantitative data from the various countries and banners. From a qualitative point of view, the best practices implemented in Group host countries are reported through personalised interviews (in person if possible, by videoconference if not), or by e-mail.

From a quantitative perspective:

- Environmental indicators have been reported through the EPM Cloud application since 2022. This application is used in conjunction with the one used by the Group for financial consolidation and reporting.
- Customer metrics are taken from the Group's consumer opinion review platform.
- Social KPIs are reported through the Group's Human Resources reporting tool. Reporting liaison officers identified in each country are responsible for coordinating environmental and social reporting for their respective countries.

Automatic data checks are performed in the tool.

Environmental data control methods:

The EPM Cloud reporting application includes automatic consistency checks to prevent data entry errors. It also allows the insertion of explanatory comments to facilitate internal control and audit. Each reporting manager verifies the data entered before it is consolidated at Group level, with the help of a checklist and control tips that are explained in the definition sheet for each metric. The Group's CSR department carries out a second level of data control. Inconsistencies and errors that are found are reviewed together with the countries and corrected as needed.

Social data control methods:

Social data are checked locally before being entered in the Group human resources tool. The Group's Human Resources department carries out a second level of data control. Inconsistencies and errors that are found are reviewed together with the countries and corrected as needed.

Scope of consolidation – 5(a) and 5(b)i:

The basis for preparation of this Sustainability Statement is the consolidated scope of the Carrefour group as presented in Chapter 6 of the Universal Registration Document, with the exceptions set out below. The publication of this Sustainability Statement was authorised by the Board of Directors at its meeting of February 19, 2025.

As new entities join the Group, a process is put in place to gradually consolidate them in Carrefour's sustainability reporting. The first stage of this process involves drawing up estimates in order to carry out an initial performance assessment, while the newly-consolidated entities are given time to build their sustainability performance and gradually align their practices with the Group's standards. For 2024, Cora and Match were acquired on July 1. The Group has been able to consolidate social data, but environmental data will not be consolidated until 2025. The operations in question are immaterial at Group level.

Scope of policies, targets and action plans:

The Group policies, targets and action plans described in the Sustainability Statement apply by default to the eight integrated countries, namely Argentina, Belgium, Brazil, France, Italy, Poland, Romania and Spain. When this is not the case, the scope is specified directly in the chapter concerned.

For policies, targets and action plans that concern the Group's direct activities, i.e., the activities of its sites (stores, warehouses, head offices), the scope does not include franchised stores unless specified otherwise in the related section of the report. The scope may also differ between data specific to the Group CSR Index, which has historically excluded warehouses, and the Group's consolidated data. Further details are provided in the relevant sections.

For the performance metrics, the scope is indicated opposite each metric in the metrics table (see BP-2).

Coverage of the value chain – 5(c):

Carrefour plays a central role as a convergence point between the various actors in the value chain: producers, suppliers, employees, franchisee partners and consumers. Its double materiality assessment covers all of the scopes along this chain so that the key issues can be identified and prioritised. The Group implements policies and action plans to address the issues identified in relation to each of these stakeholders.

For policies, targets and action plans that concern the Group's indirect activities upstream or downstream of its value chain, i.e., products sold by the Group, the scope includes own brands, and in some cases, national brands. In the event of any exclusions from the scope, the scope used is specified directly in the corresponding chapter.

Choice of metrics:■ **CSR metrics**

Since 2003, Carrefour has used indicators (now referred to as 'metrics') for its strategic CSR priorities. These metrics, which are revised over the years, are designed to monitor the commitments and progress made in terms of its environmental and social performance. Each metric is chosen for its relevance to risks and societal challenges identified by the Group and with regard to its CSR policies.

CSR and Food Transition Index:

The CSR and Food Transition index, introduced in 2018, assesses Carrefour's performance in implementing CSR commitments. It is monitored quarterly and published twice a year. This index covers four categories: (i) procurement and product design, (ii) site operations, (iii) customer involvement and satisfaction with the food transition and (iv) human resource management and employee engagement. Each of these categories is associated with several quantitative objectives and deadlines.

Methodology for calculating the CSR and Food Transition Index:

The CSR and Food Transition Index calculates a final score that aggregates 17 objectives in four categories (products, stores, consumers, and human resources). The final score for each category is calculated as an unweighted average of the four categories. The score for each metric is calculated as the ratio of the result to its target over the given reporting period, expressed as a percentage. The "employee commitment" metric is an exception as its score uses the following rule: for each point of deviation from the target of 7.5/10 (i.e., 75/100, up or down), the index score varies by plus or minus 4 points. The data and related calculation are reviewed by external auditors.

Change in the CSR and Food Transition Index:

In 2021, the Group revised the CSR index and drafted purchasing rules on its priority environmental and social issues. Following this work, new metrics were defined. In 2023, the index was revised again in line with the new Carrefour 2026 strategic plan.

New metrics developed to meet ESRS requirements:

New metrics have been defined and added to the reporting process in 2024 to meet the requirements of the various ESRSs.

For metrics on indirect purchases (e.g., sales and marketing publications), the consumption level of stores opened during the year, as well as that of franchised stores may be included. The number of square metres of sales area includes all stores open during the entire reporting period and does not include storage areas, food preparation areas or the adjacent shopping mall, if applicable.

The same rules regarding scope and environmental metrics apply to Installations Classified for the Protection of the Environment (ICPE) coming under the regulations of stores and other sites.

■ **Scope of environmental and social metrics**■ **Store metrics**

The scope covers all integrated stores open and operating under a Group banner for the entire reporting period. The scope excludes consumption related to non-Group activities, transport of people, warehouses, franchised stores, head offices and other administrative offices. For some metrics, warehouses are included, in which case this is specified with a note under the tables of metrics (example: food waste). Any BUs that were sold or closed during the reporting period are not included.

Sustainability Statement

For metrics on indirect purchases (e.g., sales and marketing publications), the consumption level of stores opened during the year, as well as that of franchised stores may be included.

The number of square metres of sales area includes all stores open during the entire reporting period and does not include storage areas, food preparation areas or the adjacent shopping mall, if applicable.

The same rules regarding scope and environmental metrics apply to Installations Classified for the Protection of the Environment (ICPE) coming under the regulations of stores and other sites.

■ **Merchandise metrics (organic products, Carrefour Quality Lines, sustainable fishing, sustainable forest management, textiles, packaging and animal welfare)**

The scope covers products sold under the Group banner, without distinguishing between franchises, integrated stores or formats (stores, drives, online purchasing).

- Regarding the organic product sales metrics, total food sales only include sales by physical store or e-commerce specialists (e.g., Bio C Bon, So Bio);
- Regarding the textile metrics, they are reported by the purchasing centres (including, for example, the Global Sourcing purchasing centre);
- The tonnes of packaging avoided metric is calculated based on the quantities of packaging purchased as reported by the purchasing centres (including, for example, the Global Sourcing purchasing centre), except for Brazil which calculates the metric based on the quantities of packaging sold.

■ **HR metrics**

The scope covers all of the Group's BUs and headquarters. Any BUs that were sold or closed during the reporting period are not included. The scope includes Carrefour Banque and Carrefour Property Development, both housed within Carrefour SA (parent company).

Definition of the CSR and Food Transition Index environmental and social metrics:

■ **Environmental information:**

Logistics: CO₂ emissions from the Group's logistics activity include CO₂ emissions from downstream road transport. This metric counts CO₂ emissions related to the transport of goods between warehouses and stores. The following CO₂ emissions are not taken into account:

- emissions generated during the upstream transport of goods to the warehouse;
- emissions generated by direct deliveries (direct "producer-to-store" transport of goods without going through a warehouse);
- emissions generated by customer and employee journeys;
- emissions generated by downstream maritime transport.

Note that "store/warehouse" return trips are only taken into account for fleets hired for Carrefour's exclusive use.

In the vast majority of cases, CO₂ emissions related to the transport of goods are calculated on the basis of distance

travelled since there is no actual data on service providers' fuel consumption and average consumption by type of vehicle.

Pallets (transport units) used for backhauling are not included in the total number of pallets used in downstream transport.

Energy: the quantity of energy reported corresponds to the quantity purchased and not the quantity actually consumed for heating oil and gas (15% of the energy consumed by the stores).

Refrigerants: any leaks that may have occurred prior to a change of equipment are not quantified in the reporting. They correspond to emissions generated between the last maintenance operation and replacement of the unit. The impact is insignificant at Group level thanks to both regular monitoring of the units and the staggered timetable for their replacement. Note that mass balances are not systematically carried out each time the fluid is reloaded or at year-end. Some BUs purchase and store refrigerants in advance and may include refrigerants still stored in containers in consumption figures for the year of purchase.

Waste: the chosen reporting scope includes entities that use waste collection companies which provide information about the tonnage of waste removed. Generally speaking, when waste is collected directly by local authorities, information is not available (the case at present in Spain, Italy and France). The tonnages of waste evacuated by local authorities can therefore be estimated using a methodology approved by the Group. Supermarkets in Italy are excluded from the reporting scope because more than 90% of waste is collected by local municipalities and therefore these data cannot be estimated reliably.

Food waste: to monitor the reduction in food waste, Carrefour has decided to publish as a metric the percent reduction in food waste intensity in a given year compared to 2016 (in kg/sq.m.). The food waste intensity ratio corresponds to quantity of food waste (in kg) divided by surface area (in sq.m.). The surface areas used for the calculation are sales areas.

In 2023, Carrefour changed the definition of food waste to take into account the definition recommended by ADEME (Agence de la transition écologique – Bilan du GT 1 du Pacte National de Lutte contre le Gaspillage Alimentaire, 2019), which defines food waste as follows: "All food intended for human consumption that is lost, thrown away or spoiled, regardless of its value." In Carrefour stores, food waste corresponds to the known amount by which foods are marked down. This change in definition means changing the way this metric is calculated and restating historical data.

Depending on the country, there are two possible methods for monitoring the metric:

- (i) monitoring food markdowns directly in tonnes (Spain and Argentina);
- (ii) monitoring food markdowns in monetary units (euros, etc.) and then converting them into tonne equivalents (see below). The Group uses a euro/tonne conversion factor, calculated annually on the basis of data for Spain. This conversion factor is calculated per format and adjusted for annual inflation per country. In 2023, this method was used for all countries except Spain and Argentina. Its use is provisional. All countries are working to improve the reliability of markdown monitoring in tonnes.

In order to restate 2016 historical data in line with the new definition, the method used for making estimates is as follows:

- (i) food waste intensity ratio calculated according to the old method/intensity ratio calculated according to the new method (for 2021 and 2022);
- (ii) average of the ratios calculated over 2021 and 2022;
- (iii) average waste intensity for 2016 applied, calculated according to the old method.

The average difference between the new and old methodologies is 22%, reflecting the exclusion of energy recovery (anaerobic digestion) and the increased reliability of data on the reasons for markdowns.

Note that data for Belgium, Atacadão in Brazil and Sam's Club in Brazil are not available for the 2016 baseline. As such, they are not included in the reduction metric with the 2016 baseline, but are however taken into account when calculating reductions in food waste with a 2022 baseline.

Food donations: the ratio used to calculate the number of meal equivalents donated to food aid associations in all Group countries is 1 meal = 500g.

■ Product information:

Number of listed organic Carrefour food products: the number of listed organic products reported pertains to the number of organic products labelled by outside third parties found among retailer-branded products whose sales during the year were not zero. The number of Group listed products corresponds to the number of listed Carrefour Bio organic products sold by the Group.

Number of Carrefour Quality Lines products: the calculation methodology was adjusted in 2019. The number of CQL products corresponds to the sum of all products in the assortment that customers can identify throughout the year as being offered under the CQL programme. The following rules apply: a given product packaged in different ways is only counted once; in the meat and fish sections, a given product presented in different cuts is only counted once; if the offering is segmented by breed or variety, that breed or variety corresponds to one product.

Certified sustainable products: certified sustainable products claim a verified link with environmental and/or social protection. This category includes organic food and non-food products, products from Carrefour Quality Lines, responsible fishing, responsible wood and paper, responsible textiles (recycled, cashmere, wool and viscose) and European Ecolabel products.

Plant-based: plant-based proteins are all products that are direct substitutes for products whose main ingredients are animal products, other vegetarian or vegan products identified by a specific brand (e.g., Carrefour Sensation, formerly Carrefour Veggie), label or certification (Veggie, Vegan), or whose packaging refers to it, and all pulses (legumes with seeds edible for humans) or vegetarian processed products containing at least 50% pulses (e.g., hummus).

CQL committed to an agroecological approach: this metric was reported for the first time in 2022 for France only. The reporting methodology is being rolled out in other countries. A Carrefour Quality Line is considered to be committed to an agroecological

approach if all of the suppliers in the line are committed. A Carrefour Quality Line supplier is considered to be committed to an agroecological approach if at least one pilot producer using an agroecological approach is included. An agroecological line features a specific message for customers, "cultivated without -ides". It commits suppliers not only to eliminating all or part of the synthetic pesticides used in cultivation, but also to working on soil conservation and biodiversity.

Sustainable fishing: sustainable fishing products identified as "responsible" are as follows: ASC (Aquaculture Stewardship Council) products, MSC (Marine Stewardship Council) products, organic products, Carrefour Quality Line products, Green List species (responsible species), products from a sustainable fishing/responsible farming approach whose credibility is confirmed by stakeholders and validated by the Group CSR Department, products from fisheries that have implemented a Fisheries Improvement Project (FIP) assessed as credible (tuna excluded) in Annex 7. For tinned tuna, the sustainability criteria are listed in Annex 6 (MSC without fish aggregation devices and caught with pole and line).

Sustainable agriculture: Carrefour's strategy for developing sustainable agriculture is based on two pillars: the development of its organic range and the development of agroecology through its Carrefour Quality Lines.

Soy: This metric concerns soy contained in unprocessed fresh and frozen products (excluding deli meats) in the following categories: chicken, turkey, pork, beef, veal, lamb, salmon, eggs, milk and minced meat. It is a means metric, based on a contractual commitment made by the supplier.

Sustainable soy: certified deforestation-free soy with full traceability. Carrefour recognises the Proterra, RTRS at the segregated level at least, Danau Soy and Europe Soy certifications. Soy from local, non-deforested production (e.g., Sojalim suppliers in France, local soy production in Europe, etc.). Soy from a region where there is no risk of deforestation (see food transition purchasing rules). Soy from a high-risk region where a progress plan has been contracted with producers through a field project, such as the Cerrado Compensation Mechanism, and validated by stakeholders.

Palm oil: Carrefour guarantees that 100% of its palm oil supplies comply with its Responsible Forestry commitments (i.e., POIG, RSPO IP, RSPO Segregated or RSPO Mass Balance). Palm oil derivatives used in household, perfume and hygiene products are excluded from the scope.

Brazilian beef: the percentage of geo-referenced Brazilian beef is calculated using the number of tier 2 geo-referenced suppliers. The tier 2 suppliers correspond to farms that supply the abattoirs. The supply chain for Brazilian beef is complex, involving up to seven stages.

Traders: a trader is an upstream player in Carrefour's value chain who negotiates the purchase and sale of agricultural raw materials.

Customer community: a customer community is a group of engaged consumers who can exchange ideas, share initiatives identified in-store (Carrefour and competitors), monitor food transition issues and within which we can communicate our initiatives, collect consumer expectations and feedback.

Sustainability Statement

This community meets in several ways: weekly meetings to share information, monthly meetings to meet suppliers, in-person events (twice a year), WhatsApp thread.

Animal welfare – slaughterhouse audits: animal welfare audits are performed in the case of lambs, cattle, hogs, calves and poultry. Abattoir audits can be performed either (i) by Carrefour Quality managers trained in animal welfare issues, based on a Group checklist of animal welfare criteria, or (ii) by a third-party organisation, based on animal welfare certification standards or the Group checklist.

Transparency: number of species for which a system is in place to inform consumers about farming methods. The species concerned are veal, pork, beef (meat), beef (milk), eggs and chicken.

Packaging: Carrefour intends to reduce the amount of packaging it uses by 20,000 tonnes, including at least 15,000 tonnes of plastic, by 2025. For Carrefour, the elimination of plastic packaging is a priority when calculating this metric. Carrefour is also committed to eliminating single-use plastics, as recommended by the EU's Directive on single-use plastics (<https://eur-lex.europa.eu/eli/dir/2019/904/oj>). The weight of packaging avoided is calculated based on the weight of plastic removed in the new packaging compared with the old packaging, or the difference between the weight before and after packaging for other materials.

Partner producers: this metric shows the number of partner producers (or suppliers where producer traceability is not available) with which Carrefour has a specific contract. Carrefour lists its partner producers in Organic Farming, Carrefour Quality Lines, its regional partner producers, its local partner producers and partner producers from other collective initiatives. Several criteria must be met, depending on the type of partnership:

- **Organic Farming partner producers:** multi-year or tacitly renewed contract, commitment on volumes and purchase price reflecting production needs and constraints, specific support during the conversion period. At least one of these criteria must be met.
- **CQL partner producers:** multi-year or tacitly renewed contract, commitment on volumes and purchase price reflecting production needs and constraints, price commitment guaranteeing fair remuneration for the producer. At least one of these criteria must be met.
- **Regional partner producers:** they must be located in the same administrative region as the place of sale of the product, and production must also take place in the same administrative region; delivery must be direct between the producer and the store or via a warehouse; the contract must guarantee a fair price to the producer; the region of origin must be visible and easily identifiable by the customer.
- **Local partner producers:** they must be geo-located within a short distance of the place where their products are sold. Referencing can be done directly by the store without going through the central purchasing unit. The contract with the local partner producer guarantees the producer a fair price, a simplified contract and short payment terms. Finally, the product is known locally and sold in a dedicated space in the store.

- **Partner producers of other collective approaches:** the partner must respect the specifications of a sustainable agricultural production method covered by an official quality label, a quality label covered by local legislation or possibly a private label whose specifications are public and controlled by an independent inspection body. It must also respect at least two of the following criteria: volume commitment, price commitment guaranteeing fair remuneration for the producer, or multi-year contract or tacit renewal.

- **Customer information:**

Customer research is carried out in all the Group's countries and formats by an internal Carrefour group research unit, present in all countries. These studies are carried out monthly on representative customer sample groups.

Act for Food: the metric tracks the percentage of consumers who answer "yes" to the following question: "Does Carrefour help you to eat healthily and responsibly?". This question was updated in September 2023. Therefore, exceptionally in 2023, the results will cover four months (September to December) rather than a full year. Full-year results will be reported from 2024. The results come from a consumer panel survey. The results are averaged in proportion to the responses obtained on sales by format/country. In 2023, the scope corresponds to 99% of consolidated sales, excluding supermarkets in Poland.

Nutrition: the metric tracks the reduction of salt and sugar content in Carrefour-brand products. Reductions relating to a recipe reformulation are only recorded in the year Y in which the recipe was reformulated. This means that all volumes for year Y are taken into account when calculating the reduction for year Y, regardless of the date of reformulation. Savings recorded locally in salt and sugar thanks to products imported from France are deliberately reduced by approximately 40%.

- **Human resources information:**

Gender equality: Executive Directors are a new job category created in 2021 from among the Senior Directors and make up the Group's Top 200. This metric tracks the percentage of women in the Group's Top 200.

Training: this metric takes into account the average number of employees who have completed at least four hours of training during the year as a proportion of the average group workforce.

Disability: number of employees with a disability recognised in accordance with the legislation in force in each country, as a proportion of the total workforce.

Headcount at the end of the period: all Company personnel with an employment contract (excluding interns, international trainees, temporary workers and people on suspended contracts) on December 31.

Work-related accidents: since 2020, the frequency and severity rates are calculated by the number of hours actually worked (and no longer by theoretical hours).

Hiring: Belgian student contract hires are not taken into account.

2.1.1.2 Specific tools developed by the Group to work collaboratively with its stakeholders

Interests and views of stakeholders [SBM-2]

Methods for changing practices based on taking into account stakeholders' interest and views

The Group's approach to achieving sustainability transformation is rooted in close collaboration with its stakeholders and is underpinned by the following principles:

- **Transparent targets and results:** transparent objectives with stakeholder support at the highest level of the organisation: Carrefour identifies key matters and needs, sets quantitative targets and works closely with its partners to develop action plans. These targets form an integral part of the Group's strategic plan (see Chapter 1, Presentation of the Carrefour group). In addition, 17 of them are included in the CSR and Food Transition index, which is used as a performance measurement tool for all of the Group's business lines. The Group also reports transparently on its sustainability progress (see Section 1.5.3). Its policies are shared with stakeholders through a range of published documents (Universal Registration Document, Carrefour group thematic reports), official documents circulated to stakeholders with which Carrefour has an established business relationship (Code of Ethics, Supplier Ethics Charter and working groups such as the Food Transition Pact), and panels and conferences organised on a regular basis. These policies are also available to the Group's customers and can be consulted on the Carrefour.com website. In the interests of transparency and accessibility, documents can be consulted directly online and are translated into English. Stakeholders responsible for implementation, such as Carrefour group employees, can access the information on the internal social network, Workplace, which was launched in 2022 in all integrated countries. Workplace is also where information is shared on the Group's latest initiatives, and where users can find live broadcasts of announcements made at launch events. To ensure that the policies are easy to understand, the documents are available in local languages in PDF format, and the videos have been translated.
- **Consultation and listening to stakeholders:** stakeholder interests are taken into account when defining policies that respond to impacts, risks and opportunities (IRO). Stakeholder communication takes place through the following channels:
 - **Specialist organisations:** Group teams are in regular contact with stakeholders who are specialists in CSR issues. Carrefour organises bilateral consultations to define and update action plans, as well as collective consultation meetings on specific issues (health, packaging, fishing, e-commerce, etc.).
 - **Investors:** The Group regularly communicates with investors through interviews and group meetings. Investors can also report potential alerts or material issues that the Group takes into account when drawing up its action plans.
 - **Internal teams and employee representatives:** Carrefour presents its CSR action plans and results to its various employee representative bodies at both country level and international level. This communication – which is conducted within the framework of the worldwide agreement signed with UNI Global Union – helps to identify areas that require attention.

- **Implementation of innovations at local and international level** in collaboration with partners (suppliers, start-ups, SMEs, non-profits, etc.). By proposing new products, new services and new packaging to our customers, Carrefour can test and verify customer demand before rolling out solutions widely in our stores. Examples include the "c'est qui le patron" brand, the "Apporte ton contenant" initiative to reduce packaging and the "Too Good To Go" solution.

- **Transformation of market norms and standards,** through collaborative work by retail companies, suppliers and stakeholders in the value chain, and non-profits and public authorities. Widely deploying tried-and-tested innovations is a particular example of how this can be achieved. We have initiated the creation of cooperatives in a range of domains, such as packaging, plant-based proteins, and bulk and returnable packaging, and we play an active role in our industry's trade organisations (PERIFEM, FCD, CGF, ECR, etc.).

To collaboratively work with and mobilise our stakeholders, the Group has developed a suite of tools that are tailored to each one of them. These tools span a range of sustainability matters and are described in the various sections of the sustainability report that cover the topics concerned.

Customer engagement tools:

Engaging customers is the main driver for transforming consumer habits, but it is also the most complex to put into action. To transform consumer habits, Carrefour offers products and solutions in stores to promote sustainable consumption. For several years, Carrefour has been working to roll out a CSR strategy in its store network. In particular, the Group aims to develop an active community of consumers in each country. This objective is included in the Group's CSR and Food Transition Index (see Section 1.8.3).

Ways of engaging suppliers and service providers:

Carrefour has structured channels in place for engaging its suppliers and partners, on a collective and individual basis, in strengthening their social and environmental stewardship.

- For example, the Group has a Supplier Ethics Charter which forms an integral part of all purchase contracts in all countries. This charter is based notably on Carrefour's continued compliance with and promotion of the Universal Declaration of Human Rights, the eight fundamental conventions of the International Labour Organization (ILO), the Guiding Principles of the Organisation for Economic Co-operation and Development (OECD), the ten principles of the United Nations Global Compact and the UN Guiding Principles on Business and Human Rights. Its content, scope and changes are described in Section 2.1.4.1. G1 Business conduct.
- The Food Transition Pact has two key components for encouraging supplier engagement: an international pact, designed for suppliers operating in several Group geographies, and national pacts, managed locally to involve suppliers in issues specific to each particular country. Membership of the international pact is voluntary and requires fulfilling at least two of the four eligibility criteria (related to climate, packaging, health/nutrition and biodiversity). Applications for membership, which are submitted to the Carrefour CSR team, are analysed by a panel of experts. This pact provides a strategic forum for communication about CSR issues, with quarterly discussions between members.

Sustainability Statement

■ In addition to collective approaches, Carrefour also puts in place individual initiatives, such as SLBP (Sustainability-Linked Business Partnership) agreements. These non-financial agreements, signed between Carrefour and its suppliers, set multi-year targets based on three topics chosen by the supplier and validated by Carrefour. Each target has a related action plan, an annual pathway and science-based performance metrics. The SLBP process was launched in July 2024, with applications closing in September and reviewed in October. The agreements were signed at the end of 2024 and in the first quarter of 2025. As from 2025, these agreements will include quarterly ESG (non-financial) performance reviews that will be directly linked up with the quarterly financial performance reviews.

Tools for deploying the Group's procurement requirements: purchasing rules for the food transition

Carrefour has drawn up and deployed purchasing rules for food transition in all of its geographies. These rules constitute a set of preventive measures to be applied in procurement processes with a view to mitigating social and environmental risks.

There are a total of 11 CSR and food transition purchasing rules in place at Group level, which incorporate social, environmental and ethical criteria as well as CSR objectives. These rules include:

- the signature by suppliers of an Ethics Charter;
- the process and compliance rules for social audits;
- the appointment by the Group's purchasing entities of a person in charge of social and environmental compliance;
- an action plan to bring production phases and sensitive raw materials into compliance with specific purchasing rules.

Intended for the direct and indirect purchasing teams in the Group's integrated countries, the purchasing rules set the framework for social and environmental compliance, in line with the food transition objectives for existing and future products. They therefore apply to:

- controlled products, national brand products and non-retail products;
- food products (fresh produce and consumer goods), non-food products (small household goods, EPCS and textiles), and out-of-home catering products (e.g., Promocash, Maxi, Atacadão).

These rules, and any changes to them, are submitted for approval to the Committee on Purchasing Rules for the Food Transition. Updated each year, they apply to all Group entities and all production countries based on their level of risk. They form the Group-wide foundation for Carrefour's procurement processes and are relayed within all of the Group's countries and translated into all of its working languages. They form a common base for Carrefour's purchasing.

In each country, the Group's merchandise teams are responsible for applying purchasing rules and implementing Carrefour's policies. They define a deployment plan adapted to the local environment and monitor its implementation. The Group and local CSR teams support their implementation.

The Quality Departments in each country provide support, expertise and the coordination needed to roll out the objectives. On a day-to-day basis, they ensure compliance with purchasing

rules by verifying the compliance of Carrefour-brand products, and also ensure that purchasing practices comply with the regulations in force, carried out jointly with the country's Legal department.

Local sourcing teams are responsible for carrying out checks and provide support for local suppliers. In particular, Carrefour has local offices (Carrefour Global Sourcing) responsible for sourcing non-food products (textiles, small household goods, EPCS) in at-risk countries.

Tools to involve franchisees in the Group's CSR and food transition process

Franchised stores account for 77% of the Group's store network, 43% of its retail space under Group banners and 37% of its sales under Group banners. They are mainly small-format stores. There are two types of franchised stores within the Group: franchised stores in the eight countries in which the Group operates, and franchised stores of international partners.

- **Involving franchised stores in the countries where Carrefour operates directly** (8,834 stores representing 26% of retail space under Group banners).

Carrefour has a **network of franchise advisers to work with its franchise partners in the eight countries in which the Group operates directly**. Through them, the Group supports franchisees on an individual basis, sharing rules, best practices, innovative solutions, projects and concepts that franchisees can implement on a voluntary basis. The Group also provides services, such as green energy purchasing at a preferential rate and waste contracts, thereby involving its partners in the transformations under way in the Group. Lastly, the Group's targets for goods sold and distributed by Carrefour apply to all franchised stores in the eight integrated countries, meaning goods sold by franchised stores comply with the same rules as the Carrefour group. Store-level targets (e.g., climate, energy, waste and food waste management) apply only to integrated stores. Franchised stores are independent.

- **Involving international franchise partners** (2,862 stores representing 17% of retail space).

Specific coordination to align the CSR strategies of franchise partners:

Carrefour Partenariat International (CPI) is responsible for ensuring that the **franchised stores of international partners** are committed to Carrefour's CSR process. In 2024, Carrefour appointed a CSR Coordinator specifically dedicated to the franchise sector, whose main task is to ensure smooth coordination between Carrefour Partenariat International (CPI) and the Group's Engagement department. The CSR Coordinator's role also entails providing help and guidance to Carrefour's 18 international franchise partners with their CSR strategies and projects. Carrefour has put in place the following tools to encourage its international franchise partners to embed CSR and the food transition into their activities:

A structured roadmap for sharing the same priorities:

A CSR roadmap has been drawn up comprising six shared priorities for the international franchise partners:

- (i) Animal welfare;
- (ii) Tackling deforestation;

- (iii) Protecting endangered species;
- (iv) Reducing the use of plastic;
- (v) Reducing greenhouse gas (GHG) emissions;
- (vi) Respecting and protecting human rights.

These topics are monitored individually for each partner via discussions held every two months, and are reviewed annually. The system is flexible enough to meet both the specific needs of the franchise partners and the Group's priorities. Annual strategic reviews involve CPI and the CSR department, on the one hand, and franchise partner managers, on the other, enabling strategic priorities to be defined with each partner.

It should be noted that international partners define their own CSR policies. They transmit data relating to store activity on a voluntary basis.

Additional contractual commitments:

- a CSR appendix is systematically included in new franchise agreements. This appendix formally sets out Carrefour's CSR vision as a franchisor, commitments related to duty of care, whistleblowing and other alert systems, and the integration of the CSR roadmap into the annual review processes. By signing this appendix, each partner undertakes to co-build a CSR roadmap, aligned with the Group's CSR priorities and adapted to the specific issues within the region concerned. Carrefour also intends to include this appendix in the contracts of its long-standing partners by 2025 so that CSR commitments will be harmonised across its entire network;
- all of the Group's international franchise partners are required to sign a Human Rights Charter. This charter is appended to their franchise contracts and sets out a number of social obligations. It describes the control methodology in place and specifies the existence of an Advisory Committee;
- to ensure that the Group's requirements for its international franchisees are the same across the board, a review of the documents applicable to them was carried out towards the end of 2024 to bring all the requirements together in one single document: the Franchisee Ethics Charter (set out in Section 2.1.3.2 Workers in the value chain, ESRS S2).

A collaborative approach: CSR Learning Expedition

Carrefour has created a network of CSR liaison officers within the entities of its various international franchise partners. Through this network, the Group shares rules, best practices, innovative solutions, projects and concepts that franchisees can implement on a voluntary basis. In 2023, Carrefour organised a seminar called the "CSR Learning Expedition" for its international franchise partners. Franchise partners from over seven countries took part in the event, the aim of which was to:

- train participants in key CSR topics;
- help partners share best practices;
- discuss the issues of energy efficiency, animal welfare and waste management.

Stakeholder panels and alert mechanisms

Carrefour works closely with stakeholders via various channels:

- **two-way dialogue and long-term partnerships:** Group teams are in daily contact with expert stakeholders on the various sustainability issues facing the Group (investors, suppliers, scientists, business experts, non-governmental organisations [NGOs], consultants, etc.). Carrefour identifies relevant players with which it wishes to build close dialogue and regularly organises two-way discussions on drawing up and updating action plans;
- **stakeholder panels and topic-focused committees:** several times a year, Carrefour organises working sessions aimed at drawing up practical recommendations about a specific CSR topic. These sessions are attended by around 40 people representing the Group, NGOs, government, customers, investors and suppliers, who come together to share their expertise or point of view on the subject in question. The Group also forms committees of experts on specific topics whenever necessary. This is particularly true in the fight against deforestation: Carrefour has created a group of experts dedicated to assist in building its action plans;
- **alert management through a dedicated mechanism:** the Carrefour group has strengthened its policies and prioritised actions to be taken based on reported alerts. Reported alerts are divided into the following categories:
 - trade union dialogue: a dispute management procedure is incorporated in the UNI Global Union agreement,
 - the whistleblowing hotline, accessible to all employees and partners: a telephone service that can be used by any employee or partner to confidentially report any type of situation or behaviour that contravenes Carrefour's Code of Ethics. The whistleblowing system is described in Section 2.1.4.1 Business conduct, ESRS G1.
 - Stakeholder dialogue, publications mentioning Carrefour and alerts handled by the Food Transition Committee: the Group has set up a task force to identify and manage the various alerts related to CSR and due diligence. The task force is in charge of investigating reported alerts and making sure that the most appropriate corrective action plans are implemented if a breach is confirmed.

These various tools enable the Group to take stakeholder interests into account when defining policies in response to impacts, risks and opportunities (IROs). The Group's policies are communicated to its stakeholders through a variety of publicly available media (e.g., the Universal Registration Document, Group thematic reports), official documents shared with stakeholders with whom Carrefour has an established business relationship (e.g., Supplier Ethics Charter, Code of Ethics, etc.), working groups (e.g., the Food Transition Pact), panels and conferences organised on a regular basis. Stakeholder engagement in the development of policies and action plans in response to IROs is specifically described in the Impacts, Risks and Opportunities subsection of each thematic section of this chapter.

2.1.1.3 Due diligence process [GOV-4]

A due diligence process is triggered as soon as an alert is raised. The table below provides summary information of the due diligence process.

Table 1: Statement on due diligence

Key drivers of the due diligence process	Section of the Sustainability Statement
Embedding due diligence in governance, strategy and the business model	<p>ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies</p> <p>ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes</p> <p>ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model</p>
Engaging with the stakeholders concerned at all stages of the due diligence process	<p>ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies</p> <p>ESRS 2 IRO-1: see stakeholders section of ESRS E1, E2, E3, E4, E5, S1, S2, S3, S4 and G1.</p> <p>ESRS 2 MDR-P – SBM-2: Interests and views of stakeholders + topical ESRSs: reflecting the different stages and purposes of stakeholder engagement throughout the due diligence process</p>
Identifying and assessing negative impacts	<p>ESRS 2 IRO-1: See stakeholders section of ESRS E1, E2, E3, E4, E5, S1, S2, S3, S4 and G1.</p> <p>ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model</p>
Taking action to address those negative impacts	ESRS 2 MDR-P and MDR-A: See policies and actions of ESRS E1, E2, E3, E4, E5, S1, S2, S3, S4 and G1.
Tracking the effectiveness of these efforts and communicating	ESRS 2 MDR-M and ESRS 2 MDR-T: See sections on targets and metrics for ESRS E1, E2, E3, E4, E5, S1, S2, S3, S4 and G1.

Carrefour uses analysis and dialogue tools to identify material issues, and define its policies and action plans while taking a continuous improvement approach. This approach also forms part of our duty of care. The actions taken comply with both the CSRD and the Group's duty of care obligations (see Duty of Care Plan, Section 2.2).

2.1.1.4 Analysis of impacts, risks and opportunities

2.1.1.4.1 Description of the processes to identify and assess impacts, risks and opportunities [IRO-1]

General process and governance

As a first step, the CSR, Risk and Finance departments defined the Group's impact, risk and opportunity universe. Several workshops were held to define the 42 issues resulting from the double materiality assessment, taking into account the Group's risk universe and duty of care risk map. These matters are listed in Section 2.1.1.4.2 Results of the double materiality assessment [IRO-2].

As well as aligning the universe of these matters, we also aligned the methods used for the three exercises (CSRD, duty of care and Group risk analysis) for the purpose of consistency when assigning a score to each matter. For each of these 42 matters, impacts, risks and opportunities have been identified based on input from internal and external experts, as well as knowledge gained from previous studies and materiality assessments carried out by the Group. This work is informed by Carrefour's ongoing dialogue with its stakeholders, which is described above.

As a second step, workshops were held for the CSR, Finance and Operational departments to assign ratings to the associated impacts, risks and opportunities.

The double materiality assessment was successively reviewed by the following:

- the Group Risk Committee (see description in Section 2.1.1.1.1 of this chapter);
- the CSRD and Duty of Care Committee, comprising the Executive Directors (members of the Group Executive Committee) of the Engagement, Strategy, Finance, Human Resources, Merchandise and Legal departments and the General Secretariat;
- the Audit and CSR Committees of the Board of Directors, which are responsible for the final approval of the double materiality assessment.

Scope of the assessment

The double materiality assessment covers all consolidated subsidiaries in the Carrefour group for each of the issues included in the universe prepared for the CSRD. The assessment accordingly focused on the risks and opportunities and the positive and negative impacts in Carrefour's value chain (upstream, own operations, franchises and downstream) and the Company's stakeholders who may be directly or indirectly affected by Carrefour's activities. The Group has taken into account the time horizons defined below:

- 1. Short term:** Carrefour analysed the immediate issues and short-term risks, such as regulatory changes, which could affect its operations in the year in progress or subsequent years;
- 2. Medium term:** The Group also identified medium-term trends and risks, over a period of three to five years. These include changes in consumer behaviour, technological developments and new legislation, in order to project the opportunities and challenges that could arise in the coming years.
- 3. Long term:** Lastly, Carrefour integrated long-term issues into its analysis, taking into account factors such as climate change, the transformation of societies and changes in natural resources. These risks and opportunities were projected over timeframes of more than five years, for the purpose of long-term strategic management.

These time horizons apply to all information provided in the Sustainability Statement [BP-2].

Assessment methodology

The CSRD requires each issue to be assessed based on two types of materiality:

- financial materiality, assessed in terms of severity and frequency;
- impact materiality, assessed in terms of its severity, scale, irremediable character and frequency.

The assessment methodology is based on the following criteria and processes:

Financial materiality (for Carrefour): this was determined at rating workshops with the Carrefour group's finance and CSR teams and business experts. Where a study was available (e.g., climate risk analysis), it was used as a basis for discussion with the experts. The assessment grid used to rate financial materiality (in terms of gross risks and opportunities) is the same as that used by the Risk Department to assess Group risks (see Chapter 4). It takes into account the following:

- severity, depending on the effects on the Group's financial results and image;
- frequency: the rate at which the risk or opportunity arises.

Impact materiality (for the external environment): this was assessed with the assistance of an external consultancy, based on external databases and scientific reports, as well as maps already produced internally at Carrefour. This means that scores are based mainly on external sources, to maximise the inclusion of feedback from the Group's stakeholders. The assessment grid used to rate impact materiality was defined by the CSR department. It takes into account the following:

- the characterisation of the impact, which can be negative or positive, actual or potential;
- the severity, which is assessed according to three criteria:
 - the materiality of the impact on stakeholders,
 - the irremediable character of the impact,
 - the severity of the impact;
- the frequency, the rate at which the impact occurs, and the possibility that the impact exists permanently (maximum frequency).

Definition and management of material IROs

By rating all IROs, it was possible to identify those that were material for the Group and as such to define the matters related to those IROs that are accordingly material for the Group. These matters are listed in the table below in Section 2.1.1.4.2 Results of the double materiality assessment [IRO-2].

The material IROs are presented in the list of material impacts, risks and opportunities tables in each section of the report, including their position in the value chain [SBM-3]. The process for identifying the IROs is described above.

Impact and risk management options are assessed with a view to defining appropriate mitigation measures. Carrefour also assesses priority opportunities in order to identify the action plans to be implemented.

To steer the action plans relating to the various identified impacts, risks and opportunities, the Group has defined a number of management priorities for which a specific governance structure has been set up, involving the relevant departments. The management axes correspond to the sections of the report and are therefore presented in the list of material impacts, risks and opportunities tables in each section of the Sustainability Statement.

For all management priorities, Carrefour is setting up a monitoring system to strengthen governance, define policies, objectives, action plans and associated resources, and performance metrics.

2.1.1.4.2 Results of the double materiality assessment

Table 2: List of issues identified as material following the double materiality assessment

E1 – Climate change	Climate change mitigation	Material issue
	Climate change adaptation	Material issue
	Energy	Material issue
E2 – Pollution	Pollution of air	Material issue
	Pollution of water	Material issue
	Pollution of soil	Material issue
	Pollution of living organisms and food resources	Material issue
	Substances of concern and substances of very high concern	Material issue
	Microplastics	Material issue
E3 – Water and marine resources	Water consumption	Material issue
	Consumption of marine resources	Material issue
E4 – Biodiversity and ecosystems	Biodiversity loss and dependencies on ecosystems	Material issue
	Deforestation and land-use change	Material issue
	Impacts on the state of species	Non-material issue
E5 – Resource use and circular economy	Eco-design and resource circularity	Material issue
	Waste and waste management	Material issue
S1 – Own workforce & S2 – Workers in the value chain	Inadequate working conditions	Material issue
	Adequate wages	Material issue
	Internal social climate	Material issue
	Occupational health and safety	Material issue
	Equal treatment and opportunities for all	Material issue
	Training and skills development	Material issue
	Attracting employees	Non-material issue
	Child labour	Material issue
	Forced labour	Material issue
Illegal work	Material issue	
S3 – Affected communities	Economic, social and cultural rights	Non-material issue
	Civil and political rights	Non-material issue
	Specific rights of indigenous peoples	Material issue
S4 – Consumers and end-users	Consumer information	Material issue
	Product quality, compliance and consumer safety	Material issue
	Physical and moral integrity of customers	Material issue
	Accessibility and social inclusion	Material issue
	Access to quality food that is both nutritional and affordable	Material issue
G1 – Business conduct	Corporate culture and business conduct policies	Non-material issue
	Protection of whistleblowers	Non-material issue
	Animal welfare	Material issue
	Political advocacy and lobbying activities	Material issue
	Selection and management of relations with suppliers/franchisees	Material issue
	Corruption	Material issue
	Privacy and personal data protection	Material issue
	Fair business practices	Non-material issue

Disclosure requirements covered by the Sustainability Statement [IRO-2]*Table 3: Disclosure requirements to which Carrefour is subject*

		Section of the report
ESRS 2		
BP-1: General basis for preparation of sustainability statements	2.1.1.1 General information	2
	2.1.1.1.2 General elements of the CSR approach	
BP-2: Disclosures in relation to specific circumstances	2.1.1.1 General information	3
	2.1.1.1.1 Corporate governance 2.1.1.1.2 General elements of the CSR approach	
GOV-1: The role of administrative, management and supervisory bodies	2.1.1.1 General information	4
	2.1.1.1.1 Corporate governance	
GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	2.1.1.1 General information	5
	2.1.1.1.1 Corporate governance	
GOV-3: Integration of sustainability-related performance in incentive schemes	Chapter 1: Group overview	4
	1.8.3 Non-financial performance	
	Chapter 2 2.1.1.1.1 Corporate governance	
GOV-4: Statement on due diligence	2.1.1.1 General information	5
	2.1.1.3 Due diligence process	
GOV-5: Risk management and internal controls over sustainability reporting	2.1.1.1 General information	6
	2.1.1.1.1 Corporate governance	
	Chapter 4: Risk management and internal control	
	4.1 Risk management 4.2 Internal control system	
SBM-1: Strategy, business model and value chain	Chapter 1: Group overview	6
	1.1 Group profile – Executive summary	
	1.3 Strategy & progress – the Carrefour 2026 plan 1.4 Business model – stakeholders and activities	
SBM-2: Interests and views of stakeholders	Chapter 1	7
	1.1.4 History of the Group	
	1.8.3 Summary of 2024 non-financial performance	
	2.1.1.1 General information	
	2.1.1.1.2 General elements of the CSR approach 2.1.1.2 Specific tools developed by the Group to work collaboratively with its stakeholders	
SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	2.1.1.4 Analysis of impacts, risks and opportunities	8
	2.1.1.4.2 Results of the double materiality assessment	
IRO-1: Description of the processes to identify and assess material impacts, risks and opportunities	2.1.1.4 Analysis of impacts, risks and opportunities	9
	2.1.1.4.1 Processes to identify and assess impacts, risks and opportunities	
IRO-2: Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	2.1.1.4 Analysis of impacts, risks and opportunities	9
	2.1.1.4.2 Results of the double materiality assessment	
E1 – Climate change		
E1-1 – Transition plan for climate change mitigation	2.1.2.1.2. Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2)	8
	2.1.2.1.2.1 Policies and targets	
	2.1.2.1.3. Reducing Scope 3 greenhouse gas emissions	
	2.1.2.1.3.1 Policies and targets	9

E1-2 – Policies related to climate change mitigation and adaptation	<ul style="list-style-type: none"> 2.1.2.1.2. Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) 2.1.2.1.2.1 Policies and targets 2.1.2.1.3. Reducing Scope 3 greenhouse gas emissions 2.1.2.1.3.1 Policies and targets 2.1.2.1.4. Adapting sites to climate change 2.1.2.1.4.1 Policies and targets 2.1.2.1.5. Adapting products and supply chains to climate change 2.1.2.1.5.1 Policies and targets
E1-3 – Actions and resources in relation to climate change policies	<ul style="list-style-type: none"> 2.1.2.1.2. Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) 2.1.2.1.2.3 Action plans 2.1.2.1.3. Reducing Scope 3 greenhouse gas emissions 2.1.2.1.3.3 Action plans 2.1.2.1.4. Adapting sites to climate change 2.1.2.1.4.3 Action plans 2.1.2.1.5. Adapting products and supply chains to climate change 2.1.2.1.5.3 Action plans
E1-4 – Targets related to climate change mitigation and adaptation	<ul style="list-style-type: none"> 2.1.2.1.2. Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) 2.1.2.1.2.1 Policies and targets 2.1.2.1.3. Reducing Scope 3 greenhouse gas emissions 2.1.2.1.3.1 Policies and targets 2.1.2.1.4. Adapting sites to climate change 2.1.2.1.4.1 Policies and targets 2.1.2.1.5. Adapting products and supply chains to climate change 2.1.2.1.5.1 Policies and targets
E1-5 – Energy consumption and mix	<ul style="list-style-type: none"> 2.1.2.1.2. Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) 2.1.2.1.2.2 Metrics and performance
E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions	<ul style="list-style-type: none"> 2.1.2.1.3. Reducing Scope 3 greenhouse gas emissions 2.1.2.1.3.2 Metrics and performance
E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	N/A
E1-8 – Internal carbon pricing	N/A
<i>E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities</i>	<i>Phase-in</i>
E2 – Pollution	
E2-1 – Policies related to pollution	<ul style="list-style-type: none"> 2.2.2.2.2 Reducing pollution associated with products sold 2.2.2.2.2.1 Policies and targets 2.2.2.2.3 Reducing pollution associated with fuel sales 2.2.2.2.3.1 Policies and targets
E2-2 – Actions and resources related to pollution	<ul style="list-style-type: none"> 2.2.2.2.2 Reducing pollution associated with products sold 2.2.2.2.2.3 Action plans 2.2.2.2.3 Reducing pollution associated with fuel sales 2.2.2.2.3.3 Action plans
E2-3 – Targets related to pollution	<ul style="list-style-type: none"> 2.2.2.2.2 Reducing pollution associated with products sold 2.2.2.2.2.1 Policies and targets 2.2.2.2.3 Reducing pollution associated with fuel sales 2.2.2.2.3.1 Policies and targets
E2-4 – Pollution of air, water and soil	<ul style="list-style-type: none"> 2.2.2.2.2 Reducing pollution associated with products sold 2.2.2.2.2.2 Metrics and performance 2.2.2.2.3 Reducing pollution associated with fuel sales 2.2.2.2.3.2 Metrics and performance

Section of the report

E2-5 – Substances of concern and substances of very high concern	2.2.2.2.2 Reducing pollution associated with products sold 2.2.2.2.2.2 Metrics and performance
E2-6 – Anticipated financial effects from material pollution-related risks and opportunities	<i>Phase-in</i>
E3 – Water and marine resources	
E3-1 – Policies related to water and marine resources	2.1.2.3.2 Limiting water consumption associated with products sold 2.1.2.3.2.1 Policies and targets 2.1.2.3.3 Promoting sustainable fishing and aquaculture 2.1.2.3.3.1 Policies and targets
E3-2 – Actions and resources related to water and marine resources	2.1.2.3.2 Limiting water consumption associated with products sold 2.1.2.3.2.3 Action plans 2.1.2.3.3 Promoting sustainable fishing and aquaculture 2.1.2.3.3.3 Action plans
E3-3 – Targets related to water and marine resources	2.1.2.3.2 Limiting water consumption associated with products sold 2.1.2.3.2.1 Policies and targets 2.1.2.3.3 Promoting sustainable fishing and aquaculture 2.1.2.3.3.1 Policies and targets
E4-4 – Water consumption	2.1.2.3.2 Limiting water consumption associated with products sold 2.1.2.3.2.2 Metrics and performance
E4-5 – Anticipated financial effects from material biodiversity and ecosystem-related risks and opportunities	<i>Phase-in</i>
E4 – Biodiversity and ecosystems	
E4-SBM3 E4-IRO1 E4-1 – Transition plan and consideration of biodiversity and ecosystems in strategy and business model	2.1.2.4.1 Issues relevant to the Carrefour group 2.1.2.4.1.2 Impacts, risks and opportunities
E4-2 – Policies related to biodiversity and ecosystems	2.1.2.4.2 Reducing the impact of operations on biodiversity 2.1.2.4.2.1 Policies and targets 2.1.2.4.3 Reducing the impact of the value chain on biodiversity 2.1.2.4.3.1 Policies and targets
E4-3 – Actions and resources related to biodiversity and ecosystems	2.1.2.4.2 Reducing the impact of operations on biodiversity 2.1.2.4.2.3 Action plans 2.1.2.4.3 Reducing the impact of the value chain on biodiversity 2.1.2.4.3.3 Action plans
E4-4 – Targets related to biodiversity and ecosystems	2.1.2.4.2 Reducing the impact of operations on biodiversity 2.1.2.4.2.1 Policies and targets 2.1.2.4.3 Reducing the impact of the value chain on biodiversity 2.1.2.4.3.1 Policies and targets
E4-5 – Impact metrics related to biodiversity and ecosystems change	2.1.2.4.2 Reducing the impact of operations on biodiversity 2.1.2.4.2.2 Metrics and performance 2.1.2.4.3 Reducing the impact of the value chain on biodiversity 2.1.2.4.3.2 Metrics and performance
<i>E4-6 – Anticipated financial effects from material biodiversity and ecosystem-related risks and opportunities</i>	<i>Phase-in</i>
E5 – Circular economy	
E5-1 – Policies related to resource use and circular economy	2.1.2.5.2 Developing the circular economy as part of our product and service offering 2.1.2.5.2.1 Policies and targets 2.1.2.5.3 Developing the circular economy as part of operations 2.1.2.5.3.1 Policies and targets

1

2

3

4

5

6

7

8

9

Section of the report

E5-2 – Actions and resources related to resource use and circular economy	2.1.2.5.2 Developing the circular economy as part of our product and service offering 2.1.2.5.2.3 Action plans 2.1.2.5.3 Developing the circular economy as part of operations 2.1.2.5.3.3 Action plans
E5-3 – Targets related to resource use and circular economy	2.1.2.5.2 Developing the circular economy as part of our product and service offering 2.1.2.5.2.1 Policies and targets 2.1.2.5.3 Developing the circular economy as part of operations 2.1.2.5.3.1 Policies and targets
E5-4 – Resource inflows	2.1.2.5.2 Developing the circular economy as part of our product and service offering 2.1.2.5.2.2 Metrics and performance
E5-6 – Resource outflows	2.1.2.5.2 Developing the circular economy as part of our product and service offering 2.1.2.5.2.2 Metrics and performance 2.1.2.5.3 Developing the circular economy as part of operations 2.1.2.5.3.2 Metrics and performance
E5-7 – Anticipated financial effects from material resource use and circular economy-related risks and opportunities	<i>Phase-in</i>
S1 – Own workforce	
S1-1 – Policies related to own workforce	2.1.3.1.2 Ensure appropriate working conditions and high-quality social dialogue 2.1.3.1.2.1 Policies and targets 2.1.3.1.3 Ensure equal opportunities and diversity 2.1.3.1.3.1 Policies and targets 2.1.3.1.4 Ensure adequate wages for employees 2.1.3.1.4.1 Policies and targets 2.1.3.1.5 Ensure the occupational health and safety of workers 2.1.3.1.5.1 Policies and targets 2.1.3.1.6 Train employees and develop their skills 2.1.3.1.6.1 Policies and targets 2.1.3.1.7 Ensure respect for human rights and labour rights 2.1.3.1.7.1 Policies and targets
S1-2 – Processes for engaging with own workforce and workers' representatives about impacts	2.1.3.1.1 Issues relevant to the Carrefour group 2.1.3.1.1.3 Stakeholders, standards and regulations
S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns	2.1.3.1.2 Ensure appropriate working conditions and high-quality social dialogue 2.1.3.1.2.1 Policies and targets
S1-4 – Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	2.1.3.1.7 Ensure respect for human rights and labour rights 2.1.3.1.7.2 Metrics and performance
S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	2.1.3.1.2 Ensure appropriate working conditions and high-quality social dialogue 2.1.3.1.2.1 Policies and targets 2.1.3.1.3 Ensure equal opportunities and diversity 2.1.3.1.3.1 Policies and targets 2.1.3.1.4 Ensure adequate wages for employees 2.1.3.1.4.1 Policies and targets 2.1.3.1.5 Ensure the occupational health and safety of workers 2.1.3.1.5.1 Policies and targets 2.1.3.1.6 Train employees and develop their skills 2.1.3.1.6.1 Policies and targets 2.1.3.1.7 Ensure respect for human rights and labour rights 2.1.3.1.7.1 Policies and targets

Section of the report

S1-6 – Characteristics of the undertaking’s employees	2.1.3.1.1 Issues relevant to the Carrefour group 2.1.3.1.1.1 Context and imperatives	1
S1-7 – Characteristics of non-employees in the undertaking’s own workforce	N/A	2
S1-8 – Collective bargaining coverage and social dialogue	2.1.3.1.2 Ensure appropriate working conditions and high-quality social dialogue	2
S1-9 – Diversity metrics	2.1.3.1.3 Ensure equal opportunities and diversity 2.1.3.1.3.2 Metrics and performance	3
S1-10 – Adequate wages	2.1.3.1.4 Ensure adequate wages for employees	3
S1-11 – Social protection	2.1.3.1.2 Ensure appropriate working conditions and high-quality social dialogue 2.1.3.1.2.2 Action plans and resources	3
S1-12 – Persons with disabilities	2.1.3.1.3 Ensure equal opportunities and diversity	3
S1-13 – Training and skills development metrics	2.1.3.1.6 Train employees and develop their skills 2.1.3.1.6.2 Metrics and performance	3
S1-14 – Health and safety metrics	2.1.3.1.5 Ensure the occupational health and safety of workers 2.1.3.1.5.2 Metrics and performance	4
S1-15 – Work-life balance metrics	2.1.3.1.2 Ensure appropriate working conditions and high-quality social dialogue 2.1.3.1.2.1 Policies and targets	4
S1-16 – Remuneration metrics (pay gap and total remuneration)	2.1.3.1.4 Ensure adequate wages for employees	4
S1-17 – Incidents, complaints and severe human rights impacts	2.1.3.1.7 Ensure respect for human rights and labour rights 2.1.3.1.7.3 Action plans and resources	4
S2 – Workers in the value chain		
S2-1 – Policies related to value chain workers	2.1.3.2.2 Guaranteeing adequate working conditions and respect for human rights in supply chains 2.1.3.2.2.1 Policies and targets 2.1.3.2.3 Guaranteeing adequate working conditions and respect for human rights at franchisees 2.1.3.2.3.1 Policies and targets	5
S2-2 – Processes for engaging with value chain workers about impacts	2.1.3.2.1 Issues relevant to the Carrefour group 2.1.3.2.1.3 Stakeholders, standards and regulations	6
S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	2.1.3.2.2 Guaranteeing adequate working conditions and respect for human rights in supply chains 2.1.3.2.2.3 Action plans 2.1.3.2.3 Guaranteeing adequate working conditions and respect for human rights at franchisees 2.1.3.2.3.3 Action plans	6
S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	2.1.3.2.2 Guaranteeing adequate working conditions and respect for human rights in supply chains 2.1.3.2.2.2 Metrics and performance 2.1.3.2.2.3 Action plans 2.1.3.2.3 Guaranteeing adequate working conditions and respect for human rights at franchisees 2.1.3.2.3.2 Metrics and performance 2.1.3.2.3.3 Action plans	7
		8
		9

Section of the report

	2.1.3.2.2 Guaranteeing adequate working conditions and respect for human rights in supply chains
S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	2.1.3.2.2.1 Policies and targets 2.1.3.2.3 Guaranteeing adequate working conditions and respect for human rights at franchisees 2.1.3.2.3.1 Policies and targets
S3 – Affected communities	
S3-1 – Policies related to affected communities	2.1.3.3.2 Ensuring that the rights of indigenous peoples are respected throughout the value chain 2.1.3.3.2.1 Policies and targets 2.1.3.3.3 Ensuring that indigenous peoples are respected during oil extraction 2.1.3.3.3.1 Policies and targets
S3-2 – Processes for engaging with affected communities about impacts	2.1.3.3.1 Issues relevant to the Carrefour group 2.1.3.3.1.3 Stakeholders
S3-3 – Processes to remediate negative impacts and channels for affected communities to raise concerns	2.1.3.3.2 Ensuring that the rights of indigenous peoples are respected throughout the value chain 2.1.3.3.2.3 Action plans
S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	2.1.3.3.2 Ensuring that the rights of indigenous peoples are respected throughout the value chain 2.1.3.3.2.2 Metrics and performance 2.1.3.3.2.3 Action plans
S3-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	2.1.3.3.2 Ensuring that the rights of indigenous peoples are respected throughout the value chain 2.1.3.3.2.1 Policies and targets
S4 – Consumers and end-users	
S4-1 – Policies related to consumers and end-users	2.1.3.4.2 Ensuring that stores and services are inclusive and accessible to persons with disabilities 2.1.3.4.2.1 Policies and targets 2.1.3.4.3 Safeguarding the health, safety and interests of consumers 2.1.3.4.3.1 Policies and targets 2.1.3.4.4 Communicating and guiding consumer choices responsibly 2.1.3.4.4.1 Policies and targets 2.1.3.4.5 Supporting customers with a range of financial and insurance products tailored to their needs 2.1.3.4.5.1 Policies and targets
S4-2 – Processes for engaging with consumers and end-users about impacts	2.1.3.4.1 Issues relevant to the Carrefour group 2.1.3.4.1.3 Stakeholders
S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	2.1.3.4.2 Ensuring that stores and services are inclusive and accessible to persons with disabilities 2.1.3.4.2.3 Action plans 2.1.3.4.3 Safeguarding the health, safety and interests of consumers 2.1.3.4.3.3 Action plans 2.1.3.4.4 Communicating and guiding consumer choices responsibly 2.1.3.4.4.3 Action plans 2.1.3.4.5 Supporting customers with a range of financial and insurance products tailored to their needs 2.1.3.4.5.3 Action plans

Section of the report

S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	<p>2.1.3.4.2 Ensuring that stores and services are inclusive and accessible to persons with disabilities</p> <p>2.1.3.4.2.2 Metrics and performance</p> <p>2.1.3.4.3 Safeguarding the health, safety and interests of consumers</p> <p>2.1.3.4.3.2 Metrics and performance</p> <p>2.1.3.4.4 Communicating and guiding consumer choices responsibly</p> <p>2.1.3.4.4.2 Metrics and performance</p>
S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	<p>2.1.3.4.2 Ensuring that stores and services are inclusive and accessible to persons with disabilities</p> <p>2.1.3.4.2.1 Policies and targets</p> <p>2.1.3.4.3 Safeguarding the health, safety and interests of consumers</p> <p>2.1.3.4.3.1 Policies and targets</p> <p>2.1.3.4.4 Communicating and guiding consumer choices responsibly</p> <p>2.1.3.4.4.1 Policies and targets</p> <p>2.1.3.4.5 Supporting customers with a range of financial and insurance products tailored to their needs</p> <p>2.1.3.4.5.1 Policies and targets</p>
G1 – Business conduct	
G1-1– Business conduct policies and corporate culture	<p>2.1.4.1.2 Developing a responsible purchasing strategy across the value chain</p> <p>2.1.4.1.2.1 Policies and targets</p> <p>2.1.4.1.3 Guaranteeing animal welfare</p> <p>2.1.4.1.3.1 Policies and targets</p> <p>2.1.4.1.4 Ensuring business ethics</p> <p>2.1.4.1.4.1 Policies and targets</p> <p>2.1.4.1.5 Responsible lobbying</p> <p>2.1.4.1.5.1 Policies and targets</p> <p>2.1.4.1.6 Respecting privacy and protecting personal data</p> <p>2.1.4.1.6.4 Action plans</p>
G1-2 – Management of relationships with suppliers	2.1.4.2.1 Developing a responsible purchasing strategy across the value chain
G1-3 – Prevention and detection of corruption and bribery	2.1.4.1.4 Ensuring business ethics
G1-4 – Incidents of corruption or bribery	2.1.4.1.4 Ensuring business ethics
G1-5 – Political influence and lobbying activities	2.1.4.1.5 Responsible lobbying
G1-6 – Payment practices	2.1.4.1.2 Developing a responsible purchasing strategy across the value chain

Table 4: Datapoints deriving from other EU legislation and provided by the company

Datapoints deriving from other EU legislation	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Section
ESRS 2 GOV-1 21 (d) Board's gender diversity	Indicator number 13 Table #1 of Annex I	-	Commission Delegated Regulation (EU) 2020/1816, Annex II		2.1.1.1.1 Corporate governance
ESRS 2 GOV-1 21 (e) Percentage of board members who are independent		-	Commission Delegated Regulation (EU) 2020/1816, Annex II		2.1.1.1.1 Corporate governance
ESRS 2 GOV-4 30 Statement on due diligence	Indicator number 10 Table #3 of Annex I	-	-		2.1.1.3 Due diligence process
ESRS 2 SBM-1 40 (d) i Involvement in activities related to fossil fuel activities	Indicator number 4 Table #1 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 (6), Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk Commission Implementing Regulation (EU) 2022/2453 (6), Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Commission Delegated Regulation (EU) 2020/1816, Annex II		2.1.1.1.2 General elements of the CSR approach
ESRS 2 SBM-1 40 (d) ii Involvement in activities related to chemical production	Indicator number 9 Table #2 of Annex I	-	Commission Delegated Regulation (EU) 2020/1816, Annex II		N/A
ESRS 2 SBM-1 40 (d) iii Involvement in activities related to controversial weapons	Indicator number 14 Table #1 of Annex I	-	Delegated Regulation (EU) 2020/1818 (7), Article 12(1), Delegated Regulation (EU) 2020/1816, Annex II		N/A
ESRS 2 SBM-1 40 (d) iv Involvement in activities related to the cultivation and production of tobacco		-	Delegated Regulation (EU) 2020/1818, Article 12(1), Delegated Regulation (EU) 2020/1816, Annex II		N/A

1

2

3

4

5

6

7

8

9

Datapoints deriving from other EU legislation	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Section
ESRS E1-1 14 Transition plan to achieve climate neutrality by 2050		-		Regulation (EU) 2021/1119, Article 2(1)	2.1.2.1.2 Reducing greenhouse gas emissions
ESRS E1-1 16 (g) Companies excluded from Paris-aligned Benchmarks		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12(1) (d) to (g), and Article 12(2)	-	2.1.2.1.2.2 Transition plan for climate change mitigation [E1-1]
ESRS E1-4 34 Group GHG emission reduction targets	Indicator number 4 Table #2 of Annex I	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6	-	2.1.2.1.2.2 Transition plan for climate change mitigation
ESRS E1-5 38 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	Indicator number 5 Table #1 and Indicator number 5 Table #2 of Annex I	-	-	-	2.1.2.1.2.3 Metrics and performance
ESRS E1-5 37 Energy consumption and mix	Indicator number 5 Table #1 of Annex I	-	-	-	2.1.2.1.2.3 Metrics and performance
ESRS E1-5 40-43 Energy intensity associated with activities in high climate impact sectors	Indicator number 6 Table #1 of Annex I	-	-	-	2.1.2.1.2.3 Metrics and performance
ESRS E1-6 44 Gross Scope 1, 2, 3 and Total GHG emissions	Indicators number 1 and 2 Table #1 of Annex I	Article 449a, Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Articles 5(1), 6 and 8(1)	-	2.1.2.1.2.3 Metrics and performance
ESRS E1-6 53-55 Gross GHG emissions intensity	Indicator number 3 Table #1 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)	-	2.1.2.1.2.3 Metrics and performance
ESRS E1-7 56 GHG removals and carbon credits		-	-	Regulation (EU) 2021/1119, Article 2(1)	2.1.2.1.2.3 Metrics and performance

Datapoints deriving from other EU legislation	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Section
ESRS E1-9 66 Exposure of the benchmark portfolio to climate-related physical risks		-	Commission Delegated Regulation (EU) 2020/1816, Annex II	-	N/A
ESRS E1-9 66 (a) Disaggregation of monetary amounts by acute and chronic physical risk		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk	-	-	N/A
ESRS E1-9 66 (c) Location of significant assets at material physical risk		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk	-	-	N/A
ESRS E1-9 67 (c) Breakdown of the carrying value of the undertaking's real estate assets by energy-efficiency classes		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral	--	-	N/A
ESRS E1-9 69 Degree of exposure of the portfolio to climate-related opportunities		-	Commission Delegated Regulation (EU) 2020/1816, Annex II		N/A
ESRS E2-4 28 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	Indicator number 8 Table #1 of Annex I; Indicator number 2 Table #2 of Annex I; Indicator number 1 Table #2 of Annex I; Indicator number 3 Table #2 of Annex I	-	-	-	2.1.2.2.3.2 Metrics and performance
ESRS E3-1 9 Water and marine resources	Indicator number 7 Table #2 of Annex I	-	-	-	2.1.2.3 Water resources and ecosystems
ESRS E3-1 13 Dedicated policy	Indicator number 8 Table #2 of Annex I	-	-	-	2.1.2.3.2.1 Policies and targets

1

2

3

4

5

6

7

8

9

Datapoints deriving from other EU legislation	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Section
ESRS E3-1 14 Sustainable oceans/seas practices or policies	Indicator number 12 Table #2 of Annex I	-	-	-	2.1.2.3.2.3 Actions and resources related to water resources 2.1.2.3.3.3 Actions and resources related to marine resources
ESRS E3-4 28 (c) Total water recycled and reused	Indicator number 6.2 Table #2 of Annex I	-	-	-	2.1.2.4.2.2 Metrics and performance
ESRS E3-4 29 Total water consumption in cu.m. per net revenue on own operations	Indicator number 6.1 Table #2 of Annex I	-	-	-	2.1.2.4.2.2 Metrics and performance
ESRS 2 SBM-3 – E4 16 (a)	Indicator number 7 Table #1 of Annex I	-	-	-	2.1.2.4.1.2 Impacts, risks and opportunities
ESRS 2 SBM-3 – E4 16 (b)	Indicator number 10 Table #2 of Annex I	-	-	-	2.1.2.4.1.2 Impacts, risks and opportunities
ESRS 2 SBM-3 – E4 16 (c)	Indicator number 14 Table #2 of Annex I	-	-	-	2.1.2.4.1.2 Impacts, risks and opportunities
ESRS E4-2 24 (b) Sustainable land/agriculture practices or policies	Indicator number 11 Table #2 of Annex I	-	-	-	2.1.2.2.2.1 Policies and targets
ESRS E4-2 24 (c) Sustainable oceans/seas practices or policies	Indicator number 12 Table #2 of Annex I	-	-	-	2.1.2.3.2.3 Actions and resources related to water resources 2.1.2.3.3.3 Actions and resources related to marine resources
ESRS E4-2 24 (d) Policies to address deforestation	Indicator number 15 Table #2 of Annex I	-	-	-	2.1.2.4.3.1 Policies and targets
ESRS E5-5 37 (d) Non-recycled waste	Indicator number 13 Table #2 of Annex I	-	-	-	2.1.2.5.3.2 Metrics and performance

Sustainability Statement

Datapoints deriving from other EU legislation	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Section
ESRS E5-5 39 Hazardous waste and radioactive waste	Indicator number 9 Table #1 of Annex I	-	-	-	2.1.2.5.3.2 Metrics and performance
ESRS 2 SBM-3 – S1 14 (f) Risk of incidents of forced labour	Indicator number 13 Table #3 of Annex I	-	-	-	Non-material
ESRS 2 SBM-3 – S1 14 (g) Risk of incidents of child labour	Indicator number 12 Table #3 of Annex I	-	-	-	Non-material
ESRS S1-1 20 Human rights policy commitments	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I	-	-	-	2.1.3.1.7 Ensure respect for human rights and labour rights
ESRS S1-1 21 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8		-	Commission Delegated Regulation (EU) 2020/1816, Annex II	-	2.1.3.1.7 Ensure respect for human rights and labour rights
ESRS S1-1 22 Processes and measures for preventing trafficking in human beings	Indicator number 11 Table #3 of Annex I	-	-	-	2.1.3.1.7 Ensure respect for human rights and labour rights
ESRS S1-1 23 Workplace accident prevention policy or management system	Indicator number 1 Table #3 of Annex I	-	-	-	2.1.3.1.5.1 Policies and targets
ESRS S1-3 32 (c) Grievance/ complaints handling mechanisms	Indicator number 5 Table #3 of Annex I	-	-	-	2.1.3.1.7 Ensure respect for human rights and labour rights
ESRS S1-14 88 (b) and (c) Number of fatalities and number and rate of work-related accidents	Indicator number 2 Table #3 of Annex I	-	Commission Delegated Regulation (EU) 2020/1816, Annex II	-	2.1.3.1.5.2 Metrics and performance
ESRS S1-14 88 (e) Number of days lost to injuries, accidents, fatalities or illness	Indicator number 3 Table #3 of Annex I	-	-	-	2.1.3.1.5.2 Metrics and performance
ESRS S1-16 97 (a) Unadjusted gender pay gap	Indicator number 12 Table #1 of Annex I	-	Commission Delegated Regulation (EU) 2020/1816	-	2.1.3.1.4.2 Metrics and performance
ESRS S1-16 97 (b) Excessive CEO pay ratio	Indicator number 8 Table #3 of Annex I	-	-	-	2.1.3.1.4.2 Metrics and performance

Datapoints deriving from other EU legislation	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Section
ESRS S1-17 103 (a) Incidents of discrimination	Indicator number 7 Table #3 of Annex I	-	-	-	2.1.3.1.7.2 Metrics and performance
ESRS S1-17 104 (a) Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Indicator number 10 Table #1 and Indicator number 14 Table #3 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II, Delegated Regulation (EU) 2020/1818 Article 12 (1)	-	2.1.3.1.7.2 Metrics and performance
ESRS 2 SBM-3 – S2 11 (b) Significant risk of child labour or forced labour in the value chain	Indicators number 12 and number 13 Table #3 of Annex I	-	-	-	2.1.3.2.2.3 Action plans 2.1.3.2.3.3 Action plans
ESRS S2-1 17 Human rights policy commitments	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I	-	-	-	2.1.3.2.2.3 Action plans 2.1.3.2.3.3 Action plans
ESRS S2-1 18 Policies related to value chain workers	Indicators number 11 and number 4 Table #3 of Annex I	-	-	-	2.1.3.2.2.1 Policies and targets 2.1.3.2.3.1 Policies and targets
ESRS S2-1 19 Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Indicator number 10 Table #1 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II, Delegated Regulation (EU) 2020/1818 Article 12 (1)	-	2.1.3.2.2.2 Metrics and performance
ESRS S2-1 19 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8	-	-	Commission Delegated Regulation (EU) 2020/1816	-	2.1.1.3 Due diligence process
ESRS S2-4 36 Human rights issues and incidents connected to its upstream and downstream value chain	Indicator number 14 Table #3 of Annex I	-	-	-	2.1.3.2.2.2 Metrics and performance
ESRS S3-1 16 Human rights policy commitments	Indicator number 9 Table #3 of Annex I and Indicator number 11 Table #1 of Annex I	-	-	-	2.1.3.2.2.3 Action plans 2.1.3.2.3.3 Action plans

1

2

3

4

5

6

7

8

9

Datapoints deriving from other EU legislation	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Section
ESRS S3-1 17 Non-respect of UNGPs on Business and Human Rights, ILO principles and/or OECD guidelines	Indicator number 10 Table #1 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II, Delegated Regulation (EU) 2020/1818 Article 12 (1)	-	2.1.3.2.2.2 Metrics and performance
ESRS S3-4 36 Human rights issues and incidents	Indicator number 14 Table #3 of Annex I	-	-	-	2.1.3.2.2.2 Metrics and performance
ESRS S4-1 16 Policies related to consumers and end-users	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I	-	-	-	2.1.3.4.2 Ensuring that stores and services are inclusive and accessible to persons with disabilities 2.1.3.4.3 Safeguarding the health, safety and interests of consumers 2.1.3.4.4 Communicating and guiding consumer choices responsibly 2.1.3.4.5 Supporting customers with a range of financial and insurance products tailored to their needs
ESRS S4-1 17 Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Indicator number 10 Table #1 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II, Delegated Regulation (EU) 2020/1818 Article 12 (1)	-	N/A

1
2
3
4
5
6
7
8
9

Datapoints deriving from other EU legislation	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU climate law reference	Section
ESRS S4-4 35 Human rights issues and incidents	Indicator number 14 Table #3 of Annex I	-	-	-	N/A
ESRS G1-1 10 (b) United Nations Convention against Corruption	Indicator number 15 Table #3 of Annex I	-	-	-	N/A
ESRS G1-1 10 (d) Protection of whistleblowers	Indicator number 6 Table #3 of Annex I	-	-	-	Non-material
ESRS G1-4 24 (a) Fines for violation of anti-corruption and anti-bribery laws	Indicator number 17 Table #3 of Annex I	-	Commission Delegated Regulation (EU) 2020/1816	-	2.1.4.1.4.2 Metrics and performance
ESRS G1-4 24 (b) Standards of anti-corruption and anti-bribery	Indicator number 16 Table #3 of Annex I	-	-	-	2.1.4.1.4 Ensuring business ethics

Table 5: List of acronyms used

Corporate Sustainability Reporting Directive	CSRD
Carrefour Quality Lines	CQL
Hypermarket	HM
Supermarket	SM
Convenience store	CO
Cash & carry	CC
Argentina	AR
Belgium	BE
Brazil Atacadão	BR AT
Brazil BIG	BR BIG
Brazil Carrefour	BR C
Brazil Sams	BR SAMS
Spain	ES
Italy	IT
Poland	PL
Romania	RO
Warehouses	WH

2.1.2 ENVIRONMENTAL INFORMATION

2.1.2.1 Climate change (ESRS E1)

2.1.2.1.1 Issues relevant to the Carrefour group

2.1.2.1.1.1 Context and imperatives

The report issued by the IPCC ⁽¹⁾ in 2021 warns of the irreversible consequences of climate change. However, solutions exist to combat climate change and contain global warming, such as developing renewable energy and rethinking energy models.

In 2015, the Paris Climate Agreement that was adopted at the COP21 set targets to hold “the increase in the global average temperature to well below 2°C above pre-industrial levels”, and

pursue efforts “to limit the temperature increase to 1.5°C above pre-industrial levels”. The fight against climate change is the biggest challenge of the 21st century, with consumption and food playing a crucial role. Carrefour has chosen to take part in this combat by pledging to reduce its greenhouse gas (GHG) emissions. At the same time, this action fits with the growing demand of consumers and society in general for a transition to sustainability.

2.1.2.1.1.2 Impacts, risks and opportunities

All the IROs are presented in the table below. Processes to identify and assess the materiality of these IROs is described in Section 2.1.1 General disclosures.

Table 1: List of material impacts, risks and opportunities related to climate change

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Reducing Scope 3 greenhouse gas emissions	Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Reducing Scope 3 greenhouse gas emissions	Energy consumption by stores, upstream and downstream	Energy consumption in stores, upstream in the value chain (agricultural production, product processing, transport of goods) and downstream (use by customers of products sold) generates greenhouse gas emissions. These emissions contribute to climate change, impacting people and ecosystems.	Impact	Operations Franchises Upstream Downstream	Short term
Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Reducing Scope 3 greenhouse gas emissions	Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Reducing Scope 3 greenhouse gas emissions	GHG emissions generated by stores, upstream and downstream	Carrefour emits millions of tonnes of CO ₂ , directly through the activity of its stores and indirectly through the production of goods and services sold to customers and their use by customers. These emissions contribute to climate change, impacting people and ecosystems.	Impact	Operations Franchises Upstream Downstream	Short term
Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Reducing Scope 3 greenhouse gas emissions	Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Reducing Scope 3 greenhouse gas emissions	Increased costs and value chain disruptions due to energy constraints and resource scarcity	Energy shortages and the increasing scarcity of raw materials, exacerbated by climate change, can disrupt supply throughout the value chain. Volatile and rising energy and raw material prices have a direct impact on store and product operating expenses (OpEx).	Risk	Operations Upstream	Medium term

(1) Climate change widespread, rapid, and intensifying – IPCC press release, August 9, 2021: https://www.ipcc.ch/site/assets/uploads/2021/08/IPCC_WGI-AR6-Press-Release_en.pdf

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2)	Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2)	Loss of appeal and penalties for poor energy management in stores	Absence of low-carbon equipment in stores can make them less attractive to customers and franchisees. In addition, failure to comply with regulations such as the F-Gas law on refrigerants exposes the Group to compliance costs and the risk of public criticism.	Risk	Operations	Short and medium term
Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Reducing Scope 3 greenhouse gas emissions	Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Reducing Scope 3 greenhouse gas emissions	Increased resilience and value creation through low-carbon initiatives	Investing in cleaner technologies and on-site energy production improves the Group's resilience and energy autonomy. At the same time, offering low-carbon products and optimising production and distribution processes can increase revenue and enhance brand image.	Opportunity	Operations Downstream	Long term
Reducing Scope 3 greenhouse gas emissions	Reducing Scope 3 greenhouse gas emissions	Additional costs and reputational impact related to CO ₂ emissions	The Group could incur additional operating expenses related to low-carbon transport and carbon pricing regulations, as well as reputational impacts from selling energy-intensive products.	Risk	Downstream Upstream	Short term
Adapting sites to climate change	Adapting sites to climate change	Extreme weather events affecting sites	The Group's sites (stores, warehouses and head offices) are exposed to climate risks such as extreme weather events and temperature rises. These events could affect staff productivity (e.g., heatwaves), cause damage to buildings (e.g., storms or hailstones) and/or disrupt business (Sales/OpEx/Reputation).	Risk	Operations Franchises	Short term
Adapting sites to climate change	Adapting sites to climate change	Impacts on employee health	The Group's sites (stores, warehouses and head offices) are exposed to climate risks such as extreme weather events and temperature rises. These events could damage the health of the Group's employees and adversely affect their working conditions.	Impact	Operations Franchises	Medium term
Adapting products and supply chains to climate change	Adapting products and supply chains to climate change	Impact of climate change on human health, welfare and access to food	The increased use of pesticides, inadequate insurance against climate risks and declining agricultural yields are reducing people's access to quality, affordable food, compromising their health and exposing them to greater financial risk following extreme events.	Impact	Downstream Upstream	Long term

1

2

3

4

5

6

7

8

9

Sustainability Statement

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Adapting products and supply chains to climate change	Adapting products and supply chains to climate change	Lack of supply chain climate resilience	Climate change could lead to lower agricultural output. A lack of resilience in supply chains could lead to higher prices and operating costs due to the need to reorganise the Group's supplies, as well as to a loss of market share.	Risk	Upstream	Long term
Adapting products and supply chains to climate change	Adapting products and supply chains to climate change	Development of and support for a resilient agricultural model to secure supply chains	Developing sustainable agricultural production chains in partnership with suppliers helps to secure supplies, particularly in the event of a climate crisis. Consumers expect the Group to sell them products derived from a farming model that is resilient both for the environment and for farmers, and this is also an imperative of the food transition (the <i>raison d'être</i> of the Carrefour group).	Opportunity	Upstream	Medium term

ANALYSIS OF RISKS AND OPPORTUNITIES RELATED TO CLIMATE CHANGE

Analysis of the Group's risks

The Group Risk department – which is responsible for coordinating the overall risk management system – draws up a map of the Group's risks on an annual basis by consulting the various departments of the main operating entities. Thirteen major risks were identified, including three linked to climate change: "Economic, political and social situation of countries", "Product availability in store or online" and "Control of movable and immovable assets". See Chapter 4.1 of this Universal Registration Document for further information about risk management.

Carrefour's climate change-related risks are factored into the Group's risk management procedures. Climate change mitigation and adaptation have been identified as strategic issues for the Group, and primarily concern the following:

- **regulatory risk:** the Group is subject to significant regulatory constraints, particularly regarding application of (i) the EU's F-Gas Regulation (relating to refrigeration systems used in its stores), (ii) France's "Tertiary sector decree" on reducing the energy consumption of tertiary sector buildings, and (iii) laws on anti-waste measures and the circular economy (such as the AGEC law in France);
- **market risk:**
 - **changes in consumer habits:** the Group is subject to a risk related to new consumer behaviour linked in varying degrees to climate change: the reduction of internal combustion vehicle use, local produce consumption, energy-efficient products, the reduction of animal protein consumption. All these trends deeply impact the spending patterns of the Group's customers,
 - **securing raw material supplies:** the Group has identified sensitive raw materials that contribute to climate change or that are highly sensitive to the consequences of climate change (e.g., drought). Carrefour may thus be exposed to a risk of supply shortages for raw materials, or increases in raw material prices,

- **securing energy supplies:** energy supplies are also sensitive to climate change. Consequently, the Group could see a significant rise in energy prices as well as supply disruptions;

- **physical risks for stores:** in the countries where it operates, the Group may be exposed to natural disasters and uncertain weather conditions, which have direct or indirect impacts on its activities, assets, customers and employees, and which lead to consequences regarding its financial situation. Actions to mitigate the material impact on people affected are detailed in Section 2.1.3.1.5.1 Ensure the occupational health and safety of workers.

Detailed analysis of the Carrefour group's climate-related impacts, risks and opportunities

Recognising the risk that climate change poses to its business, as well as the potential opportunities it could represent, in 2021 Carrefour assessed the Group's specific climate-related risks and opportunities, in line with the recommendations of the TCFD. In 2023, Carrefour updated this analysis based on the CSRD requirements and the ESRS principles.

All of the commonly considered climate-related risks and opportunities within the TCFD framework were reviewed to select those applicable to the Group's activities over a given time horizon (short term: 2 to 5 years; medium term: 5 to 10 years; long term: more than 10 years). Physical risks comprise acute and chronic risks related to climate change and cover both operations and the supply chain. Transition risks comprise political, legal, reputational, technological and market risks for operations and, where relevant, for the supply chain. In order to identify the risks and opportunities of climate change, Carrefour took into account social, technological, economic, environmental and political aspects.

For the purpose of the analysis, Carrefour used the "Net Zero Emissions" and "Stated Policies" scenarios issued by the International Energy Agency (IEA). These scenarios were supplemented by vulnerability and impact analyses, particularly for energy markets and carbon pricing, as well as information related to physical risks (flooding, water shut-offs and restrictions, extreme heat, drought and lower agricultural output) in the regions where the Group operates.

On the basis of these analyses, Carrefour has adapted its energy strategy by developing a policy to increase the use of renewable energy, stepping up its measures to reduce its use of fossil fuels

for both stores and transport, and positioning itself as a positive contributor to the energy independence of countries by adapting its consumption to energy grid capacities.

In terms of food and non-food supplies, Carrefour monitors the availability of raw materials in the light of world events, and especially climate change. These analyses enable the Group's purchasers to adapt their sourcing strategy and to tailor the Group's retail-related procurement choices in conjunction with its suppliers. In addition, Carrefour is making its sourcing more resilient by developing its own product chains.

2.1.2.1.1.3 Stakeholders, standards and regulations

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS	RELEVANT POLICIES
Suppliers	Cooperation with and commitment to the Group's transition	Working group	Food Transition Pact, Top 100 suppliers	Reducing Scope 3 greenhouse gas emissions Adapting products and supply chains to climate change
Suppliers	Cooperation with and commitment to the Group's transition	Panels and conventions	Top 100 suppliers, goods agreements	Reducing Scope 3 greenhouse gas emissions Adapting products and supply chains to climate change
Suppliers	Roll-out of in-the-field projects	Regular one-to-one dialogue	Top 100 international suppliers, own-brand and national-brand suppliers (via charters, contracts and specifications)	Reducing Scope 3 greenhouse gas emissions Adapting products and supply chains to climate change
Business coalitions	Definition of industry-level/ national strategies	Working group	Consumer Goods Forum, C3D, Global Compact, National Agreement on Plastic Packaging	Reducing Scope 3 greenhouse gas emissions Adapting products and supply chains to climate change
Scientific experts and consultants	Definition of industry-level/ national strategies	Partnerships	EY, ICare Consulting, WWF, GHG Protocol, SBTi, SBTs for Nature	Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Reducing Scope 3 greenhouse gas emissions
Non-profits and NGOs	Setting of Group targets	Partnerships	SBTi	All
Non-profits and NGOs	Assessment of action plan implementation	Questionnaires and reference frameworks	Climate Disclosure Project, Task Force For Climate Disclosure	All
Individual investors and investor coalitions	Assessment of action plan implementation	Questionnaires and reference frameworks	Climate Action 100+, Task Force For Climate Disclosure	All
Industry organisations	Roll-out of in-the-field projects	Mutual information	Perifem, FCD	All
Multi-stakeholder initiatives	Definition of industry-level/ national strategies	Working group	Business ambition for 1.5°C, European Climate Pact, French Business Climate Pledge	All
Trade unions	Definition of the Group policy	Mutual information	European Consultation and Information Committee (ECIC)	Reduce greenhouse gas emissions of integrated stores (Scopes 1 & 2) Adapting sites to climate change

STANDARDS AND REGULATIONS

■ TCFD: in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), Carrefour integrates climate-related risks and opportunities into its strategy, governance and financial communications.

■ GHG Protocol: Carrefour uses the Greenhouse Gas Protocol ("GHG Protocol") as its framework for calculating, managing and reducing its GHG emissions in its operations and value chain. The GHG Protocol is a global standard for accounting for GHG emissions, enabling companies to quantify and manage their emissions based on a structured and precise methodology.

Sustainability Statement

- **F-Gas:** Carrefour complies with the F-Gas Regulation by implementing measures to reduce and control the use of fluorinated greenhouse gases in its installations, particularly in its refrigeration systems. The European Union's F-Gas Regulation is aimed at reducing the use of fluorinated greenhouse gases, such as hydrofluorocarbons (HFCs), which are widely used in refrigeration and air-conditioning equipment but have a high global warming potential.
- **SBTi standards (e.g., FLAG):** The Carrefour group meets the standards of the Science Based Targets initiative (SBTi) by setting GHG emission reduction targets aligned with the latest scientific recommendations for limiting global warming.
- **ACT (Assessing Low Carbon Transition), developed by Ademe and CDP:** Carrefour uses ACT as a key tool for assessing its climate strategy and aligning its targets with the low-carbon pathways in the Paris Agreement. By using the ACT methodology, the Group can measure the extent to which its climate pledges are in line with the needs of the energy transition.
- **ISO 50001:** in France, Italy and Belgium, Carrefour complies with the ISO 50001 standard by using an energy management system to continuously improve its energy efficiency and reduce its energy consumption.
- **Duty of care:** Carrefour has incorporated climate risks into its Duty of Care Plan that it has drawn up in accordance with French legislation. In connection with its statutory duty of care, the Group has identified climate risks (by assessing the potential impacts of its activities on the climate) and has implemented measures to prevent and mitigate climate risks (by taking action to limit these risks).
- **Directive (EU) 2023/2413 of the European Parliament and of the Council of October 18, 2023 (Renewable Energy Directive**

(RED) III): RED III introduces a stricter legislative framework to align EU energy policies with climate and environmental transition objectives by setting ambitious renewable energy targets.

2.1.2.1.2 Reducing the Group's greenhouse gas emissions

2.1.2.1.2.1 Policies related to climate change mitigation [E1-2]

In line with the goals set in 2015 by the Paris Climate Agreement (COP21) to limit global warming, Carrefour has set itself Scope 1, 2 & 3 targets aligned with a "well below 2°C" scenario and validated by SBTi in 2020. Carrefour increased its climate ambitions in 2021 and confirmed them in 2024, setting 2030 GHG emission reduction targets for its integrated stores (Scopes 1 & 2) and its value chain (Scope 3) aligned with a 1.5°C warming scenario.

2.1.2.1.2.2 Transition plan for climate change mitigation [E1-1]

Carrefour regularly improves the transparency of its climate-related information. With the application of the CSRD, Carrefour is progressively developing its transition plan for climate change mitigation. The structure of the plan and the elements already available are presented below. However, this transition plan is incomplete within the meaning of the CSRD. The missing elements include certain levers related to Scope 3 GHG emissions, representing 17% of emissions, and significant investments and operating expenses to implement our action plans. The Group aims to progressively improve the completeness and accuracy of its data in order to align its reporting with regulatory expectations and industry best practice.

Targets related to climate change mitigation [E1-4]

The Group's climate transition plan is based on the following targets:

Table 1: Reduction targets for Scope 1 & 2 GHG emissions

Metric	Unit	Target value	Target year	Baseline value	Baseline year
Reduction in Scope 1 & 2 CO ₂ emissions	% (in tCO ₂ eq)	-30%	2025		
Reduction in Scope 1 & 2 CO ₂ emissions	% (in tCO ₂ eq)	-50%	2030	2,284,827	2019
Reduction in Scope 1 & 2 CO ₂ emissions	% (in tCO ₂ eq)	-70%	2040		
Proportion of renewable electricity out of total electricity consumption	% (in MWh)	100%	2030	0%	2019
Reduction in energy use intensity	% (in kWh/sq.m.)	-20%	2026	528	2019
		-27.5%	2030		
Reduction in emissions from refrigerant use	% (in tCO ₂)	-50%	2030	1,126,299	2019

These targets are in line with the "well below 2°C" scenario validated by the SBTi.

Methodology

The targets are set using the market-based method, i.e., based on specific purchases and contractual choices and not on the average emission factors of the electricity grid where the entity is located (location-based). The 2019 baseline was adjusted in 2023

to include the emissions of BIG stores and the refrigerants used by Atacadão in order to enable meaningful comparisons between the figures for 2019 and those for 2023.

Carrefour has not identified any locked-in emissions. The Carrefour group's activities are not excluded from the Paris-aligned Benchmarks.

■ Scope 3 targets:

In 2019, Carrefour conducted a diagnostic of Scope 3 indirect emissions related to the Group's activities. It is updated annually to fine-tune measurement of the impact. The 2022 diagnostic showed that over 98% of the Group's GHG emissions are linked to indirect activities, with the main sources being the production of products sold in stores (69%), the use of sold products (18%) and the transportation of goods (9%). Reducing Scope 3 emissions is a major challenge for the Group.

Carrefour has set itself the target of achieving a 32% reduction in emissions deriving from its indirect activities (Scope 3) by 2030 compared with 2019. This overall Scope 3 commitment is broken down into sub-targets covering the main components of the Group's Scope 3 (90% of Scope 3 emissions): purchased goods and services (FLAG and non-FLAG), use of sold products, franchises and downstream transportation and distribution. They are supplemented by other objectives relating to the various levers available to the Group (supplier engagement, fight against deforestation in particular).

Table 2: Scope 3 GHG emission reduction targets

Target	Unit	Target value	Target year	Baseline value	Baseline year
Total reduction in Scope 3 GHG emissions ⁽¹⁾	% (in tCO ₂)	-32%	2030	136,816,011	
GHG emission reduction deriving from purchased goods and services (non-FLAG ¹² ⁽²⁾)	% (in tCO ₂)	-30%	2030	26,476,714	2019
GHG emission reduction deriving from purchased goods and services (FLAG ¹³ ⁽³⁾)	% (in tCO ₂)	-33.3%	2030	79,453,725	
Scope 3 GHG emission reduction related to the use of sold products ⁽⁴⁾	% (in tCO ₂)	-27.5%	2030	16,629,934	2019
Percentage of franchised stores equipped with low-carbon solutions ⁽⁵⁾	%	80%	2030	-	2019
GHG emission reduction deriving from downstream transportation ⁽⁶⁾	% (in tCO ₂)	-27.5%	2030	337,095	2023
Percentage of Top 100 suppliers committed to a 1.5°C pathway	% (number)	100%	2026	34%	2022
Implementation by 2025 of an action plan to combat deforestation for the Carrefour brands' sensitive raw materials					
Sales of certified sustainable products by 2026	Billions of euros	8	2026	5.3	2023
Number of suppliers committed to the Food Transition Pact	Number	500	2030	26	2020
Number of partner producers	Number	50,000	2026	27,758	2019
Percentage of Carrefour Quality Lines products committed to an agroecological approach	% (of sales)	100%	2025	-	2022
Percentage of Carrefour-brand product packaging that is reusable, recyclable or compostable	% (in tonnes of packaging)	100%	2025	44%	2020
Percentage reduction in food waste (kg/sq.m) compared to 2016	% reduction (in kg/sq.m)	-50%	2025	-10%	2017
Percentage of store waste recovery	% (in tonnes)	100%	2025	67%	2018

(1) This target covers the following categories: purchased goods and services, use of sold products, franchises and downstream transport. These categories cover over 90% of the Group's Scope 3 emissions.

(2) The franchised stores in the eight countries where the Group operates are included in this target.

(3) The franchised stores in the eight countries where the Group operates are included in this target.

(4) The franchised stores in the eight countries where the Group operates are included in this target.

(5) The franchised stores in the eight countries where the Group operates, as well as the franchisees of international partners, are included in this target.

(6) The franchised stores in the eight countries where the Group operates are included in this target.

Decarbonisation levers of the transition plan

The transition plan is based on various decarbonisation levers:

■ Scope 1 & 2 levers:

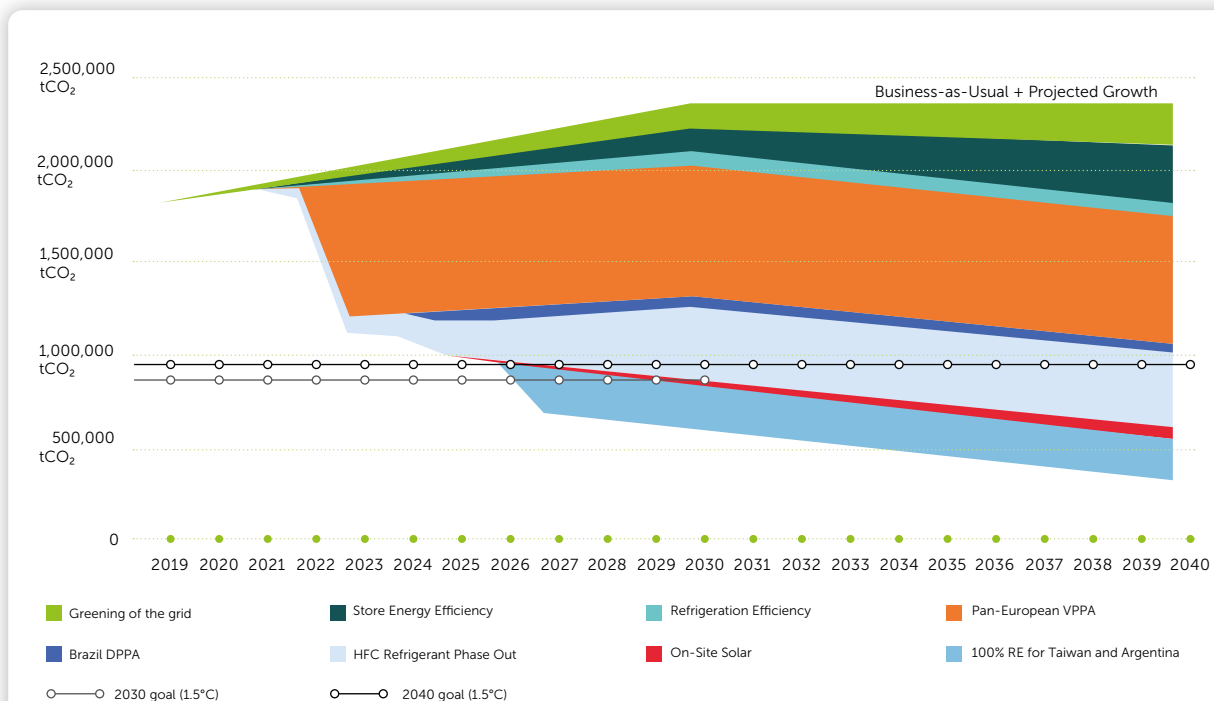
- **The use of 100% renewable electricity by 2030.** To achieve this, the Group will give priority to on-site production for self-consumption or supplying the network, then the use of PPAs (Power Purchase Agreements).
- **A 27.5% reduction in energy consumption by 2030 (vs. 2019),** i.e., the equivalent of over 1 million MWh per year and 240,000 tonnes less CO₂ equivalent.

- **Reducing emissions from the use of refrigerants by 50% by 2030 and by 80% by 2040,** in particular by replacing fluorinated refrigerants with new installations using CO₂, in line with the EU F-Gas Regulation.

In 2021, the Group set the target scenario for achieving its goal of reducing the greenhouse gas emissions generated by its stores. This scenario is based on a projection of the Group's emissions to 2040, using current emissions and the Group's estimated growth to 2040 (Business as Usual + Projected Growth). It breaks down the different actions required for achieving the Group's emission reduction targets aligned with a 1.5°C by 2040 pathway.

FIGURE 1: BREAKDOWN OF DECARBONISATION LEVERS

Breakdown of action plans designed to help achieve carbon neutrality through stores by 2040



■ Scope 3 levers:

- **Supplier commitment** to following a 1.5°C pathway, as well as their collaboration with the Group concerning the Food Transition Pact and the 20 Megatonnes project. By the end of 2024, 53% of Carrefour's Top 100 suppliers had a 1.5°C pathway, 393 were members of the Food Transition Pact and 93 were registered on the 20 Megatonnes platform.
- **Regenerative agriculture** ⁽¹⁾ to implement low-carbon farming practices for the production of the Group's priority

raw materials: meat, primarily beef and pork, dairy products, cereals, especially wheat, and fruits and vegetables, especially potatoes.

- **Combating deforestation with regards to priority raw materials:** palm oil, wood and paper, beef in Brazil, soy and cocoa. The Group's incorporation of the FLAG standard is helping drive its fight against deforestation, which will play a significant role in reducing Scope 3 emissions.

(1) Regenerative agriculture is a farming method aimed at improving soil health, biodiversity and ecosystems, while capturing carbon and making farming systems more resilient to climate change.

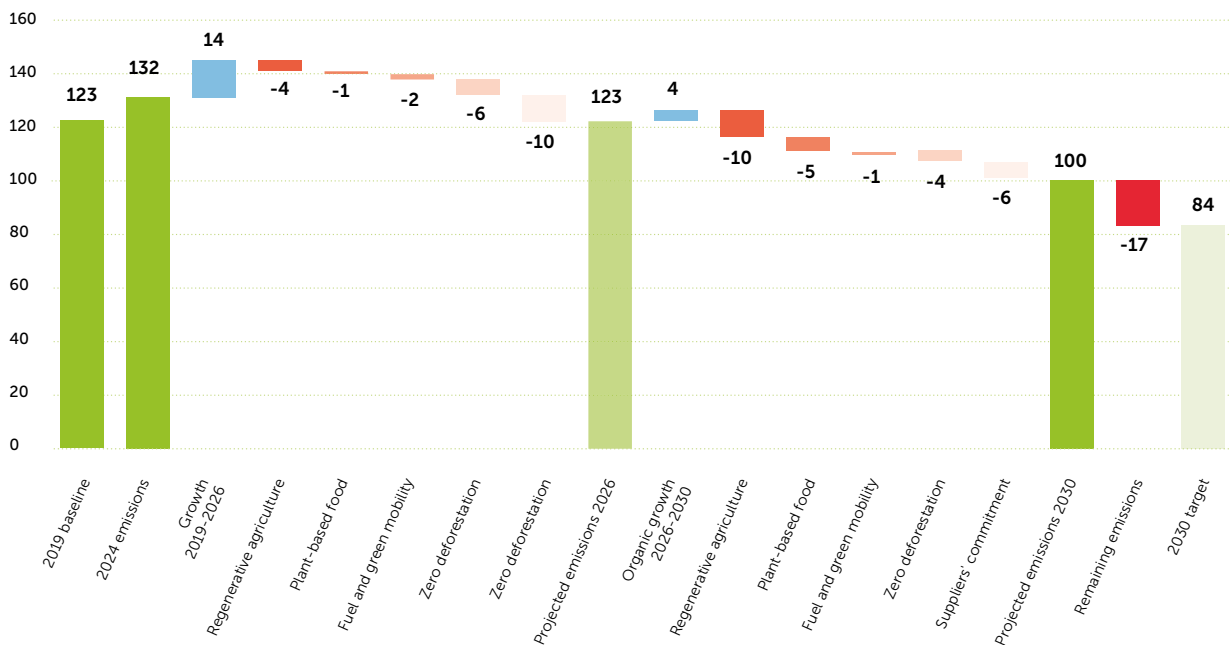
- Promoting more plant-based diets**, by increasing sales of plant-based products to 650 million euros by 2026 and supporting the transition to more plant-based proteins by 2030. At end-2024, the Group's sales of plant-based proteins amounted to 621 million euros. Carrefour has also launched an international coalition to step up sales of plant-based alternatives, which included 19 manufacturer-partners in 2024. Further details about this coalition are provided in the action plans discussed below.
- Developing green mobility to reduce emissions deriving from the sale of fuel and the use of fuel by customers**. By the end of 2024, Carrefour had already reduced the emissions deriving from its customers' use of sold fuel by 26% compared with 2019. In addition, Carrefour intends to

play a pioneering role in alternative energy for mobility, going beyond electric vehicles, by testing new solutions with its customers.

The Group is putting in place other decarbonisation levers, which although individually may only represent a modest contribution to reducing emissions, they demonstrate how it is seeking to be a standard-setter in conducting its activities. Examples of these levers are as follows:

- reducing packaging and promoting zero waste consumption;
- recovering waste and reducing food waste in stores;
- reducing emissions deriving from downstream transportation;
- developing short supply chains.

FIGURE 2: THE CARREFOUR GROUP'S SCOPE 3 DECARBONISATION ROADMAP, BROKEN DOWN BY DECARBONISATION LEVERS



Methodology: these figures factor in FLAG emissions deriving from land-use changes based on conservative assumptions (as no traceability data are available, the "worst case scenario" was used, resulting in a probable overestimation of the figures).

Assumptions:

- Supplier commitment: the commitment of the Top 100 suppliers does not generate double counting; the 20

Megatonnes project enables the identification of 10 additional megatonnes of CO₂ emission reduction that would not otherwise be achieved through other levers.

- Plant-based food: after an initial stage in 2026 (650 million euros in sales in 2026), this figure is based on the assumption that there will be a 30% shift from animal proteins to plant-based proteins by 2030.

Table 3: Contributions of the Group's Scope 3 decarbonisation levers ⁽¹⁾

Priority scope	Contribution 2030 vs.2019	Actions implemented	Commitments contributing to achieving targets
Supplier commitment	-8%	Commitment of the Group's 100 largest international suppliers to map out a 1.5°C emissions-reduction pathway.	Commitment of the 100 largest suppliers to a 1.5°C pathway by 2026 under penalty of being removed from Carrefour's approved supplier list.
		Collaborate with suppliers, both large and small, to implement the food transition and promote low-carbon consumption patterns.	500 suppliers involved in the Food Transition Pact and 20 megatonnes avoided by 2030.
Regenerative agriculture	-8%	Decarbonise the production of the Group's priority raw materials: beef, pork and dairy products, fruit and vegetables, cereals.	Set up action plans per raw material, with the aim of achieving a 32% reduction by 2030 (vs. 2019) of the emissions deriving from purchased goods and services.
		Develop partnerships with producers to facilitate the transition to low-carbon practices.	50,000 partner producers by 2026.
		Encourage the use of eco-labels (Bleu Blanc Coeur, Bio, Vergers EcoResponsables, Haute Valeur Environnementale, etc.).	8 billion euros in sales of certified sustainable products by 2026.
Zero deforestation (FLAG LUC emissions)	-4%	Combat deforestation and develop alternatives to soy for animal feed.	By 2025, implementation of an action plan to combat deforestation for Carrefour brands' sensitive raw materials, i.e., beef from Brazil, wood and paper and derivatives, palm oil, soy and cocoa. By 2030, 100% of forest-sensitive productions to have a risk mitigation plan
Plant-based alternatives:	-3% ⁽²⁾	Engage stakeholders in the transition to a more plant-based diet (commercial operations, food transition pact). Promote innovation and develop a comprehensive offering.	Increase plant-based protein sales in Europe to 650 million euros by 2026.

(1) This action plan covers FLAG emissions related to agriculture, in particular emissions deriving from land-use changes.

(2) This estimate is based on an assumption that 30% of animal proteins will be replaced by plant-based proteins by 2030.

Priority scope	Contribution 2030 vs.2019	Actions implemented	Commitments contributing to achieving targets
Fuel and green mobility:	-3%	Increase volumes of biofuels. Encourage soft modes of transport and the use of electric vehicles.	27.5% reduction by 2030 (vs. 2019) in GHG emissions from the use of sold products Installation of 5,000 electric charging stations in France in 2026.
Other actions ⁽¹⁾	<1%	Improve downstream transportation efficiency. Upgrade the fleet and develop a fleet of vehicles running on biomethane.	27.5% reduction in GHG emissions from downstream transportation by 2030 (vs. 2019).
		Reduce waste production, ensure material sorting for recycling and zero landfill.	Recover 100% of waste by 2025.
		Take action at all levels to reduce food waste within the value chain, in stores and among consumers.	50% reduction in food waste by 2025.
Remaining emissions	-	The Group intends to put in place other emissions-reduction actions in the future and has identified the following main levers for doing so: calculating the impact of reduced packaging on the footprint of purchased goods and services: 100% of Carrefour-brand packaging to be reusable, recyclable or compostable by 2025, 300 million euros in bulk sales and reuse by 2026, action plans for non-food products, particularly home appliances, extending the low-carbon agriculture approach to other raw materials.	

The Group's Scope 1, 2 & 3 roadmap for 2030 is focused on reducing emissions across all three scopes. The use of an offsetting strategy or carbon credits, or taking into account negative emissions, do not form part of the Group's strategy for the short term (up to 2030). Over the longer term, the Group is looking into creating carbon capture projects within its supply chains in order to reduce the impact of its residual emissions.

Actions and resources in relation to climate change policies [E1-3]

■ Scope 1 & 2 action plans:

The use of 100% renewable electricity by 2030:

The Group prioritises on-site production for own consumption or for the grid, followed by the use of power purchase agreements:

- Use of Power Purchase Agreements: in 2023, the Group passed a major milestone by signing four renewable energy Physical Power Purchase Agreements (PPAs) in France. The green electricity produced under these PPAs is generated by wind and solar farms and represents 100 GWh of electricity per year – equivalent to the power used by 29 hypermarkets. The Group pursued this momentum in 2024, signing five new PPAs in France, Spain, Italy and Argentina, which are scheduled to start up between 2025 and 2026. In total, through its PPAs the Group has contracted cumulative renewable capacity of almost 480 GWh per year. Going forward, it will continue to put PPAs in place across all of its geographies.
- Solar energy production: the Group has stepped up the process to equip its stores (integrated and franchised) with photovoltaic systems (161 in Spain, 16 in France, 13 in Poland, 11 in Brazil, seven in Belgium and three in Italy at December 31, 2024). It has also accelerated the pace of installing on-site green electricity production installations at its stores as part of

the objective of the Carrefour 2026 strategic plan to produce almost one TWh of electricity per year as from 2027. In 2024, Carrefour France signed a major partnership agreement with GreenYellow to install solar power canopies at 350 sites, Carrefour Spain continued its green energy roll-out, equipping a total of 161 stores with solar panels, and in the Group's other countries contracts were signed for installing almost 80 solar power facilities.

A 27.5% reduction in energy consumption by 2030 (2019 baseline):

The investments made (in the form of operating and capital expenditure) will enable Carrefour to reduce energy consumption across the Group by 20% by 2026 and 27.5% by 2030. The Group is seeking to improve energy efficiency through six priority actions and technology recommendations for its stores: renovation of commercial cooling systems, doors for refrigeration units, use of electronic speed controllers, use of divisional meters, low consumption LED lighting and centralised technical building management (focused on air conditioning, ventilation and heating).

- In Europe, Carrefour Belgium, Carrefour France and Carrefour Italy hold ISO 50001 certification for their integrated stores (hypermarkets and supermarkets) as well as for their head offices and warehouses. This represents roughly 35% of the sales area of the Group's integrated hypermarkets and supermarkets.
- Each Group country organises employee training on how to optimise energy use, informing them about best practices to adopt both in-store and at home. For example, efficient energy management guidelines are given, both in relation to the stores (such as for refrigeration units and bakery ovens), as well as for employees in their homes, such as the right temperatures that a house should be in winter and summer.

(1) The table only shows the contribution of the most significant levers; the less significant levers are included in the "Other actions" category.

Sustainability Statement

Reduction in emissions from refrigerant use:

Carrefour is committed to phasing out HFC refrigeration units and phasing in installations using natural refrigerants (CO₂), which have much lower emission levels than fluorinated refrigerants, by 2030 in Europe and 2040 in other geographies. Each country has drawn up a roadmap for the renewal of its installed refrigeration units, and at end-2024, implementation was in line with the targets set for 2030 in Europe.

■ **Scope 3 action plans:**

In line with its aim to reduce its CO₂ emissions as much as possible across its value chain, Carrefour has put in place five key initiatives that address the most significant categories of Scope 3 emissions:

Fuel and green mobility:

The Group's main levers for reducing emissions deriving from the combustion of conventional fuels are (i) raising the proportion of biofuels in the fossil fuel mix, (ii) switching to the use of electric vehicles, and (iii) exogenous market contraction (reduction in the number of internal combustion engine vehicles). To accelerate this transition, Carrefour is taking action by making it easier for consumers to charge up their electric vehicles by providing EV charging stations in its store parking areas, and is also trialling a range of solutions and new technologies to move towards low-carbon freight and passenger mobility.

In 2022, Carrefour launched Carrefour Energies, an electric charging station service for all of its hypermarkets and supermarkets in France. Carrefour is stepping up the installation of electric vehicle charging infrastructure by progressively equipping all of its hypermarket and Carrefour Market supermarket properties. At end-2024, more than 2,100 parking spaces had been equipped with EV charging points, making Carrefour France's first retailer to propose such a comprehensive offering to encourage electric mobility. By 2026, 5,000 spaces will be equipped with EV charging points, half of which will be Enedis superchargers. On average, each hypermarket and supermarket will respectively have 10 and 5 spaces reserved for EV charging.

In 2023, Carrefour and Uber also announced a partnership to improve the accessibility, cost and experience of recharging electric vehicles for VTC drivers. Drivers have enjoyed preferential rates on the Carrefour Energies network since January 2024 in France.

In 2024, Carrefour and HyssetCo – a European leader in hydrogen mobility solutions – announced that they had entered into a partnership to roll out five hydrogen refuelling stations in the Greater Paris region by 2025. Three of these stations were installed in 2024 and are now up and running. Each of them will have a hydrogen distribution capacity of 500 kg/day, equivalent to 100 to 200 fill-ups per day for light vehicles, cars and utility vehicles. These stations, which will be open to the public 24/7, will significantly expand the Greater Paris hydrogen distribution network and provide fuel for private and commercial vehicles. This innovative partnership is a further commitment by Carrefour to the energy transition and is in line with its aim of trialling new sustainable mobility options.

Also in 2024, Carrefour was selected by ADEME to be one of the 12 organisations in France to finance the project for introducing electric heavy goods vehicles as part of the country's energy saving certificate (CEE) e-trans programme. Under this programme, Carrefour has agreed to finance 2.3 TWh of energy savings, representing 16 million euros, over a four-year period commencing in 2025.

In 2024, Carrefour began selling HVO100 biodiesel at its Athis-Mons and Pontault Combault service stations. This synthetic diesel, produced from waste and residues, is an environmentally-friendly alternative to conventional diesel. Compatible with most diesel engines, it can be used either on its own or mixed with diesel fuel. HVO100 reduces CO₂ emissions by up to 90% and particulate matter (PM) by 25%. With a higher cetane number and better lubrication, it also offers cleaner, sulphur-free combustion, and is low odour. This pilot is fully in line with the Group's drive to help its customers move to cleaner energy. Two more service stations will offer it by the end of 2025.

All of these initiatives are also enabling the Group to keep a step ahead in compliance with upcoming regulatory requirements, such as the ban on internal combustion engines in new cars which will become effective in 2035.

A more plant-based diet:

Animal-source foods, particularly red meat and dairy products, are generally associated with the highest greenhouse gas emissions. In contrast, plant-based foods have a lower emission intensity. This is why the greening of food is high on Carrefour's list of priorities. There is a strong expectation in society in general about this aim, which is at the centre of a range of major climate issues, as well as the preservation of biodiversity, the sharing of resources at global level and important public health issues. This expectation is already reflected in strong growth in demand, which is impacting the markets. Carrefour is committed to developing vegetarian product ranges with a view to offering an alternative to the consumption of animal proteins. These products are aimed at a wide variety of consumers, whether they are vegans, vegetarians, those concerned about animal welfare or flexitarians. Carrefour is attentive to the quality and nutritional profile of these products.

As part of its Carrefour 2026 strategic plan, Carrefour announced an ambitious new objective to increase plant-based protein sales in Europe to 650 million euros of sales by 2026 (an increase of 65% vs. 2022).

To achieve its objective, Carrefour is implementing a strategy based on:

- A comprehensive and innovative product range: Carrefour has begun to develop its range of plant-based alternatives and pulses through its Carrefour Sensation brand (formerly Carrefour Veggie), which is 100% vegetarian and broadly affordable. In 2024, the Carrefour Sensation brand had a range of 150 vegetarian product references in Europe. Carrefour is also developing a range of plant-based proteins and meat alternatives through its other brands.

1

■ Collaboration with suppliers: in 2023, Carrefour set up a coalition to promote the use of plant-based alternatives and to help the Group meet its target of generating 650 million euros in sales of these products. "Plant-based alternatives" include meat substitutes, milk and egg substitutes and products containing more than 50% pulses. Initially made up of seven suppliers, the coalition now includes 19 partners in addition to the Carrefour own-brand, Carrefour Sensation Végétal (Nestlé, Danone, Fleury Michon, Bel, Barilla, Olga, Happyvore, Nudj, Labeyrie, Lsdh, La Vie, Accro, Nutrition & Santé, Aoste, Hari&Co, Upfield, Bjorg, Andros and Bonduelle). Thanks to collaborative work between the Group's Merchandise and CSR teams and the supplier members of this coalition, we have been able to identify a large number of issues specific to plant-based products. In 2024, the coalition organised workshops dedicated to the topics of market trends, customer expectations, and making plant-based products more widely available. In 2025, it will focus on implementing the action plans created during these workshops.

■ Encouragement of the consumption of plant proteins through promotions: during the promotional events it carries out throughout the year, Carrefour takes care to integrate plant-based alternatives each time and clearly depict them via a pictogram. In January 2025, Carrefour encouraged its customers to take part in Veganuary, launching over 480 events and tastings in its stores, a competition on its website and special offers on 250 products.

■ Showcasing plant-based alternatives in-store and online: to promote plant-based alternatives in its stores, in 2024 Carrefour introduced specific shelf marking to make the products more visible to customers. In addition, Carrefour's website has a "mieux manger" (eat better) function that proposes healthy vegetarian and vegan alternatives to meat and dairy where possible.

Farming practices and regenerative agriculture:

The Group's carbon footprint report shows that 67% of its Scope 3 emissions are linked to food products, and farming accounts for the highest proportion of these emissions.

Agricultural production emits various types of GHGs – methane (CH₄), nitrous oxide (N₂O) and carbon dioxide (CO₂) – which means this sector is atypical compared with others. By improving farming practices, GHG emissions could be reduced by 10-20%, and the Group has several levers it can use to reduce the carbon impact of Scope 3 emissions from agriculture. Carrefour supports its organic lines and CQL to facilitate deployment of sustainable, environmentally-friendly agricultural practices. In particular, the Group is aiming for all of its CQL products to derive from agroecological methods by 2025. Our suppliers who are partnering us in this initiative have drawn up progress plans designed to reduce the use of synthetic pesticides and nitrogen fertilisers and improve soil structure and carbon storage, which will help reduce emissions from agricultural production.

Carrefour is also working on an "Agriculture and Climate" strategy. In November 2023, a stakeholder panel was organised, bringing together around 60 internal staff, suppliers, banks and insurance companies, non-profits and consumers to work collectively on this strategy. The strategy is focused on five priority raw materials: beef, pork, dairy products, fruit and vegetables, and cereals.

In 2024 Carrefour launched a modelling process to assess the reduction potential of its main action levers. The first stage of this work led to an assessment of the potential levers to decarbonise milk bottles in France by 2030. Also during the year, Carrefour assessed the feasibility of putting these levers into practice, focusing on two key areas:

■ Developing a sourcing strategy that prioritises less carbon-intensive supplies (e.g., Bleu Blanc Coeur eco-methane). By increasing the proportion of milk traced as coming from sources that follow such programmes, Carrefour France would be able to reduce the carbon footprint of its milk supplies.

■ Helping conventional dairy producers to implement less carbon-intensive farming practices. Carrefour Quality Lines producers are key partners for the Group's implementation of low-carbon practices.

Supplier commitment – the 20 Megatonnes project and the Food Transition Pact:

The 20 Megatonnes project launched in 2020 aims to encourage suppliers to make commitments to reduce their emissions, measure their progress and involve consumers by offering them alternatives emitting less CO₂. In 2024, 93 suppliers were involved in the 20 Megatonnes project. The 20 Megatonnes platform is a collaborative online platform open to all Group suppliers. It enables Carrefour to monitor the commitments and progress of its suppliers in the fight against global warming and to highlight their most innovative actions. This platform was developed within the framework of the Climate Working Group of the Food Transition Pact, co-piloted by Pepsico and including Johnson & Johnson, Essity, Beiersdorf, Mars, Danone, Soufflet, Coca-Cola, Kimberly Clark, Heineken, Reckitt, Innocent, L'Oréal, Kellogg's, Andros and Savencia. Each supplier is able to communicate its greenhouse gas emissions, its reduction objectives and the achievement of its objectives year after year. The method used is aligned with industry benchmarks (Greenhouse Gas Protocol and Carbon Disclosure Project)

Supplier commitment – the Top 100 suppliers:

In November 2022, Alexandre Bompard announced Carrefour's commitment to ensure that its 100 largest suppliers have a 1.5°C trajectory certified by a third party, failing which they will be delisted. If all of these Top 100 suppliers adopt such a pathway, the Group would be able to reduce its Scope 3 emissions by about 6 megatonnes of CO₂, i.e., by 4.4%. As at the end of 2024, 53% of suppliers had adopted a 1.5°C pathway validated by the SBTi.

In 2024, the Group recognised the ACT methodology as equivalent to the SBTi approach for its suppliers. Suppliers can therefore opt for either method.

To mobilise suppliers other than large companies, the Group has partnered with the French Environment and Energy Management Agency (ADEME) to engage 100 SMEs in an ACT assessment, and to support 50 SMEs in adopting a decarbonisation trajectory aligned with a 1.5°C scenario thanks to the ACT Step by Step approach.

2

3

4

5

6

7

8

9

Sustainability Statement

Downstream transportation:

Carrefour aims to achieve a 27.5% reduction in outbound transport-related CO₂ emissions by 2030 compared to 2019, through optimisation of logistics models and development of alternatives to diesel fuel. Supply chain teams in each country are working with carriers to improve truck loading, optimise travel distances and phase in alternative transport modes consistent with Group policy.

To achieve this objective, the supply chain teams in each country are working with hauliers to put in place tangible actions, such as:

- improving truck fill-rates;
- optimising routes to reduce distances travelled;
- promoting alternative means of transport.

These actions are adapted and implemented locally in each country, taking into account specific market conditions and the hauliers concerned. In France, for example, the following actions have been put in place:

- **Shifting to alternative fuels:** Carrefour has pledged to use diesel alternatives so it can phase out diesel-fuelled deliveries from 2030. In line with this commitment, it is expanding its fleet of delivery vehicles that run on biomethane, a fuel produced from non-consumable organic waste from its stores. Biomethane-fuelled vehicles eradicate fine particle emissions and bring an 80% reduction in CO₂ emissions and a 50% reduction in noise pollution. The proportion of these vehicles in the Group's fleet is increasing and is expected to reach 24% by end-2025 and 30% by end-2030.
- **Upgrading the vehicle fleet:** Carrefour is currently upgrading its vehicle fleet, and by the end of 2024 it had 720 biomethane-fuelled trucks, representing more than 60% of its total truck fleet. These trucks are less polluting and 50% less noisy than diesel trucks, and/or are certified as compliant with the PIEK noise protection standard.
- **Optimising truck fill-rates:** In order to improve allocations between different types of transportation vehicles, fill-rates by weight and volume are tracked on a monthly basis. By maximising the fill-rate of each truck, Carrefour reduces the number of journeys made, and therefore decreases the related CO₂ emissions.
- **Environmental commitments and certification:** Carrefour France has renewed its pledge to the FRET 21 charter and is also preparing to certify its downstream transport. This means that the company has undertaken to reduce its GHG emissions and air pollutants by at least 5% over three years. Carrefour was one of the first signatories of the FRET 21 charter and is a sponsor of the EVE programme.

Commitments made by franchised stores:

The framework for the commitments given by franchised stores is described in Section 2.1.1.2 Specific tools developed by the Group to work collaboratively with its stakeholders in this chapter.

To reduce the emissions of its franchisees' stores, Carrefour aims to implement low-carbon solutions that have proven their effectiveness in its integrated store network. The reduction of emissions from franchised stores is based on the implementation of four key actions to reduce energy consumption and emissions related to refrigerants:

- **LED lighting:** replacing traditional lighting systems with LED lighting, which is more energy efficient.
- **Closed refrigeration units:** installation of refrigeration units with doors to reduce energy loss.
- **Refrigeration equipment using environmentally friendly fluids:** use of new-generation natural, hybrid or fluorinated refrigerants that have a low climate impact.
- **Eco-friendly in-store behaviour:** establishing daily energy-efficient practices (switching off equipment not in use, regulating temperatures, etc.).

In 2023, Carrefour presented its 2024 Energy Plan during its "Learning Expedition", highlighting the practical measures taken in its stores to reduce Scope 1 & 2 emissions. This seminar provided an opportunity to deepen the collaborative work between the Group and its partners as part of a collective approach to reducing environmental and social impacts.

Transition plan resources:

Significant CapEx and OpEx for the implementation of the above action plans fall into two categories:

- **Cooling plant conversion:** the Group has drawn up an investment roadmap in line with its CO₂ emission reduction pathway for cooling plants running on fluorinated fluids. The amount of investment needed to convert these plants is known and the investment roadmap has been drawn up accordingly, in line with the Group's strategic plan. It runs from 2025 to 2032.
- **Installation of photovoltaic panels:** the Group has set itself an annual power and surface installation target in line with its 2030 targets. The Group's strategy is to maintain constant project development momentum to ensure that these targets are met. Several projects are at different stages (study, implementation and extension) in the Group's various countries. They are developed on an OpEx or CapEx basis, depending on the opportunities offered by the economic climate (fluctuations in energy costs), to ensure that development objectives are met while guaranteeing their profitability.

The implementation of the Scope 3 action plan will not involve significant OpEx or CapEx. The action plan is based on the implementation of actions by the Group's partners (notably suppliers, agricultural producers, service providers and franchise partners) and on changing consumer habits.

GOVERNANCE OF THE TRANSITION PLAN:

In order to achieve its goals, Carrefour has put in place a specific governance structure for overseeing its climate pledges. Governance of the Climate Plan is shared between the different departments involved in the process, from risk definition to implementing action plans to measuring their effectiveness and performance, and is structured as follows:

Strategic planning:*Table 4: Governance bodies responsible for overseeing the Carrefour group's strategic planning*

Governance structure	Person(s) responsible
The Group Executive Committee defines CSR strategy, policies and objectives, and measures performance.	The Executive Director of Engagement, Carine Kraus – a member of the Group Executive Committee – is in charge of all of the functions relating to the Group's social responsibility and is General Delegate of the Carrefour Foundation. The Engagement department is responsible for the Group's climate strategy and translates the Group's social and environmental commitments into concrete actions.
The Board of Directors approves the strategy drawn up by the Executive Committee and evaluates its implementation. The Board's CSR Committee reviews the Group's climate strategy and performance annually.	The CSR Committee has five members, including its Chair, Aurore Domont.

Technical and financial implementation of the climate strategy:*Table 5: Governance structures responsible for overseeing implementation of climate strategy within the Carrefour group*

Governance structure and roles	Person(s) responsible
The Executive Committee of each country rolls the strategy out at the local level. Each country's climate strategy is integrated into their respective strategic plans.	The CEO of each country is in charge of implementing the climate strategy.
An energy and climate technical committee , tasked with: <ul style="list-style-type: none"> ■ communicating about the energy and climate strategies and pathways of the Group and its countries; ■ approving the energy and climate investments made in the Group's countries; ■ working on topics related to climate change adaptation and the risks associated with climate change. 	This committee is led by the Group's Energy department and the Assets department and includes members from the country-level assets departments and the Group Risk department, CSR department and Finance department.
The Group Investment Committee validates the Group's CapEx projects. The Group has drawn up a CapEx pathway for implementing GHG emission reduction initiatives through to 2030.	The Chairman and Chief Executive Officer, Alexandre Bompard, the Group Chief Financial Officer, Matthieu Malige, and the Chief Executive Officer of Carrefour Property, Jérôme Nanty, are responsible for this committee.

In order to ensure that its climate goals are achieved and that it is compliant with all the applicable regulatory requirements (including the F-Gas Regulation), the Group regularly updates its CapEx pathway for implementing the GHG emission reduction actions through to 2032. This roadmap is used to update an annual projection of CapEx and OpEx requirements and related gains up to 2032. The overall work in this area is steered by the Group Investment Committee and is used for the financial planning of Carrefour's Climate Plan, enabling budgets for reducing energy consumption and CO₂ emissions to be set for each Group country.

2.1.2.1.2.3 Metrics and performance**Energy consumption and mix [E1-5]:**

It is estimated that the Group's greenhouse gas emissions across all scopes totalled 147.5 million tonnes of CO₂ equivalent in 2024 (for Scopes 1, 2 & 3), versus 92.5 million tonnes without FLAG LUC. The Group's Scope 1 & 2 emissions derive from its integrated stores and represent 1% of its total emissions. Scope 3 covers emissions deriving from activities that are upstream and downstream of the Group's activities and it accounts for 99% of the total. Carrefour's impacts on the climate and biodiversity are therefore mainly indirect. The high proportion of Scope 3 emissions within the Group's total emissions is inherent to the retail industry. Overall in this industry, and particularly the food sector, Scope 3 emissions make up 90% to 95% of GHG emissions, unlike in other industries.

The table below shows total GHG emissions for Scopes 1, 2 & 3.

Table 6: Breakdown of the Carrefour group's Scope 1, 2 & 3 GHG emissions and reduction targets

Gross Scopes 1, 2, 3 and Total GHG emissions [E1-6]:

	Retrospective		Targets and base years			Annual % target/Base year	
	Base year (2019)	Comparative data (2023)	Year Y (2024)	% Y/Y-1	2025		2030
Scope 1 GHG emissions							
Gross Scope 1 GHG emissions (tCO ₂ eq.)	940,582	783,818	669,327	-15%			
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0%	0%	0%	0%			
Scope 2 GHG emissions							
Gross Scope 2 GHG emissions (location-based) (tCO ₂ eq)	946,258	748,564	751,252	+0.4%			
Gross Scope 2 GHG emissions (market-based) (tCO ₂ eq)	1,027,176	629,053	555,813	-12%			
Significant Scope 3 GHG emissions ⁽¹⁾							
Total gross indirect GHG emissions (Scope 3) (tCO ₂ eq)	136,816,011	149,324,454	146,308,870	-2%		-32%	
1. Purchased goods and services	105,930,439	119,497,358	117,515,731	-2%		-33.3%	
2. Capital goods	669,980	666,000	654,520	-2%			
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	3,335,925	2,959,485	2,954,085	0%			
4. Upstream transportation and distribution	7,959,463	9,060,155	8,808,050	-3%			
5. Waste generated in operations	67,533	76,063	56,685	-25%			
6. Business travel	5,681	6,838	5,714	-16%			
7. Employee commuting	234,537	223,029	236,110	+6%			
8. Upstream leased assets	0	0	0	-			
9. Downstream transportation	337,095	393,175	340,897	-13%			
10. Processing of sold products	0	0	0	-			
11. Use of products sold	16,629,934	14,805,291	14,495,736	-2%		-27.5%	
Of which use of products sold – Fuels	13,163,911	10,211,541	9,802,298	-4%			
Of which use of products sold – Other	3,466,023	4,593,750	4,693,438	+2%			
12. End-of-life treatment of sold products	151,152	152,485	149,784	-2%			
13. Downstream leased assets	284,375	270,701	46,813	-83%			
14. Franchises	1,068,437	1,086,443	919,681	-15%			
15. Investments	141,461	127,433	125,063	-2%			
Total GHG emissions							
Total GHG emissions (location-based) (tCO ₂ eq)	138,073,664	150,856,836	147,729,448	-2%			
Total GHG emissions (market-based) (tCO ₂ eq)	139,100,840	150,737,325	146,534,009	-3%			

(1) Data excluding FLAG estimates about land-use change.

Carrefour monitors several key performance indicators, shown in the tables below, to ensure that it is meeting its targets and progressing with its Scope 1, 2 & 3 decarbonisation action plans.

Table 7: Tracking key performance metrics for the "Reduce greenhouse gas emissions of integrated stores (Scope 1 & 2)" management priority

Metric	Unit	2024	2023	Change	Coverage rate	Exclusions
Scope 1 & 2 GHG emissions						
Scope 1 & 2 GHG emissions (market based)	teqCO ₂	1,225,139	1,412,871	-13%	100%	-
Scope 1 GHG emissions (location-based)	teqCO ₂	669,327	783,318	-14%	100%	-
Scope 2 GHG emissions (location-based)	teqCO ₂	751,252	748,564	0%	100%	-
Scope 2 GHG emissions (market-based)	teqCO ₂	555,813	629,053	-11%	100%	-
Scope 1 – Biogenic Scope 1 CO ₂ emissions from the combustion or biodegradation of biomass	This indicator does not apply to Carrefour.					
Scope 2 – Percentage and types of contractual instruments for Scope 2 GHG emissions	This indicator does not apply to Carrefour.					
Scope 2 – Percentage and types of contractual instruments used for sale and purchase of bundled energy attribute claims in relation to Scope 2 GHG emissions	This indicator does not apply to Carrefour.					
Scope 2 – Percentage and types of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions	This indicator does not apply to Carrefour.					
Scope 2 – Biogenic Scope 2 CO ₂ emissions from the combustion or biodegradation of biomass	This indicator does not apply to Carrefour.					
Reduction in Scope 1 & 2 GHG emissions vs. 2019 (in CO ₂ eq., market-based)	%	-48%	-38%	-10 pts	100%	WH
Reduction in Scope 1 GHG emissions vs. 2019 (in CO ₂ eq., market-based)	%	-48%	-38%	-10 pts	100%	WH
Reduction in Scope 2 GHG emissions vs. 2019 (in CO ₂ eq., market-based)	%	-48%	-38%	-10 pts	100%	
Energy efficiency of integrated stores						
Total energy consumption	MWh	4,634,803	4,556,990	+2%	100%	-
Total fossil fuel energy consumption	MWh	1,444,142	New	-	100%	-
Total nuclear energy consumption	MWh	872,994	New	-	100%	-
- share of nuclear energy in total energy consumption	%	19%	New	-	100%	-
Energy intensity	kWh/sq.m.	450	459	-2%	100%	WH
Reduction in energy intensity vs. 2019	%	-15%	-21%	+6 pts		WH
Total emissions from energy consumption	teqCO ₂	656,470	736,458	-11%	100%	-
- of which emissions from electricity consumption (market-based)	teqCO ₂	555,813	629,053	-12%	100%	-
- of which emissions from heating oil consumption	teqCO ₂	25,350	35,170	-28%	100%	-
- of which emissions from gas consumption	teqCO ₂	75,308	72,135	+4%	100%	-
Intensity of emissions associated with energy consumption	kg CO ₂ /sq.m.	63.7	73.9	-13%	100%	-

Sustainability Statement

Metric	Unit	2024	2023	Change	Coverage rate	Exclusions
Renewable energy supply for integrated stores						
Total renewable energy consumption	MWh	2,317,667	New	-	100%	-
- of which fuel consumption from renewable sources	MWh	0	0	0%	100%	-
- of which consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	2,244,768	New	-	100%	-
- of which consumption of self-generated non-fuel renewable energy	MWh	72,899	New	-	100%	-
- number of sites equipped with solar panels for self-consumption	Unit	188	New	-	100%	-
Proportion of renewable energy out of total energy consumption	%	50%	New	-	100%	-
Energy						
Fuel consumption from coal and coal products	MWh	0	New	-	100%	-
Consumption of crude oil and petroleum products	MWh	98,718	New	-	100%	-
Fuel consumption from natural gas and LPG	MWh	400,688	New	-	100%	-
Consumption of fuels from other fossil sources	MWh	0	New	-	100%	-
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	MWh	4,062,498	New	-	-	-
Percentage of fossil sources in total energy consumption	%	31%	New	-	-	-
Production of non-renewable energy	MWh	0	New	-	-	-
Renewable energy production	MWh	72,899	New	-	-	-
Use of refrigerants for integrated stores						
Total emissions from refrigerants	teqCO ₂	568,669	676,513	-16%	100%	-
Reduction in refrigerant emissions vs. 2019	%	-26%	-12%	-14 pts	100%	-
Emissions intensity from refrigerants	kgCO ₂ /sq.m.	47	68	-17%	100%	-
Consumption of CFC11 fluids	kg	0	0	0	100%	-
Consumption of HCFC fluids	kg	87,346	121,678	-28%	100%	-
Consumption of HFC fluids	kg	190,781	209,384	-9%	100%	-
Consumption of natural CO ₂ and HC fluids	kg	112,227	100,544	+12%	100%	-
Refrigerant consumption intensity (kg/1000)	kg/sq.m.	32	44	-26%	100%	-
Leakage rate	%	29	34	-5 pts	100%	-
Percentage of stores equipped with natural or hybrid refrigeration systems	%	24	23	+1 pt	100%	-

Table 8: Tracking key performance metrics for the "Reduce Scope 3 greenhouse gas emissions" management priority

Metric	Unit	2024	2023	Change	Coverage rate	Exclusions
Scope 3 GHG emissions						
Total Scope 3 GHG emissions	(tCO ₂ eq)	146,308,870	149,324,454	-2%	100%	-
Reduction in Scope 3 GHG emissions vs. 2019	(% tCO ₂ eq)	7	9	-2 pts	100%	-
- of which Scope 3 GHG emission reduction related to the use of sold products vs. 2019	(% tCO ₂ eq)	-13	-11	-2 pts	100%	-
- of which reduction in downstream transportation emissions vs. 2019	(% tCO ₂ eq)	1	17	-16 pts	100%	-
Supplier engagement and farming practices						
Number of suppliers committed to the Food Transition Pact	No.	393	306	+28%	100%	-
Percentage of Top 100 suppliers committed to a 1.5°C pathway	%	53	44	+9 pts	100%	-
Number of partner producers	No.	52,024	46,013	+13%	100%	-
Percentage of fresh Carrefour Quality Lines products committed to an agroecological approach	%	34.4	28.4	+6%	95%	2024: AR
Percentage of sensitive raw materials covered by an action plan	%	88	70	+17%	100%	-
Fuel and green mobility						
Number of parking spaces equipped with electric charging stations in France	No.	2,100	1,570	+34%	100%	-
Plant-based alternatives						
Sales from alternative plant-based or legume products	Millions of euros	621	514	+21%	100%	-
Number of Carrefour Sensation-brand (formerly Carrefour Veggie) product references in Europe:	No.	150	146	+3%	G6	AR, BR
Downstream transportation						
Emissions related to downstream transportation	tCO eq.	340,897	393,175	-13%	100%	-
- of which downstream transportation emissions – diesel	tCO eq.	320,333	264,926	+21%	100%	-
- of which emissions related to downstream transportation – electricity	tCO eq.	145	4	+3,525%	100%	-
- of which emissions related to downstream transportation – biofuel	tCO eq.	13,998	12,332	+14%	100%	-
Emissions intensity per pallet transported	tCO eq./pallet	6.4	8.4	-24%	100%	-
Distance travelled	km	478,118,610	413,119,046	+16%	100%	-

Metric	Unit	2024	2023	Change	Coverage rate	Exclusions
Other levers						
Percentage of Carrefour-brand product packaging that is reusable, recyclable or compostable	%	56	69	-13 pts	100%	-
Share of integrated recycled plastic in packaging for Carrefour-brand products	%	16	9	+7 pts	95%	AR
Reduction in the rate of food waste (kg/sq.m) compared to 2016	%	-50	-36	-14 pts	100%	
Percentage of store waste recovery	%	73	70	+3 pts	100%	

GHG removals and GHG mitigation projects financed through carbon credits [E1-7]:

Carrefour does not use carbon credits to offset its GHG emissions.

Internal carbon pricing [E1-8]:

Carrefour no longer uses an internal carbon pricing system. This type of system was used between 2017 and 2020 and helped the Group determine the best available technologies that could be deployed in all of its investment projects. Since 2020, the Group Investment Committee has systematically analysed the climate impact of projects by incorporating climate criteria into the investment approval phase. A list has been drawn up of the environmental criteria applicable to all new projects and major renovations (e.g., low energy consumption, low emissions, etc.). Carrefour uses these criteria in its investment decisions, prioritising new store projects that comply with them. Projects that are not compliant are encouraged to be changed so that they become aligned with Carrefour's targets. By adopting this method, the Group is sure that its investments are aligned with its targets without having to systematically calculate a return on investment that includes the price of carbon. In addition, the Group's choices of technological solutions are regularly updated by the technical teams and the Energy department.

COMMENTS ON PERFORMANCE

■ Concerning Scopes 1 & 2:

The Group's Scope 1 & 2 GHG emissions decreased by 13% in 2024 compared with 2023. The reduction in Scope 1 & 2 emissions since 2019 is 48%. This brings the Group closer to its target of a 50% reduction by 2030. Despite having increased the scope of its emissions, Carrefour is therefore ahead of its CO₂ emission reduction trajectory. After the e-commerce warehouses in 2023, logistics warehouses were added in 2024. This performance reflects the action plans implemented to ensure the energy efficiency of stores, increase the share of renewable energy, change refrigerants and reduce their leakage rate. In addition, emission factors have changed favourably in some countries.

■ Concerning Scope 3:

Scope 3 CO₂ emissions amounted to 146.3 million tonnes, vs. 149.3 million tonnes in 2023, a reduction of 3%. Note that the calculation of the Scope 3 carbon footprint is now based on the FLAG methodology, which increases emissions in relation to the calculations of previous years.

This reduction is primarily due to the implementation of the Group's action plan to reduce food waste, to develop sales of plant proteins and to reduce fuel-related emissions.

Improvements in the methodologies used to calculate Scope 3 emissions are another factor. The Group has implemented a system to measure the reliability of its Scope 3 emissions calculations. Improvements in methodology and the accuracy of the data used (data specific to the Group's activity as opposed to sector data) resulted in significant change in this measure in 2024.

As such, the Group is continuing the reduction in Scope 3 emissions that has been underway since 2023. In line with the planned trajectory, this reduction, underway since 2022, should offset the emissions resulting from the Group's organic growth between 2019 and 2022. This offsetting is planned from 2026 to achieve the targets set for 2030.

Finally, the Group's carbon intensity across all scopes (greenhouse gas emissions in gCO₂ per euro of net sales) fell by 5% between 2023 and 2024, from 1.8 ktCO₂/€m to 1.7 ktCO₂/€m, continuing the 10% reduction since 2019 and decoupling the Group's activities from their contribution to climate change.

Concerning the emission factors used to calculate the carbon footprint:

Emission factors are used to calculate CO₂ emissions based on site energy consumption, refrigerant consumption, and fuel consumption for downstream transport. The emission factors in question are suggested by international organisations such as the DEFRA GHG Conversion Factors, the Intergovernmental Panel on Climate Change (IPCC), and the United Nations Environment Programme (UNEP). The metrics concerned are energy, refrigerants and logistics. BUs may also use specific national metrics.

Electricity: to calculate the CO₂ emission equivalent caused by the consumption of electrical energy, the emission factor from the local energy supplier is ideally used (market-based method). In the absence of such a value, a default value is used that is based on the most recent data provided by:

- the AIB's European residual mix for European countries (France, Belgium, Italy, Poland);
- the Ministry of Science, Technology and Innovation of Brazil for Brazil;

■ the report on climate transparency, based on CAMMESA data, for Argentina.

Natural gas, LPG and fuel: to calculate the CO₂ emission equivalent caused by the consumption of natural gas, LPG and fuel, the emission factors provided by DEFRA – UK Government GHG Conversion Factors for Company Reporting are used:

Refrigerants: to calculate the CO₂ emission equivalent caused by the consumption of refrigerants, the global warming potential of the refrigerants (GWP 100 years) is used, which is published in

the fifth evaluative report of the IPCC “Climate Change 2013: The Physical Science Basis” Appendix 8.a (notwithstanding certain “natural” refrigerants, for which the PRG 100 years is taken from UNEP Ozonaction, and a value of 4 PRG 100 years is used for Isopentane).

Fuel used for transport: to calculate the CO₂ emission equivalent caused by Carrefour’s logistics, the national emission factors recorded locally are used. Failing that, a default value based on the most recent data provided by DEFRA – UK Government GHG Conversion Factors for Company Reporting is used instead.

The methodology used to estimate Scope 3 emissions is shown in the table below:

Table 7: Methodology used for estimating Scope 3 emissions

Scope 3 categories	Calculation methodology	Details of scope
Purchases of goods and services	Food: emission calculations begin with France. Within this scope, it is possible to determine the tonnage of products as well as the corresponding sales figures excluding VAT (€) for 53 food categories. Combined with this base, the use of Agribalyse emission factors (agricultural, processing and packaging stages) gives the carbon footprint for France for these 53 product categories. These results are then used to determine monetary emission factors for the 53 food categories. This new base of emission factors, adjusted by country on the basis of purchasing power parity, makes it possible to calculate the carbon footprint of all of the Group’s countries of operation (Brazil, Spain, Belgium, Italy, Romania, Argentina, Poland).	All products sold under a Group banner (integrated and franchised stores) in the eight countries where the Group operates are included in the Group’s carbon footprint. This scope represents 83% of all sales areas under Group banners worldwide.
	Non-food: emission calculations begin with France. For this scope, data are provided in units sold, linked to net sales (€), for 45 categories. Combined with this base, the use of emission factors from the ADEME carbon footprint database (excluding transport) makes it possible to obtain the carbon footprint for France for these 45 product categories. These results are then used to determine monetary emission factors for the 45 product categories. This new base of emission factors, adjusted by country on the basis of purchasing power parity, makes it possible to calculate the carbon footprint of all of the Group’s countries of operation (Brazil, Spain, Belgium, Italy, Romania, Argentina, Poland).	It does not include products sold by international partners, which represent 17% of sales areas under Group banners worldwide.
Purchases of fixed assets	Emissions are calculated on the basis of total operational investments, associated with ADEME monetary emission factors.	Franchises not applicable.
Upstream energy emissions	Emissions are calculated on the basis of the Group’s energy consumption associated with the upstream and line loss components of the ADEME energy emission factors.	Energy consumption only includes integrated stores in the eight countries where the Group operates. Integrated stores account for 66% of sales areas worldwide.



Scope 3 categories	Calculation methodology	Details of scope
Inbound transport	<p>Food: emissions are calculated on the basis of data covering purchases of goods and services (in volume where possible, otherwise in euros of sales) associated with the "Inbound Transport" part of the Agribalyse emission factors.</p> <p>Non-food: emissions are calculated on the basis of data covering purchases of goods and services (in units sold) associated with the "Inbound transport" part of the emission factors in the ADEME carbon footprint database.</p>	<p>All products sold under a Group banner (integrated and franchised stores) in the eight countries where the Group operates are included in the Group's carbon footprint. This scope represents 73% of all sales areas under Group banners worldwide.</p> <p>It does not include products sold by international partners, which represent 17% of sales areas under Group banners worldwide.</p>
Waste generated during operations	Emissions are calculated using data concerning waste generated during operations at the global level, associated with emission factors from the ADEME carbon footprint database corresponding to the different types of waste and Ecoinvent 3.4 (other waste).	Waste generated by the business only includes integrated stores in the eight countries where the Group operates. Integrated stores account for 66% of sales areas worldwide.
Employee commuting	Emissions are calculated using the number of employees worldwide combined with an INSEE emission factor for commuting.	Franchises not applicable.
Business travel	Emissions are provided by the agency responsible for business travel in France. These emissions are then extrapolated to the global scope via sales.	Business travel for franchised stores and international partners is not included.
Downstream transportation	These data are calculated by means of operational reporting carried out in all of the Group's countries. Outbound transport data are calculated using operational data for the entire Group. Data on litres consumed (L) OR, failing that, data on distances travelled (km) x national emission factor or one provided by the transport supplier or, failing that, DEFRA (Department for Environment, Food & Rural Affairs – UK) standard emission factors.	<p>All products sold under a Group banner (integrated and franchised stores) in the eight countries where the Group operates are included in the Group's carbon footprint. This scope represents 73% of all sales areas under Group banners worldwide.</p> <p>It does not include products sold by international partners, which represent 17% of sales areas under Group banners worldwide.</p>
Use of products sold – Fuels	Emissions are calculated for France by multiplying the volumes sold by fuel type by the Release for Consumption and TIRUERT declaration emission factors specific to each fuel type. Emissions are then extrapolated to the global level via sales per country per fuel type.	<p>All petrol stations operated under the Carrefour banner in the eight countries where the Group operates directly are included. This scope represents 73% of all sales areas under Group banners worldwide.</p> <p>It does not include the stations of international partners, which represent 17% of the total retail sales area worldwide.</p>
Use of products sold – Other	<p>Travel agency: emissions are calculated using Carrefour travel agency sales in France combined with an ADEME monetary emission factor for air travel.</p> <p>Use of home equipment: emissions are calculated using net sales, broken down into 14 categories. Each category (e.g., camera, speaker, refrigerator) is associated with an average lifespan in years and an average consumption, making it possible to calculate total consumption over the lifespan. This consumption is linked to ADEME emission factors for energy consumption.</p>	All products sold under a Group banner (integrated and franchised stores) in the eight countries where the Group operates are included in the Group's carbon footprint. This scope represents 73% of all sales areas under Group banners worldwide.
		It does not include products sold by international partners, which represent 17% of sales areas under Group banners worldwide.

1

2

3

4

5

6

7

8

9

Scope 3 categories	Calculation methodology	Details of scope
End of life of products sold	<p>Packaging and home equipment placed on the market: emissions are first calculated for the France 2022 scope using the CITEO declaration, for which packaging quantities are associated with emission factors from the ADEME carbon footprint database by packaging type. These emissions are then extrapolated to the French scope using net sales in 2021, 2020 and 2019, and then to the global scope.</p> <p>Food waste: a quantity of food waste is calculated for the French scope using data on purchases of goods and services combined with UN data on household food waste. These tonnages are then associated with an emission factor from the ADEME database (putrescible waste) and then extrapolated globally based on net sales.</p>	<p>All products sold under a Group banner (integrated and franchised stores) in the eight countries where the Group operates are included in the Group's carbon footprint. This scope represents 73% of all sales areas under Group banners worldwide.</p> <p>It does not include products sold by international partners, which represent 17% of sales areas under Group banners worldwide.</p>
Downstream leasing	Emissions are calculated on the basis of the surface area leased by Carrefour combined with the Group's Scopes 1 & 2 on the square metres occupied by the Group.	Franchises not applicable.
Franchises	Emissions are calculated by cross-referencing the franchised surface area, the non-franchised surface area and the Group's Scope 1 & 2 emissions.	Scope 1 & 2 emissions (energy and refrigerant consumption) are taken into account for all stores under a Group banner in the eight countries in which it operates. International partner stores are also included. 100% of all sales areas under Group banners worldwide are covered.
Investments	Emissions are calculated using Carrefour Life Insurance, Carma Assurance and personal loans France & Worldwide data to which an ADEME monetary emissions factor is applied.	Franchises not applicable.

2.1.2.1.4 Adapting sites to climate change

2.1.2.1.4.1 Policies and targets

Policies related to climate change adaptation [E1-2]

Faced with the effects of climate change, Carrefour aims to ensure the safety of people (customers, employees and service providers) and improve the resilience of its sites. Its main objectives are to ensure business continuity and to make infrastructure sustainable and resistant to climate hazards, while minimising the Group's environmental footprint.

Climate change poses physical risks (acute or chronic) to assets, with direct or indirect financial impacts. Financial performance may be affected by business interruption, supply chain disruption or significant repair costs.

We have launched a four-phase climate risk adaptation plan to identify, analyse and effectively protect sites against climate risks. The four phases are:

- Identifying and assessing climate risks,
- Identifying and hierarchising risks and sites,
- Drawing up a roadmap comprising action plans and related budgets,
- Implementing, reporting on and tracking the action plans.

Targets related to climate change adaptation [E1-4]

A target relating to the adaptation of sites to climate change is currently being defined.

2.1.2.1.4.2 Metrics and performance

Metrics relating to the adaptation of sites to climate change are currently being defined.

2.1.2.1.4.3 Actions and resources in relation to climate change policies [E1-3]

In 2023, Carrefour set up an internal working group on the adaptation of its sites to climate change, under the aegis of the Group Risk Committee, with the aim of mobilising the entire organisation to meet this challenge and taking practical action to prevent the effects of climate change across the Group's various geographies. This working group involves both the Group and the entities, and is based on cross-functional collaboration, mainly between the CSR, Insurance, Risk and Safety Departments.

In 2023, an independent expert was commissioned to measure the climate risks affecting the Group's sites (integrated and franchised), warehouses and headquarters in the eight countries in which the Group operates directly. This external study, based on climate models, was carried out in accordance with current requirements, particularly in terms of time horizons and climate scenarios. It assessed the exposure of the sites to eight climate risks (see list below), based on three IPCC climate scenarios (RCP 2.6, 4.5 and 8.5) and over four time horizons (current, 2030, 2050 and 2100). These four time horizons were chosen because they allow a holistic and proactive approach to climate risks, integrating both immediate challenges and long-term perspectives to maintain the resilience of the Group's business model. The eight climate risks analysed are marine submersion, heavy precipitation, river flooding, heat wave, fire, drought, winter storm and hailstorm (the latter two are only analysed over a current time horizon).

In addition, landslide and clay shrink-swell hazards depend on several complex factors (soil type, humidity variability, human activities, etc.) and need to be studied at the local level. They were therefore not included in the study carried out in 2023, which is based on a global statistical model. The aim is to eventually include these two hazards in our analysis.

This study is a first step towards a more detailed understanding of these risks, and as such towards more effective adaptation. It will soon be complemented by:

- an analysis of the sensitivity of assets to climate risks;
- prioritisation supplemented by financial criteria (e.g., sales).

Based on this study, the different stages of work currently underway to adapt sites to climate change are as follows:

- analysing on a country-by-country basis the results of the study of the external climate risks, which have been communicated to the Group's entities in order to round out existing local knowledge. This analysis has now been completed and the main climate risks by country have been identified, as well as the sites concerned;
- identifying at-risk sites by country and hierarchising them based on various criteria (e.g., exposure score, claims experience, human aspects and financial aspects); Preparing and carrying out short-, medium- and long-term action plans, drawing on best practices in the Group's countries and backed by external expertise. Actions can be broken down as follows:

additional analyses (e.g., vulnerability studies), formalisation of procedures (e.g., reflex sheets), employee training or renovation and refurbishment work;

- monitoring deployment of the adaptation actions taken by the Group's entities in accordance with the roadmap and presenting them to the Group's governance bodies to be harmonised and adapted if necessary.

2.1.2.1.5 Adapting products and supply chains to climate change

2.1.2.1.5.1 Policies and targets

Policies related to climate change adaptation [E1-2]

Carrefour is working to adapt its products and supply chains to the impacts of climate change in order to ensure the sustainability and resilience of its offerings and its sourcing systems. The first step in the adaptation plan for supply chains is analysing the vulnerabilities of suppliers and geographical areas to estimate the potential impact of extreme events (droughts, storms, shortages), and the second step is taking action to prevent and minimise the effects of climate change.

- **Analysis of climate risks within supply chains:** in partnership with NGOs, the Group continuously monitors raw materials that give rise to environmental and social risks. Among the risks studied, global warming has been identified as one of the main issues. Based on a materiality assessment, Carrefour prioritises raw materials classified as "risk-linked raw materials", with several objectives and action plans already in place for some of them (for further details see Section 2.1.2.4.3 of this document, Biodiversity and ecosystems, E4). To refine its analysis further, Carrefour launched a review of its mapping of sensitive raw materials in 2024. Based on the Group's double materiality assessment, Carrefour compared the material matters related to supply with the raw materials marketed by the Group. This work enabled the Group's sensitive supplies to be relisted in the light of the overall results of the double materiality assessment, particularly in relation to the challenges of climate change adaptation. Prioritisation was then carried out to select 15 high-risk raw materials on which the Group will focus its efforts. The next steps will be to develop and validate roadmaps and action scenarios to reduce the risks and impacts of these raw materials, and to quantify their contribution to the Group's climate and biodiversity objectives. The long-term goal is to define policies for these 15 priority raw materials, with targets and monitoring metrics that will be integrated into the Group's purchasing rules.

- **Sustainable farming practices:** the Group is aiming to transform its sourcing practices and product range to make them resilient in the face of climate challenges by supporting the adoption of more sustainable farming practices, such as agroecology and organic farming (for further details see Section 2.1.2.2.2 of this report, Pollution, E2), and by narrowing the carbon footprint of the production and transportation chains (see Section 2.1.2.1.2 Reducing Scope 3 greenhouse gas emissions).

■ **Sustainable partnerships with suppliers:** Carrefour is also committed to working closely with its suppliers to develop lower-impact production solutions along the value chain. It is building the resilience of its supply chains by fostering

long-term relationships with its suppliers. The aim is to have 50,000 partner producers by 2026 in the organic farming and Carrefour Quality Lines sectors (for further details see Section 2.1.2.2.2 of this document).

Targets related to climate change adaptation [E1-4]

Table 10: Targets for adapting products and supply chains to climate change

Target	Unit	Target value	Target year	Scope	Baseline value	Baseline year
Risk-linked raw materials						
Targets for risk-linked raw materials are detailed in Section 2.1.2.2.1 (Pollution E2) of this report.						
Sustainable farming practices						
The targets for sustainable farming practices are detailed in Section 2.1.2.2.2 (Pollution, E2) of this report.						
Sustainable partnerships with suppliers						
Number of partner producers	No.	50,000	2026	Group	37,758	2022

2.1.2.1.5.2 Metrics and performance

Table 11: Tracking key performance metrics for adapting products and supply chains to climate change

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Risk-linked raw materials							
The metrics for risk-linked raw materials are detailed in Section 2.1.2.4.3 of this document (Pollution, E2).							
Sustainable farming practices							
The metrics for sustainable farming practices are detailed in Section 2.1.2.2.2 of this document (Pollution, E2).							
Sustainable partnerships with suppliers							
Number of partner producers	No.	52,024	46,013	+13%	50,000 in 2026	100%	-

COMMENTS ON PERFORMANCE

The target of reaching 50,000 partner producers by 2026 was exceeded in 2024 with 52,024 partners (+13% vs. 2023). In 2024, the number of organic partner producers increased significantly (+39%), as did the number of partner producers involved in another collective approach (+3,341).

2.1.2.1.5.3 Action plans

Actions and resources in relation to climate change policies [E1-3]

Analysis of climate risks within supply chains

Working in cooperation or consultation with stakeholder NGOs, the Group monitors raw materials that give rise to social and environmental risks. Seven risks are taken into consideration

when analysing climate risks within supply chains, including the risk of contributing to and/or being vulnerable to global warming, as well as risks related to deforestation, land use and the impact on biodiversity, water consumption and local pollution (soil, air, water), human rights and working conditions, adequate wages, and consumer health and safety. The raw materials that need to be prioritised are selected based on a materiality assessment. An action plan has been drawn up which currently covers around ten raw materials that are associated with environmental risks (see Section 3. Low-carbon consumption). The Group's overall approach is to jointly develop action plans with suppliers to promote lower-impact agri-environmental measures and find alternative raw materials that are less sensitive to climate risks, while avoiding shifting supply pressures onto those raw materials.

Sustainable farming practices

Carrefour is developing sustainable farming practices, such as agroecology and organic agriculture, within its supply chains. For further details see Section 2.1.2.2.2 (Pollution, E2).

Additionally, working in partnership with producers and suppliers, the Group encourages local initiatives designed to adapt products to climate change. An example of this is the Cap'2ER automated audit tool set up by Carrefour France in its beef supply chains for Carrefour Quality Lines, which enables farmers to assess the environmental performance of their activity. This audit measures carbon footprint, consumption of natural resources and other key metrics, enabling producers to gain a better understanding of the environmental impact of their practices and identify areas for improvement. By supporting initiatives such as Cap'2ER, Carrefour France is promoting practical actions adapted to local realities, thereby encouraging a transition towards more sustainable and resilient farming practices.

Sustainable partnerships with suppliers

Carrefour has put in place several actions to support local producers and small and medium-sized business, as well as measures that promote sustainable farming practices. These measures and initiatives are directly linked to the process of adapting supply chains to climate change, and are mainly focused on the following actions:

■ Diversifying and securing sources of supply

The Group contributes to the dynamics of the ecosystems and regions in which it operates. Each store has the autonomy it needs to adapt its product mix and services portfolio to local needs. By working with 46,013 partner producers (organic farms, Carrefour Quality Lines, regional and local producers) and setting a target of increasing this number to 50,000 producers by 2026, Carrefour is encouraging the diversification of this source of supply. This strategy reduces the risks associated with climate events and business disruption within specific geographical areas.

■ Supply chain resilience

Carrefour is reinforcing its partnerships with local businesses, particularly VSEs and SMEs, by creating tailored action plans and credit solutions via Finifac. Each Group country has put in place specific communication processes and contracts to support these collaborative working relationships. For example, in France, we have set up a simplified ultra-local contract for such partnerships that guarantees fair prices, secure volumes and faster payments. In 2024, Carrefour signed 855 ultra-local

contracts with French producers, and at the same time lengthened the time period of multi-year agreements in order to offer greater security to its partners. By offering multi-year partnerships to local producers and VSEs/SMEs, Carrefour is giving these players financial and operational security. As a result of these commitments given by the Group, producers can invest in farming practices that are more resilient to climate risks, such as agroecology and organic farming, which in turn makes the Group's supply chains more robust.

2.1.2.2 Pollution (ESRS E2)

2.1.2.2.1 Issues relevant to the Carrefour group

2.1.2.2.1.1 Context and imperatives

Amid growing global awareness of environmental issues, businesses have a key role to play in the transition to more sustainable practices. Retail banners face the following challenges related to pollution:

- Pollution of air: fuel sold at service stations and the transport of goods, which are essential for supplying multiple points of sale, contribute to harmful emissions released into the air;
- Pollution of water: food production consumes around 70% of the world's freshwater⁽¹⁾, and the use of pesticides and fertilisers involved in this agricultural activity also contributes to water pollution;
- Pollution of soil: Soil is being degraded by the use of chemicals in certain farming practices, leading to reduced fertility and increased erosion;
- Pollution of living organisms: substances of concern and microplastics have a direct impact on the health of living organisms.

Aware of the environmental challenges posed by pollution, Carrefour has positioned itself as a committed player in environmental protection, by acting both on its own operations (see Section 2.1.2.2.3 "Reducing pollution from fuel sales") and throughout its value chain alongside its partners (see Section 2.1.2.2.2 "Reducing pollution from products sold").

Carrefour's policies and action plans are having a positive impact on several types of pollution: the table below shows the different types of pollution that are being addressed for each focus area in Carrefour's sustainability strategy. In addition, as the issue of pollution cuts across the topics of climate, biodiversity and the circular economy, certain policies, together with their action plans, are described in the corresponding sections.

(1) Report of the United Nations Food and Agriculture Organisation (FAO).

STRATEGIC AREAS	SECTION OF THE SUSTAINABILITY REPORT	AIR	WATER	LAND	LIVING ORGANISMS	SUBSTANCES OF CONCERN AND SUBSTANCES OF VERY HIGH CONCERN	MICROPLASTICS
Protecting biodiversity for the supply of sensitive raw materials	2.1.2.4 Biodiversity and ecosystems (ESRS E4)	X	X	X	X		
Supporting the transition to sustainable agriculture	2.1.2.2 Pollution (ESRS E2)	X	X	X	X	X	
Guaranteeing responsible water consumption	2.1.2.3 Aquatic resources and ecosystems (ESRS E3)		X		X		
Limiting the environmental impact of our sites	2.1.2.5 The circular economy (ESRS E5)			X	X		
Circular economy	2.1.2.5 The circular economy (ESRS E5)	X			X		X
Climate	2.1.2.1 Climate change (ESRS E1)	X			X	X	

2.1.2.2.1.2 Impacts, risks and opportunities

All the IROs are presented in the Table below. The process for identifying the IROs is described in Section 2.1.1 General disclosures.

Table 1: List of material impacts, risks and opportunities related to air, soil and water pollution, as well as substances of concern and microplastics

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Reducing pollution associated with products sold	Limiting the release of microplastics into the environment	Emissions of microplastics into nature upstream and downstream in the value chain	Microplastics from production processes are dispersed into the environment at various stages of the value chain, such as farming and upstream transport, or the wear and tear of products such as textiles downstream, and can harm both human health and the environment.	Impact	Upstream Downstream	Long term
Reducing pollution associated with products sold	Limiting the release of microplastics into the environment	Risks relating to compliance and the Group's image in the event of the release of microplastics	Failure to comply with regulations on plastic packaging, such as France's anti-waste law for a circular economy (AGEC) or the PPWR, could expose the Group to fines, compliance costs and the risk of public condemnation. In addition, pollution from packaging litter and the release of microplastics could lead to legal action, thereby damaging the Group's image.	Risk	Upstream Downstream	Medium term
Reducing pollution associated with products sold	Promoting and developing sustainable agriculture Protecting the environment for sensitive textile materials	Pollution of water, air, soil and living organisms throughout the value chain	Pollution of air, water and soil from upstream activities (farming, processing, transport) or downstream activities (misuse, poor end-of-life management of products and packaging) can have chronic effects on human health and the environment. These pollutants can damage natural habitats, agricultural soils and food resources.	Impact	Upstream Downstream	Medium and long term

Sustainability Statement

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Reducing pollution associated with products sold	Reducing pollution associated with products sold	Increased environmental compliance costs for suppliers and for transport	Switching suppliers to equipment that complies with air pollution regulations, as well as adapting to quotas and regulations on road transport and large imports, may require significant investment. This could lead to increases in production and transport costs, with a direct impact on purchasing prices for the Group.	Risk	Upstream	Medium term
Reducing pollution associated with products sold	Reducing consumer exposure to substances of concern	Health and environmental impacts of substances of concern in the value chain	The release of substances of concern into the environment through agriculture, industrial processes or the use and end-of-life of products containing them can have chronic effects on human health and the environment.	Impact	Upstream Downstream	Long term
Reducing pollution associated with fuel sales	Reducing pollution associated with fuel sales	Pollution of air, water and soil associated with fuel sales	Leaking storage tanks at service stations or the combustion of fossil fuels resulting from the use of fuels sold to consumers can lead to local pollution of air, water and soil, posing risks to public health and ecosystems.	Impact	Operations Downstream	Short term
Reducing pollution associated with fuel sales	Reducing pollution associated with fuel sales	Pollution of water and soil at service stations	The Group may be held liable for pollution of water and soil at its service stations, resulting in the payment of fines, damage to the Group's reputation and the inability to operate at these sites.	Risk	Operations	Short term

2.1.2.2.1.3 Stakeholders, standards and regulations

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS	SECTIONS CONCERNED
Suppliers	Cooperation with and commitment to the Group's transition	Working group	Food Transition Pact	Reducing pollution associated with products sold
Non-profits and NGOs	Cooperation with and commitment to the Group's transition	Regular one-to-one dialogue	WWF	Reducing pollution associated with products sold
Suppliers	Cooperation with and commitment to the Group's transition	Talks and ad hoc consultations	CIRAD, FQC suppliers	Reducing pollution associated with products sold
Suppliers	Roll-out of in-the-field projects	Regular one-to-one dialogue	Top 100 international suppliers, own-brand and national-brand suppliers (via charters, contracts and specifications)	Reducing pollution associated with products sold

STANDARDS AND REGULATIONS

Pollution standards and regulations applicable to products sold by the Group

- The following standards are recognised by the Group as sustainable agriculture: Organic Farming (French and EU regulations), Carrefour Quality Lines (Carrefour internal standards co-developed with producers), High Environmental Value option A (French regulation), Eco Responsible Orchards, Zero Pesticide Residues (a *Collectif Nouveaux Champs* initiative), Terra Vitis (wine labels). The implementation of these standards will result in a tangible reduction in pollutant emissions into water and soil, and in impacts on living organisms.
- The following standards are recognised by the Group as sustainable textiles: Global Organic Textile Standard (GOTS) for organic products, Global Recycled Standard (GRS) for recycled materials, Leather Working Group (LWG) for leather and Responsible Wool Standard (RWS) for sustainable wool. The implementation of these standards will result in a tangible reduction in pollutant emissions into water and soil, and in impacts on living organisms.
- In terms of reducing plastics, the Group adheres to the approach initiated by the Ellen MacArthur Foundation as part of the Global Commitment on plastics. Carrefour produces reports in accordance with the guidelines drawn up by the foundation. This approach is also rolled out nationwide through the National Pact on Plastic Packaging in France. In terms of recyclability, the Group complies with the Golden Design Rules of the Consumer Goods Forum (CGF). The Group is working with national environmental organisations to ensure that its packaging is recyclable. Implementing the Global Commitment on plastics is a practical way to reduce emissions of plastic pollutants into water and soil and their impact on living organisms.
- Carrefour follows various regulations to limit the impact of hazardous substances in its non-food products. These include the Registration, Evaluation, Authorisation, and Restriction of Chemicals (REACH), Restriction of Hazardous Substances (ROHS) and Persistent Organic Pollutants (POP) regulations.

Standards and regulations for pollution associated with the sale of fuel at service stations

- Carrefour France applies categories 1435 and 4734 of the nomenclature for Installations Classified for the Protection of the Environment (ICPEs) to secure fuel-related facilities and prevent the risks of fire, explosion and pollution.
- Carrefour France also applies Articles L. 511-1, L. 512-7 to L. 512-21, R. 512-46-1 et seq. (Registration), R. 512-47 et seq. (Declaration) of the French Environmental Code (*Code de l'environnement*) relating to ICPEs, in order to prevent facilities' environmental impacts.

2.2.2.2.1.4 Corporate governance

The implementation of the policies described in this section is overseen at the highest level by the Group's Engagement Director and Merchandise Director, in cooperation with the relevant departments within the Group. Information on general CSR governance is provided in Section 2.1.1 General disclosures.

2.1.2.2.2 Reducing pollution associated with products sold

2.1.2.2.2.1 Policies and targets

POLICIES RELATED TO POLLUTION [E2-1]

Carrefour aims to limit and reduce emissions and harmful and polluting substances across its value chain. To achieve this, the Group is developing and promoting more responsible and environmentally friendly production methods and products, aimed at preserving the quality of air, water and soil. Carrefour's strategy to reduce its impact on pollution is based on four main focus areas:

1. Promoting sustainable agriculture

Food has a major impact on the environment. The food transition involves conversion to organic, agroecological or soil conservation farming. Sustainable agricultural practices, such as organic farming and agroecology, help to reduce pollutants in the air and water (such as nitrates, phosphates, glyphosates, etc.) by drawing on the inherent benefits of ecosystems and biodiversity to lessen or even eliminate synthetic chemical fertilisers. They protect soil from degradation by promoting soil cover through biodiversity, and improve water infiltration into the soil as well as its natural fertility. Carrefour aims to develop and promote these practices. With its organic production chains and CQL, Carrefour is promoting a sustainable agricultural transition through fairer terms with suppliers and by developing and showcasing a responsible product offering.

The Group's organic farming policy complies with European and French national legal standards for organic certification, but Carrefour exceeds these requirements by implementing additional initiatives to promote sustainability and support producers. These initiatives are detailed in this chapter in Section 2.1.2.2.2.3 Actions and resources related to pollution.

2. Protecting the environment for sensitive textile materials

Certain raw materials, such as cotton, wool and viscose, have been classified as 'sensitive' by the Company and are given focused attention. For these raw materials, Carrefour has defined a responsible TEX policy which aims to reduce the environmental impact of Carrefour TEX brand products while supporting fair pay for producers and ensuring compliance with the strictest social and environmental standards.

- **Cotton textiles:** Carrefour is committed to ensuring that half of TEX cotton products are sourced from organic farming by 2027. This initiative aims to encourage environmentally-friendly farming practices, through reducing the use of chemicals and preserving soil quality.
- **Wool textiles:** Carrefour is committed to ensuring that, by 2025, all TEX wool products are sourced from traceable quality production chains that guarantee not only animal welfare but also farming practices that preserve soil. This approach helps to combat soil desertification while ensuring the full traceability of the production chain.

Sustainability Statement

● **Wood fibre textiles (viscose):** since 2023, Carrefour has been committed to ensuring that all TEX viscose products made from wood fibre are sourced from sustainably managed, Forest Stewardship Council (FSC) certified forests. This initiative aims to ensure that the raw materials used come from responsible sources, thereby helping to preserve forest ecosystems and promote sustainable forest management practices.

3. Limiting the release of microplastics into the environment

Carrefour has identified the following sources of microplastics:

- **Main source:** Fragmentation of plastic packaging. The plastic packaging used for food products, household items and other goods sold by Carrefour can degrade into microplastics over time.
- **Marginal sources:**
 - *Marketing of products whose use can generate microplastics.* Carrefour sells textile products (clothing, household linen). The fibres used to manufacture the Group's own-brand textile products are cotton-based. However, some products (around 30%) may be made from so-called synthetic, plastic fibres. During washing and use, microplastics can become detached and pass into the washing machine wastewater if they are not properly filtered. This is considered a marginal source.
 - *Marketing of products containing microplastics.* Certain hygiene, beauty and cleaning products sold by Carrefour may contain microplastics. The presence of microplastics in substances and mixtures is regulated by Regulation (EU) 2023/2055, amending Regulation (EU) 1907/2006 (REACH) according to a timetable running from October 2023 to October 2035.

To reduce the emission of microplastics, Carrefour has defined a policy to reduce the use of plastics in the packaging of its own-brand products. This policy is detailed in Section 2.1.2.5 The circular economy (ESRS E5). For marginal sources, Carrefour ensures compliance with existing regulations. As a result, products containing microplastics sold by Carrefour in Europe (own and national brands), including detergents and cosmetics, comply strictly with the legal requirements. The few products still containing micro-encapsulated fragrances, such as liquid detergents and fabric softeners, will be biodegradable by 2026 at the latest.

4. Reducing consumer exposure to substances of concern

To reduce exposure to substances of concern, Carrefour is committed to improving the composition of the products it sells under its own brands in Europe. For non-food, household, perfume and hygiene products in particular, as well as for packaging in Europe, the Group asks its suppliers to replace substances of very high concern⁽¹⁾ (SVHC), as well as certain substances of concern (CMR 1A and 1B) wherever technically possible.

Carrefour communicates its requirements to suppliers right from the tendering process. These requirements are then reinforced through official documents, such as the annually distributed Textile Charter, which sets compliance standards for textiles, or the Chemical Compliance Declaration, applied in Europe, and sent regularly to suppliers in the small household goods and home equipment (household appliances, cultural and leisure products) sectors. These documents formalise the distributor's expectations in terms of chemical safety, while at the same time providing a framework and encouraging suppliers to replace high-risk substances.

Reducing workers' exposure to substances of concern

The corresponding objectives and action plans are set out in the following sections:

- Sustainable agriculture in this section;
- Protecting the environment for sensitive textile materials in this section;
- 2.1.3.2.2.3 Action plans for Section 2.1.3.2 Workers in the value chain (ESRS S2);
- ESRS E2. Pollution.

Reducing the impact associated with the use and end-of-life of products marketed by the Group

To reduce the impacts associated with the use and end-of-life of the products it markets, the Group strictly complies with applicable regulations on consumer information and supplements these obligations with voluntary information.

Mandatory information includes product composition, hazard warnings associated with the various products, information on the correct use of the products and instructions to ensure the correct management of product and packaging waste.

The Group also complies with the extended producer responsibility obligations in Europe and contributes to the establishment of waste management systems in all the regions in which it operates, so that waste arising from the use of the products it markets and their packaging can be properly managed. For more details on packaging, see Section E5. Circular economy, of this chapter.

Reducing the risks and impacts associated with pollution of air by suppliers

The Group helps its suppliers of Carrefour-brand non-food products to ensure that their production sites comply with environmental regulations. Non-food products represent the most significant risks for the Group because of where they are produced and how they are manufactured. The monitoring of non-food suppliers for environmental compliance covers products selected by the Group's Global Sourcing teams. It helps to reduce water and air pollution and impacts related to waste management.

(1) Substances of very high concern (SVHC) include CMRs (carcinogenic, mutagenic, reprotoxic), PBTs (persistent, bioaccumulative, toxic), vPvBs (very persistent and very bioaccumulative) and endocrine disruptors.

TARGETS RELATED TO POLLUTION [E2-3]*Table 2: Reducing pollution associated with products sold*

To set its targets for sustainable agriculture and sensitive textile raw materials, Carrefour has rigorously selected standards that address the impacts, risks and opportunities identified by the Group. Carrefour also relies on internal standards agreed upon with stakeholders to meet the Group's challenges: Carrefour consulted its stakeholders (experts, NGOs, farmers) to develop its agroecology standards. Finally, the targets are designed to be sufficiently ambitious to transform the market, while taking into account current maturity levels in the various sectors. Carrefour's targets are demanding.

Target	Target value	Target year	Baseline value	Baseline year
Promoting sustainable consumption and agriculture				
Sales of certified sustainable products	8 billion euros	2026	5.3	2023
Number of partner producers	50,000	2026	37,758	2022
Percentage of sales of fresh food products sourced from organic or agroecological farmers	15%	2025	-	2019
Percentage of Carrefour Quality Lines products committed to an agroecological approach	100%	2025	726	2019
Protecting the environment for sensitive textile materials				
Percentage of natural textile raw materials which comply with our responsible TEX policy (cotton, wood fibres, wool)	100%	2025	42%	2021
Cotton: percentage of TEX products made from organic cotton and whose producers are paid fairly	50%	2027	18%	2021
Wood fibre: percentage of viscose TEX products made from wood fibre sourced from sustainably managed, FSC (Forest Stewardship Council) certified forests	100%	Permanent	-	-
Wool: percentage of wool TEX products sourced from traceable quality production chains that guarantee animal welfare and prevent desertification	100%	2025	-	-
Limiting the release of microplastics into the environment				
The targets for reduced use of plastics are detailed in Section 2.1.2.5.1 Policies and targets related to ESRS E3 Circular economy (2.1.2.5).				

Regarding substances of concern, Carrefour will continue to monitor changes in the regulatory framework and best practices in the sector in order to adapt its actions progressively and to explore opportunities that could enhance its commitments in the future.

2.1.2.2.2.2 Metrics and performance

Table 3: Monitoring key performance metrics to reduce pollution associated with products sold

Topic	Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Promoting responsible consumption	Sales of certified sustainable products	€bn	6.2	5.3	+18.2%	€8bn by 2026	100%	-
	of which sales of organic products	€bn	2.5	2.5	-	-	100%	-
	Gross sales of Carrefour Quality Lines products	€bn	1.1	1.1	-	-	100%	-
	of which sales of products that comply with our sustainable forestry policy	€bn	1.6	0.9	+83.3%	-	100%	-
	of which sales of products that comply with our sustainable fishing policy – excluding organic and Carrefour Quality Lines	€bn	0.8	0.7	+9.6%	-	100%	-
	of which sales of products with other environmental certifications	€bn	0.3	0.1	+33.2%	-	79%	BR
Promoting sustainable agriculture ⁽¹⁾	Percentage of sales of fresh food products sourced from organic or agroecological farmers	%	6.7	6.5	+0.1 pt	15% by 2025	95%	AR
	Percentage of sales of products sourced from organic farmers	%	5.9	10.9	-5 pts	-	94%	AR & ES National Brand
	Number of Carrefour-brand organic product references	No.	1,100	1,163	-5 pts	-	100% France	
	Percentage of fresh Carrefour Quality Lines products committed to an agroecological approach	%	34.3	28.4	+6 pts	100% by 2025	95%	AR
	Market penetration rate of Carrefour Quality Lines in fresh produce	%	7	7	-	-	95%	AR
	Number of partner producers	No.	50,024	46,013	+13%	50,000 in 2026	100%	-
	of which number of organic farming producers (supported through sector-based contractual arrangements)	No.	6,947	4,997	+39%	-	100%	
	of which Carrefour Quality Lines partner producers	No.	16,608	16,872	-2%	-	100%	-
	of which regional or ultra-local partner producers	No.	12,340	11,838	+4%	-	100%	-
	of which producers who are partners in other collective initiatives	No.	16,129	12,306	+31%	-	100%	-

(1) Sustainable agriculture includes practices such as agroecology, organic farming, permaculture and agroforestry to ensure resilient farming in the face of climatic and social challenges.

Topic	Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Protecting the environment for sensitive textile materials	Percentage of natural textile raw materials which comply with our responsible TEX policy (cotton, wood fibres, wool)	%	75.5	52.3	+23.3 pts	100% by 2025	100%	-
	■ Cotton: percentage of TEX products made from organic cotton and whose producers are paid fairly	%	36.2	20.6	+16 pts	50% by 2027	100%	-
	■ Wood fibre: percentage of viscose TEX products made from wood fibre sourced from sustainably managed, FSC (Forest Stewardship Council) certified forests	%	97	96.3	+0.7 pts	100%	100%	-
	■ Wool: percentage of wool TEX products sourced from traceable quality production chains that guarantee animal welfare and prevent desertification	%	61.8	58.7	+3.1 pts	100% by 2027	100%	-
Limiting the release of microplastics into the environment	See details of metrics relating to the reduction of plastic in Section 2.1.2.5.2 Metrics and performance under Section 2.1.2.5 The circular economy							

COMMENTS ON PERFORMANCE

Carrefour increased its sales of certified sustainable products from 5.3 billion euros in 2023 to 6.2 billion euros in 2024 (18.2%). A notable factor behind this increase was the work done to better identify and promote certified sustainable national brand products in France. In 2024, Carrefour also recognised new standards guaranteeing a responsible approach (e.g., Label Rouge, Bleu Blanc Coeur). Sales of organic products decreased by 1.5%, in line with the organic food market in France.

The target of reaching 50,000 partner producers by 2026 was exceeded in 2024 with 52,024 partners (13% vs. 2023). In 2024, the number of organic partner producers increased significantly (39%), as did the number of partner producers involved in another collective approach (3,341).

2.1.2.2.3 Actions and resources related to pollution [E2-2]

The details of the action plans to achieve each of the objectives defined above are described below:

DEVELOPING A RANGE OF AFFORDABLE ORGANIC PRODUCTS

Developing organic production and supporting producers

Carrefour actively supports the development of organic production chains in France for its own brands by forging solid partnerships with producers. A dedicated team works to secure relationships with producers through three-year contracts, guaranteeing a stable volume and factoring in production requirements. Carrefour also works on the ground with local farming organisations to develop organic supply chains. In 2024, Carrefour strengthened its links by joining seven of the eight regional organic trade associations in France. In the same year, Carrefour worked with 6,947 organic producers, contributing to an increase of 39% compared to 2023. Carrefour exceeds regulatory requirements by guaranteeing practices such as the

non-use of heated greenhouses to grow organic fruit and vegetables, the ban on post-harvest treatments for French fruit and vegetables, and achieving zero air transport for fresh organic produce.

Developing organic ranges consistent with consumer expectations

Carrefour is adapting its organic offer to meet consumer expectations. Since 2018, Carrefour has developed a wide range of nationally sourced organic fruit and vegetables, with 80% of its Carrefour Bio products being made in France. The range is also being extended to other categories, including grocery products, with the Carrefour Bio Filière range launched in 2020. This range ensures fair payment for producers and includes around 40 grocery products such as pasta, linseed and honey. Carrefour also places special emphasis on the regional origin of its products, with a local organic range available in Belgium, comprising over 90 products of Belgian origin listed in the organic grocery section, and in Poland, with a range of over 60 organic products of Polish origin.

PROMOTING AGROECOLOGY VIA CARREFOUR QUALITY LINES

Carrefour actively promotes agroecology by transforming conventional production based on the agroecological model. The Group contributes to the development of agroecological practices through its CQL offering, created in 1992, by working with its partners to encourage innovative agricultural practices. The related action plan is as follows:

Key initiatives defined to promote agroecology

- Protecting pollinators: installing beehives and setting aside land for apiculture, eliminating substances that are harmful to bees.
- Reducing the use of chemical pesticides: growing crops without chemical treatments and boosting plant immunity with natural products.

Sustainability Statement

- Local animal feed: using 100% local plants and pasture rearing practices.
- Improving soil life: enriching the soil with organic improvement products, crop rotation and limiting ploughing.
- Animal welfare: free-range farming, no castration of pigs and alternative treatments for animals, including phytotherapy.
- Boosting biodiversity: planting hedges and trees, and installing insect hotels and ponds.

Working with producers

The Group has signed three- to five-year contracts with producer partners who implement these progress plans. Carrefour sets demanding guidelines for each product, including production methods, taste criteria and environmental protection requirements.

Supporting and monitoring suppliers

To continue developing these virtuous practices, Carrefour supports its CQL suppliers by developing pilot crop launches and implementing progress plans with the aim of extending agroecology practices into various sectors. The Group also encourages the exchange of best practices throughout the country through producer clubs and meetings.

DEVELOPING MORE RESPONSIBLE TEXTILE SOURCING

The textile industry poses a risk of water and soil pollution, mainly due to the intensive use of chemicals to grow raw materials such as cotton, process fabrics and tan leather. To reduce this impact, Carrefour promotes sustainable practices in its supply chains through collaboration with its own-brand suppliers, rigorous control plans and the adoption of certified standards.

- Commitment and purchasing rules: Carrefour has established a Supplier Ethics Charter and specific purchasing rules for production phases and raw materials considered to be sensitive. These documents are appended to the purchasing rules governing social and environmental compliance for all purchases of products controlled by Carrefour. For more details on purchasing rules, see Section 2.1.1. General information.
- Supplier evaluation and support: Carrefour works with specialised partners to assess the performance of its suppliers. These collaborations make it possible to measure and control the main sources of pollution, such as waste water discharges, greenhouse gas emissions and the use of chemicals.
 - Cooperation with the Institute of Public & Environmental Affairs (IPE): the IPE is a non-governmental organisation based in China, which plays a key role in monitoring and reducing industrial pollution. The IPE collects, analyses and publishes data on environmental offences committed by businesses in China. Since 2015, Carrefour has been working with the IPE to collect environmental data from its suppliers and identify any non-compliance with local legal requirements (documentary checks such as the "environmental permit", and air and water pollution levels). Carrefour publishes a list of its textile suppliers on the IPE platform every year and collects environmental data from its

subcontractors to identify potential environmental non-compliance. These are followed by corrective action plans. In 2024, 598 assembly units, i.e., around 80% of Chinese production plants in the textile and hardline sectors, were audited against the IPE benchmark. A total of 33 key textile dye houses were also audited and added to the IPE database. Six alerts were identified in all, representing approximately 1% of sites audited.

- Cooperation with the Higg platform: since 2023, Carrefour Global Sourcing has been a member of the Sustainable Apparel Coalition in order to roll out an environmental assessment recorded on the Higg platform. This assessment covers the management of chemicals, water and CO₂ emissions. By 2024, 60% of Carrefour Global Sourcing textile suppliers had already been audited using this assessment. To support the textile suppliers being assessed, Carrefour Global Sourcing organised training sessions in 2023 on how to record data for chemical products, pollution of water and CO₂ emissions on the Higg platform.

Carrefour has implemented specific action plans for three textile raw materials identified as at risk due to their environmental impact, namely cotton, wool and leather.

- Organic cotton: unlike some conventional cotton practices, organic cotton is grown without chemical pesticides, herbicides or synthetic fertilisers. This helps to preserve soil quality, limit groundwater pollution and protect surrounding ecosystems. These practices also reduce health risks to farmers by limiting their exposure to toxic substances.

Since 2019, the Group has been a member of the Fashion Pact, a global coalition that aims to promote responsible practices in the production of cotton and other textile fibres. Since 2019, in partnership with Cotton Connect, Carrefour has been working with more than 8,000 small cotton farmers in India (Madhya Pradesh and Maharashtra) to improve the quality of organic cotton and ensure fair payment for producers. Through this partnership, Carrefour ensures the complete traceability of the cotton, from the seed to the final TEX BIO product, and ensures that producers receive higher pay than for conventional cotton. Since 2022, Carrefour has also been partnering with Indian group ASA to help a further 11,000 farmers switch from conventional to organic farming.
- Certified wool: unlike certain practices associated with "conventional" wool, RWS-certified wool comes from farms that manage their pastures responsibly. These practices aim to reduce the use of chemical fertilisers and pesticides to limit their impact on soil and water. Carrefour will require all its suppliers of Tex branded products to be RWS-certified by 2025.
- Certified leather: unlike some conventional leather practices, Leather Working Group (LWG) certified leather comes from audited tanneries that apply rigorous standards to limit their environmental impact. These tanneries implement advanced practices to reduce water pollution, notably through optimised wastewater treatment and the recovery of chemicals used in tanning. Carrefour requires its leather suppliers to source only from Leather Working Group (LWG) certified tanneries, guaranteeing the responsible management of the sensitive stages of production.

REDUCING MICROPLASTIC EMISSIONS

The anti-microplastics action plan is based entirely on the plastic packaging reduction plan, as reducing the use and production of plastics is the main lever of the Group's policy to limit microplastics in the environment. This action plan can be found in Section 2.1.2.5.2.3 Actions and resources related to resource use and circular economy.

MONITORING SUBSTANCES OF CONCERN AND VERY HIGH CONCERN IN PRODUCTS

Improving the composition of products

Carrefour requests that its suppliers replace substances of very high concern (SVHC) and substances of concern (CMR 1A and 1B) in non-food (household, perfume and hygiene) products and packaging as soon as technically possible. Clear instructions are given to suppliers to guide these substitutions in line with regulatory requirements and the Group's environmental targets.

Implementation of a control plan

The Group entities tasked with developing Carrefour-brand products carry out checks to identify the presence or absence of substances of concern, such as phthalates. Work focuses on the substances most likely to be found in products or packaging, prioritising analyses on the highest risk categories.

Managing technical obstacles and regulatory compliance

When technical obstacles prevent the immediate elimination of certain substances, Carrefour applies the provisions of the European regulations in force. The substances concerned are declared in the Substances of Concern in Products (SCIP) database, in accordance with legal requirements.

TARGETS RELATED TO POLLUTION [E2-3]

Carrefour France is committed to carrying out 100% of inspections within the timeframe required by the ICPE regulations and to addressing 100% of major non-compliance within the timeframe set. These objectives reflect Carrefour's commitment to respecting environmental standards and guaranteeing the safety and sustainability of its facilities.

Table 4: Targets for reducing pollution from fuel sales

Target	Target value	Target year	Scope	Baseline value	Baseline year
% of inspections carried out in France at the frequency required by the ICPE legislation	100%	Permanent	Service stations operated by integrated Carrefour stores in France.	100%	2024
% of major non-conformities as defined by the ICPE legislation dealt with in France within set deadlines	100%	Permanent	Service stations operated by integrated Carrefour stores in France.	100%	2024

Information and transparency for consumers

Carrefour informs consumers on the possible presence of substances of concern via its Carrefour.fr website, ensuring transparent access to product data.

2.1.2.2.3 Reducing pollution associated with fuel sales

2.1.2.2.3.1 Policies and targets

POLICIES RELATED TO POLLUTION [E2-1]

Carrefour ensures strict compliance with the regulations applicable to its service stations in the various countries in which it operates, in terms of both the design and maintenance of the facilities.

In France, service stations are designated as ICPEs. As such, they are subject to strict regulations designed to protect the environment. Carrefour has a policy for designing and maintaining its service station network which enables the Group to comply with these requirements and, consequently, to ensure the sustainability and environmental safety of its operations. The regulations governing ICPEs and the inspection of these facilities are aimed in particular at protecting the various components of the environment (water, air, soil, landscape, etc.) and preserving biodiversity.

This policy concerns Carrefour France's integrated sites, as France accounts for 83% of the Carrefour group's GHG emissions associated with fuel sales.

2.1.2.2.3.2 Metrics and performance

Pollution of air, water and soil [E2-4]

Table 5: Monitoring key performance metrics to reduce pollution associated with fuel sales

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Emissions of pollutants							
Emissions into air by pollutant	T	0	New	-	-	80%	IT, ES, BR, BE, AR, PO, PL
Emissions into water by pollutant	T	0	New	-	-	80%	IT, ES, BR, BE, AR, PO, PL
Emissions into soil by pollutant	T	0	New	-	-	80%	IT, ES, BR, BE, AR, PO, PL
Environmental and regulatory compliance							
% of inspections carried out in France at the frequency required by the ICPE legislation	%	100	New		100%	100% in France	-
% of major non-conformities as defined by the ICPE legislation dealt with in France within set deadlines	%	100	New		100%	100% in France	-

COMMENTS ON PERFORMANCE

In accordance with the CSRD (ESRS E2, DR E2-4), Carrefour reports pollutant emissions to air, water and soil from its service stations based on Annex II of the E-PRTR Regulation (EC 166/2006). Carrefour service stations must comply with local regulations and monitor pollutant emissions. The declaration is based on the following principles:

- If a service station complies with all current regulations, has a pollution prevention and monitoring system and has not reported any incidents during the year, emissions are considered to be zero.
- In the event of a pollution incident (defined as a spill of more than 100 litres of fuel), the country concerned must report total emissions by pollutant and by environmental component (air, water, land). In that case, the countries must report the emissions associated with the main pollutants identified in the specifications of the fuels distributed by Carrefour, namely BTEX (benzene, toluene, ethylbenzene, xylenes), polycyclic aromatic hydrocarbons (PAHs), lead and its compounds (as Pb).

They must also report the total number of pollution incidents. Any data on other pollutants listed in the European Pollutant Release and Transfer Register (E-PRTR) or on pollutants not listed must also be reported if they are considered significant. Service stations located outside the European Union must follow the same methodology for pollution incidents.

2.1.2.2.3.3 Actions and resources related to pollution [E2-2]

KEY MITIGATION MEASURES ADOPTED BY THE GROUP

Risk mitigation measures to maintain the quality of the Group's assets are set out in Chapter 4 (Risk mitigation measures to maintain asset quality).

Regulatory compliance of fuel distribution facilities is ensured at the level of each host country.

In France, each store is responsible for managing the compliance of Carrefour service stations with ICPE regulations. The results of the checks are reported to the Technical department via an internal exchange tool called Mondays. As a support unit, the Technical department monitors these checks and assists stores in dealing with any instances of non-compliance. In addition, the Technical department has drawn up two separate sets of guidelines: one for the construction and the other for the maintenance and servicing of service stations. These documents are incorporated into the contracts signed with companies designing and maintaining the Carrefour station network. In particular, they set out specific requirements for quality, safety and performance.

2.1.2.3 Aquatic resources and ecosystems (ESRS E3)

2.1.2.3.1 Issues relevant to the Carrefour group

2.1.2.3.1.1 Context and imperatives

The retail industry's impact on water quality and consumption, as well as on marine resources, materialises not only at the level of stores, but also across the entire value chain and, in particular, upstream where (increasingly imported) goods are produced. The Group's action plans cover its sourcing strategy and take into account all of the issues associated with water and marine resources.

The impact of supply chains on water quality and consumption is a challenge in the context of the Group's corporate social responsibility and a risk to be taken into account, particularly in countries subject to water stress or with low water quality standards.

In addition, according to the WWF, 31% of fish stocks are overexploited globally and as much as 93% in the Mediterranean alone. Illegal and unregulated fishing are major causes of this phenomenon: in the short term, they could account for 26 million tonnes of fish a year, or more than 30% of fishing worldwide. Developing and promoting more responsible fishing is therefore one of the major challenges in protecting aquatic and marine environments, which is why Carrefour has developed a sustainable fishing policy governing its supplies.

2.1.2.3.1.2 Impacts, risks and opportunities

All the IROs are presented in the Table below. The process for identifying the IROs is described in Section 2.1.1 General disclosures.

Table 1: List of material impacts, risks and opportunities related to aquatic resources and ecosystems

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Limiting water consumption associated with products sold	Promoting and developing sustainable agriculture Tackling deforestation	Water consumption in water-stressed production areas	Making and processing the products sold in stores involves consuming water in areas where it is scarce. This exacerbates groundwater depletion, which can lead to shortages during periods of drought, thereby impacting the environment and local populations.	Impact	Upstream	Long term
Promoting sustainable fishing and aquaculture	Promoting sustainable fishing and aquaculture	Fishing practices that destroy habitats, flora and fauna	The sourcing of seafood products involves the risk of fishing practices that could affect ecosystems and damage fauna, flora and natural habitats (e.g., electric fishing, bycatch, etc.).	Impact	Upstream	Long term
Promoting sustainable fishing and aquaculture	Promoting sustainable fishing and aquaculture	Supply disruptions or shortages of certain products due to the increasing scarcity of marine resources	The Group can face supply disruptions due to the scarcity and non-renewal of marine resources, leading to a shortage of products in stores and an increase in purchase prices for the Group.	Risk	Upstream	Long term
Promoting sustainable fishing and aquaculture	Promoting sustainable fishing and aquaculture	Accusations against Carrefour for the sale of seafood from non-sustainable fishing methods	The Group may stand accused of selling seafood and aquaculture products that have a negative impact on the environment and biodiversity (e.g., fishing stocks in poor condition). This may have a negative impact on the Group's brand image and reputation.	Risk	Upstream	Short term

Carrefour has analysed its impact on water using the SBTN methodology, cross-referencing different types of data to prioritise areas at risk. The analysis integrated the location of pressures from the Group's activities, notably through water consumption data linked to raw materials, with the level of ecological vulnerability assessed through water stress indicators. This cross-referencing made it possible to identify the regions

most at risk of water resource depletion and to assign them a priority level for action. This work was carried out on the 15 priority raw materials defined by Carrefour when it first measured its biodiversity footprint, covering all its activities and its entire value chain. For more details on the work carried out through the SBTN on biodiversity, including pressure on water, see Section 2.1.2.4 Biodiversity and ecosystems (ESRS E4).

2.1.2.3.1.3 Stakeholders, standards and regulations

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS	RELEVANT POLICIES
Certifications	Cooperation with and commitment to the Group's transition	Regular one-to-one dialogue	MSC, ASC, Bureau Veritas	Promoting sustainable fishing and aquaculture
Non-profits and NGOs	Cooperation with and commitment to the Group's transition	Regular one-to-one dialogue	WWF, Ethic Ocean	Promoting sustainable fishing and aquaculture
Non-profits and NGOs	Definition of methodologies and frameworks	Talks and ad hoc consultations	International Seafood Sustainability Foundation (ISSF)	Promoting sustainable fishing and aquaculture
Business coalitions	Definition of industry-level/national strategies	Regular one-to-one dialogue	Global Tuna Alliance (GTA)	Promoting sustainable fishing and aquaculture
Scientific experts and consultants	Definition of methodologies and frameworks	Working group	CIRAD	Limiting water consumption associated with products sold
Suppliers	Cooperation with and commitment to the Group's transition	Talks and ad hoc consultations	CIRAD + FQC suppliers	Limiting water consumption associated with products sold
Scientific experts and consultants	Definition of methodologies and frameworks	Working group	University of Valencia	Limiting water consumption associated with products sold

STANDARDS AND REGULATIONS

- Carrefour uses standards to define sustainable agriculture practices. These standards are presented in Section 2.1.2.2.1.3 Stakeholders, standards and regulations of Section 2.1.2.2 Pollution. These standards include water-efficient irrigation requirements.
- Carrefour also uses various guidelines and standards to implement its sustainable fishing policy: species classified according to condition of their stocks (scientific assessments from NGOs, public authorities, CITES), MSC and ASC standards, CQL, as well as the Group's own guidelines drawn up in collaboration with various stakeholders (e.g., tuna sourcing policy). These guidelines prioritise certain fishing techniques that have less impact on the environment.

2.1.2.3.1.4 Corporate governance

The implementation of the policies described in this chapter is monitored at the highest level by the Group Merchandise Director, in conjunction with the relevant departments within the Group. Information on general CSR governance is provided in Section 2.1.1 General disclosures.

2.1.2.3.2 Limiting water consumption associated with products sold

2.1.2.3.2.1 Policies and targets

POLICIES RELATED TO WATER RESOURCES [E3-1]

To avoid the impacts and risks associated with the use of water to produce the products it sells, Carrefour has developed various solutions to improve the resilience of its production systems in all geographies. This approach makes it possible to address all areas, including those subject to water stress. This policy is focused on promoting responsible water use, seeking to reduce water consumption and impacts upstream of its operations. The Group's policy is based on the following objectives:

- Reduce water consumption and increase the resilience of production systems through sustainable agriculture, thanks to:
 - the promotion of organic farming: organic farming protects water by limiting water pollution from chemical fertilisers, improving soil health and encouraging more environmentally friendly water management through practices such as reducing intensive irrigation;
 - CQL products based on production methods inspired by agroecology: Carrefour is developing agroecology through its CQL. Carrefour's specifications include practices that safeguard water resources, such as eliminating the use of authorised synthetic pesticides, monitoring the quality of the water used and promoting methods and equipment that optimise irrigation;
 - the implementation of a zero deforestation policy (with priority given to the following raw materials: palm oil, soy, Brazilian beef, wood and paper, cocoa). Forests contribute to regulating the water cycle (absorbing rainwater, maintaining soil moisture levels, recharging the water table, etc.). Deforestation therefore affects this cycle and, by extension, the products derived from deforestation have a greater indirect impact on water resources;
 - the development of specific approaches for areas and crops affected by water stress: the Group has carried out an initial analysis of water consumption for irrigation of agricultural crops by country in Europe and their exposure to water stress. This analysis led the Group to launch a pilot project in Spain. Finally, Carrefour is currently working to map the risks associated with its supplies in relation to climate risks. This work will enable the Group to better prioritise raw materials and geographies in the future.

- Develop the sale of certain labels for non-food products, such as the "European Ecolabel", which covers many categories of products sold by Carrefour such as detergents, all-purpose cleaners, textiles, cosmetics, etc. The products and services bearing the European Ecolabel have, among other characteristics, the virtue of reducing water and energy consumption, and waste production during their manufacture.
- Develop a referencing and responsible purchasing policy with suppliers: Carrefour promotes and develops practices with a low environmental impact, guarantees specific supplier management for high-risk sectors or geographies (project with IPE in China, certification of tanneries via the Leather Working Group) and includes an environmental section in its supplier audit processes.

TARGETS RELATED TO WATER RESOURCES [E3-3]

Table 2: Targets for limiting water consumption associated with products sold

Target	Target value	Target year	Baseline value	Baseline year
Promoting sustainable consumption and agriculture				
The targets for promoting sustainable consumption and agriculture are set out in Section 2.1.2.2.1 Policies and targets related to ESRS E2 Pollution.				
Raw materials associated with a risk of deforestation				
The targets for raw materials associated with a risk of deforestation are set out in Section 2.1.2.4.3.1 Policies and targets related to ESRS E4 Biodiversity and ecosystems.				

2.1.2.3.2 Metrics and performance

Water consumption [E3-4]

Table 3: Monitoring key performance metrics to limit water consumption associated with products

Metric	Y	Y-1	Change	Target	Coverage rate	Exclusions
Promoting sustainable consumption and agriculture						
Metrics relating to the promotion of sustainable consumption and agriculture are set out in Section 2.1.2.2.2 Metrics and performance of ESRS E4 Biodiversity and ecosystems.						
Raw materials associated with a risk of deforestation						
Metrics concerning raw materials associated with a risk of deforestation are set out in Section 2.1.2.4.3.2 Metrics and performance of ESRS E4 Biodiversity and ecosystems.						

2.1.2.3.2.3 Actions and resources related to water resources [E3-2]

SUPPORTING CQL SUPPLIERS IN WATER MANAGEMENT

Carrefour works closely with its CQL suppliers to improve their water management practices. The Group's support for CQL is set out in Section 2.1.2.2.3 Actions and resources related to pollution (ESRS E2 Pollution).

In its vegetable CQL, Carrefour has set specific requirements to encourage responsible water use. CQL suppliers must also carry out risk analyses of irrigation water and identify and prevent the risks of environmental pollution, water resource loss and various types of pollution (chemical, organic, etc.). CQL suppliers also carry out physical, chemical and microbiological analyses of irrigation and process water, using criteria that depend on the risks involved.

In order to optimise the quantity of water used for irrigation, the CQL specifications include additional criteria such as monitoring irrigation water use, setting up an irrigation plan, using decision-making tools (humidity and other sensors, weather stations, etc.) to adjust water quantities, using water-optimising

equipment (micro-irrigation, drip irrigation, etc.), training employees in the tools and issues involved, and promoting the use of alternative resources (rainwater, re-use of treated wastewater, etc.). In addition, gravity-fed irrigation is prohibited. If a supplier uses this type of irrigation, a progress plan is set up to help it switch to another method.

For agricultural production, the emphasis is usually on assessing local conditions and available resources. In addition to other initiatives to promote more sustainable farming, focused attention is given to water consumption and quality:

- restoration plans take into account regulatory compliance and the water balance to adjust the water supply; drip irrigation is preferred over surface irrigation;
- smart farming practices are also encouraged, such as crop rotation (to avoid compaction and erosion), sprayer control, registration of agricultural treatments, storage cover, retention;
- promoting grazing for livestock protects soil from erosion and compaction. The water distribution network and potability are monitored.



- Aquaculture suppliers are selected taking into account water basin characteristics and the local geographical environment.

PILOT PROJECT IN SPAIN

In Spain, one of the Group's host countries identified as the most vulnerable to water issues, a pilot action plan is currently being rolled out. This plan will enable the Group to adopt a more comprehensive approach to water issues. The action plan includes the mapping of CQL supplier risks, training for all Carrefour-brand suppliers and the drafting of best practices to achieve water savings.

INTERNATIONAL COMMITMENT AND COOPERATION

As part of COP21, Carrefour has committed to a business alliance for water and climate change aimed at ensuring sustainable management of water resources. Thirty-two companies involved in the Alliance have worked to ensure that this issue is reflected in a global climate agreement. The Alliance is supported by public authorities and co-led by the CDP, the United Nations Global Compact (UNGC) and the World Business Council for Sustainable Development (WBCSD). The Alliance has three levels of ambition:

- analyse and share water-related risks to implement collaborative response strategies;
- measure water footprint with existing standards;
- reduce impacts on water availability and quality in direct operations and all along the value chain.

RESPONSIBLE INVESTMENT VIA CARREFOUR BANQUE

In June 2017, Carrefour Banque launched a new unit-linked product in its Carrefour Horizons life insurance contract. This enables customers to save in the BNPP Aqua account, thereby investing in companies that are active across the entire water value chain (water treatment and purification technologies; installation, upkeep and renovation of water supply networks).

2.1.2.3.3 Promoting sustainable fishing and aquaculture

2.1.2.3.3.1 Policies and targets

POLICIES RELATED TO MARINE RESOURCES [E3-1]

Carrefour's approach aims to reduce the impact of fishing and aquaculture on fish stocks. The Group's policy is summed up in the following principles:

- Favour the most abundant species depending on the geography and the state of stocks: Carrefour can suspend the sale of vulnerable species as necessary and give preference to species whose stocks have been assessed as being in good condition (using the MSC label or analyses carried out by partners ("species on the green list")).
- Favour fishing techniques that have less impact: Carrefour excludes seafood products from certain fishing techniques (for example, deep-sea fishing has a particular impact on slow-reproducing species: several deep-sea species have been excluded from the range in France) in certain areas of its business.
- Support the development of responsible aquaculture practices through the promotion of best practices (e.g., limiting the use of non-responsible industrial fishing for food products, reasonable use of antibiotics or banning of such use, using GMO-free feeding) and placing greater emphasis on ASC- or Bio-certified products (Group countries can choose from among the certifications selected by the Group according to their market);
- Support local sustainable fishing through local partnerships;
- Highlight a broad range of responsibly sourced seafood products in-store;
- Comply with regulations to combat illegal fishing.

The sustainable fishing policy and purchasing rules apply to all purchases of raw or minimally processed products containing at least 50% aquatic products (wild or farmed), under the Carrefour brand (fresh, frozen and canned sections) or national brands.

TARGETS RELATED TO MARINE RESOURCES [E3-3]

Table 4: Targets for responsible fishing and aquaculture

Target	Unit	Target value	Target year	Baseline value	Baseline year
Percentage of sales of fishery and aquaculture products, controlled products and national brands produced using sustainable practices(1)	% (in sales)	50%	2025	35%	2021

(1) Responsible fishing: fishing of abundant species with techniques that have the lowest impact on ecosystems while supporting local fishing.

Methodology:

The target is demanding and aims to:

- ensure Carrefour's leading position on the sustainability of seafood products in each of the markets in which the Group operates;

- achieve an ambitious target likely to bring about a change in market practices (the offer of sustainable seafood was very limited in most of the Group's markets at the time of the commitment) and ensure good visibility on the shelf;

- ensure the operational feasibility of the trajectory with the Group's suppliers.

2.1.2.3.3.2 Metrics and performance

Table 5: Monitoring key responsible fishing and aquaculture performance metrics

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Sales of products that comply with our sustainable fishing policy – excluding organic products and Carrefour Quality Lines (in billions of euros)	€bn	775	707	+9.6%	-	100%	-
Percentage of sales of fishery and aquaculture products, controlled products and national brands produced using sustainable practices	%	35.2	57.1	-21.8 pts	50% by 2025	98%	AR national brand
of which percentage of sales of fishery and aquaculture products, controlled products only, produced using sustainable practices	%	49.7	60.9	-11.3 pts	50% by 2025	100%	

COMMENTS ON PERFORMANCE

Sales of fishery and aquaculture products are increasing at Group level. However, their share of total seafood sales is declining. In 2024, Carrefour extended its reporting scope to Spain and to the Atacadão and Sam's entities in Brazil, where the share of responsibly sourced seafood is short of expectations (10% in Spain, 18% in Brazil), in a less mature market environment.

2.1.2.3.3.3 Actions and resources related to marine resources [E3-2]

The following action plans are being implemented on an ongoing basis by the Carrefour group to ensure that its sustainable fishing metrics are maintained and improved.

DEPLOYMENT OF CARREFOUR QUALITY LINES

In order to guarantee a range of products from ever more responsible fishing and aquaculture, the Carrefour group is expanding its CQL, which are selected and traced back to the boat and/or farming enclosure. CQL enable more demanding specifications to be developed in partnership with suppliers. Third-party inspection bodies monitor application of the specifications.

FACTORING SPECIES SUSTAINABILITY INTO COMMERCIAL DECISIONS**Exclusion of the most endangered species across the Group**

Under the purchasing rules applied by all the Group's buyers, Carrefour excludes species listed in Appendices I and II of the CITES Convention. These lists include certain sharks, the European eel and the Western European sturgeon (wild).

Sustainability analysis of marketed species

In addition to this work at Group level, Carrefour analyses the sustainability of the species marketed in its countries to guide procurement decisions. A list of the main non-certified supplies according to their level of sustainability (stock status, impact of fishing gear) using a colour system has been drawn up and made available to the various countries where the Group operates. On this basis, they can orient their procurement decisions towards abundant species and suspend other supplies. Carrefour France has gradually suspended several vulnerable species including orange roughy, blue ling, shark (except small catsharks), wild sturgeon, forkbeards, macrouridae, largehead hairtail, cusk, eel, red seabream, skate and bluefin tuna (bluefin tuna caught by small boat (<16m) with handline, rod, longline (or "madrague" tuna trap in the Mediterranean) is authorised in the seafood section).

Use of the MSC label

Carrefour uses the MSC label to guarantee that seafood products are obtained from more sustainable fishing. In addition to the other areas of its policy (e.g., suspension of species or selection of certain fishing techniques), this label guarantees the status of the stocks from which the seafood products are obtained, a controlled impact of fishing on the environment and the proper management of fisheries (documentation of catches and traceability in particular). It is used in all the Group's countries.

Specific policy for certain species

Based on the analysis of the various species, associated risks and volumes concerned, Carrefour has drawn up a specific procurement policy for certain species across all its host countries. This is the case in particular for canned tuna.

LESS IMPACTFUL FISHING PRACTICES

Carrefour develops its purchasing policy on the basis of sustainable fishing practices. In this way, the Group excludes certain fishing techniques for some of its supplies. The Group's own-brand products are subject to a ban on electric fishing, deep-sea fishing by excluding certain deep-sea species, and long-line and gill-net fishing for canned tuna.

Certain fishing techniques are also subject to restrictions, while others are encouraged because they are more selective. In the canned food section, the Group is limiting fishing with fish-aggregation devices (FADs) for canned tuna and is developing FAD-free and line fishing. In addition, in the seafood section in France, an "Exceptional Products" campaign has been introduced (along with a focus on local fishing) to help promote small-scale fishing. Products from small-scale coastal fishing are indicated as such in stores, based on compliance with specific technical criteria (type of boat, length of fishing and freshness of the product). For "Exceptional products", sales in 2024 amounted to 2.7 million euros. Carrefour stores have around 30 references available on their order schedules, with Monaco, Antibes, Montesson and Nice TNL as the leading stores.

MORE RESPONSIBLE AQUACULTURE PRACTICES

To develop more responsible forms of aquaculture, Carrefour works closely with producers and other players in the sector by selecting farms that promote best practices. In this regard, it:

- bans illegal, unreported and unregulated fishing ingredients from all Carrefour brand products;
- bans GMOs in foods that make up CQL products;
- prohibits the use of antibiotic treatments in CQL where this is technically possible without jeopardising the viability of the businesses, and limits their use by requiring monitoring in other sectors;
- works actively to improve aquafeed.

2.1.2.4 Biodiversity and ecosystems (ESRS E4)

2.1.2.4.1 Issues relevant to the Carrefour group

2.1.2.4.1.1 Context and imperatives

Biodiversity, the protection of which is essential for the agriculture and food sectors, is in a global decline due to five main factors involving the food industry:

- changes in how land is used;
- water, soil and air pollution and the resulting reduction in water quality;
- direct exploitation of certain organisms;
- climate change;
- the spread of invasive alien species.

Measures are in place to reduce the proportion of aquafeed sourced from industrial fishing, which accounts for nearly 20% of global wild fish capture.

Carrefour is a member of the Sustainable Aquafeed Initiative, led by Earthworm Foundation. This pre-competitive working group defines collective objectives on aquafeed sustainability by bringing together several companies linked to the aquaculture sector (distributors, wholesalers, processors, farmers, feed suppliers, etc.). These objectives aim to limit the ecological and social impact of aquaculture ingredients, in particular by reducing the use of fish meal and fish oil from forage fish (through the integration of by-products from the fish trade, algal oil or insect meal), improving the management of fisheries and ensuring that soy does not derive from deforestation or conversion.

MONITORING PRACTICES THROUGHOUT OUR SUPPLY CHAIN

Sensitive supply chain phases

Carrefour is working on identifying human-rights sensitive sectors by country and region that require risk reduction measures. Against this backdrop, Carrefour has identified certain phases in the production of seafood products, upstream of its suppliers, as being more sensitive in terms of human rights. In this case, Carrefour introduces specific audits or measures to mitigate these risks, in particular:

- audits for prawn processing in certain countries;
- a ban on pre-processing tuna into loins before canning, and on at-sea transshipment (European central purchasing centre);
- a ban on supplies of canned tuna from vessels flagged to an EU yellow card country (see Section 5.3).

The retail industry contributes to biodiversity loss through the manufacture, use and end-of-life of the products sold.

Carrefour is working to preserve biodiversity in its activities and operations (see Section 2.1.2.4.2 Reducing the impact of operations on biodiversity) as well as upstream, throughout its supply chains, in partnership with its suppliers (see Section 2.1.2.4.3 Reducing the impact of the value chain on biodiversity). To this end, the Group seeks to promote more sustainable, organic or agroecological farming, support sustainable fishing, and adopt policies to combat deforestation in its supply chains.

2.1.2.4.1.2 Impacts, risks and opportunities

All the IROs are presented in the Table below. The process for identifying the IROs is described in Section 2.1.1 General disclosures.

Table 1: List of material impacts, risks and opportunities related to biodiversity.

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Reducing the impact of operations on biodiversity	Managing site location sustainably	Land take for property development (stores, service stations)	The construction of stores, car parks and service stations may lead to the destruction of natural habitats or agricultural land and impact local biodiversity (flora and fauna).	Impact	Operations Franchises	Medium term
Reducing the impact of operations on biodiversity	Managing site location sustainably	Regulations limiting land take for new sites	The Group's ability to modify or create new sites may be limited by failure to obtain the necessary permits, due to regulations aimed at limiting land take.	Risk	Operations	Medium term
Reducing the impact of the value chain on biodiversity	Tackling deforestation Promoting sustainable fishing and aquaculture Developing sustainable textile production chains	Deforestation and conversion of ecosystems associated with the supply of raw materials	The production of raw materials used in products sold, such as cocoa and palm oil, may lead to deforestation, biodiversity loss and CO ₂ emissions, and may have an impact on indigenous peoples.	Impact	Upstream	Long term
Reducing the impact of the value chain on biodiversity	Tackling deforestation	Risks associated with deforestation in the supply chain	Suppliers may face additional costs to comply with environmental requirements related to the fight against deforestation (traceability, audits, monitoring). There is also a risk that Carrefour could be implicated in the use of raw materials derived from deforestation, which could lead to regulatory non-compliance and damage the Group's image and reputation.	Risk	Upstream	Long term
Reducing the impact of the value chain on biodiversity	Tackling deforestation Promoting sustainable fishing and aquaculture Developing sustainable textile production chains	Impacts associated with the loss of biodiversity and dependency on ecosystems	Consolidation of other issues: E1 – Climate change (all issues)/E2 – Pollution/E3 – Water and marine resources/E4 – Biodiversity (Deforestation and land use change and exploitation & state of species)/E5 – Ecodesign and circularity of resources	Impact Risk	All	Short and long term

As the "loss of biodiversity and dependency on ecosystems" issue consolidates the issues already presented in the sections on the other environmental ESRs, the material impacts and risks relating to this issue are dealt with directly in the other chapters relating to climate change (ESRS E1), pollution (ESRS E2), water and marine resources (ESRS E3) and the circular economy (ESRS E5).

ANALYSIS OF THE CARREFOUR GROUP'S POTENTIAL IMPACT AND DEPENDENCIES ON BIODIVERSITY

In 2022 the Group mapped the potential impacts and dependencies on nature of its activities throughout its value chain and the associated level of prioritisation (see Figure 1: Mapping and prioritisation of Carrefour's potential impacts on biodiversity and Figure 2: Mapping and prioritisation of Carrefour's potential biodiversity-related dependencies). The first map illustrates the link between the Group's operations and each of the five main drivers of biodiversity loss identified by the

Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). Most of the potential impacts occur upstream or downstream of Carrefour's direct operations. These maps highlight "raw" impacts and dependencies, based on published research and generic data rather than business data. They provide an initial analysis of the Group's potential impacts and dependencies, and confirm that its policies are focused on the upstream end of the value chain. Policies and action plans to reduce potential upstream impacts are described in Section 2.1.2.4.3 Reducing the impact of the value chain on biodiversity.

FIGURE 1: MAPPING AND PRIORITISATION OF CARREFOUR'S POTENTIAL IMPACTS ON BIODIVERSITY

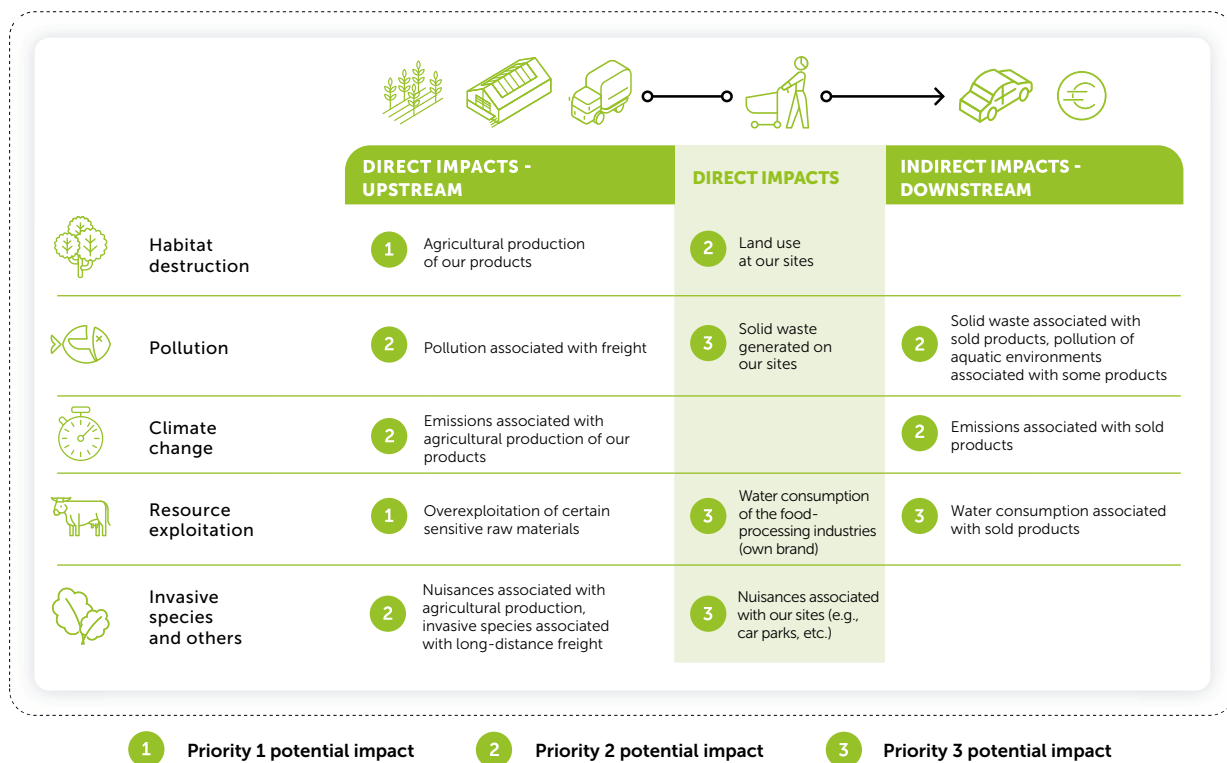
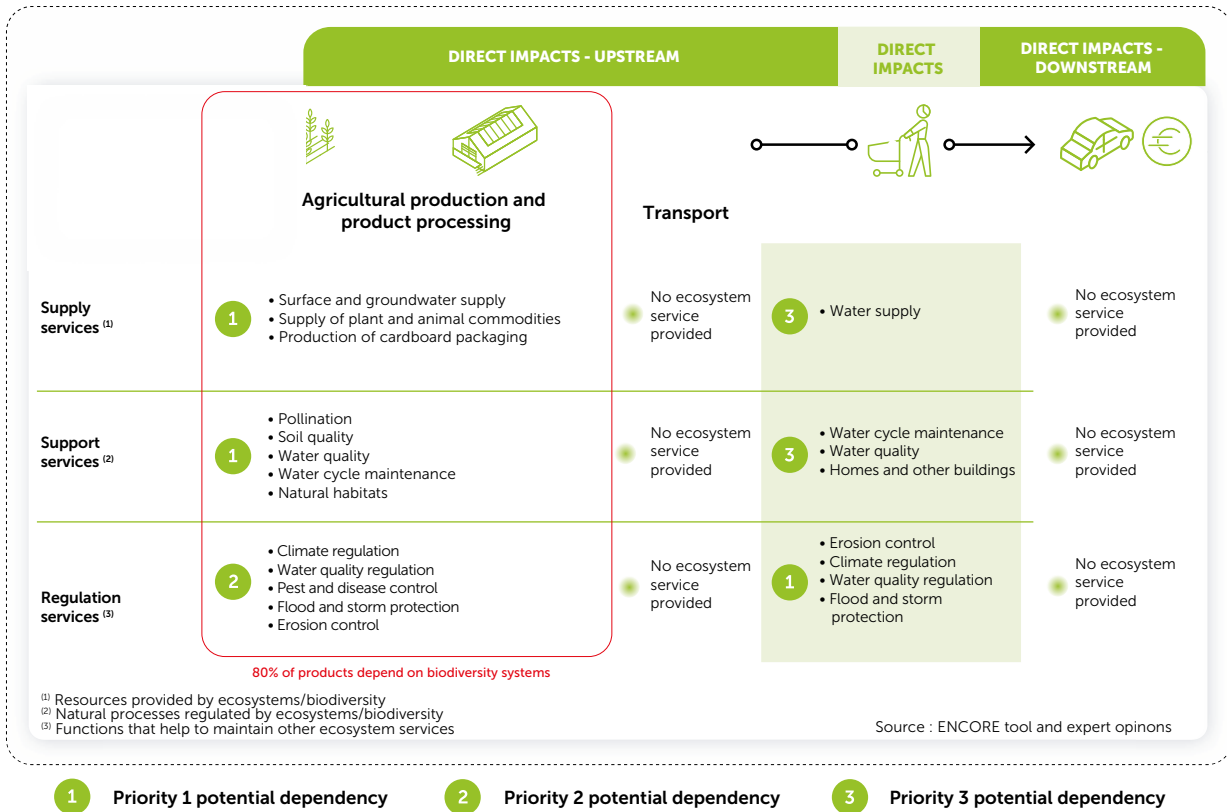


FIGURE 2: MAPPING AND PRIORITISATION OF CARREFOUR'S POTENTIAL BIODIVERSITY-RELATED DEPENDENCIES

The second map links the group's activities to their potential dependence on each of the three types of ecosystem services: provisioning services, supporting services, and regulating services. Upstream, agricultural production and product processing are also the segments that are potentially most dependent on ecosystem services and are therefore prioritised in the policies and action plans cited.



These two maps confirm the major matters (impacts and dependencies) already identified by the Group in relation to biodiversity through stakeholder engagement. They also confirm the scientific relevance of the Group's biodiversity action plan: the key potential impacts and dependencies identified by these analyses are all covered by the Group's structured action plan.

CALCULATING THE GROUP'S BIODIVERSITY FOOTPRINT

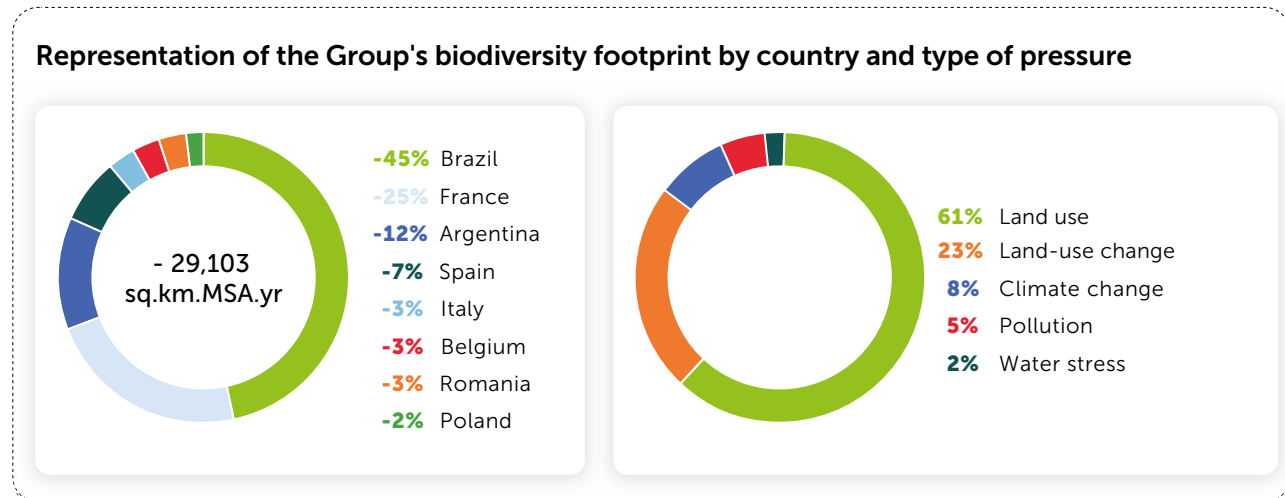
To effectively understand its impact on biodiversity, the Group calculated its biodiversity footprint for the first time in 2022, using the Corporate Biodiversity Footprint (CBF) tool. This tool illustrates how the Group's operations contribute to the main drivers ⁽¹⁾ of biodiversity loss identified by the IPBES. The CBF provides an impact value in sq.km.MSA.year (the metric used to assess impacts on biodiversity) for each type of pressure exerted by an undertaking, which makes it possible to characterise the impacts and their relative weight in the value chain.

In 2024, the Group updated its footprint based on 2023 data, using the same tool. The key findings are presented below:

- The Carrefour group's impacts on biodiversity are mainly indirect, occurring upstream in the value chain. These impacts primarily relate to the production of the food products sold (94% of the total impact), and among them, most are animal products (meat and dairy);
- The sale of fuel is the second-largest source of impact on biodiversity (4% of total impact), related to the production (upstream) and combustion (downstream) of fuels;
- Carrefour's main direct impacts are related to property, corresponding to land cover by stores, warehouses and other sites, and to their energy consumption. In total, they account for 0.4% of Carrefour's total impact.

(1) The factors studied by the CBF are land cover, land-use change, climate change, pollution and water stress.

FIGURE 3: REPRESENTATION OF THE GROUP'S BIODIVERSITY FOOTPRINT BY COUNTRY AND TYPE OF PRESSURE



- The Group's biodiversity footprint calculated using the Corporate Biodiversity Footprint tool based on 2023 data is -29,103 sq.km.MSA.yr.
- Note that the models used to calculate this footprint are at this stage based on generic data and do not take into account the action plans implemented by the Group to reduce the risks of deforestation, for example.
- Brazil is the host country with the most impacts on biodiversity (45% of Carrefour's impacts, excluding banking and insurance). This situation is due to its food product mix, production models (extensive production with risks of deforestation) and the fact that Brazil is home to a wealth of biodiversity, which is more vulnerable to pressures. France is the second-most impactful country, accounting for 25% of total impacts, due to the large volumes sold there.
- Land cover (reduction in biodiversity due to the presence of crops and other activities) and changes in land cover (destruction of natural habitats) are the most material pressures, representing 84% of the overall impact. This highlights the importance of integrating these priorities into the Group's policies and action plans. Carrefour renewed and

stepped up its commitments in 2022 to combat deforestation (see Section 2.1.2.4.3 Reducing the impact of the value chain on biodiversity).

IN-DEPTH ANALYSIS OF RAW MATERIAL IMPACTS ON BIODIVERSITY

As most potential and calculated impacts are mainly caused by the production of food products sold, Carrefour has gone a step further by analysing the impacts of around 15 raw materials⁽¹⁾ at every stage of the value chain in France. This work is in line with Carrefour's commitment to the Science Based Targets (SBTs) for Nature programme, which guides organisations in setting ambitious and science-based targets for the climate and nature protection. Certain raw materials are classified as "sensitive" due to their potential socio-environmental impacts and their relative weight in the business.

Note that the models used to calculate this footprint are at this stage based on generic data and do not take into account the action plans implemented by the Group to reduce the risks of deforestation, for example.

The results of this study drew attention to five materials which have a high impact on deforestation and land-use change.

(1) The 15 raw materials studied in the SBTN work are palm oil, soy, beef, cocoa, seafood, aquaculture, cotton, coffee, nuts, pork, milk, dairy products, eggs, rice and poultry.

1

FIGURE 4: PRIORITISATION OF BIODIVERSITY IMPACTS OF RAW MATERIALS SOLD BY CARREFOUR IN FRANCE

2

3

4

5

6

7

8

9

	Change in use of land and sea	Overexploitation of resources	Climate change	Pollution			Invasive species
			GHG emissions	Pollution of air	Pollution of water	Pollution of soil	Biological degradation
Palm oil	1	3	2	3	2	3	
Soy	1	3	2	3	3	3	
Beef	1	3	1	2	1	2	
Cocoa	1	3	1	3	2	3	
Fishery products	1	1	3	3	3	3	2
Aquaculture products	2	1	2	3	1	3	2
Cotton	1	2	1	N/A	3	2	

- 1** Priority No. 1: impact higher than 95% of food products
- 2** Priority No. 2: impact above the food product median
- 3** Priority No. 3: impact lower than the food product median

Based on this prioritisation, we have been able to work on the most sensitive raw materials in terms of biodiversity. This analysis confirms the choices made by the Group in defining its action plans.

2.1.2.4.1.3 Stakeholders, standards and regulations

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS	RELEVANT POLICIES
Scientific experts and consultants	Definition of the Group policy	Partnerships	ICare	Reducing the impact of the value chain on biodiversity Reducing the impact of operations on biodiversity
Scientific experts and consultants	Definition of the Group policy	Partnerships	Bureau Veritas	Reducing the impact of the value chain on biodiversity
Scientific organisations and reference standards	Definition of methodologies and frameworks	Talks and ad hoc consultations	Science Based Targets, Task Force for Nature	Reducing the impact of the value chain on biodiversity Reducing the impact of operations on biodiversity
Scientific experts and consultants	Cooperation with and commitment to the Group's transition	Working group	Expert committees on deforestation in Brazil	Reducing the impact of the value chain on biodiversity
Multi-stakeholder initiatives	Performance assessment and benchmarking	Partnerships	Consumer Goods Forum	Reducing the impact of the value chain on biodiversity
Non-profits and NGOs	Setting of Group targets	Partnerships	WWF	Reducing the impact of the value chain on biodiversity Reducing the impact of operations on biodiversity
Multi-stakeholder initiatives	Definition of industry-level/national strategies	Monthly/bimonthly meetings, etc.	Consumer Goods Forum, Lab Capital Naturel, Act for Nature International, Race to Zero	Reducing the impact of the value chain on biodiversity

Sustainability Statement

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS	RELEVANT POLICIES
Non-profits and NGOs	Roll-out of in-the-field projects	Talks and ad hoc consultations	IDH in Brazil	Reducing the impact of the value chain on biodiversity
Suppliers	Cooperation with and commitment to the Group's transition	Monthly/bimonthly meetings, etc.	Partner producers	Reducing the impact of the value chain on biodiversity
Public authorities	Definition of industry-level/national strategies	Talks and ad hoc consultations	Manifeste Soja (France), SNDI (France), Manifeste Cacao (France)	Reducing the impact of the value chain on biodiversity
Certifications	Definition of methodologies and frameworks	Regular one-to-one dialogue	RTRS, RSPO, PEFC, FSC, MSC, Max Havelaar	Reducing the impact of the value chain on biodiversity
Multi-stakeholder initiatives	Definition of the Group policy	Working group	Multi-stakeholder meetings (i.e., involving consumers, suppliers, governments, investors, experts, etc.)	Reducing the impact of the value chain on biodiversity
Trade unions	Performance assessment and benchmarking	Talks and ad hoc consultations	Works Council, International European Consultation Committee	Reducing the impact of the value chain on biodiversity
Non-profits and NGOs	Assessment of action plan implementation	Regular one-to-one dialogue	Mighty Earth, Canopée	Reducing the impact of the value chain on biodiversity
Suppliers	Assessment of action plan implementation	Talks and ad hoc consultations	Worker Voice, Elevate	Reducing the impact of the value chain on biodiversity
Non-profits and NGOs	Assessment of action plan implementation	Regular one-to-one dialogue	Climate Action Network, Greenpeace	Reducing the impact of the value chain on biodiversity
Scientific organisations and reference standards	Performance assessment and benchmarking	Talks and ad hoc consultations	Carbon Disclosure Project	Reducing the impact of the value chain on biodiversity
Individual investors and investor coalitions	Performance assessment and benchmarking	Talks and ad hoc consultations	Responsible Investment Forum (FIR), FAIRR	Reducing the impact of the value chain on biodiversity
Certifications	Performance assessment and benchmarking	Talks and ad hoc consultations	AMF, independent third-party verification body	Reducing the impact of the value chain on biodiversity Reducing the impact of operations on biodiversity

STANDARDS AND REGULATIONS

As well as referring to the SBTN criteria and recommendations for mapping the biodiversity impacts of its various priority raw materials, the Group engages in various other initiatives, coalitions, certifications and partnerships through its specific

action plans for each of the priority raw materials relating to deforestation and land-use change; see Table 2: Initiatives, coalitions, certifications and partnerships to which Carrefour is committed, by priority raw material.

Table 2: Initiatives, coalitions⁽¹⁾, certifications and partnerships to which Carrefour is committed, by priority raw material

Palm oil	<ul style="list-style-type: none"> ■ The Consumer Goods Forum's (CGF) Palm Oil Coalition of Action ■ Roundtable on Sustainable Palm Oil (RSPO) ■ Palm Oil Transparency Coalition (POTC)
Soy	<ul style="list-style-type: none"> ■ The CGF's Soy Coalition ■ The French National Strategy to Combat Imported Deforestation (SNDI) ■ Round Table on Responsible Soy (RTRS) ■ The Amazon Soy Moratorium, supported since its creation in 2006, Brazilian working group on soy (GTS) and working group for the Cerrado (GTC) ■ Statement of Support for the Cerrado Manifesto (SoS Cerrado Manifesto) Soy Transparency Coalition (STC)
Wood/paper (products, packaging, fibres)	<ul style="list-style-type: none"> ■ The CGF's Wood, Paper and Packaging Coalition ■ Forest Stewardship Council (FSC)
Brazilian beef	<ul style="list-style-type: none"> ■ The CGF's Beef Coalition ■ The French National Strategy to Combat Imported Deforestation (SNDI) ■ Collaboration for Forests and Agriculture (CFA): an initiative resulting from collaboration between the World Wildlife Fund (WWF®), The Nature Conservancy (TNC) and the National Wildlife Federation (NWF), funded by the Gordon & Betty Moore Foundation. Through the CFA, Carrefour Brazil participates in applying the CFA Operational Guidance, which helps businesses implement deforestation- and conversion-free (DCF) commitments for beef and soy in the Amazonia, Cerrado and Chaco biomes ■ Brazilian working group on sustainable cattle (GTPS) since its creation in 2007 ■ Brazilian working group on indirect suppliers (GTFI) since 2017 ■ Brazil Climate, Forests, and Agriculture Coalition ■ Cerrado Protocol Coalition ■ Beef on track Protocol ■ Brazilian Business Council for Sustainable Development (CEBDS)
Cocoa	<ul style="list-style-type: none"> ■ Retailer Cocoa Collaboration (RCC) ■ French Initiative for Sustainable Cocoa (IFCD)

2.1.2.4.1.4 Corporate governance

The roll-out of the policies described in this chapter is overseen at the highest level by the Group's Director of Engagement, Merchandise Director, General Secretary and the Expansion Director for the Group and France, in cooperation with the relevant departments in the Group. Information on general CSR governance is provided in Section 2.1.1 General disclosures.

2.1.2.4.2 Reducing the impact of operations on biodiversity

2.1.2.4.2.1 Policies and targets

POLICIES RELATED TO BIODIVERSITY AND ECOSYSTEMS [E4-2]

Carrefour aims to minimise the impact of its sites on biodiversity by integrating sustainable practices into site development and management.

To limit the impact on biodiversity, the pressures exerted on it need to be reduced. Such pressures include land-use change, land cover, pollution, water use and climate change. Carrefour's policy is comprised of four levers designed to address these different pressures.

■ **Improving site energy efficiency:** to reduce the impact on climate change. This policy is set out in Section 2.1.2.1 Climate change (ESRS E1).

■ **Optimising waste management:** to prevent soil contamination by toxic or non-biodegradable materials, thereby reducing the risk of pollution. This policy is set out in Section 2.1.2.5 The circular economy (ESRS E5).

■ **Reducing food waste:** to reduce the need to expand agriculture, thereby helping to limit land-use changes. This policy is set out in Section 2.1.2.5 The circular economy (ESRS E5).

■ **Reducing site water consumption:** to reduce pressure on water resources. Water consumption at the Group's sites does not represent significant use, and this matter is not considered material for the sites according to the Group's double materiality assessment. However, Carrefour has adopted a policy of closely monitoring its water consumption in all countries where it operates. This mandatory monitoring is complemented by country policies in France and Spain. These policies are monitored by the Technical department and aim to reduce site water consumption. The corresponding objectives and action plans are set out in the following sections.

(1) The coalitions referred to in this table are groups of different stakeholders, including businesses, NGOs and governments, working together to achieve common sustainability and environmental responsibility objectives. They differ from initiatives and certifications in that they represent collective collaboration rather than specific actions or standards.

■ **Managing site location sustainably:** to reduce the impact on land cover and land-use change. Site location covers the issues of site expansion, development and construction. As a first step, in 2024, Carrefour conducted an in-depth study of the impact and dependency on nature of its sites, details of which

can be found in this chapter under Section 2.1.2.4.2.3 Action and resources related to biodiversity and ecosystems, to understand its site location impacts. Carrefour plans to subsequently adjust its site development and construction policy.

TARGETS RELATED TO BIODIVERSITY AND ECOSYSTEMS [E4-4]

Table 3: Targets for reducing the impact of operations on biodiversity.

Target	Target value	Target year	Baseline value	Baseline year	Scope
Improving the energy efficiency of our sites					
The targets for site energy efficiency are set out in Section 2.1.2.1.2.2 Transition plan for climate change mitigation (ESRS E1 Climate change).					
Optimising waste management					
The targets for waste management are set out in Section 2.1.2.5.2.1 Policy and targets related to resource use and circular economy (ESRS E5 Circular economy).					
Reducing food waste					
The targets for food waste reduction are set out in Section 2.1.2.5.3.1 Policy and targets related to resource use and circular economy (ESRS E5 Circular economy).					

2.1.2.4.2.2 Metrics and performance

Impact metrics related to biodiversity and ecosystems change [E4-5]

Table 4: Monitoring key performance metrics for reducing the impact of operations on biodiversity.

Metric	Unit	2024	2023	Change	Coverage rate	Exclusions
Managing site location sustainably						
Number of sites owned, leased or managed in or near protected areas or key biodiversity areas that have a negative impact on the Company	No.	3,041	New	-	100%	-
Surface area of sites owned, leased or managed in or near protected areas or key biodiversity areas on which the Company has a negative impact	ha	1,764	New	-	100%	-
Improving the energy efficiency of our sites						
See details of site energy efficiency metrics in Section 2.1.2.1.2.3 Metrics and performance (ESRS E1 Climate change).						
Optimising waste management						
See details of waste-related metrics in Section 2.1.2.5.2.2 Metrics and performance and 2.1.2.5.3.2 Metrics and performance (ESRS E5 The circular economy).						
Reducing food waste						
See details of food waste-related metrics in Section 2.1.2.5.3.2 Metrics and performance (ESRS E5 The circular economy).						
Reducing site water consumption						
Water withdrawal per m. of sales area	cu.m./sq.m.	0.99	1.27	-21%	93%	AR excluding C&C, BR
Amount of water withdrawn	million cu.m.	10.9	8.2	+43%	93%	AR excluding C&C, BR

COMMENTS ON PERFORMANCE

The amount of water withdrawn by the Group in 2024 increased in 2024 (compared with 2023) due to the inclusion of Brazil in this metric.

According to the 2024 study, 3,041 of the more than 10,000 sites owned, leased or managed by the Group are located in or near protected areas (of which Natura 2000 sites are just one example) or key biodiversity areas. To identify these sites, and as a precautionary measure, the Group has established a buffer zone of one kilometre around each site to represent its potential biodiversity impact area. If there is even one intersection between the site's potential biodiversity impact area and at least one protected area or key biodiversity area, the Carrefour site in question is considered to be in or near a protected area or key biodiversity area. The study accordingly provides a broader view of the sites that could potentially have a direct or indirect impact on biodiversity. This analysis is an estimate of the areas potentially affected without taking into account Carrefour's action plans and actual impacts.

2.1.2.4.2.3 Actions and resources related to biodiversity and ecosystems [E4-3]

Improving site energy efficiency: the action plan is set out in Section 2.1.2.1.2.2 Transition plan for climate change mitigation (ESRS E1 Climate change).

Optimising waste management: the action plan is set out in Section 2.1.2.5.3.3 Actions and resources related to resource use and circular economy (ESRS E5 Circular economy).

Reducing food waste: the action plan is set out in Section 2.1.2.5.3.3 Actions and resources related to resource use and circular economy (ESRS E5 Circular economy).

Reducing water consumption by sites: Carrefour stores in France consume just over 1 million cubic metres of water: 739,000 cu.m. of water per year for hypermarkets and 421,000 cu.m. for supermarkets. This is why Carrefour France is increasing its water-saving target and stepping up its actions by rolling out initiatives to reduce wastage:

- installing water-saving devices in sanitary facilities;
- introducing a closed cooling circuit for cooling systems;
- producing just the right amount of ice and installing units with white walls at the fish counters;
- deploying water-saving guns across the cold-water network so that flow can be adjusted to meet needs;
- installing ovens with steam cleaning systems when the time comes to replace equipment;
- investing so as to optimise the way in which the internal network is managed, and adopting best practices in this regard (diagnostics to tackle water leaks, etc.).

This action plan comes in addition to the internal communication campaign launched in stores in July 2023 to raise awareness of environmental habits that reduce water consumption.

SUSTAINABLE SITE MANAGEMENT

In France, a charter for enlightened management of green spaces has been introduced, listing best practices to foster biodiversity (e.g., using alternatives to conventional crop protection agents, preserving biodiversity with reduced intensity mowing, etc.). This charter is presented to suppliers and is integrated into the contract signed with the supplier selected in a landscaping call for tenders.

As regards construction⁽¹⁾, in France, each new extension project managed directly by Carrefour Property complies with the new regulatory requirements in force (French Climate and Resilience Law, Zero Net Artificialisation Act), a green space coefficient, zero land-take outdoor areas on-site and the unsealing or greening of part of the parking areas for retail space covering more than 500 sq.m. On-site rainwater management is now preferred for all newly developed sites, notably through rainwater infiltration via drainage paving stones and outdoor basins.

In mid-2024, Carrefour and Nexity joined forces to create Villes et Commerces with the aim of developing mixed-use urban projects on 76 Carrefour sites in France. As part of these projects, Carrefour and Nexity have undertaken to obtain the BiodiverCity label for all projects and to integrate biodiversity and climate issues into their programmes.

A STUDY TO IMPROVE UNDERSTANDING OF IMPACTS AND DEPENDENCIES ON NATURE

In 2024, Carrefour carried out an in-depth study of its sites' impact and dependency on nature. This study was informed by an analysis of the state of nature on and around its sites, covering the scope of its direct operations. Based on the Integrated Biodiversity Assessment Tool (IBAT), this work provides a solid inventory of the current situation, which can enhance Carrefour's strategy for reducing the pressure of its sites on nature.

All sites (stores, head offices, warehouses) in the eight integrated countries (Argentina, Belgium, Brazil, France, Italy, Poland, Romania and Spain) owned (whether or not operated or managed), co-owned or leased by Carrefour Property were included in the analysis. Together, they represent a total of 10,613 sites. The study covers water consumption, the state of nature on and around the sites (sensitive areas, threatened species, land-use changes, etc.), the impact of the sites and operations (impacted biodiversity and ecosystems, affected communities, mitigation measures, etc.), site dependencies on nature and the associated physical risks. The study's methodology is described below:

- with regard to water, the Group has consolidated water consumption data for its sites and identified sites located in areas exposed to water risks using QGIS mapping software and the SBTN Water data map;
- to analyse the state of nature on and around the sites, the IBAT tool (integrating the World Database on Protected Areas, World Database of Key Biodiversity Areas and IUCN Red List of Threatened Species) and the SBTN Natural Lands data map were used;

(1) In terms of construction, Carrefour Property focuses solely on small store extensions. Buildings are constructed under leases, which means that Carrefour is not directly responsible for them.

Sustainability Statement

- to identify the impacts of its sites and operations, the Group has drawn on surface data and the GLOBIO mean species abundance metric to map biodiversity vulnerability around its sites;
- to identify site dependencies and the associated physical risks, the Group has used the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) tool.

The main findings of the study are as follows:

- 12.5% of sites are located in areas subject to very high levels of water stress, mainly in France, Brazil and Spain. The action plan to reduce water consumption in these regions is set out below;
- the Carrefour group owns, leases or manages 3,041 sites in or near a biodiversity sensitive area (Key Biodiversity Areas, Protected Areas), covering 1,764 hectares in total (total surface area of the sites concerned). These sites have a higher risk of contributing to ecosystem disruption;
- larger sites (warehouses, hypermarkets and cash & carry stores) tend to have a greater impact on biodiversity (due to land-use changes);
- the dependencies of Carrefour and Carrefour Property's direct operations on ecosystem services varies according to the type of site. For example, warehouses rely primarily on soil and sediment retention services to mitigate landslides for warehouse buildings and infrastructure. Head offices, on the other hand, rely mainly on local climate control services to regulate the microclimate around office buildings and improve working conditions.

The Group draws on this to adjust its overall strategy on site biodiversity, focusing on sites close to sensitive areas and on large sites.

2.1.2.4.3 Reducing the impact of the value chain on biodiversity

2.1.2.4.3.1 Policies and targets

POLICIES RELATED TO BIODIVERSITY AND ECOSYSTEMS [E4-2]

Carrefour is striving to combat the decline in biodiversity. As a reminder, the Group's impacts on biodiversity are mainly indirect and are concentrated upstream of its value chain, being associated mainly with food product production. In addition, land cover and land-use change, mainly associated with deforestation, account for 84% of the overall impact. To reduce the impacts of its value chain on biodiversity, the Group has drawn up policies and action plans for each of the raw materials identified as priorities in the fight against deforestation and the conversion of remarkable ecosystems based on risk analyses (see Figure 4: Prioritisation of biodiversity impacts of raw materials sold by Carrefour in France in Section 2.1.2.4.1.2 Impacts, risks and opportunities of this Section).

Carrefour aims to limit the impact of its products on biodiversity through three main actions:

- 1. Tackling deforestation:** Carrefour is committed to combating deforestation by limiting at-risk sourcing of raw materials deemed vulnerable by the Group, in particular soy, beef, palm oil, cocoa and wood and paper. For each of these raw materials, a specific objective and action plan have been defined and are set out in the following sections. The Forest Committee, created as part of the new plan on combating deforestation in Brazil, is responsible for this policy. This five-member committee is chaired by two members of Carrefour's Executive Committee. The committee has the following responsibilities: to give an opinion on the effectiveness of the actions taken, to make recommendations to Carrefour on the priorities for action, to give an opinion on financed projects and to report on action plan progress to Executive Management.
- 2. Preserving fishery resources by guaranteeing sustainable fishing methods:** impacts related to the seas and oceans and the associated policy are covered in Chapter E3 (Promoting responsible fishing and aquaculture).
- 3. Developing more responsible textile production chains:** textile-related impacts and the associated policy are covered in Chapter E2 (Reducing pollution from products sold).



TARGETS RELATED TO BIODIVERSITY AND ECOSYSTEMS [E4-4]

Table 5: Targets for reducing the impact of the value chain on biodiversity.

Target	Scope	Target value	Target year	Baseline value	Baseline year
Raw materials associated with a risk of deforestation					
Palm oil: all palm oil and palm kernel oil used in Carrefour-brand products has been certified as sourced through the RSPO's "Segregated" system since 2022	Carrefour-brand FMCG and TFP food products (e.g., biscuits and pastries) and non-food products (e.g., candles and soap) containing palm oil.	100%	Permanent	54.6%	2020
Wood and paper – Products: all Carrefour own-brand products in ten priority categories sourced from sustainable forests	Ten priority categories representing more than 80% of the wood and paper used in Carrefour products (e.g., toilet paper, stationery, garden furniture, etc.).	100%	Permanent	48.8%	2019
Wood and paper – Packaging: all paper and cardboard packaging for controlled products must comply with the sustainable forestry policy	Three scopes of application: 1. Controlled products; 2. Packaging of items sold at traditional counters/in-house (e.g., fruit and vegetable bags, deli containers). Indirect purchasing; 3. E-commerce sales and delivery packaging.	100%	2025	-	-
Wood and paper – Wood fibre: Percentage of viscose TEX products made from wood fibre sourced from sustainably managed, FSC (Forest Stewardship Council) certified forests	Carrefour TEX brand products.	100%	Permanent	40%	2021
Soy: all Carrefour Quality Lines and key Carrefour-brand products must use deforestation-free soy for livestock feed	Carrefour Quality Lines products and key Carrefour-brand products: the following unprocessed fresh or frozen products (excluding deli meats) – chicken, turkey, pork, beef, veal, lamb, salmon, eggs, milk, minced meat.	100%	2025	2.9%	2021
Cocoa: all Carrefour-brand chocolate bars must comply with our Sustainable Cocoa Charter	France, Belgium, Spain and Italy. Carrefour-brand chocolate bars.	100%	Permanent	-	2020
Brazilian beef: all Brazilian beef ⁽¹⁾ must be deforestation-free for Carrefour brands by 2026, and for other brands by 2030	Carrefour Brazil, Sam's Club and Atacadão.	100%	2030	-	-
Brazilian beef: all tier 2 Brazilian beef suppliers must be geo-monitored and compliant with the forest policy or committed to ambitious deforestation policies	Beef suppliers, including tier 1 suppliers (abattoirs) and tier 2 supplier farms supplying fresh, frozen and processed meat. Carrefour Brazil and Atacadão.	100%	2025	72%	2020
Preserving fishery resources					
Targets for preserving fishery resources are set out in Section 2.1.2.3.3.1 Policies and targets related to ESRS E3 Water and marine resources.					
Developing more sustainable textile production chains					
The targets for the development of more sustainable textile production chains are detailed in Section 2.1.2.2.2.1 Policies and targets related to ESRS E2 Pollution.					

(1) The target relates to beef only, beef cattle feed is excluded.

Sustainability Statement

Methodology:

The following steps were taken to define the above targets:

- Selection of raw materials most at risk in terms of deforestation through stakeholder dialogue and risk analysis based on available research;
- Selection of standards and tools recognised by the Group, based on their robustness, audit methodology and market recognition;
- Definition of a relevant scope to ensure reliable implementation and a significant reduction in risk;
- Definition of cut-off dates in line with market standards and an implementation deadline to ensure the preservation of ecosystems while allowing implementation by the Group's suppliers;
- For targets related to upstream actors (traders), the target is defined based on an analysis of those that have the relevant levers and for which the risks and impacts associated with raw materials are most material.

In addition, for each of the targets set, the Group conducted an in-depth dialogue with its stakeholders. This involved the Group's competitors, relevant NGOs, suppliers and scientific experts.

The indicator relating to the proportion of sensitive raw materials covered by a risk reduction plan is based on the aggregation of five criteria: implementation of governance, training of employees in Carrefour purchasing rules, communication of our commitments to our suppliers, performance of raw materials and completeness of reporting.

Finally, for beef in Brazil, Carrefour has validated the following solutions to guarantee the absence of deforestation:

- (i) Closed-loop or full-cycle model: this model involves sourcing from closed-loop farms, where all stages of the animal's life, from birth to fattening, take place on the same property or with traceability to previous farms. Full-cycle farms do not involve intermediate farms, thereby guaranteeing a clear and controlled supply chain.
- (ii) Risk assessment methodology for intermediate farms: in cases where intermediate farms are not known, a risk assessment methodology has been developed in agreement with the Forest Committee. Carrefour considers that beef does not involve deforestation if it is not sourced from a high-risk area or, if a risk is identified, by requesting full traceability from the supplier. The risk assessment methodology includes the following steps:
 - Identification of communities in Brazil considered to be at greatest risk of deforestation (using public sources to assess both past deforestation – Alerta MapBiomas, PRODES, Imazon – and the potential for future deforestation, as well as data on CO₂ emissions from the agricultural sector and changes in land and forest use).
 - Analysis of the location of slaughterhouses supplying beef to the Carrefour group and definition of a radius of influence for these slaughterhouses and their direct farms.
 - Cross-referencing of zones of influence with the mapping of communities at risk of deforestation and the location of indigenous lands and protected areas.
 - Defining priority areas by cross-referencing the size of the supply volumes of each abattoir, the number of farms supplying them and the percentage of farms located in the at-risk areas. It is these priority areas on which the Group is focusing in terms of full traceability, both for its own brands and its national brands.

2.1.2.4.3.2 Metrics and performance

Impact metrics related to biodiversity and ecosystems change [E4-5]

Table 6: Monitoring key performance metrics for the "Reducing the impact of the value chain on biodiversity" management priority

Topic	Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Sensitive raw materials	Percentage of sensitive raw materials covered by a risk reduction plan (sensitive raw materials associated with deforestation, fisheries, aquaculture and textiles)	%	87.5	70.5	+17 pts	100% by 2026	100%	-
Raw materials associated with a risk of deforestation								
Sustainable forestry policy	Sales of products that comply with our sustainable forestry policy*	Millions of euros	1,596	871	+83%	-	100%	-
Palm oil	Percentage of palm oil used in Carrefour-brand products certified RSPO or equivalent	%	100	100	0	100%	98%	MDC Light BR
Palm oil	Percentage of palm oil used in Carrefour-brand products that is fully traced (RSPO Segregated certified)	%	95.1	95.3	-0.2 pts	-	98%	MDC Light BR
Wood and paper	Percentage of Carrefour own-brand products in ten priority categories sourced from sustainable forests	%	98	96.3	+1.8 pts	100%	100%	-
Wood and paper	Percentage of paper and cardboard packaging complying with the sustainable forestry policy	%	56.8	53.8	+3.1 pts	-	99%	AR non-food CRF brand
Wood and paper	Percentage of viscose TEX products made from wood fibre sourced from sustainably managed, FSC certified forests (in units)	%	97	96.3	+0.7 pts	-	100%	-
Soy	Percentage of Carrefour Quality Lines and other key Carrefour-brand products using deforestation-free soy for animal feed	%	27.9	21.7	+6.1 pts	100% by 2025	93%	BR C, Sam's Club
Cocoa	Percentage of Carrefour-brand chocolate bars that comply with our Sustainable Cocoa Charter	%	33.2	31.6	+1.6 pts	100% by 2023	100%	xx
Brazilian beef	Percentage of deforestation-free Brazilian beef sold under Carrefour brands ⁽¹⁾	%	91	29	+62 pts	100%	100%	-
Brazilian beef	Percentage of deforestation-free Brazilian beef (national brands)	%	3	0	+3 pts	-	100%	-
Brazilian beef	Percentage of tier 2 Brazilian beef suppliers that are geo-monitored and comply with our forestry policy or are committed to an ambitious policy to combat deforestation	%	100	100	0	100% by 2025	100%	-

(1) The scope of this metric and target is Brazil only. The solutions adopted by the Group to validate zero deforestation are closed-loop production or full traceability in the case of sourcing from a high-risk area (see methodology section).

Topic	Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Preserving fishery resources								
The metrics relating to the preservation of fishery resources are set out in Section 2.1.2.3.3.2 Metrics and performance related to ESRS E3 Water and marine resources.								
Developing more sustainable textile production chains								
The metrics concerning the development of more sustainable textile production chains are set out in Section 2.1.2.2.2.2 Metrics and performance related to ESRS E2 Pollution.								

COMMENTS ON PERFORMANCE

Carrefour improved its performance in terms of the proportion of sensitive raw materials covered by a risk reduction plan in 2024. The governance in place to monitor these raw materials and the commitment of the Group's suppliers remain exemplary. There has also been a significant improvement in the training of relevant employees on purchasing rules.

The Group has a high (between 95% and 100%) and stable performance in terms of the percentage of wood, paper and palm oil not derived from deforestation. Carrefour Brazil recorded a sharp increase in the proportion of Carrefour-brand beef not involving deforestation (from 29% to 91%) thanks to the gradual implementation of traceability at all stages of production, paving the way for the target to be met in 2026. However, the Group is encountering difficulties in its trajectories for cocoa (stable at 33%) and soy (up 6 points at 28%).

Carrefour intends to pursue its action plans in 2025 to achieve its targets, in line with the implementation of the EUDR in Europe.

2.1.2.4.3.3 Actions and resources related to biodiversity and ecosystems [E4-3]

In connection with its policy to combat deforestation for the various materials deemed a priority by the Group, Carrefour has set up specific action plans for each of these materials.

PALM OIL

Since 2010, Carrefour's policy has been to replace palm oil in its own-brand products when this improves the product's nutritional quality or meets consumer expectations. For Carrefour-brand products containing palm oil, the Group guarantees that the oil used is sustainably produced.

In its supply chains

Roundtable on Sustainable Palm Oil⁽¹⁾ (RSPO) certification is applied as a minimum standard for the palm oil contained in Carrefour-brand products. The Group prefers RSPO-certified segregated palm oil: this ensures the physical traceability of the palm oil and therefore guarantees that the palm oil contained in finished products has not contributed to deforestation.

Engagement of upstream intermediaries

In order to change practices upstream of its supply chain, Carrefour engages in dialogue with the main palm oil importers at various levels through its involvement in collective initiatives as well as bilateral discussions to share its ambition to achieve zero deforestation across the entire supply chain. As part of the

Consumer Goods Forum's Forest Positive Coalition, Carrefour supports the implementation of higher standards for traders. Through the Palm Oil Transparency Coalition (POTC), a shared assessment system has been developed to monitor and engage with traders and allow companies to source their supplies from the most responsible traders. In 2021, all key palm oil importers connected to Carrefour's supply chain were assessed and engaged with via the POTC.

SOY

In order to reduce the impact of soy on forests and ecosystems, Carrefour acts on several fronts to heighten market standards, i.e., by focusing on its own supplies or working together with supply chain intermediaries and key stakeholders.

In its supply chains

The Group uses its CQL to develop "Zero Deforestation"⁽²⁾ livestock production chains in each country in which it operates. To offer an alternative to animal proteins, Carrefour is also developing vegetarian and vegan ranges in every country.

To meet its commitment for all key products to use deforestation-free soy for livestock feed by 2025, the following actions have been rolled out:

- soy replaced by alternative proteins;
- use of soy sourced from a local, deforestation-free farm;
- use of soy certified as deforestation-free with full traceability;
- sourcing from a region with no deforestation or conversion risk;
- sourcing from a field project with a landscape approach.

Engagement of upstream intermediaries

As with palm oil, Carrefour is contributing to dialogue within the sector to bring about changes in traders' practices. In 2023, to gain better visibility into the origin of soy in its supply chain, Carrefour conducted surveys of its direct suppliers to obtain more precise information on the sources of integrated soy and to determine the proportion of traceable soy that is not associated with deforestation.

Carrefour has also distributed to its suppliers a list of soy importers ranked based on an assessment of their anti-deforestation policy.

(1) <https://rspo.org/>

(2) A "zero deforestation" livestock sector is one in which animals are fed with soy not derived from deforestation.

To carry out this assessment, Carrefour developed its own system for evaluating key traders using the following multi-criteria methodology:

- Assessment with respect to France's "Manifesto committing French supermarkets to fight soy-driven imported deforestation",
- Assessment of the French National Strategy to Combat Imported Deforestation (SNDI),
- Consultation with the Group's expert committee on combating deforestation in Brazil,
- Soy Transparency Coalition,
- Global Canopy's Forest 500.

In 2024, all key soy importers connected to Carrefour's supply chain were assessed and engaged with via the STC, webinars and bilateral discussions.

WOOD AND PAPER

In its supply chains

To define its action plan, the Group analysed the risks associated with the supply of wood for its Carrefour-brand products depending on:

- volume: product categories consuming the highest wood equivalent tonnages;
- species: type of wood used, to guarantee the absence of species at high risk or banned by the Carrefour Charter (such as those appearing on the IUCN red list of threatened species);
- origin: level of risk associated with the wood's country or region of origin.

As a result, Carrefour has decided to use certification for certain supplies considered more sensitive due to their origin (tropical wood for garden furniture, coal) and for the main volumes of wood and paper in the 10 priority product categories. Carrefour uses several certification systems to ensure that its supplies comply with its policy and to promote sustainable forest management: FSC® "100%", "Mixed" or "Recycled" certification for the highest-risk areas, and PEFC® certification for the lowest-risk areas. Carrefour also uses the European Ecolabel to ensure best practices during product manufacture.

In practical terms:

- All of the wood charcoal sold in France is FSC® or PEFC®-certified or made from wood of French origin.
- All tropical wood (acacia and eucalyptus) garden furniture from Carrefour's international purchasing centre is FSC®-certified.
- All toilet paper for sale in France, Spain, Italy and Belgium is FSC®-certified as "Mixed" or "Recycled".
- The articles in Carrefour's EcoPlanet stationery range are made from 100% FSC recycled paper.
- 95% of the printing paper used at the Group's French offices is certified, and 90% is certified to FSC® or Blue Angel standards.
- More than 99% of the paper used by the Carrefour group for marketing publications is recycled or certified.
- All paper and cardboard packaging used for TEX textile products is FSC®-certified.

BRAZILIAN BEEF

Brazil is the host country with the greatest risk of deforestation; Carrefour's beef policy consequently focuses on Brazilian beef.

Creation of a dedicated internal governance system

Carrefour has set up a dedicated internal governance system with weekly monitoring of the compliance dashboard by suppliers, involving the purchasing departments of the various banners in Brazil and the Group's CSR department.

Pre-approval of suppliers

Carrefour Brazil has implemented a pre-approval process for its beef suppliers. The Group requires that all meat suppliers meet the following conditions:

- suppliers must comply with the Boi na Linha protocol;
- they must have a geo-monitoring tool, regardless of the geographical location of their facilities;
- they must be signatories to the Conduct Adjustment Agreement (*Termo de Ajustamento de Conducta* – TAC) set up by the Brazilian authorities for beef in the states concerned (Amazonas);
- factories must have a Federal Inspection Service (SIF) seal;
- suppliers must allow all the farms to be re-analysed by Carrefour's geo-monitoring system and provide all necessary data;
- all farms must have active registration (Federal CAR) and environmental licences (where applicable).
- Since 2024, the Group has been completing official deforestation data (Prodes) with data from Mapbiomas (a collective of NGOs, universities, laboratories and technology start-ups that map land occupation and use) to obtain real-time information for the whole of Brazil. Carrefour is also the only retailer to analyse deforestation data for the entire country and for all Brazilian biomes.

If they do not comply, penalties may be applied or the Group may stop using them as a supplier, depending on the seriousness of the non-compliance.

Geo-monitoring of farms supplying Carrefour's abattoir suppliers in Brazil

The Group's suppliers are subject to a rigorous approval process that includes a commitment to monitor and not tolerate practices such as deforestation, slave or child labour, environmental embargoes or invasions of indigenous and quilombola lands or protected areas. To combat the deforestation associated with meat production, Carrefour has set up a farm assessment process based on social and environmental criteria approved by the Brazilian Public Ministry under the Boi na Linha protocol, as well as additional criteria defined by Carrefour. To be sold in the Group's stores in Brazil, beef must not come from farms:

- concerned by deforestation or conversion;
- under environmental embargo;
- located in protected areas;

Sustainability Statement

- on land belonging to indigenous or quilombola peoples or using illegal labour (in particular child labour and forced labour).

To ensure compliance with these various exclusions, Carrefour has set up a geo-monitoring system covering its tier 1 suppliers (abattoirs) and tier 2 suppliers (last farm before the abattoir). In practical terms, on a weekly basis the Group re-analyses the farms supplying the abattoirs that then supply the Group, using a geo-spatial analysis developed by a specialist third party, and checks compliance with the protocol criteria. To date, all the farms supplying Carrefour's supplier abattoirs are monitored by Carrefour's tools in Brazil, i.e., almost 30,000 farms a year. As suppliers are themselves required to have a geo-monitoring system, the beef marketed by Carrefour in Brazil is checked at two stages in the supply chain.

Checking abattoir supplies over test periods

Carrefour is working to check past supplies from its slaughterhouses, over periods prior to the strengthening of the Group's monitoring tools. This additional level of checks is inspired by the Group's experience in the State of Rondônia. It allows the Group to check all farms that have supplied an abattoir, whether or not the goods are intended for Carrefour. This means that monitoring extends beyond the farms that currently supply Carrefour, and helps to improve compliance among suppliers beyond what they supply to the Group. In 2024, 100% of the 18 meat-packing suppliers were compliant with the company's policy of screening meat and double-checking each batch delivered. In 2024, the Group analysed a total of 24,631,945 hectares on 31,802 farms, compared with 28,983 farms analysed in 2023. Eleven meat suppliers remain blocked because they do not meet the Group's purchasing criteria.

Management of indirect farms and at-risk areas: to achieve its commitment of 100% deforestation-free beef for Carrefour-brand products by 2026 and for national brands by 2030, Carrefour has defined several solutions to validate the absence of deforestation, in agreement with the Forest Committee.

COCOA

In its supply chains

Carrefour is helping its own-brand chocolate bar suppliers to achieve this objective with the Cocoa Commitment Charter, which sets out requirements based on:

- tackling deforestation;
- combating child labour;
- compensating growers more fairly;
- ensuring traceability and transparency.

To meet the expectations set out in its charter, the Group uses various levers such as certifications (Fairtrade, Max Havelaar, UTZ/RFA, organic farming), robust voluntary programmes (Transparence Cacao, Cocoa Horizons, etc.) and the results of trader assessments conducted through the Retailer Cocoa Collaboration.

In addition, Carrefour is a founding partner of the CEMOI Transparence Cacao programme, now used in the production of 33 Carrefour-brand chocolate bars, including 14 organic bars. The programme helps fight deforestation while improving the

living and working conditions of cocoa farmers. The cocoa paste obtained from beans grown in this way ensures complete traceability from planter to consumer.

Engagement of upstream intermediaries

Carrefour is also working with the Retailer Cocoa Collaboration to involve stakeholders further up the supply chain. Since 2019, this distributor platform has been fostering dialogue between retailers and cocoa traders to promote transparency and progress towards sustainable cocoa production. The annual assessment programme is a way to:

- measure the progress of cocoa traders with respect to the eight core principles of the Cocoa and Forests Initiative (CFI);
- ensure that retailers all use the same assessment method;
- enable retailers to make more informed decisions about cocoa sourcing.

Collaboration with stakeholders to establish common rules

In 2021, Carrefour joined the French Initiative for Sustainable Cocoa (IFCD), which concerns chocolate produced, consumed or marketed in France. The French Sustainable Cocoa Initiative covers cocoa from the main supply countries for the French cocoa and chocolate industry, primarily Côte d'Ivoire, Ghana, Nigeria and Cameroon, but also countries in Latin America and Asia. This partnership includes international players from both the private and public sectors, starting with governments and government agencies, as well as cocoa farmer organisations, local sellers and other partners in the cocoa production chain in cocoa-producing countries, who must therefore work together effectively. This platform has set collective objectives in line with those of the Group. It will enable the Group to accelerate the implementation of its action plan by mobilising the entire sector. Carrefour's participation in this working group has also enabled it to support a field project aimed at promoting sustainable cocoa production in the areas adjacent to the Mabi-Yaya Nature Reserve, encouraging local development and improving the income of cocoa farmers and their families through diversification and the emancipation of women.

2.1.2.5 The circular economy (ESRS E5)

2.1.2.5.1 Issues relevant to the Carrefour group

2.1.2.5.1.1 Context and imperatives

Given the nature of its operations, Carrefour generates waste in its stores, logistics centres and throughout its supply chain. The manner of handling this waste varies depending on regulations and consumer purchasing habits in each of the Group's host countries. Depending on how it is managed, this waste can cause pollution and make resources scarcer. It can also pose a risk to a company's image and generate additional costs. Waste from single-use plastic packaging is a key issue for the Group. The retail industry has a role to play in innovating, changing practices and meeting the demands of consumers. Plastic pollution is an issue of concern for many consumers, and therefore changes in practices need to be further supported and facilitated. The policy, objectives and action plan relating to packaging can be found in Section 2.1.2.5.2 Developing the circular economy as part of our product and service offering.

Similarly, food waste is a concern that spans the entire supply chain, from production lines, warehouses and stores to consumers. It makes resources scarcer. Waste of this kind has many causes, including overproduction, calibration criteria, cold chain interruptions, poor inventory management, supply-demand

mismatching and consumer habits. Solutions have been put in place at every stage of the value chain. The policy, objectives and action plan relating to waste management and food waste are detailed in Section 2.1.2.5.3. Developing the circular economy as part of operations.

2.1.2.5.1.2 Impacts, risks and opportunities

Table 1: List of material impacts, risks and opportunities related to the circular economy.

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Developing the circular economy as part of our product and service offering	Optimising waste management	Pollution caused by poor waste management in upstream and downstream operations	Inadequate waste management, whether in the Group's own operations (sorting in stores), or upstream (production, processing or transport), or downstream (disposal by consumers and communities), can have negative effects on the environment (soil and water contamination) and health.	Impact	Upstream Downstream Operations	Long term
Developing the circular economy as part of operations	Reducing food waste	Food waste at site level and within the value chain ⁽¹⁾	Losses of raw materials and food waste can occur during production, processing and transport, or due to poor stock and promotion management in stores. These unnecessary losses have an environmental impact and an impact on consumers' purchasing power.	Impact	Upstream Operations Franchises Downstream	Long term
Developing the circular economy as part of our product and service offering Developing the circular economy as part of operations	Optimising waste management Developing the circular economy as part of our product and service offering	Accusations against Carrefour regarding waste in natural spaces	Inadequate waste management, whether by the factories producing the products, by consumers using Carrefour products or by franchise partners, can lead to local pollution. These situations expose the Group to reputational risks that could damage its brand image.	Risk	Upstream Downstream Franchises	Short term
Developing the circular economy as part of our product and service offering Developing the circular economy as part of operations	Optimising waste management Developing the circular economy as part of our product and service offering	Increased costs associated with waste management and the scarcity of resources	Poor waste management in stores and warehouses can lead to higher operational costs (e.g., treatment costs) and an increase in eco-contributions, particularly in the event of non-compliance with regulations (e.g., REP). In addition, the depletion of natural resources and increasingly demanding eco-design requirements may lead to higher supply and production costs for suppliers, with a direct impact on the Group's costs.	Risk	Upstream Operations	Short and long term
Developing the circular economy as part of our product and service offering	Developing the circular economy as part of our product and service offering	Depletion of resources associated with the manufacture of products and packaging sold	The production and processing of products and packaging sold involve the consumption of agricultural commodities and natural resources (e.g., water, wood, silica). Managing the production of these raw materials may contribute to the depletion of natural resources.	Impact	Upstream	Long term

(1) This impact is specific to Carrefour's activities.

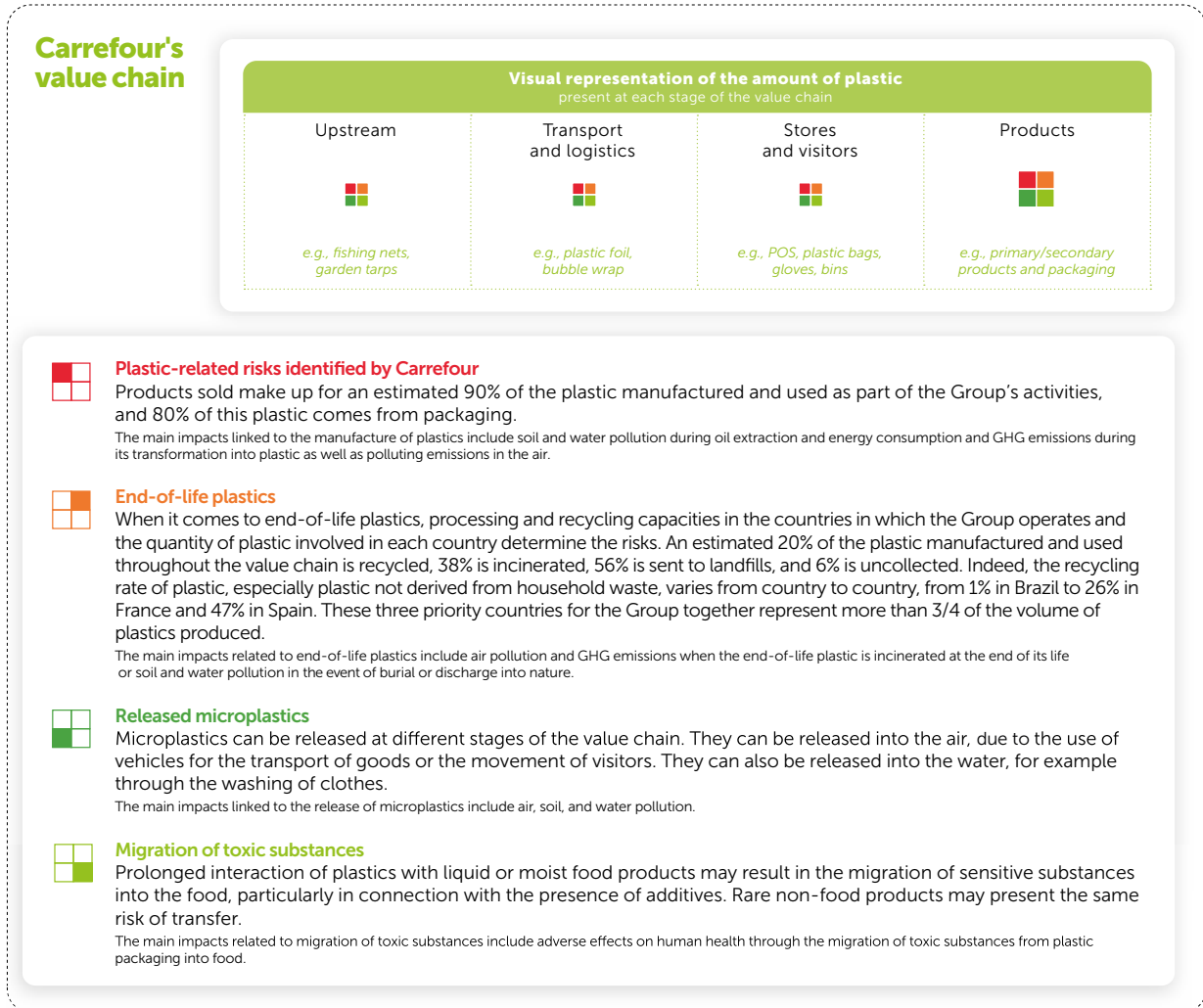
Sustainability Statement

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Developing the circular economy as part of our product and service offering	Developing the circular economy as part of our product and service offering	Integrating the circular economy into our services and offers.	The insurance business and the development of new offers linked to the circular economy foster more sustainable practices by reducing environmental impact. Such initiatives help optimise costs and preserve natural resources.	Opportunity Positive impact	Downstream	Short term
Developing the circular economy as part of our product and service offering	Developing the circular economy as part of our product and service offering	Economic and reputational challenges of circular economy integration	Achieving long-term profitability from services centred on circularity and reparability requires significant investment, which can represent a cost for the Group. Furthermore, consumer perception of a lack of commitment to the circular economy (with excessive use of packaging for instance) could undermine the Group's appeal and weaken its brand image.	Risk	Upstream & downstream	Short and medium term

Due to its single use and volume, primary packaging is Carrefour's priority in terms of circular economy. An analysis of the packaging of Carrefour-brand products sold in France in 2024 (on a scope representing 56% of the sales volume of Carrefour-brand products) shows the following breakdown: 40% plastic, 27% glass, 26% fibrous materials, 8% metal and 32% other materials. Plastic packaging is a priority in the Group's policies and action plans because of the fossil resources used to produce it, its lower recyclability rate compared with other materials and its impact on the environment (systemic pollution).

In 2022, the Carrefour group conducted a macro-analysis of the impacts of plastic associated with its partners' operations in key stages of the supply chain, taking into account the treatment capacity of the Group's integrated countries. The main plastic risks are identified at the various stages of the product life cycle, presented in the first part of the analysis. Based on the findings of this macro-analysis, the Group decided to make reducing plastic packaging a priority in its circular economy policy.

FIGURE 1: MACRO-ANALYSIS OF THE IMPACT OF PLASTICS



2.1.2.5.1.3 Stakeholders, standards and regulations

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS	RELEVANT POLICIES
Suppliers	Roll-out of in-the-field projects	Working group	Food Transition Pact	Developing the circular economy as part of our product and service offering Developing the circular economy as part of operations
Suppliers	Roll-out of in-the-field projects	Regular one-to-one dialogue	Suppliers of food products (R&D to extend use-by dates)	Developing the circular economy as part of our product and service offering Developing the circular economy as part of operations
Suppliers	Roll-out of in-the-field projects	Regular one-to-one dialogue	Packaging suppliers	Developing the circular economy as part of our product and service offering
Suppliers	Roll-out of in-the-field projects	Partnerships	Solutions providers: Too Good To Go, Terracycle, Loop, Nous Anti-Gaspi, Phenix, Hop Hop food	Developing the circular economy as part of our product and service offering
Non-profits and NGOs	Roll-out of in-the-field projects	Partnerships	Restos du Coeur	Developing the circular economy as part of operations
Non-profits and NGOs	Setting of Group targets	Stakeholder panels	Surfrider Foundation Europe, Zero Waste France, Tara Oceans, WWF, No Plastic In My Sea	Developing the circular economy as part of our product and service offering Developing the circular economy as part of operations
Industry organisations	Definition of industry-level/ national strategies	Talks and ad hoc consultations	French Trade and Retail Federation – Fédération du Commerce et de la Distribution	Developing the circular economy as part of our product and service offering Developing the circular economy as part of operations
Customers	Roll-out of in-the-field projects	Mutual information	Consumers encouraged to use their own reusable containers in stores, Club Consommateurs Engagés	Developing the circular economy as part of our product and service offering Developing the circular economy as part of operations
Multi-stakeholder initiatives	Setting of Group targets	Talks and ad hoc consultations	Ellen MacArthur Foundation (Global Commitment, New Plastics Economy)	Developing the circular economy as part of our product and service offering
Multi-stakeholder initiatives	Roll-out of in-the-field projects	Working group	En avant Vrac	Developing the circular economy as part of our product and service offering
Business coalitions	Setting of Group targets	Working group	French National Plastics Pact	Developing the circular economy as part of our product and service offering
Business coalitions	Definition of industry-level/ national strategies	Talks and ad hoc consultations	Réseau Vrac et réemploi	Developing the circular economy as part of our product and service offering Developing the circular economy as part of operations
Multi-stakeholder initiatives	Roll-out of in-the-field projects	Working group	BeMed network	Developing the circular economy as part of our product and service offering Developing the circular economy as part of operations
Industry organisations	Definition of methodologies and frameworks	Working group	Coalition of Action on Plastic Waste (Consumer Goods Forum)	Developing the circular economy as part of our product and service offering
Scientific experts and consultants	Cooperation with and commitment to the Group's transition	Talks and ad hoc consultations	(RE)SET, ICare, ConsultantSeas, InOff, Arnaud Le Berrigaud, etc.	Developing the circular economy as part of our product and service offering

STANDARDS AND REGULATIONS

The Carrefour group follows various standards, coalitions and partnerships relating to the fight against food waste, as set out below:

- Consumer Goods Forum;
- Too Good To Go Pact, which brings together industry, retail, NGOs, trade organisations and digital operators to commit to reducing food waste;
- Eco Slow Wasting (the Monaco-based equivalent of Too Good To Go);
- FLWP.

Concerning waste and plastics:

- Waste treatment hierarchy;
- European Plastics Pact;
- Ellen MacArthur Foundation Global Plastic Commitment;
- Recycling standards set by environmental organisations in European countries;
- Consumer Goods Forum Golden Design Rules.

2.1.2.5.1.4 Corporate governance

The implementation of the circular economy policy within the range of products and services is overseen at the highest level by the Engagement Department, the Merchandise Department and the Merchant Services Department.

The Group Packaging Committee specifically supervises the implementation of Carrefour's packaging objectives. It facilitates concerted decision-making on the Group's objectives and strategies in this area and monitors projects. It is co-chaired by the Group Merchandise Department and the Engagement Department, and brings together all departments involved in packaging (Supply Chain, IT, Non-Merchandise Purchasing, Own Brand, CSR, Quality, etc.).

The implementation of the circular economy policies as part of operations is overseen at the highest level of the Group by the Director of Engagement and the Director of Strategy &

Transformation, in cooperation with the relevant departments across the Group. Information on general CSR governance is provided in Section 2.1.1 General disclosures.

2.1.2.5.2 Developing the circular economy as part of our product and service offering

2.1.2.5.2.1 Policy and targets

POLICIES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY [E5-1]

Circular economy within the product offering: the Group sees reducing packaging, particularly plastic packaging, as a global issue to be addressed in collaboration with its suppliers, partners and customers. The transition to less plastic means transforming the Carrefour group, particularly its food systems and distribution model. The Group's CSR ambitions require it to review the use of packaging in its operations, reinventing the customer experience to meet these challenges.

Carrefour's policy on packaging is based on the four principles of Refuse, Reduce, Reuse, Recycle. To implement these principles, Carrefour has set ambitious targets aimed at:

- eliminating all problematic or redundant packaging;
- promoting recyclability and recycling;
- increasing the proportion of recycled plastic in packaging.

The circular economy as part of our service offering: Carma, Carrefour's insurance subsidy, has built its strategy around the "repair first" principle, which is based on repairing equipment covered by an insurance contract or extended warranty before replacing it altogether. These insurance products cover programmes for household appliances, in particular household appliances and audiovisual equipment.

Reducing the risks and impacts associated with environmental non-compliance at suppliers' sites: see the dedicated discussion in Section 2.1.2.2.2 Reducing pollution associated with products sold, concerning waste management upstream of the Group's activities.

TARGETS RELATED TO RESOURCE USE AND CIRCULAR ECONOMY [E5-3]

Table 2: Targets for developing the circular economy as part of our product and service offering.

Target	Unit	Target value	Target year	Scope	Baseline value	Baseline year
Quantity of packaging avoided (cumulative) ⁽¹⁾⁽²⁾	T	20,000 including 15,000 in plastic	2025	Group	-	2017
Reusable, recyclable or compostable packaging on own-brand items	%	100%	2025	Group	-	-
Integration of recycled plastic in packaging	%	30%	2025	Group	-	-
⁽³⁾ Sales of bulk and goods in returnable packaging	€m	300	2026	Group	-	2022

(1) This commitment was met in 2023, two years ahead of schedule. Further to achieving this commitment, new commitments concerning the use of single-use plastic packaging are currently being defined within the Carrefour group.

(2) The weight of packaging avoided is calculated based on the weight of plastic removed in the new packaging compared with the old packaging, or the difference between the weight before and after packaging for other materials.

(3) The sales target has been adjusted from 150 million to 300 million euros to take into account sales of returnable packaging as well as sales of bulk.

2.1.2.5.2.2 Metrics and performance

Table 3: Monitoring key performance metrics to develop the circular economy as part of our product and service offering

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Total quantity of organic packaging materials (t)	T	47,507	New		-	100%	
Quantity of organic packaging materials – from certified sustainable sources (t)	T	16,246	New		-	95%	AR
Share of certified biosourced plastic in total biosourced plastic packaging (%)	%	0	New		-	91%	IT & PL
Share of certified biosourced plastic in total plastic packaging (%)	%	0	New		-	91%	IT & PL
Share of organic packaging materials of sustainable origin in total packaging (%)	%	4.6	New		-	95%	AR
Share of recycled plastic packaging in total plastic packaging (%)	%	23.6	New		-	100%	
Share of fibrous packaging materials from certified sustainable sources (%)	%	4.6	New		-	95%	2024: AR
Share of fibrous packaging materials from recycled materials (%)	%	18.8	New		-	81%	2024: ES & AR
Share of recycled packaging materials in total packaging (%)	%	15.3	New		-	100%	-
Share of recycled plastic in plastic packaging	%	16.4	8.6%	+7.6%	-	95%	2024: AR
Absolute weight of reused or recycled secondary components, secondary intermediate products and secondary materials used in the manufacture of the company's products and services (including packaging)		53,674	New	-	-		
Share of compostable packaging (%)	%	2	New	-	-	100%	
Total reusable, recyclable and compostable packaging (t)	T	199,890	162,940	+23%	-	100%	
				-	-		
Share of recyclable packaging (%)	%	55	New	-	-	100%	
Share of recyclable plastic packaging (%)	%	53.1	New	-	-	100%	-
Recycled glass material (t)	T	216,089	New	-	-	81%	ES & AR
Recycled metallic material (t)	T	4,530	New	-	-	81%	ES & AR
Other packaging materials made from recycled materials (t)	T	153	New	-	-	81%	ES 1 AAR
Sales of bulk and goods in returnable packaging	€m	256	195	+31%	€300m by 2026	91%	2024: ES deposit

Scope: the above metrics refer to Carrefour brand packaging and therefore exclude national brand packaging.

COMMENTS ON PERFORMANCE

In 2023, Carrefour achieved its target of a cumulative reduction of 20,000 tonnes of packaging by 2025. The Group has now developed a methodology to measure its packaging footprint in different materials, an innovative initiative in the sector, and is continuing its policy of reducing packaging.

The Group has achieved 56% recyclable and compostable packaging, which is below the trajectory envisaged. This figure reflects the technical difficulty of recycling certain types of packaging such as tubing, the difficulty of collecting data from smaller suppliers and the uneven performance of sorting and recycling systems in the countries where the Group operates.

Total bulk and reuse sales amounted to 256 million euros in 2024, an increase of 31% compared with 2023, reflecting the Group's efforts to develop these models and the inclusion of new product categories.

2.1.2.5.2.3 Actions and resources related to resource use and circular economy [E5-2]

An international packaging working group has been established to implement the Group's commitments in all countries. It brings together the International Merchandise Department, the Quality Department, the CSR Department and packaging liaison officers from each country.

- Quarterly two-way calls are organised with each country to review progress on packaging roadmaps and to work on methods to coordinate the approach at country level and improve the collection of packaging data.
- Collective discussions are held to promote commitments and share best practices between countries. For example, in 2024, the packaging working group enabled Italy, France and Argentina to share their feedback on data-driven decision-making to define a national trajectory, on the use of a prioritisation matrix for plastic reduction projects and on communication with customers.

Resources have been made available to countries to help them implement the packaging trajectories:

- the packaging purchasing rules within the food transition purchasing rules, which set out the rules for recyclability and the operational procedures for implementing the reduction commitments,
- the "Top Emballages" resource bank distributed to country coordinators, which lists the best packaging practices already existing in the Private Label or National Brand market, across all product categories, to help buyers make their choices.
- To give countries a clearer picture of the types of packaging they put on the market, around thirty new indicators were added to their reporting in 2024. This gives the Group a comprehensive view of the types of packaging being put on the market in its various countries and enables it to take appropriate action.

This governance and these tools allow the following actions to be implemented in each country:

ELIMINATING ALL PROBLEMATIC OR REDUNDANT PACKAGING

Carrefour is developing plastic-free options in its stores.

By 2023, 20,738 tonnes of primary packaging had been avoided across all integrated countries since 2017. Carrefour has thus achieved its goal, two years ahead of its target. The main reductions in 2023 relate to practical projects. Since 2017, each country has been phasing out plastic on a product-by-product basis. The largest single-use plastic elimination projects involved:

- The replacement of single-use plastic packaging in various non-food areas with paper packaging: plastic has been almost completely eliminated from packaging for batteries, light bulbs, stationery and tools in all the Group's integrated countries.
- The total replacement of plastic boxes for chicken with bags in France and the introduction of brown cardboard boxes for pastries in Spain.
- In France, work carried out on fruit and vegetables means that 80% of products in this section are now sold without packaging.
- The search for more eco-friendly packaging extends to grocery, household, perfume and personal hygiene products, and as such the Soft Green range has been extended with a shampoo and a solid soap.

In June 2023, Carrefour took part in drawing up the roadmap on industrial and commercial plastic packaging with RE(SET), Perifem and the French Federation of Commerce and Distribution (FCD). The Group has decided to take practical initiatives, such as optimising the thickness of pallet films based on product/palette requirements, reducing the number of product references, expanding the use of pre-stretched film, and replacing films and covers.

PROMOTING ECODSIGN, RECYCLABILITY AND RECYCLING

Where reducing the quantity of packaging and the number of products containing plastic is very challenging, Carrefour optimises the use and end-of-life of the plastics in question by ensuring their reuse and recyclability. Ecodesign is a way of increasing the recyclability of packaging. The initiative is being promoted among consumers using a logo placed on all recycled, recyclable, reusable or compostable Carrefour-brand products.

To encourage recycling, Carrefour is working to improve collection and sorting. In 2024, Carrefour France had 223 RVMs installed.

The Group is also considering more responsible practices for indirect purchasing. In line with the EIC roadmap developed with (RE)SET, Carrefour plans to test new solutions such as stretch films and covers made of recyclable resins (LDPE). A working group involving other banners is planning to draw up a list of products requiring opaque films and covers, and to share best practices in the area. If tests are conclusive, the sector could move towards fully recyclable resin stretch films and pallet covers by 2025.

DEVELOPING NON-PACKAGING AND REUSABILITY SOLUTIONS

Sharing the common objectives of the National Pact on Plastic Packaging, Carrefour aims to test and develop reusable, returnable and bulk sale business models for product families still not covered by these concepts by 2025. Carrefour wants to provide all consumers with the zero waste option, for example by making products available in returnable packaging or providing a selection of bulk products. The bulk offering is in fact being developed at all Carrefour store formats. 685 stores in France provide an assortment of bulk dry goods featuring 85 product references.

In all its integrated countries in 2023, Carrefour achieved 256 million euros in sales of bulk products or goods sold in returnable packaging, which is ahead of its target. The sales target has been adjusted to 300 million euros in bulk and reuse by 2026, to take into account the development of reuse. The Group is encouraging the use of reusable packaging across all of its geographies. France, Belgium and Poland are particularly advanced or innovative in terms of reusing packaging.

Since the end of 2023, all the Group's hypermarkets and supermarkets have been promoting the "Bring your container" campaign to encourage consumers to reduce the use of packaging for products purchased in the fresh food departments (fishmonger, butcher, deli, etc.). To go further, Carrefour France offers a 10 cent discount on every product purchased in a customer's own container if that customer has a loyalty card. Carrefour Spain has also introduced airtight stainless steel packaging as part of its Carrefour Home household products range.

In France, in partnership with TerraCycle, Carrefour is positioning itself as a pioneer in reuse with the development of Loop by Carrefour. This system allows consumers to return reusable containers. Once washed, containers are sent back to suppliers for reuse. Launched in October 2020, the initiative was effective in 204 stores on 33 references by the end of 2024 and was launched this year in the Toulouse region. To intensify the development of reuse in France, Carrefour also launched the La Consigne par Carrefour project at the end of 2023. It is currently in place in 150 convenience stores in Paris and will be extended to the South-East of France in 2025. Finally, since 2023, Carrefour has been working with CITEO to set up ReUse, a multi-distributor and multi-supplier reuse initiative intended to structure an interoperable deposit system for standard and iconic packaging, which will be launched in May 2025 in Western and Northern France. Carrefour also introduced returnable Drive bags in 2023. When customers collect their Drive orders, they are offered a returnable bag for 35 cents. To get their 35 cents back, they simply need to return the bags when they pick up their next Drive order.

In France, the Group is working with (RE)SET to develop new reuse solutions for complex packaging formats such as biscuits and salads. As part of the 3Rs roadmap (Reduction, Reuse, Recycling), (RE)SET member companies have collectively undertaken to replace EPS and Plastarch Material (PSM) trays used for meat and seafood products with PP, PE and PET recyclable materials. Lastly, the Group has launched a campaign to reuse e-commerce delivery bags.

In Belgium, Carrefour continues to innovate within the Reusable Packaging Coalition, in addition to the reusability already available for beer references.

In Poland, Carrefour offers a deposit on beer bottles and encourages the return of glass sparkling water bottles, being the first retailer in the market to offer sparkling water in 1 litre glass bottles.

CONTRIBUTING TO THE CIRCULAR ECONOMY THROUGH INSURANCE PRODUCTS

The insurance products that Carma offers its customers take three main aspects of the circular economy into account:

- Repair rates;
- Rates of second-hand parts;
- Rates of reconditioned equipment.

Carma's key initiatives are as follows:

- The "repair first" principle: Carma now offers to repair its customers' products before renewing them.
- Partner commitment: when subcontracting the management of claims, partners must respect the "repair first" principle by systematically offering to repair customers products before offering to replace them. A dedicated team is responsible for maintaining active communication with partners, sharing details of Carma's strategy and ensuring that partners are aligned with this approach. Checks are also carried out to verify that partners are properly applying this strategy.

In order to meet growing customer expectations and extend Carma's contribution to the circular economy, new products are being offered to customers, such as:

- insurance for environmentally-friendly modes of transport, bicycles and personal electric vehicles;
- home insurance cover for renewable energy equipment and technologies.

2.1.2.5.3 Developing the circular economy as part of operations

2.1.2.5.3.1 Policy and targets

POLICIES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY [E5-1]

As a major player in the mass retail sector, the Group recognises that responsible management of waste and food waste is not only essential to reducing its ecological impact, but also to meeting the expectations of consumers and stakeholders in terms of sustainable development. To this end, the Group's policy is to prevent the production of waste, by combating food waste, and to recycle waste from its stores.

For Carrefour, food waste is an issue which is closely linked to the operational efficiency of its activities. Managing markdowns (for unsold products generated in stores related to inventory management, product conservation, etc.) helps to limit the loss of sales associated with wasted products, while the recovery of unsold food and products that have been rejected for sale represents an opportunity to reduce the associated losses.

For better management of food and non-food waste, Carrefour participates in the development of sorting and recovery systems in countries where these are covered by official regulations. To optimise its waste management, Carrefour works with waste recovery companies for items such as cardboard, plastic and organic waste, and implements the following principles depending on its geographical location and partnerships:

- **regular audits:** carrying out waste audits to identify opportunities for improvement in waste management and performance;

Generally speaking, waste management and the reduction of food waste are part of the roadmap that the Group intends to discuss with its partners in the coming months.

TARGETS RELATED TO RESOURCE USE AND CIRCULAR ECONOMY [E5-3]

The objective of recovering 100% of store waste by 2025 reflects Carrefour's commitment to optimising waste management in accordance with local regulations. By actively contributing to the development of recycling channels, Carrefour aims to reduce the environmental impact of its activities and promote a circular economy.

Table 4: Targets for developing the circular economy as part of operations.

Target	Unit	Target value	Target year	Scope	Baseline value	Baseline year
Reduction in food waste	%	50%	2025	Group, integrated stores	-	2016
Recovery of waste from stores	%	100%	2025	Stores excluding franchises	67%	2020

Methodology: the target is set in accordance with the waste treatment standards hierarchy. This hierarchy, defined at European level for waste management, states that disposal should be avoided wherever possible. Reuse, recycling and other

- **measurable objectives:** defining and monitoring quantified waste reduction targets;
- **innovation and R&D:** investing in research, development and innovation to design sustainable solutions that reduce waste;
- **awareness-raising and training:** training employees in best practices around waste reduction and management;
- **more efficient recycling:** integrating recycling programmes to reduce waste going to landfill;
- **independent certification:** having waste management processes certified by an independent body to ensure compliance and efficiency.

With regard to managing waste and combating food waste in stores, performance is monitored at Group level. In each country, national committees meet every month to monitor markdowns in stores. These committees bring together supply chain teams, executive management, and the finance and organisational departments of the various formats. At store level, the Group has introduced the position of "anti-waste officer" with the aim of assigning a specific person to the cause in every store in France. This approach, which is an integral part of the anti-waste officers' role, has now been incorporated into the Cap Formation tool used to train them. The anti-waste initiatives are being extended to partner franchisees in France as well as to the Group's stores, underlining a collective commitment to reducing food waste at every level of the organisation.

forms of recovery must therefore be given priority. The Group's target reflects this. The target for food waste has been set at a level that allows for an ambitious change in practices, while still being achievable by the Group's stores.

2.1.2.5.3.2 Metrics and performance

Table 5: Monitoring key performance metrics to develop the circular economy as part of operations

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
% reduction in food waste	%	(49.7)	(33.8)	-15.9 pts	-50% by 2025	100%	-
Share of store waste recovered (% by weight)	%	73	70	+3 pts	100% by 2025	100%	-
Total weight of waste produced	T	681,043	671,100	+6%	-	93%	2024: RO
Hazardous waste diverted from disposal	T	1,839	New	-	-	93%	2024: RO
Hazardous waste diverted from disposal through preparation for reuse	T	0	New	-	-	93%	2024: RO
Hazardous waste diverted from disposal through recycling	T	727	New	-	-	93%	2024: RO
Hazardous waste diverted from disposal through other recovery operations	T	1,112	New	-	-	93%	2024: RO
Non-hazardous waste diverted from disposal	T	544,705	New	-	-	93%	2024: RO
Non-hazardous waste diverted from disposal through preparation for reuse	T	125,870	New	-	-	93%	2024: RO
Non-hazardous waste diverted from disposal through recycling	T	450,311	New	-	-	93%	2024: RO
Non-hazardous waste diverted from disposal through other recovery operations	T	81,807	New	-	-	93%	2024: RO
Hazardous waste intended for disposal	T	530	New	-	-	93%	2024: RO
Hazardous waste intended for disposal through incineration	T	35	New	-	-	93%	2024: RO
Hazardous waste intended for disposal through landfill	T	301	New	-	-	93%	2024: RO
Hazardous waste intended for disposal through other disposal operations	T	194	New	-	-	93%	2024: RO
Non-hazardous waste intended for disposal	T	133,969	New	-	-	93%	2024: RO
Non-hazardous waste intended for disposal through incineration	T	1,833	New	-	-	93%	2024: RO
Non-hazardous waste intended for disposal through landfill	T	127,269	New	-	-	93%	2024: RO
Non-hazardous waste intended for disposal through other disposal operations	T	48,672	New	-	-	93%	2024: RO
Percentage of waste not recycled	%	34%	New	-	-	93%	2024: RO
Total quantity of hazardous waste	T	2,369	New	-	-	93%	2024: RO

COMMENTS ON PERFORMANCE

The methodology for calculating food waste was revised in 2023 and all Carrefour group entities are now included. Results are improving in almost all countries thanks to the implementation of action plans, bringing Carrefour closer to its target of a 50% reduction.

The recovery rate is rising, but more slowly than expected.

Spain and Romania do not currently have the necessary perspective to break down all or part of their waste in line with the new CSRD categories. The total quantity of waste not included for these two countries is 68,134 tonnes (100% for Romania, i.e., 56,525 t, 11% for Spain, i.e., 11,609 t), or 9.1% of the Group's total waste.

2.1.2.5.3.3 Actions and resources related to resource use and circular economy [E5-2]

REDUCING SHRINK LOSS IN STORES

In order to reduce shrink loss in stores corresponding to products withdrawn from sale, solutions are being implemented to improve inventory and order management, to promote short shelf life and sell products beyond their best-before date, and to promote damaged products:

- improving inventory and order management: store managers have daily information on markdowns, with a top-40 ranking of products by value or wastage rate. Fresh produce line managers rely on sale and production forecasts⁽¹⁾ that they can adjust according to the weather and other factors. In this way, stores can tailor their orders to meet demand as closely as possible, with as little shrinkage as possible. This means they reduce the amount of unsold food that is potentially wasted.

Carrefour has also introduced new digital tools to improve inventory management⁽²⁾:

- Carrefour France: the DEAVA application, for example, is improving the way expiry dates are managed. Initially launched in hypermarkets in France in 2022, the app has been successfully tested on self-service shelves, offering an efficient, centralised solution. DEAVA incorporates a freshness chart for each product, replacing traditional visual checks with a secure, digital process. In 2024, it will be extended to other sectors, including the deli, fish and meat counters. The aim is to gradually roll out the application to all food aisles, enhancing the effective management of expiry dates and helping to reduce food waste on a large scale,

- Carrefour Brazil: The introduction of the ClicData solution at Carrefour's Brazilian subsidiary has improved inventory management and helped to significantly reduce food waste. With over 1,200 stores across the country and more than 440 major suppliers, Carrefour was faced with a data management challenge. Thanks to ClicData, Carrefour has been able to provide its suppliers with a detailed overview of sales performance and inventory levels so that they can plan their restocking more effectively. In this way, the group has minimised stockouts and the costs associated with surpluses, while contributing to the fight against food waste.

Lastly, to combat food waste through its inventory management, since 2023 the Group has implemented a strategic initiative to extend the best-before dates of its products. The approach aims to reduce waste by allowing consumers to use products for longer without compromising their quality or safety. With this initiative, Carrefour has extended the 30-day period to 90 days for certain essential products such as liquids, groceries, frozen foods and kitchen accessories, thereby offering consumers greater flexibility. Similarly, the best-before date for bottled fruit juices, fruit nectars and mixed fruit drinks has been extended from 30 days to 60 days, resulting in better inventory management and a significant reduction in wastage;

- promoting short-dated products and selling products until at least beyond the best-before date: in stores, Carrefour offers markdowns of 30% to 60% on short-dated products. A specific process that uses ZEBRA barcode scanners (devices which are used for inventory management) makes it possible to print labels in-store and promote stock clearance. In dedicated and specially-marked endcap displays, Carrefour also markets a list of products past their best-by dates that are still consumable. The project has been rolled out in all hypermarkets and supermarkets in France since 2020. Internal tools enable us to go further: weekly alerts on items at risk of being wasted are sent to all store directors and managers in order to prevent the risk and trigger initiatives to move such products in stores. These alerts exist both for ultra-fresh produce and for grocery and liquid departments. Store employees receive training in cutting down on waste and best practices to use on a day-to-day basis via Cap Formation;

- promoting Zéro Gaspi ("Zero Waste") baskets: Carrefour has also extended the roll-out of its Zero Waste baskets in fruit and vegetable sections. These baskets contain fruit and vegetables that do not meet the usual aesthetic or display standards (for example, produce that is slightly bruised, irregular in size or overstocked) but which are still perfectly safe to eat. These baskets aim to reduce food waste by making it possible for consumers to buy produce at a reduced price. In addition, this initiative helps to raise customer awareness on the importance of combating food waste and accepting products that are perfectly good to eat, even if they don't necessarily meet the standards of appearance often demanded by traditional supermarkets. Furthermore, Carrefour has continued to take action via the Too Good To Go application, offering baskets of unsold food products at low prices. In 2024, 3,558,313 Zero Waste baskets were sold in Europe;

(1) A planning tool for forecasting and monitoring changes in sales over a given period.

(2) An example of this in Brazil (article in French): <https://www.clicdata.com/fr/blog/carrefour-bresil-optimise-la-gestion-de-stocks-grace-la-->

- promoting damaged but edible produce: since 2021, Carrefour France has been installing “zero waste challenge” furniture units in 30 of its stores: they are used to display unbroken eggs from damaged or soiled boxes, sold loose at low prices. In order not to lose healthy fruit and/or vegetables, packed in trays, nets or sachets, and withdrawn from sale due to just one or two spoiled products, products in all stores can now be repackaged in zero waste baskets.

Similarly, Carrefour Spain is offering a 25% discount on the price of bruised but still edible vegetables. The initiative limits waste while allowing customers to enjoy quality products offering unrivalled taste at a lower cost.

FINDING INNOVATIVE SOLUTIONS WITH OUR SUPPLIERS TO REDUCE THE AMOUNT OF UNSOLD FOOD

- Thanks to partnerships with innovative suppliers:
 - NOUS Anti-Gaspi: in France, Carrefour has sought to usher in a new approach to retailing by offering exclusive anti-waste NOUS Anti-Gaspi brand products in its hypermarkets. Sold at a discount of up to 20%, the NOUS Anti-Gaspi range includes many popular fresh products, some of which are organic, and all of which are produced either in France or in their historical region. 35 product references are sold in over 1,114 stores. In 2024, over 930,969 products were sold. With this initiative, Carrefour intends to bolster its customers' purchasing power, while at the same time changing the way things are done in retail;
 - Helios: in Spain, Carrefour has launched a new product to combat food waste: jam made from overripe but still good quality fruit. This is a pioneering measure for the sector carried out in cooperation with Helios as part of the Zero Food Waste policy.

RECOVERING FOOD WASTE

The Group's priority is to reduce unsold inventory so as to minimise waste production. When unsold food cannot be avoided, the Group rolls out solutions to recover it:

- optimising donations to charities: the amount of meal equivalents donated worldwide rose to around 61 million in 2024. Donations were distributed to food aid charities such as Banque alimentaire and Restos du Cœur in France. To this end, every morning the store teams sort the products taken off the shelves to direct the unsold products that are safe to eat and authorised for donation to local food aid charities;
- recovering bio-waste: in France, unsold food items that cannot be donated to charities are transformed into biomethane (renewable gas produced from waste) used by biomethane-fuelled Carrefour delivery vehicles to transport goods. One tonne of biomethane allows a truck to travel 250 kilometres.

RECOVERING NON-FOOD WASTE

In collaboration with its suppliers, Carrefour works to cut down the production of waste packaging and point-of-sale advertising materials at each store operated by the Group. This involves encouraging waste sorting and recovery through innovative solutions such as:

- joint collection rounds from various sorting systems;
- reducing over-packaging through reuse;
- pooling new recycling and reuse systems;
- digitalising customer communication.

2.1.2.6 Green Taxonomy

2.1.2.6.1 Context

2.1.2.6.1.1 Overview of the regulatory context

EU Regulation 2020/852 of June 18, 2020, commonly referred to as the "EU Taxonomy", provides a reference framework to encourage sustainable investment by requiring undertakings to disclose the portion of their turnover (i.e., sales), capital expenditure (CapEx) and operating expenditure (OpEx) that contributes substantially to one of the following six environmental objectives:

- climate change mitigation;
- climate change adaptation;
- sustainable use and protection of water and marine resources;
- transition to a circular economy;
- pollution prevention and control;
- protection and restoration of biodiversity and ecosystems.

Since 2021, companies have been required to declare their activities eligible for the first two climate objectives; since 2022, they have also had to declare activities aligned with those two objectives, i.e., activities meeting the technical sustainability criteria. In 2023, eligibility reporting was extended to the other four environmental objectives, followed by alignment reporting for the other objectives in 2024.

To meet these reporting obligations, a detailed assessment of all the Group's activities within the different consolidated entities was carried out jointly by the Group and country-level Finance, CSR, Real Estate and Tax departments, together with the operational teams. The identification of eligible activities and the assessment of their degree of alignment with the Taxonomy were carried out in accordance with the instructions and criteria of the delegated acts. In particular, a verification was performed to avoid double counting of eligible sales and CapEx.

An activity is deemed to be "aligned" when it complies with all the relevant technical assessment criteria (substantial contribution and DNSH) and the Group meets the minimum safeguard requirements.

2.1.2.6.1.2 Connection to the Carrefour group's CSR strategy

Carrefour's retail business, the Group's main activity, is not included in the list of activities defined to date by the EU Taxonomy. Only the Group's waste collection and sale, building construction, real estate, vehicle rental and sale of second-hand goods activities are included in this scope. As regards mitigating and adapting to climate change, the European Commission has prioritised the highest emitting Scope 1 & 2 activities that have a strong potential for transformation and for helping to reduce greenhouse gas emissions. For the other four environmental objectives, the Commission has initially selected sectors that have significant positive or negative environmental impacts for each objective. At this stage, many sectors of the economy are not yet covered by the delegated regulations with regard to the six environmental objectives.

As a result, the portion of the Group's eligible sales and OpEx is very small. The portion of eligible CapEx, on the other hand, is significant, mainly due to the Group's property investments. Based on the Regulation's current architecture, low overall alignment with the Taxonomy is something that concerns the entire retail industry.

The Taxonomy Regulation does not therefore currently allow for full reporting on the initiatives implemented by the Group concerning the product offer (responsible purchasing criteria and requirements, circular economy for packaging), the involvement of partners (suppliers, service providers), or the issues related to the food transition in general. At present, outsourced Taxonomy-eligible activities only concern transport (vehicle fleet, installation of charging stations for electric vehicles) or energy (installation of solar photovoltaic panels at retail sites).

2.1.2.6.2 Results

2.1.2.6.2.1 Taxonomy-eligible and non-eligible activities

The scope of eligible activities to date is relatively limited and not material. The eligibility guidelines for 2024 were updated and now include the following:

- the sales, capital expenditure and operating expenditure data in question cover all of the Group's activities corresponding to the scope of the companies under its control. Companies in which the Group exercises joint control or significant influence are excluded from the calculation of the proportions defined by the delegated act corresponding to Article 8 of the Taxonomy Regulation. In 2024, the Group took into account the acquisition of Cora and Match in France, which was completed on July 1, 2024. Due to the current lack of visibility on the types of green investments that could be included in Taxonomy reporting, new assets included on Carrefour's balance sheet were not analysed as part of the

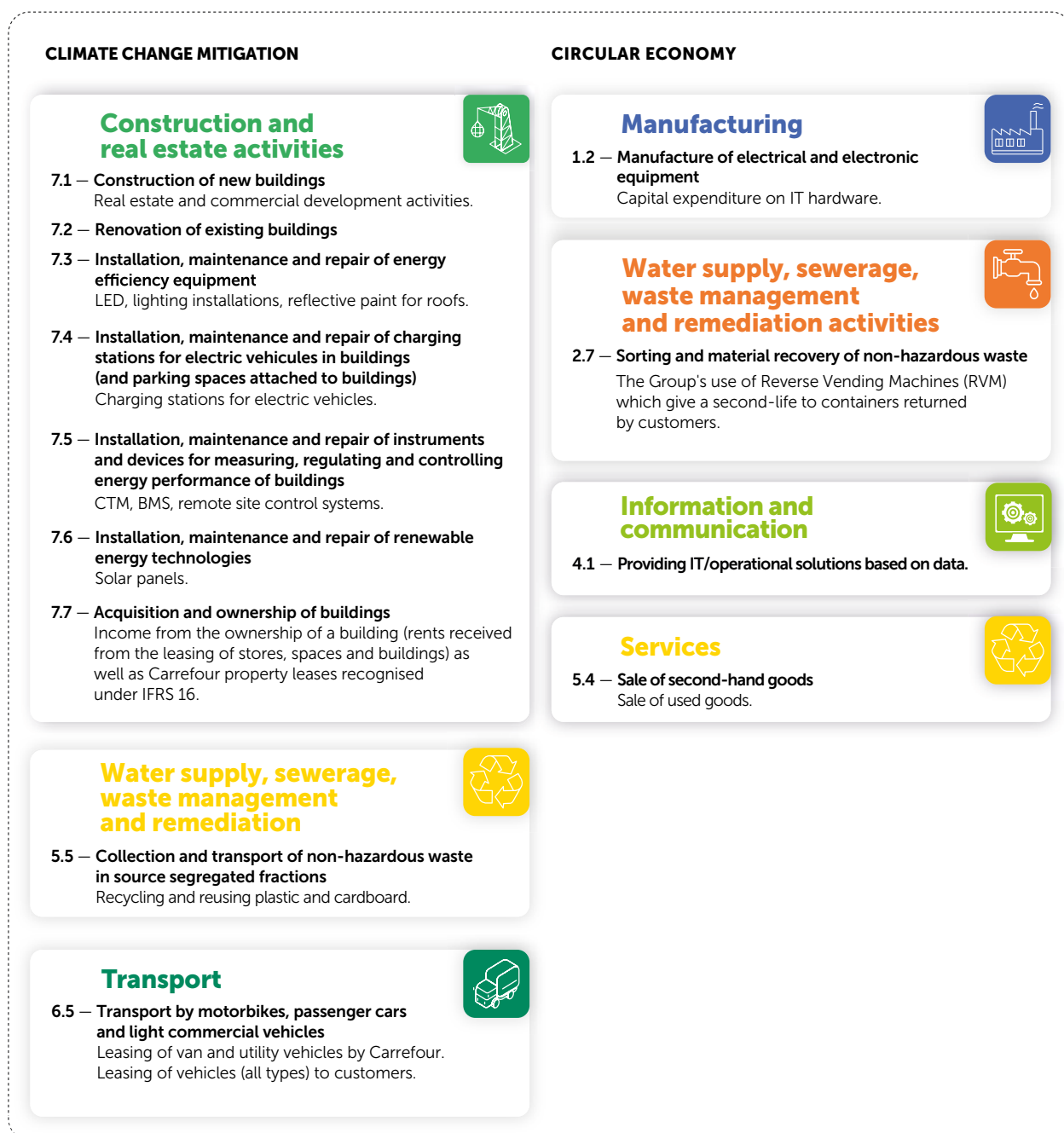
Taxonomy-alignment assessment, with the exception of certain clearly identified Sales and CapEx items on activities for which the substantial contribution by nature includes the name of the activities (charging stations for electric vehicles, renewable energies). The Cora and Match data included in the eligibility and alignment data only cover the second half of 2024;

- the financial data are taken from the consolidated financial statements for the year ended December 31, 2024; the reconciliation and breakdown of the denominators of sales and capital expenditure are presented below.

The scope of eligibility in 2024 was substantially the same as in 2023, with one new activity included in the scope:

- activity 4.1 Provision of IT/OT data-driven solutions from the circular economy objective has been included to account for investments made in software solutions for the circular economy.

Scope of eligible activities



Carrefour Banque Taxonomy reporting

To support its retailing activities, the Group has developed a banking and insurance business for its customers, mainly in France, Spain and Brazil. The Group's financial services companies provide their customers with Carrefour-brand payment cards that can be used in the Group's stores and elsewhere, consumer credit (revolving and instalment loans) and savings products (life insurance, savings accounts, etc.).

As such, in addition to the eligible scope of the Group's retail activities, Carrefour holds financial assets that may finance

Taxonomy-eligible activities. However, it is difficult to precisely qualify the sustainability of such financing, and work is underway to refine the evaluation of these assets. Due to the current lack of transparency and changes in analysis methods, this qualification is still uncertain. As a result, the alignment ratio of the Group's financial services activities appears low at this stage. However, information on the scope of Carrefour Banque France's activities will be included in its report, thus providing a first insight into the application of the Taxonomy within the Group's banking activities.

2.1.2.6.2.2 Eligibility and alignment results in 2024

Carrefour's eligibility and alignment results in 2024 are presented below. As a reminder, given that OpEx aligned with the Taxonomy is not material for the Group, Carrefour used the exemption allowing it not to publish the OpEx indicator.

BREAKDOWN OF ELIGIBLE AND ALIGNED ACTIVITIES

Economic activity	Sales (in millions of euros)	Share of sales	CapEx (in millions of euros)	Share of CapEx
2024				
Aligned activities	32	0.04%	57	1.2%
Eligible activities	145	0.17%	1,702	36.6%
TOTAL	85,445	100%	4,651	100%
2023				
Aligned activities	23	0.03%	179	5.4%
Eligible activities	148	0.2%	1,886	57.1%
TOTAL	83,270	100%	3,305	100%
2022				
Aligned activities	43	0.1%	51	1.0%
Eligible activities	211	0.3%	1,689	31.6%
TOTAL	81,385	100%	5,345	100%

Alignment rates for the Group in 2024 are in line with the results of previous years, with nominal Taxonomy-aligned sales in 2024 slightly higher than in 2023, and nominal Taxonomy-aligned CapEx in 2024 similar to 2022. These rates only concern the climate change mitigation objective. In terms of sales, the identified opportunities for alignment still mainly concerned the waste collection activity (5.5). Taxonomy-aligned CapEx also concerned the waste collection activity (5.5), as well as the energy efficiency equipment (7.3), charging stations for electric vehicles (7.4), instruments and devices for controlling building energy performance (7.5), renewable energy equipment (7.6) and acquisition and ownership of buildings (7.7) activities.

The low overall rate of alignment is mainly related to the leasing, construction and building renovation activities (7.1, 7.2 and 7.7). They accounted for the bulk of CapEx in 2024, but had achieved very low or zero alignment. There are several reasons for this:

- the Taxonomy criteria require dealing with types of information that can be difficult to collect. Firstly, the very nature of the data to be collected and the criteria to be assessed poses a difficulty. In addition, generally, the required information cannot be readily retrieved from the information systems. Finally, because the applicable criteria are cumulative, these activities generally give rise to zero or a very low level of alignment. However, in 2024, some alignment was identified as a result of continuing to cross-reference the accounting data and technical and energy data relating to a number of leased buildings;
- the Taxonomy criteria are strict and cumulative; if sales and CapEx do not meet a set of cumulative criteria, they cannot be considered aligned. This is particularly the case for activities 7.1 and 7.2, which are subject to a multitude of criteria.

Work has been undertaken since 2022 to better pinpoint the technical criteria necessary for alignment. This work will continue in the coming years. There are also certain action levers that should help to reinforce and improve the Taxonomy results in the coming years, particularly in terms of alignment:

- in the area of waste collection, Carrefour's goal is to recover all store waste by 2025, an objective included in the Group's CSR and Food Transition Index, which would make it possible to increase the Taxonomy-aligned sales and CapEx for activity 5.5 in the future;
- the Group has made it a priority to reduce energy consumption in the years ahead, which should bring about a continuation in the amounts of investment associated with activities 7.3 and 7.5;
- Carrefour's goal of using 100% renewable electricity by 2030 means that the amount of CapEx associated with activity 7.6 could change in the coming years.

2.1.2.6.2.3 Changes from the previous year

Taxonomy-eligible sales were stable in 2024 compared with 2023, and Taxonomy-aligned sales were up in 2024 compared with 2023, as the previous year was marked by unfavourable raw material prices for cardboard and plastics, which reduced the value of sales of these materials. Taxonomy-eligible CapEx was lower in 2024 than in 2023 due to lower investments in building construction and renovation, building energy efficiency systems and photovoltaic facilities in 2024 than in 2023, although the Group continues to pursue numerous projects in these areas. Taxonomy-alignment with CapEx is also down in absolute terms, for the reasons outlined above.

2.1.2.6.3 Assessment and methodology

2.1.2.6.3.1 A reminder of the indicators and reconciliation with the financial statements

2.1.2.6.3.1.1 SALES

Carrefour is actively engaged in a food and ecological transition. The initiatives undertaken in the agricultural sector for the promotion of responsible consumption, the circular economy for packaging, the responsible sourcing of raw materials and the fight against food waste are not covered in the climate delegated act.

As a result, the portion of the Group's eligible sales for 2024 amounts to only 0.17% of the total consolidated sales figure of 85.4 billion euros (see the consolidated income statement), and mainly covers the property development and leasing, waste collection and vehicle rental activities. The aligned portion of sales amounts to 0.04% and concerns the collection of waste for re-use and recycling and the installation of charging stations for electric vehicles.

Definitions

The proportion of sales referred to in Article 8 of Regulation (EU) 2020/852 is calculated by dividing the share of the net sales derived from products or services associated with Taxonomy-eligible and -aligned economic activities (numerator) by the net sales (denominator) as defined in Article 2, item (5) of Directive 2013/34/EU. The sales figure includes the revenue recognised pursuant to International Accounting Standard (IAS) 1, paragraph 82 (a), as adopted by Commission Regulation (EC) No. 1126/2008.

Reconciliation

Consolidated sales are presented in the consolidated income statement under "Total revenue" (see Chapter 6 of this Universal Registration Document).

2.1.2.6.3.1.2 ELIGIBLE CAPITAL EXPENDITURE AND OPERATING EXPENDITURE REPORTED ON INDIVIDUAL MEASURES

CapEx

The Group reports capital expenditure that can be associated with the eligible sales of an activity or that represents individual capital expenditure. Such individual capital expenditure is not associated with an economic activity as set out in Annex I to the delegated regulation, Article 8, Section 1.1.2.2, items (a) and (c), respectively. Most capital expenditure represents individual measures, as described under item (c). In addition, the Group does not have a CapEx plan within the meaning of point 1.1.2.2 (b) of the same Annex.

The Carrefour group's eligible capital expenditure mainly concerns real estate activities, such as the construction, renovation and purchase of buildings, as well as expenses related to energy efficiency equipment and renewable energy products (solar panels, roofs with reflective paint, re-lamping, etc.). Capital expenditure also includes an increase in right-of-use assets related to property leasing and vehicle rental (from renewals and new IFRS 16 contracts).

As a result, the proportion of the Group's eligible capital expenditure for 2024 amounts to 36.6% out of a total of 4,650.7 million euros (see reconciliation below). These expenses primarily refer to acquisitions and an increase in right-of-use buildings and vehicles under IFRS 16, as well as spending for the construction of new buildings and renovation of existing buildings. The aligned portion of capital expenditure amounts to 1.22% and chiefly concerns the collection of waste for re-use and recycling, energy efficiency equipment, instruments and devices for controlling building energy performance, renewable energy equipment and building rentals.

Definitions

Eligible and aligned numerators are equal to the part of the capital expenditure included in the denominator that is any of the following:

- related to assets or processes that are associated with Taxonomy-eligible economic activities;
- part of a plan to expand Taxonomy-aligned economic activities or to allow Taxonomy-eligible economic activities to become Taxonomy-aligned;
- related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions (notably activities listed in points 7.3 to 7.6 of Annex I to the Climate Delegated Act, as well as other economic activities listed in the delegated acts).

The denominator covers the current year's additions to tangible and intangible assets, before depreciation and amortisation and before remeasurement, including remeasurement resulting from revaluation and impairment, for the year in question, excluding changes in fair value. It also includes additions to tangible and intangible assets resulting from business combinations.

Reconciliation

The CapEx denominator may be reconciled with the consolidated financial statements as follows:

<i>(in millions of euros)</i>	2023	2024	Reconciliation with the financial statements
Intangible assets, property and equipment, investment property	1,864	3,170	Statement of changes in intangible assets (Note 6.1), property and equipment (Note 6.2) and investment property (Note 6.4)
Acquisitions	1,850	1,772	Under "Increases"
Business combinations	14	1,399	Under "Changes in scope"
Right-of-use assets (IFRS 16)	1,440	1,480	Statement of changes in right-of-use assets (Note 7.1)
New contracts and renewals	1,336	1,233	Under "Increases"
Business combinations	104	248	Under "Changes in scope"
TOTAL	3,305	4,651	

OpEx

The operating expenditure exemption ratio, which corresponds to the OpEx eligible for the Taxonomy (numerator) divided by Group consolidated OpEx (denominator), came to 6.8% in the 2024 financial year.

Compared to total Group OpEx of 14.8 billion euros, the share of Taxonomy-aligned OpEx is insignificant (see notes to the consolidated accounts). Consequently, it was decided to apply the exemption from publishing the OpEx ratio in 2024.

Definitions

The operating expenditure items covered by the Taxonomy are defined as direct non-capitalisable costs and include research

and development costs, building renovation costs, maintenance and repair costs, rents presented in the income statement and any other expenses related to the day-to-day maintenance of assets. The definition of operating expenditure used for the denominator and numerator does not include research and development costs, as the Group has not implemented a research and development policy. Employee benefit expenses related to the maintenance and repair of assets are included in the denominator but not in the numerator. These specific types of employee benefit expenses are not tracked separately in the Group's reporting.

Group consolidated OpEx is defined as all expenses included in the operating result that are not financial or non-recurring expenses.

Reconciliation

The calculation of the OpEx exemption ratio is presented below:

<i>(in millions of euros)</i>	2024
Taxonomy OpEx denominator ⁽¹⁾	1,001
Total Group OpEx ⁽²⁾	14,722
OPEX KPI	6.8%

(1) Includes maintenance and repair expenses and short-term lease expenses (non-IFRS 16). Employee benefits expense corresponding to employee maintenance costs could not be separated out and was therefore not taken into account in determining the amount of Taxonomy-eligible OpEx.

(2) Includes all operating expenses except non-recurring expenses.

2.1.2.6.3.2 Methodology for assessing activities against the technical review criteria

METHODOLOGY FOR ASSESSING ELIGIBILITY

In 2024, the eligible activity guidelines were updated based on interviews with the different countries and an analysis of the possibility of adding or removing certain activities, developing new operations and discontinuing others.

METHODOLOGY FOR ASSESSING ALIGNMENT: SUBSTANTIAL CONTRIBUTION, DNSH CRITERIA AND MINIMUM SAFEGUARDS

Methodology for checking if the substantial contribution and specific DNSH criteria are met

A workshop was held in each country to present the technical review criteria. Each country then filled in a personalised collection matrix for reporting eligibility data and analysing the different criteria identified for alignment – project by project or CapEx line by CapEx line. These matrices were then critically reviewed. Lastly, the Group conducted two progress reviews with the Statutory Auditors in order to validate the approach and the results achieved.

Concerning activity 5.5 – Collection and transport of non-hazardous waste in source segregated fractions, for which it reported aligned sales and CapEx, the Group checked whether the activity made a substantial contribution to the environmental objectives and complied with specific DNSH criteria regarding:

- the nature of the waste (in the case of Carrefour, only paper, cardboard and plastic);
- the separate collection of the waste and no mixing with other types of waste;
- the preparation of the waste for reuse or recycling.

The CapEx associated with activity 7.3 was deemed to be aligned if related to equipment with a class A energy label. The pollution screening criterion for building materials was not deemed material for these types of CapEx.

The CapEx related to activities 7.4 – Installation, maintenance and repair of charging stations for electric vehicles inside buildings (and in car parks attached to buildings), 7.5 – Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings and 7.6 – Installation, maintenance and repair of renewable energy technologies was deemed to be automatically aligned since the criterion of substantial contribution is explicitly referred to in the description of each activity. As a result, Carrefour solely focused on verifying compliance with the DNSH adaptation criterion (detailed below).

CapEx associated with activity 7.7 was deemed to be aligned when:

- the final energy consumption of the building in 2024, converted into primary energy and related to the building's surface area, resulted in a primary energy demand below the top 15% defined by the OID for large food retailers (491 kWh per sq.m. per year);
- the building had an energy performance contract in place or a building automation and control system.

Only leased buildings constructed before December 31, 2020 were concerned by the alignment in 2024. These buildings are therefore assessed based solely on the screening criteria above, and do not have to undergo testing for air tightness or thermal integrity or life cycle analyses.

Methodology for checking if the generic DNSH and minimum safeguard criteria are met

Determining whether Carrefour's eligible activities are aligned also requires the carrying out of Group-level assessments. To establish the eligibility and alignment of activities, the Group must meet the generic criteria for DNSH to climate change adaptation presented in the appendices to Annex I of the Taxonomy delegated act relating to the objective of climate change mitigation. It must also comply with the minimum safeguards (MS) described in the Platform on Sustainable Finance (PSF) report published in October 2022. The Group has assessed its business model for compliance with these two requirements.

Generic DNSH criteria

The generic DNSH criteria are mentioned in appendices A, B, C and D to the Annexes of the Taxonomy Regulation. They require a holistic assessment at the Group level rather than an economic activity-led approach.

The Group complies with the Taxonomy generic criteria set out in Appendix A, which is the only generic DNSH criteria applicable to the Group's aligned activities in 2024.

Appendix A: Generic criteria of the "Do No Significant Harm" principle for climate change adaptation

To meet the DNSH criterion for the climate adaptation objective, the Group conducted a physical climate risk assessment. It evaluated the exposure of the Group's real estate asset portfolio to future climate change impacts (2030, 2050, 2100), and according to different peak scenarios adopted by the IPCC (RCP2.6, 4.5 and 8.5). This study is detailed in Section 2.1.2.1 Climate Change (ESRS E1).

The assessment included a review of the Carrefour group's asset exposure to significant physical climate risks. Certain risks were deemed to be irrelevant – either due to Carrefour's business or the geographical location of the sites analysed – and were excluded from the assessment. The following risks were included in the climate model: drought, fire (weather conditions particularly conducive to fires), heat stress (heat waves), precipitation, river flooding (with defence systems), river flooding (without defence systems), sea level rise, tropical cyclones.

Based on this assessment, adaptation plans are being rolled out for the assets identified as most at risk in each country and for the risks deemed to be the most significant.

In conclusion, Carrefour meets all of the criteria listed in Appendix A for its eligible activities to be considered aligned.

Methodology for checking if minimum safeguards are met

The scope of topics covered by the Minimum Safeguards (MS) was clarified in the European Platform on Sustainable Finance's Final Report on Minimum Safeguards (October 2022), which references a body of international human rights regulations. Non-alignment criteria need to be validated, and the report has introduced reasonable due diligence steps in the areas of human rights, corruption, taxation and competition law.

In 2024, 2023 and 2022, the review of the minimum safeguards took place according to a two-stage process. First, the Group verified its compliance with the non-alignment criteria related to the four main topics identified in the minimum safeguard report, an assessment that included controversy screening. Second, the Group checked that its human rights processes applied the six key steps to reasonable human rights due diligence, in accordance with the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. These assessments show that the Carrefour group was aligned with these requirements in 2024.

Non-alignment criteria

Controversy screening validated Carrefour's alignment. There were no cases of human rights violations, corruption charges or tax crimes. With regard to human rights, none of the OECD National Contact Points (NCP) received a referral, and the Group responded to the allegations published on the Business and Human Rights Resource Centre (BHRRC) website. In the course of its business, the Group can be sanctioned for restrictive practices deemed to be anti-competitive. However, as Carrefour has already paid the penalties that have been imposed on it in relation to this issue, this does not prevent the Group from considering its activities to be compliant with the minimum safeguards.

Procedures and reasonable diligence

The Group implements the necessary processes to ensure compliance with the remaining non-alignment criteria, summarised below:

- to meet the minimum human rights safeguards, the Group relies on a dedicated policy for managing human rights issues, which may be found on the [carrefour.com](https://www.carrefour.com) website in the sustainability statement (see Section 2.1) and the Duty of Care Plan (see Section 2.2);
- in the area of corruption, and in accordance with the requirements of the Sapin II law, Carrefour relies on a comprehensive system for identifying corruption risks, prevention policies and whistleblowing processes, which is deployed across all of the Group's activities in France and abroad and described in Section 2.1.4 of this document;
- in the area of taxation, the Group has notably introduced special training in every Group country and implemented corrective mechanisms where required (see Section 2.1.4);
- in the area of competition law:
 - the Group relies on several means to ensure compliance: compulsory training, including a course on competition law; the preparation of contract models, which are drafted and distributed by the Legal departments and contain clauses on competition law compliance, a system for monitoring legal issues in every Legal department and whistleblowing and alert facilities (see Section 2.1.4);
- Carrefour was not found guilty in 2022, 2023 or 2024 of any illegal conduct for concerted practices, infringement of merger control rules or abuse of a dominant position.

MAIN TRADE-OFFS AND PROXIES

Given the breadth of the eligibility and alignment assessment conducted across the Group and its entities, it was inevitable to use several trade-offs and certain proxies. Carrefour made it a point, however, to apply a principle of prudence when making choices and selecting alternatives.

Concerning the eligibility of the activities:

- Taxonomy-eligible real estate activities include air-conditioning equipment but not refrigeration. As Carrefour's retail activities have not yet been provided for by the Regulation, CapEx related to cooling systems such as central refrigeration units, cold cabinets and doors has not been included in the eligibility analysis;
- in terms of materiality, the alignment assessment of eligible projects has been done in such a way as to cover a maximum of 70% of the amount of eligible turnover or CapEx. The remaining eligible projects that were not assessed were considered to be non-aligned as a matter of prudence.

Concerning the alignment assessment for buildings leased under IFRS 16 that do not have an energy performance certificate or a real estate label, calculations were carried out to determine their primary energy demand (PED) based on 2024 final energy consumption and conversion factors. These calculations were used to determine whether certain buildings were aligned.

2.1.2.6.4 Outlook

2.1.2.6.4.1 Improvement of KPIs

In the coming years, CapEx will be incurred in connection with the roadmaps to achieve various climate strategy goals: carbon neutral stores by 2040; carbon neutral e-commerce sites by 2030; a 1.5°C pathway for the Group's direct emissions; a reduction of the Group's energy consumption, and the launch of one or more ambitious photovoltaic energy production partnership(s). This climate-related CapEx should help to improve the eligibility and alignment indicators in the years ahead, following an in-depth assessment of the CapEx against the Taxonomy criteria.

2.1.2.6.4.2 Integrating the Taxonomy into the Carrefour group's strategy and performance

Although the retail operations are excluded from the list of eligible activities for the time being, the ambition of the Regulation is in line with the philosophy of the new Carrefour 2026 strategic plan, notably through the plan's following initiatives:

- first, stronger support for sustainable agriculture, with 8 billion euros in sales in 2026 via certified sustainable products (40% more than in 2022);
- second, an obligation for the Group's top 100 suppliers to adopt a 1.5°C pathway by 2026, failing which they will be removed from the list of referenced suppliers;
- third, an ambitious energy policy, embodied by a sharp reduction in energy consumption (of 20% by 2026 and in France by 2024) and the use of car parks for the production of photovoltaic energy (4.5 million sq.m. of solar panels by 2026).

Appendix: regulatory templates

TEMPLATE 1 – NUCLEAR ENERGY RELATED ACTIVITIES

Row	Nuclear energy related activities	
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
Fossil gas related activities		
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

1

2

3

4

5

6

7

8

9

PROPORTION OF TURNOVER FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING 2024

(in millions of euros)

2024

Substantial contribution criteria

Economic activities (1)	Code (2)	Turnover (3)	Proportion of turnover, reporting year (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Collection and transport of non-hazardous waste in source segregated fractions	CCM 5.5	29.62	0.03%	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	1.74	0.00%	YES	NO	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.62	0.00%	YES	NO	N/EL	N/EL	N/EL	N/EL
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		31.98	0.04%	0.04%	0.0%	0.0%	0.0%	0.0%	0.0%
Of which enabling		2.36	0.00%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Of which transitional		0.00	0.00%	0.0%					
A.2. Taxonomy-eligible but not environmentally sustainable activities (Taxonomy-non-aligned)									
Collection and transport of non-hazardous waste in source segregated fractions	CCM 5.5	1.11	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	45.83	0.05%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Construction of new buildings	CCM 7.1	0.96	0.00%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4 and CCA 7.4	0.00	0.00%	EL	EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6 and CCA 7.6	0.00	0.00%	EL	EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	50.16	0.06%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Sorting and material recovery of non-hazardous waste	CE 2.7	11.81	0.01%	N/EL	N/EL	N/EL	N/EL	EL	N/EL
Sale of second-hand goods	CE 5.4	2.90	0.00%	N/EL	N/EL	N/EL	N/EL	EL	N/EL
Turnover of Taxonomy-eligible but not environmentally sustainable activities (Taxonomy-non-aligned) (A.2.)		112.78	0.13%	0.11%	0.0%	0.0%	0.0%	0.0%	0.0%
A. Turnover of Taxonomy-eligible activities (A.1. + A.2.)		144.76	0.17%	0.15%	0.0%	0.0%	0.0%	0.0%	0.0%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
Turnover of Taxonomy-non-eligible activities		85,299.78	99.83%						
TOTAL (A. + B.)		85,444.53	100.00%						

1

Do no significant harm criteria ("DNSH Criteria")

2

Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)	Minimum safeguards (17)	Proportion of Taxonomy -aligned (A.1.) or -eligible (A.2.) turnover, prior year (18)	Enabling activity category (19)	Transitional activity category (20)
YES	YES	YES	YES	YES	YES	YES	0.03%		
YES	YES	YES	YES	YES	YES	YES	0.00%	H	
YES	YES	YES	YES	YES	YES	YES	0.00%	H	
YES	YES	YES	YES	YES	YES	YES	0.03%		
YES	YES	YES	YES	YES	YES	YES	0.00%	H	
YES	YES	YES	YES	YES	YES	YES	0.00%		T

3

4

							0.00%		
							0.05%		
							0.00%		

5

							0.00%		
							0.07%		
							0.00%		
							0.00%		

6

							0.13%		
							0.16%		

7

8

9

PROPORTION OF TURNOVER FROM TAXONOMY-ELIGIBLE AND/OR -ALIGNED ECONOMIC ACTIVITIES PER ENVIRONMENTAL OBJECTIVE – DISCLOSURE COVERING 2024

	Proportion of turnover/Total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.04%	0.15%
CCA	0.00%	0.00%
WTR	0.00%	0.00%
CE	0.00%	0.02%
PPC	0.00%	0.00%
BIO	0.00%	0.00%

1

2

3

4

5

6

7

8

9

PROPORTION OF CAPEX OF PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING 2024

Reporting year	2024								
	Substantial contribution criteria								
Economic activities (1)	Code (2)	CapEx (3)	Proportion of CapEx, reporting year (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Collection and transport of non-hazardous waste in source segregated fractions	CCM 5.5	0.36	0.01%	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	2.18	0.05%	YES	NO	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	2.38	0.05%	YES	NO	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings	CCM 7.5	5.89	0.13%	YES	NO	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	12.84	0.28%	YES	NO	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	33.31	0.72%	YES	N/EL	N/EL	N/EL	N/EL	N/EL
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		56.95	1.22%	1.2%	0%	0%	0%	0%	0%
Of which enabling		23.29	0.50%	0.5%	0%	0%	0%	0%	0%
Of which transitional		0.00	0.00%	0.0%					
A.2. Taxonomy-eligible but not environmentally sustainable activities (Taxonomy-non-aligned)									
Collection and transport of non-hazardous waste in source segregated fractions	CCM 5.5	0.27	0.01%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	47.51	1.02%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Construction of new buildings	CCM 7.1	82.92	1.78%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Renovation of existing buildings	CCM 7.2	46.80	1.01%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3 and CCA 7.3	15.97	0.34%	EL	EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	1,444.45	31.06%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Manufacture, installation and associated services for leakage control technologies enabling leakage reduction and prevention in water supply systems	WTR 1.1	0.16	0.00%	N/EL	N/EL	EL	N/EL	N/EL	N/EL
Manufacturing of electrical and electronic equipment for industrial, professional and consumer use	CE 1.2	5.41	0.12%	N/EL	N/EL	N/EL	N/EL	EL	N/EL
Sorting and material recovery of non-hazardous waste	CE 2.7	0.48	0.01%	N/EL	N/EL	N/EL	N/EL	EL	N/EL
Provision of IT/OT data-driven solutions	CE 4.1	1.12	0.02%	N/EL	N/EL	N/EL	N/EL	EL	N/EL
Sale of second-hand goods	CE 5.4	0.12	0.00%	N/EL	N/EL	N/EL	N/EL	EL	N/EL
CapEx of Taxonomy-eligible but not environmentally sustainable activities (Taxonomy-non-aligned) (A.2.)		1,645.22	35.38%	35.2%	0%	0%	0%	0%	0%
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)		1,702.18	36.60%	36.4%	0%	0%	0%	0%	0%
B. TAXONOMY-ELIGIBLE AND NON-ELIGIBLE ACTIVITIES									
CapEx of Taxonomy-eligible and non-eligible activities		2,948.56	63.40%						
TOTAL (A. + B.)		4,650.73	100.00%						

1

Do no significant harm criteria ("DNSH Criteria")

2

Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Proportion of Taxonomy -aligned (A.1.) or -eligible (A.2.) CapEx, prior year (18)	Enabling activity category (19)	Transitional activity category (20)
YES	YES	YES	YES	YES	YES	YES	0.0%		
YES	YES	YES	YES	YES	YES	YES	1.1%	H	
YES	YES	YES	YES	YES	YES		0.0%	H	
YES	YES	YES	YES	YES	YES	YES	1.0%	H	
YES	YES	YES	YES	YES	YES	YES	1.5%	H	
YES	YES	YES	YES	YES	YES	YES	1.8%		
YES	YES	YES	YES	YES	YES	YES	5.4%		
YES	YES	YES	YES	YES	YES	YES	3.6%	H	
YES	YES	YES	YES	YES	YES	YES	0.0%		T
							0.0%		
							1.4%		
							4.0%		
							3.7%		
							0.3%		
							41.8%		
							0.0%		
							0.4%		
							0.0%		
							0.0%		
							0.0%		
							51.7%		
							57.1%		

3

4

5

6

7

8

9

PROPORTION OF CAPEX FROM TAXONOMY-ELIGIBLE AND/OR -ALIGNED ECONOMIC ACTIVITIES PER ENVIRONMENTAL OBJECTIVE – DISCLOSURE COVERING 2024

	Proportion of CapEx/Total CapEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	1.2%	36.4%
CCA	0.0%	0.8%
WTR	0.0%	0.0%
CE	0.0%	0.2%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

1

2

3

4

5

6

7

8

9

PROPORTION OF OPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING 2024

Reporting year	2024		Substantial contribution criteria						
Economic activities (1)	Code (2)	OpEx (3)	Proportion of OpEx, reporting year (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		0	0%						
Of which enabling		0	0%						
Of which transitional		0	0%						
A.2. Taxonomy-eligible but not environmentally sustainable activities (Taxonomy-non-aligned)									
OpEx of Taxonomy-eligible but not environmentally sustainable activities (Taxonomy-non-aligned) (A.2.)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
B. TAXONOMY-ELIGIBLE AND NON-ELIGIBLE ACTIVITIES									
OpEx of Taxonomy-eligible and non-eligible activities		1,000.7	100%						
TOTAL (A. + B.)		1,000.7	100%						

1

Do no significant harm criteria ("DNSH Criteria")

Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)	Minimum safeguards (17)	Proportion of Taxonomy -aligned (A.1) or -eligible (A.2.) OpEx, prior year (18)	Enabling activity category (19)	Transitional activity category (20)
							0%		
							0%	E	
							0%		T
							0%		
							0%		

2

3

4

5

6

7

8

9

PROPORTION OF OPEX FROM TAXONOMY-ELIGIBLE AND/OR -ALIGNED ECONOMIC ACTIVITIES PER ENVIRONMENTAL OBJECTIVE – DISCLOSURE CONCERNING 2024

	Proportion of OpEx/Total OpEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Key

- (a) The code constitutes the abbreviation of the relevant objective to which the economic activity is eligible to make a substantial contribution, as well as the Section number of the activity in the relevant Annex covering the objective, i.e.:
- Climate Change Mitigation: CCM
 - Climate Change Adaptation: CCA
 - Water and Marine Resources: WTR
 - Circular Economy: CE
 - Pollution Prevention and Control: PPC
 - Biodiversity and ecosystems: BIO
- For example, the code corresponding to the "Afforestation" activity will be as follows: CCM 1.1.
-
- (b) YES - Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective;
 NO - Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective;
 N/EL - not eligible, Taxonomy non-eligible activity for the relevant environmental objective.
-
- (c) Where an economic activity contributes substantially to multiple environmental objectives, non-financial undertakings shall indicate, in bold, the most relevant environmental objective for the purpose of computing the KPIs of financial undertakings while avoiding double counting. In their respective KPIs, where the use of proceeds from the financing is not known, financial undertakings shall compute the financing of economic activities contributing to multiple environmental objectives under the most relevant environmental objective that is reported in bold in this template by non-financial undertakings. An environmental objective may only be reported in bold once in one row to avoid double counting of economic activities in the KPIs of financial undertakings. This shall not apply to the computation of Taxonomy-alignment of economic activities for financial products defined in point 12 of Article 2 of Regulation (EU) 2019/2088. Non-financial undertakings shall also report the extent of eligibility and alignment per environmental objective, that includes alignment with each of the environmental objectives for activities contributing substantially to several objectives, by using the templates under the CA (Turnover) (2), CapEx (2) and OpEx (2) tabs.
-
- (d) The same activity may align with only one or more environmental objectives for which it is eligible.
-
- (e) The same activity may be eligible and not aligned with the relevant environmental objectives.
-
- (f) EL - Taxonomy-eligible activity for the relevant objective;
 N/EL - Taxonomy-non-eligible activity for the relevant objective.
-
- (g) Activities shall be reported in Section A.2 of this template only if they are not aligning to any environmental objective for which they are eligible. Activities that align to at least one environmental objective shall be reported in Section A.1 of this template.
-
- (h) For an activity to be reported in Section A.1, all DNSH criteria and minimum safeguards shall be met. For activities listed under A.2, columns 5 to 17 may be filled in on a voluntary basis by non-financial undertakings. Non-financial undertakings may indicate the substantial contribution and DNSH criteria that they meet or do not meet in Section A.2 by using:
- a) for substantial contribution - YES/NO and N/EL codes instead of EL and N/EL; and
 - b) for DNSH – YES/NO codes.

2.1.3 SOCIAL INFORMATION

2.1.3.1 Own workforce [ESRS S1]

2.1.3.1.1 Issues relevant to the Carrefour group

2.1.3.1.1.1 Context and imperatives

Carrefour draws on the skills of its 320,750 employees to offer quality services, products and affordable food for everyone. With over 300 job families, many positions are open to anyone in Carrefour's host communities, regardless of their experience, age, origin, political opinions or health status.

The Group cultivates an employment model that aims to enable everyone to express their potential and offers career development opportunities to all.

Information on Carrefour's own workforce is presented under General information (see Section 2.1.1). Quantified metrics at the end of 2024 include Cora and Match employees.

EMPLOYEES

Characteristics of the undertaking's employees [S1-6]

Table 1: characteristics of the undertaking's employees – breakdown by gender

Gender	Number of employees (head count or average head count)
Male	180,580
Female	144,210
Other	-
Not reported	-
TOTAL NUMBER OF EMPLOYEES	324,750

Table 2: Characteristics of the undertaking's employees – breakdown by country

Countries in which the undertaking has 50 or more employees representing at least 10% of its total number of employees

Country	Number of employees (head count or average head count)
France	92,898
Brazil	126,606
Spain	45,605
Romania	17,143
Italy	9,769
Poland	8,616
Argentina	16,251
Belgium	7,490
Other	372

Table 3: Characteristics of the undertaking's employees – breakdown by type of contract and by gender

Employees are hired on permanent and fixed-term contracts. The use of fixed-term contracts helps to absorb increased workloads during busy seasons with high levels of business.

	Reporting period				Total
	Female	Male	Other	Not reported	
Number of employees (head count)	166,246	133,513	-	-	299,759
Number of temporary employees (head count)	14,294	10,697	-	-	24,991

	Reporting period
	Total
Number of departures	191,878
Average headcount	319,205
Turnover rate	60%

Methodology: specificities and limitations

Headcount at the end of the period: all Company personnel with an employment contract (excluding interns, international trainees, external workers and people on suspended contracts) on December 31.

The annual turnover rate is the ratio of departures of people on permanent and temporary contracts (CSRD requirement) to the average headcount in each country (methodology chosen by the Group).

In previous years, the calculation only included departures of people on permanent contracts. This change in methodology explains the variation between 2023 and 2024.

2.1.3.1.1.2 Impacts, risks and opportunities

Table 4: list of material impacts, risks and opportunities

SECTION OF THE REPORT	POLICY	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Ensure appropriate working conditions and high-quality social dialogue	Ensure appropriate working conditions and high-quality social dialogue	Deterioration of the internal social climate	Employee dissatisfaction within the Group can lead to a deterioration in the quality of employees' work, high staff turnover and increased industrial action, which in turn can undermine the Group's operational efficiency.	Risk	Operations	Long term
Ensure appropriate working conditions and high-quality social dialogue	Ensure appropriate working conditions and high-quality social dialogue	Increased employee turnover	Unsatisfactory working and management conditions for employees, lack of training, career development and well-being at work can lead to high employee turnover, accompanied by a loss of know-how and disorganisation that can undermine the Group's operational efficiency.	Risk	Operations	Long term
Ensure appropriate working conditions and high-quality social dialogue	Ensure appropriate working conditions and high-quality social dialogue	Arduous work and job insecurity	Poor working conditions (arduous work with split shifts, night shifts, stress, burn-out) increase workers' financial and social insecurity.	Impact	Operations	Long term
Ensure equal opportunities and diversity	Ensure equal opportunities and diversity	Unequal treatment and discrimination at work	Discrimination creates a lack of diversity that can lead to a reduced sense of belonging to the Company, lack of motivation and lower productivity, increased social tension, industrial action and insecurity. Social inequalities and the precariousness of discriminated populations are exacerbated.	Impact	Operations	Long term

SECTION OF THE REPORT	POLICY	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Train employees and develop their skills	Train employees and develop their skills	Failure to attract and retain talent	Difficulties in recruiting and retaining talent can lead to high payroll costs, a drain on knowledge and skills, and instability in the Group's plans and business. Certain occupations, such as those related to food (bakers, butchers, fishmongers) or digital technology and data, are particularly at risk. Hiring difficulties in these areas could have a direct impact on the quality of our operations and hinder the implementation of the Group's strategy.	Risk	Operations	Long term
Train employees and develop their skills	Train employees and develop their skills	Lack of training for workers	Lack of training and skills development for workers can lead to a deterioration in the employer brand. If it leads to unsatisfactory customer service or errors due to a lack of qualified staff, it can also undermine quality of service.	Risk	Operations	Long term
Train employees and develop their skills	Train employees and develop their skills	Lack of employee training leading to physical risks	A lack of training among the Group's teams can lead to health and safety risks for employees (e.g., failure to use personal protective equipment, incorrect use of handling or cutting equipment which can lead to accidents and injuries). A lack of training can also lead to health risks, for example an increased workload due to failure to use tools effectively, difficulty in carrying out the tasks required, etc.	Impact	Operations	Long term
Train employees and develop their skills	Train employees and develop their skills	Declining employability of workers	A lack of training and skills development among Group employees may reduce their chances of finding a job outside the Group, particularly in view of the rapidly changing professional environment (new technologies, etc.).	Impact	Operations	Long term
Ensure adequate wages for employees	Ensure adequate wages for employees	Accusations against Carrefour regarding the payment of an adequate wage to employees	A level of employee pay that is deemed too low or indecent, or a pay gap between employees that is deemed too wide, can give rise to a number of reputational risks. Carrefour may be directly accused of poor pay practices, which could damage the Group's brand image. A drop in employee satisfaction can lead to a drop in employee commitment, resulting in a loss of efficiency, increased employee turnover and a deterioration in the social climate.	Risk	Operations	Long term

1

2

3

4

5

6

7

8

9

SECTION OF THE REPORT	POLICY	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Ensure adequate wages for employees	Ensure adequate wages for employees	Increase in job insecurity and poverty among workers and deterioration in their living conditions due to non-payment of an adequate wage	Failure to pay an adequate wage results in increased job insecurity and poverty for workers, poor living conditions, mental health problems, and negative impacts on families and communities. and they remain in a state of insecurity and poverty.	Impact	Operations	Long term
Ensure the occupational health and safety of workers	Ensure the occupational health and safety of workers	Work-related accidents and ill health affecting workers	A lack of safety at work leads to work-related accidents and ill health, absences and increased employee turnover, jeopardising the continuity of the Company's activities, its reputation, in-house knowledge and expertise and the recruitment and retention of talent.	Risk	Operations	Long term
Ensure the occupational health and safety of workers	Ensure the occupational health and safety of workers	Physical harm of workers	Handling heavy loads and carrying out repetitive, arduous and painful tasks in stores and warehouses can have a negative impact on workers' physical health. Lack of prevention and monitoring can lead to musculoskeletal disorders and work-related accidents.	Impact	Operations	Long term
Ensure respect for human rights and labour rights	Ensure respect for human rights and labour rights	Violations of basic human rights through child labour	Child labour has a negative impact on society. It perpetuates poverty, hinders children's education and development, increases health risks, exacerbates social inequalities and undermines economic and social progress.	Impact	Operations	Long term
Ensure respect for human rights and labour rights	Ensure respect for human rights and labour rights	Negative impact on the health and well-being of child workers	Exposing children to dangerous working environments, tasks inappropriate to their age or excessive working hours can damage their health and endanger their safety. Putting children to work also deprives them of their fundamental right to education, thereby compromising their development and their future.	Impact	Operations	Long term
Ensure respect for human rights and labour rights	Ensure respect for human rights and labour rights	Forced labour supported by ethnic and cultural discrimination	Practices such as forced or compulsory labour, withholding and non-payment of wages, withholding identity documents, and debt bondage can violate human rights and fuel ethnic and cultural discrimination in stores, warehouses and in the company.	Impact	Operations	Long term

SECTION OF THE REPORT	POLICY	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Ensure respect for human rights and labour rights	Ensure respect for human rights and labour rights	Negative impact on the health of forced workers	Forced labour damages workers' health by exposing them to hazardous working conditions, causing overwork and fatigue, limiting their access to adequate nutrition and hydration, generating intense psychological stress, subjecting them to physical and psychological abuse, and restricting their access to healthcare.	Impact	Operations	Long term
Ensure respect for human rights and labour rights	Ensure respect for human rights and labour rights	Breaches of labour rights and illegal work	Illegal work (unpaid working hours, absence of an employment contract or contracts in a language the worker does not understand), has negative repercussions on workers and society. It exposes workers to precarious, dangerous and exploitative conditions, while depriving society of tax revenues and weakening labour standards.	Impact	Operations	Long term

2.1.3.1.1.3 Stakeholders, standards and regulations

STAKEHOLDERS

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS
Employees	Proposed action plans	Round tables with employees Engagement surveys	Directors, Managers, Employees
Trade unions and employee representatives	Review of Group policies and strategy, negotiation of collective agreements	Annual consultation and ad hoc working groups Topic of discussion within the European Consultation and Information Committee (ECIC) Social dialogue governed by local collective bargaining agreements	Trade union representatives Employee representatives ECIC member UNI Global Union
NGOs, foundations	Identify best practices and compare policies and results with other companies	"Stakeholder" dialogue	FIDH, L'Autre Cercle, France UN Committee
Investors	Allocate their investments to companies that meet their criteria	Interviews, written and oral questions at the Shareholders' Meeting	Socially responsible investment funds, shareholders

Appendix: regulatory templates

Since 2001, the Carrefour group and UNI Global Union have had a global framework agreement on respect for fundamental rights at work; it was renewed in 2021. The agreement aims to promote and encourage:

- continuous, constructive social dialogue;
- diversity and equal opportunity in the workplace via joint initiatives, mainly relating to gender balance, discrimination and violence against women;
- a specific onboarding policy for employees with disabilities;
- defence of and respect for the basic human rights of workers – freedom of association and collective bargaining – along with their safety and working conditions at Carrefour and at supplier and franchise sites.

Whistleblowing facilities

The Group's various whistleblowing mechanisms are described in Section 2.1.1 General information and in Section 2.1.4.1 Business conduct (ESRS G1).

STANDARDS AND REGULATIONS

The various policies implemented by the Group are aligned with international standards:

- in terms of basic labour rights (human rights, social dialogue, diversity, responsible pay), the reference framework set out in the international agreement signed with UNI Global Union and renewed in 2021 includes the following commitments:
 - the United Nations' international commitments to protect and defend human rights:
 - the International Bill of Human Rights;
 - the Convention on the Elimination of All Forms of Discrimination against Women,
 - Women's Empowerment Principles defined by UN Women (WEPs, for which Carrefour signed a statement of support on November 28, 2013),
 - the Conventions of the International Labour Organization (ILO) on:
 - freedom of association and the protection of the right to organise,
 - the principles of collective bargaining,
 - forced labour and the abolition of forced labour,
 - prohibiting child labour (minimum age) and exploitation,
 - preventing discrimination,
 - equal compensation for women and men,
 - the principles of the UN Global Compact relating to human rights and international labour standards,
 - the recommendations set out in the OECD Guidelines for Multinational Enterprises on human rights and employment and industrial relations,
 - the United Nations Guiding Principles on Business and Human Rights,
 - the ILO Global Business and Disability Network Charter signed by Carrefour on October 28, 2015,
 - the Sustainable Development Goals (SDGs) adopted by UN member countries, in particular SDG 5 on gender equality,
 - the principles underlying the Global Deal, of which Carrefour is a partner;
 - the Group implemented the Gender Equality European & International Standard (GEEIS) label for gender equality in 2014 and has renewed it in all its host countries. This label is

awarded following an audit by a third-party certifier based on a standard defined by the Arborus endowment fund and is renewed every four years, with an interim audit every two years;

- in France, Carrefour has been a signatory of the Parenting Charter and the Quality of Life at Work Observatory's 15 commitments on work/life balance since 2008;
- the Group's diversity and inclusion policy is implemented at all levels using a wide variety of levers, including programmes developed under the aegis of international bodies (UN, International Federation for Human Rights, International Labour Organization) and cooperation in the field with NGOs and non-profits.

These commitments are set out in the Code of Ethics, which all employees must be familiar with and comply with.

The Group has also formed partnerships with:

- France UN Committee;
- European Week for the Employment of People with Disabilities with AGEFIPH;
- Arborus, creator of the GEEIS label;
- ILO;
- *L'Autre Cercle*;
- CEASE.

2.1.3.1.1.4 Corporate governance**GROUP HUMAN RESOURCES DEPARTMENT**

At Carrefour, HR policies are the responsibility of each country Human Resources department. These departments are members of the country management committee and report to the country CEO, who in turn reports to the Group Executive Director, Human Resources, a member of the Group Executive Committee.

CROSS-FUNCTIONAL HR GOVERNANCE

The Group Human Resources department drives HR policies and initiatives common to all countries in the Group.

These common guidelines have been brought together in the Act for Change programme launched in 2019 to ensure consistency between the Company's strategy, its internal culture and its HR policies. The programme is based on four Group-wide commitments: growing and advancing together; providing our customers with even better service; acting more efficiently and straightforwardly; and, lastly, transforming what we do by innovating and experimenting. Progress on these four commitments is monitored using the eNPS survey mentioned in Section 2.1.3.1.2.2.

Other cross-functional HR initiatives have since been launched: "smart ways of working" and the Group-wide roll-out of the Leaders School at the end of the pandemic, the Digital Retail Academy since 2021, an internal leadership model (the 4Cs) which is being rolled out to all employees as part of the 2025 professional interview campaign, etc.

HR transformation objectives are supported by all the Group's country Executive Committees: action plans are presented by each country Executive Committee to the Group Human Resources Executive Director. Their implementation is the subject of a monthly review by the Human Resources Directors of the various countries and the Group Human Resources Executive Director, and is coordinated by the Group Human Resources Transformation department.

ENGAGEMENT DEPARTMENT; DIVERSITY AND INCLUSION

The Engagement department, which is represented on the Group Executive Committee, was set up in February 2022 to accelerate the implementation of the Group's social ambitions. It includes a Diversity and Inclusion unit which is committed to addressing the issues of diversity and inclusion, equal opportunities and promoting the employment of people with disabilities.

GOVERNANCE OF ADEQUATE WAGES

Under the dotted-line supervision of the Group Human Resources Executive Director, the Human Resources departments in each country are responsible for defining, negotiating and implementing the compensation policy and payroll management within their scope. The Group Compensation and Benefits department provides guidance and frameworks for certain pay components (e.g., variable compensation policy) and directly oversees the compensation of top management. The Workforce and Compensation department consolidates data from all Group entities for monitoring and reporting purposes at Group level.

GOVERNANCE OF EMPLOYEE HEALTH

The Company's various departments contribute to the health of its employees. In addition, some of them play a key role in risk management by helping to define new professions, concepts, furniture, tools and technologies. As part of this process, international coordination has been established, with bimonthly exchanges to encourage the sharing of best practices and ensure consistency in strategic orientations.

Depending on the country, either the Security or the Human Resources department is responsible for defining the workplace health and safety prevention strategy, which is implemented by site management. The organisation's departments contribute to the quality of the work environment. In addition, some of them play a key role in risk management by helping to define new professions, concepts, furniture, tools and technologies.

The guidelines are adapted and managed locally, according to the specificities and needs of each country.

GOVERNANCE OF HUMAN RIGHTS

Local human resources teams are responsible for implementing the Group's objectives in terms of basic labour rights and commitments, particularly regarding human rights. They complement cross-cutting initiatives with their own policies and action plans, which are adapted to their local environment and requirements. The Group's Labour Relations department is the point of contact for UNI Global Union and the Group's trade unions in the event of an alert related to this topic.

2.1.3.1.2 Ensure appropriate working conditions and high-quality social dialogue**2.1.3.1.2.1 Policies and targets****POLICIES****Policies related to own workforce [S1-1]**

Carrefour is committed to preventing the deterioration of the social climate and maintaining employee engagement in order to maintain the quality of work and reduce turnover. By focusing on the quality of social dialogue, the Group also aims to reduce the arduous nature of work and job insecurity by consolidating an employment model that is among the best in the industry. The Group's Executive Director Human Resources is responsible for implementing this policy. It enables Carrefour to meet employee expectations and the requirements of the CSRD by combining social performance and sustained engagement.

Carrefour recognises the importance of the role of trade unions and employee representatives in defining high standards for its staff. The role of trade unions in Carrefour's entities is a historical reality and the Group opted very early on to foster positive and proactive social dialogue, both nationally and internationally. An essential part of the Group's culture, it underpins the Company's performance and helps to maintain a positive social climate across all its store formats. As a signatory to a framework agreement with UNI Global Union, the Group is committed to guaranteeing its employees freedom of association and respect for the principles of collective bargaining in all its countries. The ECIC, its European Works Council, is widely recognised for the quality of its content and interactions between management and employee representatives. Social dialogue is organised around regular exchanges with trade unions and employee representatives, meetings of representative bodies (monthly or bimonthly depending on the body) and periodic negotiations depending on the agreement (annual, triennial, etc.). These interactions play a key role in defining the Group's social strategy and monitoring the commitments made, while ensuring a balance between responsiveness and stability in social relations. The Group Human Resources Department has operational responsibility for this dialogue, ensuring its consistency and effectiveness throughout the organisation.

In each of the Group's host countries, social dialogue is governed by local collective agreements, which contribute to the Company's economic performance, the quality of working conditions and, more broadly, the quality of life in the workplace. Fostering quality dialogue helps to prevent industrial action by bringing together the points of view of stakeholders.

Providing teams with a safe and engaging working environment also contributes to the quality of the social climate. The Group also strives to promote a balance between employee's personal and work life. Remote working policies and flexible working hours for eligible positions contribute to this balance. As a signatory of the Parenting Charter and the Quality of Life at Work Observatory's 15 commitments on work-life balance in France, Carrefour affirmed this commitment through the international agreement signed with UNI Global Union. This is reflected in practical actions such as the provision of a "Parenting Guide" to all employees in France. All Carrefour group countries have obtained GEEIS certification for their gender diversity policies, which include actions to promote better work-life balance.

Lastly, to ensure that its policies on working conditions resonate with employees and positively impact employee engagement, the Group strategically listens to employees in the form of annual engagement surveys addressed to all employees or targeted at management or processes targeting psychosocial risks. A survey was created when Act for Change was launched, and the corresponding eNPS score is included in the CSR and Food Transition Index. In addition, the Group monitors HR metrics on a monthly basis. These may in part reflect a deterioration in employees' working conditions – in particular the number of departures and the monitoring of absences.

The Group is committed to reducing the risks associated with arduous working conditions, such as shift work, night work, stress and exposure to cold. To that end, strict measures are in place to govern atypical working hours and night work. These include premium rates for night work above the legal minimum, as well as adjustments to working hours or special arrangements for the most vulnerable employees.

Attracting, supporting and developing employees

Carrefour is adapting its human resources strategy to limit staff turnover by strengthening measures to attract, develop and retain talent. Training, mobility and targeted recruitment are enabling the Group to support its transformation while promoting commitment and diversity within its teams. The objectives of this pillar are as follows:

- **Attract talent:** Carrefour is enhancing its attractiveness by modernising its recruitment programmes (graduates, work-study programmes, internships) and developing partnerships with schools and universities. The Group is diversifying its communication channels (LinkedIn, TikTok,

Metaverse, etc.) and recruiting profiles specialised in digital, organic and food professions.

- **Retain employees:** Carrefour has a career management system featuring mobility and promotion opportunities, training and an incentive pay system. An employee share ownership plan was launched in March 2023, attracting 30,000 subscriptions.
- **Develop skills** in line with changes in the sector through dedicated programmes (food transition, digital, management).

Recent policy developments in specific countries

On September 20, 2024, Carrefour Poland signed an agreement on social dialogue with Solidarność, providing trade union organisations with a legal framework and resources to strengthen their role in leading social dialogue.

In Romania, trade unions have been recognised as representatives for the scope of the Cora acquisition in the country and signed a first wage agreement in October 2024 for this entity.

A premium partner of the 2024 Paris Olympic and Paralympic Games, the Carrefour group capitalised on the event in 2024 to ramp up its policies in support of the health and well-being of its employees, particularly in France, the organiser of the Games.

Scope

The policies cover all Group employees in the eight integrated countries, excluding small companies and start-ups, which represent less than 1% of the Group's total workforce, and excluding Cora, Match and Provera, which were integrated in France during the year and have their own social dialogue policies.

TARGETS

Table 1: Targets related to preventing social climate

Topic	Target (+ unit)	Baseline year	Target year	Scope	Baseline value
Social climate	Employer recommendation score awarded annually to Carrefour by its employees of at least 7.5/10	2019	Minimum score to be achieved every year until 2025	Group/integrated countries ⁽¹⁾	7.5/10 (average score for the sector in the baseline year)

(1) Cora, Match and Provera employees were not part of the Group when the July 2024 survey was conducted. Non-employees are not covered by the survey.

Methodology

In 2019, Carrefour introduced the Employee Net Promoter Score® (eNPS), an employee engagement metric to monitor the Company's social climate and gain a clearer picture of employees' perceptions of working conditions. Engagement, measured through the question "Would you recommend Carrefour as an employer in your entourage?", is a key lever for analysing the factors influencing turnover.

A high engagement score reflects a positive working environment and overall employee satisfaction, thereby reducing the risk of voluntary departures. Conversely, a low score can signal problems that will tend to increase turnover. Carrefour aims to achieve a score above 7.5/10 each year, a target based on the average recommendation of retail employees in the countries where it operates, which was 7.6/10 when the survey was created.

The score is measured each year on a representative sample of more than 20,000 employees from all Group entities and countries. The raw results are adjusted by IPSOS to guarantee their representativeness. The methodology has not changed since 2019, ensuring continuity in the monitoring and analysis of the data.

By incorporating the eNPS into the Group's CSR and Food Transition Index, Carrefour is targeting actions to improve working conditions, strengthen employee engagement and reduce turnover. These efforts help to limit the negative impact of departures, such as recruitment and training costs, while promoting talent retention.

In 2024, more than 20,000 Group employees in the eight integrated countries took part in the survey.

2.1.3.1.2.2 Metrics and performance

METRICS AND PERFORMANCE

Table 2: Metrics and performance related to preserving social climate

Metric	Y	Y-1	Change	Target (+ unit)	Coverage rate	Exclusions
Percentage of employees covered by a collective bargaining agreement	100%	100%	0	100%	All Group/Integrated countries	-
Employer recommendation score (eNPS)	8.1	8.3	-2.4	7.5	All Group/Integrated countries	-

Table 3: reporting template for collective bargaining coverage and social dialogue

	Collective bargaining coverage	Social dialogue
Coverage rate	Employees – EEA (for countries with >50 empl. representing >10% total empl.)	Workplace representation (EEA only) (for countries >50 empl. representing >10% of total empl.)
100%	France, Spain, Poland, Belgium, Romania, Italy	100%

COMMENTS ON PERFORMANCE

The eNPS was 8.1/10 in 2024 compared with 8.3 in 2023. Although down very slightly year-on-year, the score shows that Carrefour outperforms its sector: the average score provided by Ipsos for Carrefour's geographies in the retail sector in 2024 was 7.1/10. It also exceeds the base value of 7.5/10.

RESOURCES

The costs and investments underlying social dialogue and employee engagement initiatives and actions are financed by Human Resources department budgets, not based on any predefined budget.

2.1.3.1.2.3 Action plans and resources

Collective bargaining coverage and social dialogue [S1-8]

A culture of social dialogue

Carrefour was very quick to opt for consensus-building through enhanced social dialogue under the functional supervision of the Group's Executive Director of Human Resources, both nationally and at the international level.

International social dialogue

In 2021, the Carrefour group and UNI Global Union renewed their global framework agreement for four years. Since 2017, Carrefour has been participating in the Global Deal with the French Ministry of Labour to help spread values related to protecting the basic rights of workers around the world. UNI Global Union also works with the various European Information and Consultation Committees (ECIC), helping to strengthen social dialogue within the Group.

European social dialogue

In 1996, Carrefour created its European Works Council, the European Consultation and Information Committee (ECIC), by way of an agreement signed with the International Federation of Commercial, Clerical, Professional and Technical Employees

(FIET – now part of the UNI). This agreement was renewed and added to in 2011 with UNI Global Union. Since then, it has gone from strength to strength, and is recognised as one of the first of its kind in Europe thanks to the quality of its work and dialogue between employees and management. The frequency of ECIC meetings in 2021 and 2022 returned to normal compared with 2020, which was particularly affected by the health crisis.

Communication and consultation within the European Works Council takes many varied, innovative and complementary forms:

- an annual plenary meeting provides a platform to discuss many themes relating to the Group's business, the economic climate, competitors, organisational changes and developments, diversity, etc. Carrefour's Chairman and Chief Executive Officer speaks at the meeting every year, paving the way for discussions on the Group's strategy;
- an annual information and training seminar is held on a specific topic defined in advance after discussion with the members of the Steering Committee. This meeting is also an opportunity for a Steering Committee expert to give a presentation on the Group's economic and financial situation;
- special committees meet to discuss issues relating to sustainable development, diversity and new technologies;
- An Intranet site keeps members of the Steering Committee informed throughout the year. ECIC members are selected on the basis of their expertise and knowledge of the subjects covered. In 2024, the ECIC met six times (in plenary meetings, Steering Committee and other ECIC committee meetings).

Carrefour also plays an active role in European sector social dialogue meetings within the European trade organisation, Eurocommerce, alongside the trade union delegation from UNI Europa.

Social dialogue in Group host countries: main collective bargaining agreements.

Within each host country, social dialogue is governed by local collective bargaining agreements. Social dialogue at Carrefour is constructive: 97 collective bargaining agreements were signed by Carrefour group companies in 2024.

■ A responsible reorganisation through social dialogue:

Since 2018, the Group has been scaling down its headcount, particularly at its headquarters, and has sold or placed on lease management certain stores in France, Poland and Italy. Workforce reduction plans have all been supported by a sustained social dialogue process and a set of measures aimed at helping employees relocate or find another job within or outside the Group.

The impact on the employees concerned of transfers of franchise or lease-managed stores has been mitigated by agreements providing guarantees positioned above statutory minimums; in France, all employees are transferred and their contracts are taken over with the "annual compensation guarantee" and a "social clause" negotiated by Carrefour with its trade unions and imposed on the buyer, which guarantees the maintenance for an unlimited period of rights such as the level of the supplementary health insurance guarantee, a welfare plan, the allocation of meal vouchers, a discount on in-store purchases and the assurance that Sunday work will remain voluntary.

Measures to improve quality of life in the workplace

In order to provide a safe and engaging work-life for its teams, the Group makes a point of offering several solutions to enhance quality of life for its employees:

- providing easy access to digital solutions to simplify work methods and arrangements;
- rolling out remote working programmes in all Group countries;
- protecting work/life balance;
- developing exercise programmes to improve health for all.

Each of the Carrefour group's integrated countries defines a local action plan to promote health, prevention and better quality of life at work, adapted to national specificities. In France, a collective bargaining agreement on health, prevention and quality of life and working conditions at Carrefour was signed in November 2022. In Spain, each Group company has a prevention plan that provides a framework for actions aimed at guaranteeing the health and safety of employees while complying with the regulations in force. In Poland, thematic and information campaigns and regular twice-yearly inspections help to improve safety and reduce the number of accidents and dangerous incidents. In Argentina, 21 safe work procedures cover activities in stores.

Moving towards more flexible work arrangements

Following the health crisis, Carrefour launched the Group-wide "smart ways of working" initiative aimed at promoting greater autonomy and flexibility, facilitating the use of remote working in head offices and encouraging the use of technology to make working methods more agile (Google collaborative suite, corporate social network, etc.). Based on best practices and feedback, resources have been created to support these practices.

In 2023, Carrefour Belgium carried out an empirical study on the well-being of its head office employees and gathered their impressions following the move and the introduction of new working methods. With a participation rate of 57%, this study gave the Group a clearer vision of the strengths and areas for improvement implemented in 2024.

To facilitate keeping vulnerable people in work, Argentina, Belgium, France, Italy, Romania and Spain have added extra remote working days for certain groups, or provided paid leave for medical care and appointments, or part-time work for people over the age of 60.

Taking steps to protect employees' work/life balance and support women's health

Employees can enjoy benefits facilitating childcare solutions. In France, for example, employees can use the crèche at the head office in Massy since 2015 or receive financial assistance in the form of CESU employer vouchers to which Carrefour contributes 50%.

The work schedule pooling system enables all employees at stores in Italy and check-out assistants in France to plan their work hours to suit their personal needs and simultaneously meet the store's needs based on its level of business. This concern for work-life balance is further reflected in initiatives tailored to the specific needs of employees. In France, for example, Carrefour provides parents with childcare support in the form of a common minimum amount distributed according to the conditions defined in the agreement.

An agreement reaffirming employees' right to disconnect outside working hours and discouraging over working was first signed on July 7, 2017 and renewed in 2021.

In 2024, Carrefour Italy introduced a new corporate well-being strategy based on four pillars: physical, mental, social and financial well-being. Several measures have been implemented as a result:

- a psychological support service set up for all employees and new parents;
- a parenting policy offering both parents services and financial support that complements what is provided by current legislation, during both the pre- and postnatal periods;
- a policy on endometriosis, offering all employees with this illness 12 days' paid leave per year.

In April 2023, the Carrefour group also strengthened its commitment to promoting women's health in France by introducing enhanced social protection scheme, accompanied by an awareness-raising campaign aimed at managers:

- 12 days' authorised medical absence per year for women with endometriosis;
- three days' authorised sick leave following a miscarriage;
- one day's leave authorised for women undergoing assisted reproduction treatment, in addition to the legal provisions in force.

In the Group's other countries, measures are also in place to address women's health issues:

- In Argentina, an agreement on equity and equality covers the dimension of women's health.
- In Romania, employees benefit from a local health insurance plan that offers a range of services, such as a screening package, including assisted reproduction and other services related to women's health.
- In Spain, gender is taken into consideration in occupational risk assessments and health protocols, which include gender-based violence among occupational risks.

Promoting employee well-being and quality of life

Carrefour offers programmes dedicated to employee well-being, adapted to and rolled out within each country, aimed in particular at improving lifestyles and eating habits (discouraging smoking, overeating and sun exposure, for example).

As a premium partner of the 2024 Paris Olympic and Paralympic Games, starting in 2022, in France, the Group rolled out a corporate project mobilising all teams and franchisees on the topics of nutrition and health. Since January 2023, Carrefour has been providing all its French employees free access to over 4,000 sports facilities in France via Gymlib. Since 2022, Carrefour France has also been offering sport licences to employees with disabilities. In 2024, a major corporate tournament brought together around 10,000 participants from Carrefour and its franchise partners in France, including 4,000 athletes. The aim of this Grand Tournament was to promote health for all, while also promoting diversity and inclusion. Delegations competed in five disciplines: indoor football, tennis, running, pétanque and boccia at local level, regional finals and a grand national final. Prizes for the winners of the various phases of the tournament included 2,500 tickets for Paris 2024 and 80 race registrations for the Marathon pour Tous.

Lastly, in conjunction with the Olympic Games, Carrefour France organised events to raise awareness of physical activity and sport (Go for 30 challenge, in-house broadcasts on sports and the Games, mobilisation of Olympic Team athletes during health and quality of life at work week, etc.).

Promoting the benefits of a balanced diet within teams

In line with the Group's *raison d'être*, Carrefour promotes a balanced diet among its employees. In 2023, more than 4,500 employees received training on balanced nutrition (over 1,900 in face-to-face sessions and 2,500 in e-learning modules) on topics such as the market for organic products and fresh produce. Since 2018, the Group has rolled out the Act for Food Super Heroes programme to showcase the work of employees who are committed to the food transition programme and encourage them to share their best practices.

Examples of actions for seniors in France:

Initiatives include end-of-career adjustments enabling a smooth transition between work and retirement. In particular, workers are given options to reduce their working hours if they are over 54 or concentrate their working hours over three or four days and be compensated for the reduction in working hours with a bonus of 500 euros to 1,000 euros gross per year.

■ Flexible working arrangements: employees 55 and over are entitled, at their request, to two consecutive days off once every two weeks and three weeks' paid holiday once per year, and may ask to be transferred to day shifts if they are on night shifts.

■ Early retirement time savings: an early retirement scheme enables employees over 55 who so wish to save days of leave, under specific terms and conditions relative to a time savings account (TSA), with a view to anticipating the effective cessation of their salaried activity prior to their departure or retirement, up to a limit of 150 days. Under the terms of the Company agreement, this scheme is funded by the transfer of days saved in the TSA and continues to be funded under the same conditions as that account. Employees may also contribute their holiday bonus and end-of-year bonus (the equivalent of 39 working days for managers and 33 working days for employees and supervisors). Leave can be taken on a part- or full-time basis.

Improving social protection for employees

Carrefour France harmonised all its death & disability and healthcare insurance schemes via an agreement signed with trade unions in 2014. A responsible employer, Carrefour France has decided to have all employees benefit from the same high level of social protection regardless of contract type (permanent, fixed-term, apprenticeship or professional training) and after just three months of service for non-management employees. Aligned with the Group's HR policies, this commitment enables the families of all Carrefour France employees to benefit from a high level of social protection by pooling the needs of a large population. This helps build social cohesion. Through a majority agreement signed on June 7, 2018 with its representative trade unions, Carrefour agreed to maintain healthcare and insurance cover for employees transferred in a lease management transaction, at a level equivalent to that provided by Carrefour to its employees, with 50% of the cost borne by the lease manager.

Remediation

The eNPS global survey enables us to identify populations or areas where engagement is declining, and to work with Human Resources departments to refine the diagnosis or take action. The more in-depth manager surveys are reported at team level: the main opportunities identified in the survey are highlighted for each team.

Information on resources is detailed in "General elements of the CSR approach" (see Section 2.1.1.1.2.).

2.1.3.1.3 Ensure equal opportunities and diversity

2.1.3.1.3.1 Policies and targets

POLICIES

Policies related to own workforce [S1-1]

By opening up careers based on merit, Carrefour is delivering on an employer promise that is reflected at two levels: a working environment genuinely open to all and a career ladder that offers everyone opportunities for promotion to the highest levels of the Company.

Carrefour provides employment in more than 300 job families, many of which are open to everyone, with or without a diploma, and are geared towards workers in all its host regions regardless of their age, origin or social and professional background. Being open to all and training people internally makes it possible to maintain diversity in the workforce and play a role in social justice by welcoming individuals who are sometimes excluded from the labour market, offering them a first professional experience or helping to finance their studies. Welcoming all types of talent enables Carrefour to be more effective every day by taking into account all the individuals who can contribute to achieving its *raison d'être*, without restrictions.

Carrefour also aims to ensure that its managers, senior executives, members of the Board of Directors and its Executive Committees are representative of society, particularly in terms of diversity of origin, skills, professional experience, age and gender.

Carrefour recognises that discrimination in all its forms can have serious repercussions on the social climate. Discriminatory practices, whether based on origin, gender, age, sexual orientation, disability or any other difference, can not only compromise diversity but also lead to a lower standard of living for the people concerned. To prevent such risks, the Group is committed to actively promoting equal opportunities and ensuring an inclusive working environment.

Measures are in place to detect and eliminate any discriminatory behaviour, including training for all employees to raise awareness on diversity issues and prevent any form of discrimination or bias.

Those targeted by discrimination can feel a weaker sense of belonging to the Company, resulting in less motivation, lower productivity and the risk of unwanted departures. To address the issue, the Group is stepping up its efforts to promote inclusion, ensuring that every employee feels respected and valued for their skills, regardless of their differences.

Group Management is committed to ensuring equal opportunities and diversity through key metrics including employee feedback in engagement monitoring, turnover rates and social dialogue. If a discriminatory incident is detected, immediate corrective action is taken.

Numerous measures have also been introduced to encourage and promote gender equality, combat violence against women, discrimination and harassment, and promote the advancement of people with disabilities.

Promoting diversity is part of the Carrefour 2026 strategy and the Group's diversity, and inclusion policy has been signed by its Chairman and Chief Executive Officer.

Gender equality

Carrefour has been actively promoting gender equality in the workplace for many years. Equal career opportunities for every employee, equal pay and equal access to management positions for women are all historic Group commitments. Carrefour is also committed to ending violence against women, as a member of the European CEASE initiative and the 1in3Women network. In 2023, Carrefour joined this initiative's Executive Committee.

The Group's gender equality objectives are aimed at helping both its employees and the various players in its ecosystem. They are based on the following priorities:

- contributing to an increase in the number of women on its governing bodies, notably by ramping up internal development programmes;
- adopting a fair compensation policy and ensuring its proper implementation;
- striving for a better work/life balance to ensure equal opportunities for women and men;
- promoting gender equality within the organisation;
- leveraging Carrefour's resources for women exposed to difficult situations, and above all, combating domestic violence.

Employees with disabilities

For more than 20 years, Carrefour has been committed to helping people with disabilities and welcoming them into its workforce, keeping people who develop a disability during their career in employment and adapting their workstations. Carrefour is also applying an ambitious policy to raise awareness and provide training on the subject for all its employees. Lastly, the Group is working to change the way people perceive disability by taking part in European employment initiatives. The topic of disability has been declared a central cause in the "Carrefour 2026" strategic plan.

Inclusion and equal opportunity

Along with diversity, inclusiveness is also among Carrefour's core values. Our goal is to develop an everyday culture of inclusion that goes hand in hand with a culture of accepting differences. In all countries where it operates, equal opportunities and a culture of respect are fostered and translated into concrete initiatives.

Battling all forms of harassment and discrimination

Carrefour aims to strengthen its inclusive culture on a daily basis and considers diversity to be an asset for the Company, an essential performance lever that draws on the benefits provided by a multicultural society. The Group is strongly committed to combating all forms of discrimination and harassment.

Equal pay

In all the Group's countries, salaries – the vast majority of which are categorised according to pre-established scales – are calculated based on objective criteria such as the employee's job description, level of responsibility or experience; gender is not considered in the calculation. In addition, each Group entity ensures that its actual pay practices reflect this policy. In line with Carrefour's commitment to equal pay, 90% of the Group's employees are covered by pay scales that guarantee perfect equality between men and women with equivalent skills and positions. Aligned with the CSRD requirements, this approach ensures transparency and reduces the risks of gender-based pay gaps.

Scope

The ambitions cover the scope of the Group's integrated entities, taking into account the specificities of some entities in the application of certain commitments or policies:

- Carrefour's Chairman and Chief Executive Officer signed the UN Women's Empowerment Principles (WEPs) in 2013, and the Executive Directors of Carrefour Spain, Argentina, Brazil and Belgium followed suit;
- specific programmes in Brazil on the issue of coexistence among people from different ethnic backgrounds related to the challenges facing Brazilian society;
- in France, a Group pilot project has been launched on diversity of origin.

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S1-5]

Since 2021, the CSR and Food Transition Index has tracked the increase in the number of women in the Group's top management, with the aim of increasing the proportion of women among the Group's Executive Directors to 35% by the end of 2025 (C200). This population corresponds to the Group's top 200 and covers the Company's most visible management levels, in particular the country Executive Committees.

Carrefour has made the topic of disability the central cause of its 2026 strategic plan and has set the goal of employing at least 15,000 employees with disabilities by 2026.

TARGETS

Table 1: Targets related to diversity and inclusion

Topic	Target	Target year	Scope	Baseline value	Baseline year
Gender equality	Women representing 35% of executives (top 200)	2025	100% of the integrated scope	22%	2020
Employees with disabilities	15,000 employees with a disability in the Group	2026	100% of the integrated scope	10,902	2021

A pathway has been defined for each year based on these targets, and is monitored at Group level for the C200 and at the level of each country for disability.

Methodology

Created in January 2021, the C200 category comprises positions that have a major impact on determining the Group's strategy. This community brings together just under 200 people with Executive Director status. The category was defined following an assessment taking into account the scope of management (sales, headcount, geography, etc.) and seven main criteria (knowledge of the business, leadership, type and extent of impact, interpersonal skills, etc.). The number of women in the C200 is measured at the end of the period.

The target for employees with a disability is based on the number of employees recognised as having a disability and present at the end of the reference period. An employee's disability is determined according to the legislation in force in each country. If no definition is in place in the country, an employee with a disability will be considered to be any person, "whose prospects

of securing, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognised physical or mental impairment". (See the International Labour Organization's convention C159). Each person with a disability counts as "one", regardless of their degree of disability, age or the weekly working hours set out in their employment contract. The target also includes workers recognised as having a disability who are made available by a third-party subcontractor specialising in access to employment for people with disabilities and working at Group sites.

2.1.3.1.3.2 Metrics and performance

Taking action on material impacts, and approaches to mitigating material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions and approaches [S1-4]

Diversity metrics [S1-9]

Table 2: Diversity metrics

Metric	Unit	2024	2023	Change	Target unit	Coverage rate	Exclusions
Percentage of women among executives (C200*)	%	28	28.8	-0.8 pts	35% by end-2025	100% of the integrated scope	-
Number of women executives (C200*)	No.	45	46	-2.17%	-	100% of the integrated scope	-
Number of male executives (C200*)	No.	116	114	+1.75%	-	100% of the integrated scope	-
Percentage of key positions held by women	%	31.2	28	3.2 pts	-	100% of the integrated scope	-
Percentage of women among Board of Director members	%	46	46	0 pts	-	100% of the integrated scope	-
Percentage of women among Group Executive Committee members	%	29	30.8	-1.8 pts	-	100% of the integrated scope	-
Percentage of employees under 30	%	30.5	32.9	-2.9 pts	-	100% of the integrated scope	-
Percentage of employees between 30 and 50	%	47.1	46.4	+0.7 pts	-	100% of the integrated scope	-
Percentage of employees over 50	%	22.3	20.7	+1.5 pts	-	100% of the integrated scope	-
Percentage of employees recognised as having a disability	%	4.4	4.3	+0.1 pts	-	100% of the integrated scope	-
Number of employees with a disability in the Group	No.	14,201	13,358	+6.31%	15,000 in 2026	100% of the integrated scope	-

* The Group's C200 is made up of Executive Directors.

COMMENTS ON PERFORMANCE

In 2024, Carrefour employed 14,201 people with disabilities, ahead of the trajectory defined in the strategic plan. This takes into account the impact of divestments and acquisitions, in particular the sale of Taiwanese operations in 2023 and the acquisition of Cora and Match in 2024.

Carrefour's diversity and inclusion policy led to an increase in the number of women in management in 2024. At the end of 2024, the Executive Committee had 14 members, including four women, i.e., 29% in 2024, compared with 7% in 2017. 46% of Board of Director members are women. Contrary to the Group's targets and despite the measures implemented, the proportion of women in the C200 decreased slightly in 2024. Actions to develop high-potential women are in place to promote the emergence of female leadership profiles internally – notably through a gender-balanced Talent Factory – and close attention is paid to gender balance in external recruitment. However, recent movements within the C200 have prevented the continuation of the improvement achieved over the past four years (22.2% of women in the C200 in 2020).

Data relating to incidents of discrimination, including harassment, complaints filed, as well as the amounts of associated fines, penalties and compensation, are detailed in "Ensure respect for human rights and labour rights" (see Section 2.1.3.1.7).

2.1.3.1.3.3 Action plans

As an early advocate for diversity, Carrefour signed the Diversity Charter in 2004 to give all people, in all countries, the same recruitment and advancement opportunities.

To bring these commitments to the highest level of the Company, an Engagement department was set up and has been integrated into the Executive Committee since 2022. It manages and monitors all equal opportunity and diversity policies for the Carrefour group.

GENDER EQUALITY EUROPEAN & INTERNATIONAL STANDARD (GEEIS)

For several years Carrefour, has been committed to a proactive approach of continuous improvement in terms of professional equality. As a result, in 2014, the Group decided to apply a globally recognised standard to obtain external assurance about the effective implementation of its gender equality policies while also enhancing the visibility of its initiatives.

The decision to use GEEIS was motivated by the Group's desire to have a single, external, auditable reference system, adapted to its global presence and to the diversity of social legislation across its different geographies. GEEIS assessments – both qualitative and quantitative – allow for clear reporting to management on the progress made. In 2020, in keeping with the commitment announced in 2017, Carrefour achieved its objective of obtaining GEEIS certification in all its host countries. Campaigns to audit our entities against the GEEIS have been conducted regularly since 2021, with the level of maturity maintained or improved in all countries. In 2023, Carrefour integrated the GEEIS Diversity label for the first time in Italy and Brazil. The latest assessment by Bureau Veritas shows significant progress since 2014, with the Group now at the maximum maturity level of 5 out of 5 on the GEEIS scale.

In 2024, Carrefour Belgium renewed its GEEIS certification with improvements in four of the nine criteria. Carrefour Belgium has been recognised for promoting policies and implementing best practices that ensure equality and equal opportunities, while respecting and valuing diversity within its working environment.

GENDER EQUALITY

At end-2024, the Group had 180,540 women among its employees, representing 55.6% of the total workforce. Carrefour has made it a priority to encourage all women, whether employees or managers, to develop their skills and take on more responsibilities. For more than a decade, the representation of women at the management level has steadily increased, demonstrating the impact of these policies.

Particular attention is paid to gender balance in the graduating classes of all the Group's training and internal development programmes, such as the Leaders School.

To help women reach the highest levels of responsibility, the Group develops individual coaching and mentoring programmes designed to increase the number of high-potential female employees. The Talent Factory, which brings together and develops the Group's talents with the potential to become Executive Directors, achieved perfect balance at the end of 2024 (91 women out of 180 high potential talents). In 2024, Carrefour launched the Women Up programme to develop more inclusive management within the Group. This is a programme for talented and high-potential employees, with equal numbers of men and women, in the eight countries where the Group is present. The programme aims to emphasise inclusion as a central pillar of day-to-day management practices, using cognitive science techniques. In Spain, Carrefour has partnered with an innovative coaching programme for high-potential women. The aim is to get them to know themselves better and encourage them to seek out new challenges. Specific career committees are in place, particularly in Belgium, to foster the promotion and visibility of women. In Argentina, the Carrefour Ellas programme aims to promote equal opportunities by supporting women in management positions. At the first edition of the programme, 19 women managers participated, with a second edition in preparation.

The Group also offers its employees numerous opportunities for networking and sharing best practices in this regard, notably within the framework of its partnership with the LEAD Network, a professional network dedicated to gender equality in the retail and consumer goods industry in Europe. The system has given rise to countless initiatives in the various countries, such as the hosting of an event by the France chapter at Carrefour's head office to promote gender equality in the workplace and the launch of a LEAD chapter aimed at overcoming prejudices in Romania. In addition, a selection of employees, including graduates and alumni, also had the chance to take part in inclusive leadership training programmes and inter-company mentoring, and to attend the annual LEAD Network event.

In France, the internal network dubbed #UnEgalUn was launched on International Women's Day in March 2023. This fully digital community, accessible to all Carrefour France employees, is dedicated to gender equality. It provides a space for members to stay informed, draw inspiration from role models, participate in events and voice their opinions on topics of interest to them.

In 2020, Carrefour's management signed a new gender equality agreement with trade unions covering all of France that aims to facilitate career advancement for women, even as they remain central to their family unit, and allow men to play a larger role in family life, with no judgement or worry about their careers. This agreement provides for concrete actions to ensure that everyone has equal opportunities to progress within the Group. It covers key areas such as recruitment, training, promotion, generous pay, working conditions and work/life balance. Together with trade unions, the Group wishes to define objectives and commit to implementing practical initiatives in each of these areas. With regard to employees' work-life balance, this agreement provides for support for women wishing to breastfeed by offering dedicated time slots.

With regard to pay gaps, the risk is mitigated by calculating a portion of wages using pay scales, which ensure that pay differences are based solely on objective factors. For the rest of the workforce, metrics are regularly monitored and analysed in the Group's host countries to ensure equal pay for men and women in similar positions. The agreement includes a two-level monitoring system:

at the collective level: during mandatory annual pay rounds, a specific budget, known as the "Equality Booster", is determined at the level of each department to correct pay differences between women and men through individual adjustments;

at the individual level: outside of mandatory annual pay rounds, the legal entity to which the employee belongs remains responsible for compliance with the principle of gender equality in terms of pay, and requests for alignment must be investigated and processed within the entity. Failing this, the matter may be referred to the national joint committee responsible for monitoring the agreement.

RECRUITING, INTEGRATING AND RETAINING PEOPLE WITH DISABILITIES

People with disabilities [S1-12]

Disability has been chosen as the central cause in the Carrefour 2026 strategic plan. As a central cause, the inclusion of people with disabilities has become a strategic priority for the Group, with respect to both employees and customers.

The first agreement on the employment of people with disabilities was signed in 1999 for the French hypermarkets. The purpose of the agreement is securing the career paths of people struggling with their health and keep them in employment. Disability Advisors are appointed within each format to provide this support. An Inclusion Manifesto endorsed by the French Ministry of Solidarity and Health was signed in 2019 and includes ten concrete commitments designed to facilitate the employability of persons with disabilities.

In France, IncluLine, a service offered to Carrefour employees for any questions they may have about disability and recognition as a disabled worker, was launched in the last quarter of 2023. Special arrangements for our deaf and hearing-impaired employees are also in place.

In Spain, in October 2023, an employment forum was organised in collaboration with the Madrid municipal employment agency and ten organisations working with vulnerable groups, including persons with disabilities.

CHANGING THE WAY PEOPLE VIEW DISABILITIES

In 2024, Carrefour developed its awareness-raising initiatives by once again taking an active part in European Disability Employment Week, which has been organised for the past 25 years by ADAPT, a French organisation that promotes the social and professional integration of persons with disabilities, in France, Spain and Belgium. To raise awareness about disability among all teams, Carrefour participated in the Duo Day initiative. Duo Day allows a job seeker with a disability to spend a day alongside a Carrefour employee to learn about their job.

In Spain, the INCLUYE programme aims to promote the inclusion and visibility of employees with disabilities through meetings, tutors and initiatives organised by the human resources teams and the employees themselves. Another programme gives Carrefour employees the chance to volunteer their services to provide training to people with intellectual disabilities.

In partnership with the Red Cross, Carrefour Argentina aired a sign language training video for checkout staff in its stores.

INCLUSION FOR ALL

Action for young people: Carrefour has been actively recruiting and training young people for many years. At the end of 2020, during the health crisis, a commitment was made to recruit 15,000 young people, half of them from priority urban areas, and to take on 3,000 third-year trainees from schools in priority educational areas. In 2023, more than 18,000 young people from disadvantaged urban areas signed contracts with the Group. Partnerships with specialised non-profits, such as Sport dans la Ville, enable Carrefour to support the employment of these young people through financial donations, introductions to the Group's professions and coaching events. In 2024, the Group joined forces with the French Ministry of Education to offer work placements to third-year students, an initiative that has been extended this year to second-year students, benefiting 1,000 participants.

Actions in support of diversity at Carrefour: as part of its 2026 strategic plan, the Group has reaffirmed the importance of equal opportunity, diversity and upward mobility.

To promote access to opportunities for all types of talent, Carrefour has formed numerous national and regional partnerships with non-profits and institutions involved in employment and integration. Since 2022, Carrefour has been a signatory of the Charter of *l'Autre Cercle* and has committed to strengthening the inclusion and visibility of LGBT+ people at Carrefour in four main areas:

- creating a caring and inclusive work environment for LGBT+ Carrefour employees;
- respecting equal rights and treatment for all employees, regardless of their sexual orientation or gender identity;
- supporting employees who are victims of discriminatory comments or acts;
- assessing progress and sharing best practices with other Charter signatories.

Pro-diversity and inclusiveness initiatives were also carried out at the local level, by country.

PROMOTING DIVERSITY OF ORIGIN WITHIN CARREFOUR'S TEAMS

Carrefour stores and entities act daily to promote diversity within their teams, as a reflection the diversity of society, their environment and their customers, in order to better understand them and anticipate their needs. As part of its commitment to developing a culture of trust and integrity at all levels of the Company and with all its partners, the Group has incorporated this openness to diversity into its Code of Ethics.

In 2023, Carrefour conducted a pilot study in France involving all its employees. The study consisted of an anonymous and voluntary survey to help us to gain a better understanding of the diversity of the teams' backgrounds. The survey revealed a very broadly positive perception of diversity of origin within the Group, based on the 20,000 responses received:

14% of Carrefour employees were born outside of France: this figure is higher than the French average (12.8% according to INSEE).

78% of Carrefour employees consider that opportunities for development and advancement within the Group are equivalent, regardless of the employee's origin.

The study also identified two areas for improvement:

- strengthening diversity of origin for managerial positions: while 12% of all Carrefour employees are managers, only 9% of employees from diverse origins are managers;
- focusing on the specific situation of women from diverse origins, who are confronted with a double glass ceiling due to their gender and their origin.

To meet these challenges, Carrefour launched an action plan based on four pillars:

- training employees in France on non-discrimination and combating unconscious bias: more than 50,000 employees were trained in 2024;
- creating a community of role models, who will share their experiences both internally and externally, and help to promote self-confidence;
- recruiting more candidates from diverse origins, both by reaching out to candidates in universities where the Group has not previously had a presence, and by launching a first-of-its-kind partnership in the retail sector with the non-profit Les Déterminés, to identify candidates from diverse origins for positions in stores;
- promoting more employees from diverse origins, notably thanks to a partnership with *Le Club du 21ème Siècle* to mentor Carrefour employees who are women. In 2024, each member of Carrefour's Executive Committee also provided support to a Group employee to help them "break the glass ceiling".

The IPSOS survey of all Carrefour employees in France will be repeated in 2026 to measure the progress made.

In Brazil, Carrefour has joined the Zumbi dos Palmares University's Zero Racism movement and announced the creation of an Antiracism Executive Committee.

COMBATING VIOLENCE AND HARASSMENT

The Group's various host countries are also firmly committed to combating sexual harassment and casual sexism. Carrefour took advantage of International Women's Day to launch several awareness-raising initiatives.

Brazil communicated internally, asking people to reflect on sexist behaviour and how to change mentalities. In particular, the Group took part in the initiative to support employability organised during Women's Day by the Women's Secretariat of the São Paulo Trade Union.

In France, sexual harassment and sexism liaison officers have been in place since 2019 (300 from among Works Council members and 300 Carrefour employees). An internal procedure for dealing with allegations of sexual harassment or sexism has also been set up. The liaison officers received training during 2020 on how to apply regulations to real-life situations of sexism or harassment, detect at-risk situations and identify means of prevention. They were also given a kit to help raise general awareness of these issues. E-learning modules were also provided for managers and employees to raise awareness of sexism and sexual harassment.

2.1.3.1.4 Ensure adequate wages for employees

Adequate wages [S1-10]

2.1.3.1.4.1 Policies and targets

POLICIES RELATED TO OWN WORKFORCE [S1-1]

The Group's ambition is to provide its employees with fair and adequate wages to enable them to meet their basic needs. This ambition is particularly visible in the international Act for Change programme and its commitment to "Growing and moving forward together".

Carrefour is committed to ensuring that all its employees receive an adequate wage, in accordance with international standards such as those defined by the UN and in Directive (EU) 2022/2464. By guaranteeing all its employees an adequate wage, Carrefour helps to meet the expectations of its stakeholders.

Reducing the pay gap between men and women is also a key challenge for equity and social sustainability. By measuring the pay gap for all its employees, Carrefour can implement the practical measures described in the previous chapter on gender equality, particularly with regard to pay.

Scope

The Carrefour group's pay objectives apply to all the countries in which it operates and to all its employees and temporary workers.

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S1-5]

To date, Carrefour has not publicly formalised any targets in this area. The Group decided to conduct a study to assess the situation in each of the countries in which it operates.

Methodology

A study was carried out to check whether the countries where the Group operates comply with a standard such as Directive 2022/2041, which guarantees that national or sector legal minimum wages are at levels considered adequate within the meaning of the Directive. In these countries, Carrefour ensured that the lowest wage in its pay scales respects these "adequate" intersectoral or sector minimums.

In countries where there is no adequate wage standard, an internal audit was carried out to assess the gap between the wages paid and the thresholds defined by international standards.

Identification of the lowest wages

Carrefour has implemented a methodology to identify the lowest wages paid to its employees in each country around the world. This approach includes the collection of basic wage data as well as additional guaranteed components of fixed compensation, such as transport allowances. The data was collected between September 2024 and November 2024, and all guaranteed annual compensation was taken into account to ensure an accurate comparison. Carrefour included all full- and part-time employees in the scope of the study, making the necessary adjustments for new hires by annualising compensation expressed in full-time equivalents. Trainees, apprentices and subcontracted workers were excluded from the analysis so as to focus only on employees with standard contracts.

Data reliability

To ensure the quality and accuracy of the data and a consistent approach across countries and regions, Carrefour verified the location of employees, the use of a consistent currency and the presentation of wages in gross terms. In cases of uncertainty, the countries concerned were asked specific questions to verify the accuracy of the data. At the same time, the results of benchmarking were discussed in meetings between Carrefour and a third party, WTW. Carrefour's central team also liaised with local HR representatives, who were able to validate the data and address areas requiring further review. This collaboration helped to ensure that the data used for wage comparisons was not only accurate, but also representative of market practices in each region.

Choice of reference wage and benchmarking

Carrefour uses several sources to compare the lowest wages with appropriate wage benchmarks, including legal minimum wages, wages provided for in collective agreements and public statistics.

In the European Economic Area (EEA), five countries in which Carrefour operates have transposed Directive 2022/2041, which guarantees an adequate national minimum wage in relation to international standards. Wages were assessed in relation to the national minimum wage to ensure that Carrefour's compensation is systematically compliant. In Poland, where Directive 2022/2041 has not yet been transposed, the legal minimum wage was used as the benchmark, as it represents more than 60% of the national median wage and 50% of the national average wage.

For non-EEA countries, comparisons were made against national benchmarks for Argentina and state benchmarks for Brazil. The national, regional or collective legal minimum wages applicable

to company wages were evaluated in relation to adequate standards (60% of the country's median wage and 50% of the average wage) to ensure their adequacy.

Carrefour Argentina applies a minimum wage based on a collective agreement. The analysis showed that Carrefour employees in Argentina receive a wage equal to or higher than the collective agreement applicable to them (banking and retail sectors).

Carrefour Brazil applies a minimum wage based on a Carrefour-specific collective agreement, which takes into account a national minimum wage. The analysis showed that Carrefour employees in Brazil receive a wage equal to or higher than the collective agreement applicable to them.

2.1.3.1.4.2 Metrics and performance

Metrics

Table 1: Metrics related to adequate wages

Metric	2024	2023	Change	Target (+unit)	Coverage rate	Exclusions
Percentage of employees covered by Directive 2022/2041 [EEA]	5	0	+5	N/A	100%	-
Percentage of non-EEA employees covered by a collective agreement	2	2	-	N/A	100%	Global Sourcing excluded from the study (0.1% of Group employees)
Percentage of employees covered by an international benchmark (60% median – 50% average)	1	1	-	N/A	100%	-
Gender pay gap	16.8%	-	-	-	100% of the integrated scope	-
Average compensation ratio	50	51	-	-	See methodological details below	
Median compensation ratio	78	89	-	-		

Methodology: specificities and limitations

Gender pay gap measurement: to measure the gender pay gap, annual gross compensation was divided by the cumulative hours paid to obtain a comparable hourly rate expressed in "full-time equivalent". The calculation was made for each country and then consolidated at Group level, taking into account the weighting of the average headcount in each country.

The pay gap measures the average difference between the wages of men and women across the board; comparison based on equivalent positions may provide a more accurate measure of the pay gap.

Pay ratios: the table above provides information on equity ratios based on the average and median compensation of employees. The calculation methods were defined taking into consideration the AFEP-MEDEF guidelines on compensation multiples. The scope used for this analysis has been widened to include Carrefour Management's employees working at the Group's head office in France.

COMMENTS ON PERFORMANCE

The analysis confirms that all Carrefour employees received an adequate wage in 2024. As most positions are paid on the basis of a standardised scale that does not allow any difference between men and women with equivalent positions and working hours, the pay gap mainly reflects the differences in jobs occupied. Corrective action is nevertheless being taken to close the remaining gaps for equivalent jobs (Booster budgets, etc.).

2.1.3.1.4.3 Action plans and resources

Throughout the period of high inflation, Carrefour managed to maintain constructive social dialogue on pay. This dialogue has made it possible to maintain or even increase employees' purchasing power, while maintaining a balance between the need to preserve competitiveness in a rapidly changing sector and a concrete sign of recognition of the commitment of our teams on a daily basis. These agreements have made it possible to raise minimum pay within the Company to a level equal to or above very dynamic minimum wages, often indexed to prices.

2.1.3.1.5 Ensure the occupational health and safety of workers

2.1.3.1.5.1 Policies and targets

OWN WORKFORCE [S1-1]

The Group strives to provide its teams with a safe environment, to foster both their physical and mental health, and to prevent the risk of work-related accidents and ill health. Since 2020, local teams in all of the Carrefour group's integrated countries have deployed action plans on health, safety and quality of life in the workplace, along with associated objectives.

Depending on the country, the prevention strategy with regard to occupational health and safety is defined by the Safety or Human Resources department in collaboration with local representatives and site management. Other departments also contribute to the quality of the working environment and risk management, notably by helping to define new professions, concepts, furniture, tools and technologies. The broad guidelines, although generally uniform, are adjusted and implemented locally to meet the specific needs of each country.

Assessing risks to facilitate prevention

To reduce the number and severity of workplace accidents, Carrefour puts risk assessment and prevention at the heart of its health and safety management system. A risk assessment identified several objectives: the first is to maintain a high level of physical, mental and social well-being among employees; the second is to prevent the risks to which employees are exposed in the workplace and thus protect them from any harm; and lastly, to keep employees in a job that is suited to their physical and psychological abilities.

Eliminating musculoskeletal disorders

Musculoskeletal disorders (MSDs) are a major occupational health problem. Although they are not the direct cause of workplace accidents, they can result from such accidents, or from unsuitable working postures. It is also important to note that manual handling is the main cause of accidents at work in France. By contrast, more than 86% of MSDs are clearly the cause of occupational illness.

To limit physical constraints and prevent these problems, Carrefour invests in handling equipment and tools such as electric pallet trucks, shelving tables and pallet destackers.

Preventing stress and psychosocial risks

The Carrefour group's preventive approach aims to assess the main psychosocial risk factors and develop appropriate action plans. As contact with the public presents particular psychosocial risks concentrated on certain employees in direct contact with customers (checkout personnel in particular), specific measures targeting them are planned (such as training courses).

Mitigating risks relating to the arduous nature of retail professions

Identifying and reducing the risks associated with heavy work is essential to ensure the health and safety of employees, particularly in a time of longer working lives. Key measures include ergonomic adjustments to workstations, reducing physical stress and improving the tools used. These actions aim to limit repetitive efforts, restrictive postures and handling risks.

In this context, the Carrefour group pays particular attention to changes in the packaging supplied by its partners, as some suppliers are tending to increase the weight of their packaging. To minimise the need to carry loads, Carrefour ensures that its employees have the appropriate handling equipment, such as electric pallet trucks, shelving tables and pallet destackers. These initiatives make it possible to reduce physical constraints and preserve employee health over the long term.

Recent developments

In 2024, Carrefour conducted diagnostic studies in its eight integrated countries to identify best practices and compare local policies and their results. Following this study, a "health and safety in the workplace" network was set up at Group level to bring together managers from the eight countries on a regular basis: the first meeting took place in November 2024. The aim of this network will be to define targets for 2025.

In Italy, Carrefour has renewed its health and safety organisation and management system to strengthen its risk assessment strategy and improve training (content and frequency) and workplace health management (consistency with medical assessments, also in view of the ageing population).

Scope

All of the Group's integrated countries are required to implement these policies on health, safety and quality of life in the workplace. The policies apply to all employees and self-employed workers at Group entities.

TARGETS

Table 1: Targets related to the health and safety of workers

Topic	Target (+unit)	Baseline year	Target year	Scope	Baseline value
Change in workplace accidents	10% reduction compared with year N-1 (number of accidents with and without lost time)	2022	2026	France excluding Cora and Match	-8%

Methodology

Based on frequency rates, a target was set for France, where there is more scope for improvement than elsewhere, to commit the country firmly to reducing the number of accidents. The target covers the total number of accidents, with or without lost time. It is calculated on a like-for-like basis (comparing the number of accidents on the scope in N with the number of accidents in the same scope in N-1).

2.1.3.1.5.2 Metrics and performance

Health and safety metrics [S1-14]

Table 2: Metrics related to the health and safety of workers

Metric	Y	Y-1	Change	Target (+unit)	Coverage rate	Exclusions
Workplace accident frequency rate (number of accidents/millions of hours worked)	16.5	31.4	-14.9 pts	-	100%	-
Change in occupational accidents with or without lost time	-9.98%	-	-	-10%	France	Rest of the Group
Percentage of countries having implemented an action plan on health, safety and quality of life in the workplace	100	100	0 pts	-	100%	-
Percentage of people in its own workforce who are covered by the undertaking's health and safety management system based on legal requirements and/or recognised standards or guidelines	100%	-	-	-	Brazil and Romania	France, Belgium, Spain, Italy, Poland, Argentina
Number of fatalities as a result of work-related injuries and work-related ill health	5	1	+400%	-	100%	-

COMMENTS ON PERFORMANCE

France, a country with an improvement objective, achieved its target of a 10% reduction in accidents with or without lost time thanks to the continuation of the actions taken by its Occupational Health and Safety Department (awareness-raising, training, securing of accident reporting and analysing processes). Throughout the Group, the number of work-related fatalities has increased despite a significant reduction in the frequency rate: in all such cases, in-depth investigations are carried out to identify the causes and responsibilities and, where appropriate, to develop corrective measures.

2.1.3.1.5.3 Action plans and resources

All of the Group's entities are concerned by the implementation of an action plan on health and safety in the workplace. Given stringent local regulatory requirements, these action plans are essentially managed at country level and implemented locally.

The various sites adapt their workplace health and safety policies to their specific needs, analyse accidents and take corrective action. These key actions are designed to have a lasting impact.

ASSESSING RISKS TO FACILITATE PREVENTION

Assessments show that the main risks are in stores and warehouses. The main causes of accidents in stores relate to the use of sharp tools, such as ham slicers, bone saws and kneading machines. For logistics operations, the major risks concern access to transshipment docks, handling electrical equipment and loading and unloading trucks. Lastly, focused attention is given to musculoskeletal disorders (MSDs), which account for a significant proportion of work-related illness.

In France, assessments are based on analyses carried out by prevention teams: for around 60 workstations, they have identified dangerous situations and the preventive measures to be taken. Organisations can then manage, monitor and update their action plans associated with the identified risks.

Initial risk assessments are supplemented by regular audits and assessments, and even daily checks. By way of illustration, Romania requires each site to carry out daily checks using checklists, as well as annual audits. Italy carries out three audits per year; Poland carries out an average of four visits per store each year; and Brazil, in accordance with its regulations, visits each store once a month.

EDUCATIONAL QUALIFICATIONS

Training all those involved in safety at work contributes to risk prevention. Training is aimed at both prevention officers and safety managers (training for prevention advisors at the various sites in Belgium, compulsory training for occupational health and safety representatives in France) and employees (initial training before taking up a post in Poland, Argentina, Romania and France, short compulsory training before taking up a post in Brazil, when changing jobs in Spain, when returning from a workplace accident in France, etc.).

Throughout our employees' professional lives, workplace health and safety are the cornerstone of training priorities. On top of the regulatory requirements allowing employees to learn about and master safety rules for operating mechanical handling equipment, the safe use of machines and even how to fight fires, employees take part in regular training designed to make prevention a central focus in their work. They receive training in first aid, the prevention of risks related to manual handling and the prevention of accidents at work. Psychosocial risk prevention training has also been offered to managers.

EMPLOYEE AWARENESS AND A CULTURE OF SAFETY

A culture of safety at work means that all employees are involved in preventing these risks. Poland has developed an online game on the topic and holds two related webinars a year. France communicates the ten golden rules of safety through on-site posters. In Argentina, Company doctors are heavily involved in the process. In 2024, France organised "Health and Safety" challenges as part of Health in the Workplace Week, and a Road Safety Week was held during the summer. France has also launched a communication campaign on the golden rules of prevention, one rule per month.

PREVENTION OF MUSCULOSKELETAL DISORDERS

Carrefour offers technical solutions adapted to employees' work environments and suited to the specificities of their business (reduced shelving depth to limit postural constraints, warm-ups before starting work, installation of mechanical gripping devices for lifting certain items, etc.). Ergonomic studies of workstations are carried out to adapt equipment. Employees are encouraged to participate in warm-up sessions before they start work. Furniture choices include ergonomic studies to prevent and limit postural strain.

PREVENTING STRESS AND PSYCHOSOCIAL RISKS

Many initiatives are adopted locally, at the initiative of a single country or entity. Examples include stress management training and free hotlines and psychological support.

Psychosocial risks are the subject of ad hoc assessment approaches: Spain follows a method for assessing psychosocial risks developed by the National Institute for Health and Safety at Work. France uses a digital platform, Wittyfit, developed in partnership with occupational health experts from the Clermont-Ferrand University Hospital and human science researchers from the CNRS, who followed a research protocol validated by a French body authorised to assess the safety of

people who are the subject of research (*Comité de Protection des Personnes*). The Wittyfit tool has been used in all formats since 2022 in order to help identify psychosocial risk factors and enable employees to suggest initiatives to be included in the Group's action plans. The risk assessment covered more than 15,000 employees in 2024, with more than 45,000 covered since the tool was introduced. Carrefour France has had a free-to-call social support service since 2015 to provide solutions suited to the situations of individual employees. A team of social workers helps employees with their personal or professional situations (financial difficulties or changes of situation such as divorce, separation, move, etc.). This system complements the counselling service in place since 2012.

SAFEGUARDING THE HEALTH AND SAFETY OF TEMPORARY WORKERS AT CARREFOUR SITES

To minimise the risk of accidents among temporary workers, significant investments have been made in France, such as:

- enhanced safety training for temporary workers for all new temporary workers hired by Carrefour;
- the participation of temporary workers in daily or weekly awareness-raising activities;
- an on-site assessment of the causes of each workplace accident, carried out with the management teams.

HEALTH AND SAFETY AUDITS

Audits relating to the health and safety of employees in stores and warehouses are carried out by the internal control team. The purpose of these audits is to monitor the implementation of workplace health and safety procedures and the use of best practices, as well as compliance with regulatory requirements to ensure that working conditions are improved.

Examples in France

In 2023, commitments made in the Health Agreement were implemented on priority risks (musculoskeletal disorders), road risks and psychosocial risks.

The use of the Es@nté tool was extended to all formats and legal entities of Carrefour France in 2022. This digital tool manages and coordinates two procedures:

- Assessment of occupational risks;
- Administrative management and monitoring of work-related accidents and ill health.

Es@nté facilitates the administrative management of workplace accidents for the line manager or HR manager. Following any workplace accident, the managers analyse the circumstances using the 5M method, which examines the environment, method, equipment, labour, materials. They then develop an action plan to limit or remove the root cause.

Following the implementation of the 2022 French Health Law, work was undertaken in all entities to overhaul the Uniform Occupational Risk Assessment Document (*Document unique d'évaluation des risques professionnels*).

To prevent musculoskeletal disorders (MSDs), which account for 85% of work-related illnesses, manual handling training is being offered to identified employees in supermarkets and in logistics. The Company is also involved in an in-depth study of workstation ergonomics. Analysis of workstation studies allows for developing new store furniture designs, thereby addressing issues at their source, so as to sustainably reduce employee exposure to musculoskeletal disorders.

At various of Carrefour France stores, warm-up exercises help employees prepare and become more aware of their body before they start work. This initiative is part of a drive to prevent employee accidents within the first two hours after starting the job. And it is beneficial in more ways than one. The warm-up sessions not only prepare the muscles better but also provide the opportunity to build mindfulness and team cohesion.

2.1.3.1.6 Train employees and develop their skills

2.1.3.1.6.1 Policies and targets

POLICIES RELATED TO OWN WORKFORCE [S1-1]

Carrefour draws on the skills of its 324,750 employees to offer its customers the best service: the Group has more than 300 professions, making it accessible with or without professional qualifications or experience thanks to a recognised capacity for professional and internal training. Skills development and professional mobility are a cornerstone of the Group's social model: they are factors of attractiveness for which Carrefour is known, and learning and career development opportunities are a factor of employee engagement.

Human Resources departments are responsible for supporting employees and working with managers to orient the careers and professional development of their teams. In 2023, a Learning & Development department was set up at Group level to steer the Group's training policy and to act as a catalyst for our policies by creating training modules and courses for all countries.

This department is also responsible for defining priority training topics and leading cross-functional training initiatives, such as digital training for all employees through the Digital Retail Academy and the roll-out of "talent" programmes (Leaders School for all employees, Carrefour University for senior executives and high-potential profiles). These initiatives reflect Carrefour's commitment to maintaining the employability of all its employees by adapting their skills to the new challenges facing the sector and supporting employees who demonstrate the ability to take on more responsibility as part of their development.

To assess this potential and facilitate the social model of internal promotion, which is very strong in the sector and within the company, the Group introduced the 5 box in 2024. This is a simplified and shared tool designed to identify, through Career Committee meetings, employees who are ready to step up to meet the needs of the organisation and to implement training and development actions to help them realise their potential.

The assessment of soft skills is also based on a common reference framework: the 4 Cs (customer, cooperation, change, courage), an internal skills model that defines the basic skills expected in the organisation, regardless of the employee's level or profession.

Defining training plans

In addition to regulatory and mandatory training, the training strategy covers the major themes of Carrefour's transformation plan: management, digital transformation, the food transition (particularly fresh products) and, more broadly, sustainability and customer-oriented culture. A large part of the training is dedicated to managers, to develop the skills required for their role, promote the adoption of good leadership practices and facilitate the handover to new generations. Finally, training and awareness-raising initiatives support the dissemination of an inclusive culture in line with the Group's diversity commitments.

Annual campaigns are used to identify the individual needs of employees and management: information on training needs is collected during annual interviews and reported by management during career committee meetings. Consolidating this information enables us to draw up training plans for the following year, within the limits of training budgets. The plans are adjusted and supplemented during the year according to the wishes of management and employees.

In addition to formal, structured training processes, the Company's culture of knowledge transfer also encourages exchange and sharing. Part of employees' skills development is achieved through managerial support and peer-to-peer development.

In-house training for internal promotion and the Leaders School

Upward mobility through work is a value that has driven Carrefour's development since the outset. In 2024, one in two new managers in the Group started their career as an employee before being promoted internally.

The Leaders School was created to support this trend. Accelerating internal promotion and access to management positions, the Leaders School offers its beneficiaries (employees identified as having potential) the opportunity to progress to team leader or management positions at the end of a demanding training programme, often run in partnership with a higher education establishment (Paris Dauphine University in France). The Leaders School now exists in the Group's eight host countries and provided training to 8,374 employees between 2019 and 2024. The strategic plan calls for 5,000 more to receive training by 2026; 2,800 people were trained in 2024. This programme is one of the main levers for promoting diversity and gender equality at Carrefour.

Training to support the digital transformation

Training must also contribute to Carrefour's transformation into a Digital Retail Company, a Company that places digital and data at the heart of its operations and its value creation model. In order to prepare its teams for the professions of the future and these new ways of working, Carrefour undertakes in its Carrefour 2026 strategic plan to train all of its employees in digital technology by 2026. This is the role of the Digital Retail Academy, which accelerates the development of Carrefour employees' digital skills. Since the start of the programme, 315,820 employees have been trained in digital skills.

All countries where Carrefour operates are developing programmes and tools to help employees better understand the digital environment and culture.

Training on the food transition for all and on fresh products

Specific training modules on fresh products have been introduced in every country. The training modules linked to the food transition are constantly evolving to ensure that they are as closely aligned as possible with the challenges facing society and the ambitions of the Carrefour group.

Strong emphasis is also placed on strengthening skills that relate to the food transition.

To relaunch Act for Food, a training initiative will be rolled out in France and then in all European countries from the end of 2024. It focused in particular on knowledge of the five commitments of the Act for Food approach and should enable employees to explain the benefits of this approach to customers.

Training to foster a customer-oriented culture

Listening to customers and anticipating their needs and the paths they will take to meet those needs are priorities for all Carrefour employees, regardless of their function. Achieving that requires

ongoing training and information, especially in today's multi-channel environment and with the substantial changes taking place in the retail industry.

Carrefour's customer strategy is built on the three cornerstones of trust, service and convenience and 15 rules (the "555"). It is supported by the rigorous monitoring of key performance metrics, including the Net Promoter Score® (NPS®), a tool for gauging customer satisfaction that was widely deployed across the Group in 2019.

The Group's executive development programmes

The Group's senior executives benefit from personalised support from the Group Talent department. The training and career development needs of each individual are determined during individual development assessments (psychometric tests, etc.) and then discussed with each executive. They are supported by development programmes designed to accelerate the Group's transformation.

Scope

All of the Group's integrated entities are covered by these policies. The policies apply to all employees. Certain mandatory training courses are also provided for self-employed workers.

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S1-5]

Table 1: Targets related to employees' skills development

Topic	Target (+unit)	Target year	Scope	Baseline value	Baseline year
Developing talent	50% of employees with access to training in the year (at least four hours of training)	2026	8 countries where the Group operates for integrated stores.	-	-
	Providing all Group employees with dedicated digital training courses	2026	8 countries where the Group operates for integrated stores.	-	-
	+5,000 employees graduated from the Leaders School	2026	All of the Group's integrated countries		2022

Methodology

Training management tools (Training Management Systems, Learning Management Systems) are used to monitor training metrics. A satisfaction measurement system (NPS) is in place to gather feedback from participants on the methodology and effectiveness of the training resources.

The targets were set using an approach based on current needs in the retail sector and future forecasts for the business. Carrefour used internal data from our analysis of skills and labour market trends. The targets are aligned with national and international policy.

2.1.3.1.6.2 Metrics and performance

TRAINING AND SKILLS DEVELOPMENT METRICS [S1-13]

Table 2: Metrics and performance related to training and skills development

Metric	Y	Y-1	Change	Target (+unit)	Coverage rate	Exclusions
Percentage of employees with access to training in the year (at least four hours of training)	66.7%	68.9%	-2.2 pts	50% - 2026	100%	-
Graduates of the Leaders School (cumulative)	6,340	3,527	+2,813	+5,000 by 2026	100%	-

COMMENTS ON PERFORMANCE

2024 was a year of broad access to training – two-thirds of the workforce received more than four hours of training in any form (e-learning, face-to-face, internal or external), fulfilling the promise of “Growing and moving forward together” by bringing new skills to an extensive population.

The School of Leaders, which is currently being rolled out in all of Carrefour’s integrated countries, including Brazil in 2023, supports internal promotions throughout the Group; the target of 5,000 graduates over the duration of the Carrefour 2026 plan has already been largely exceeded. The number of graduates fell in 2024, but was particularly high in Brazil in 2023 when the system was launched; the Group’s objective is to keep the size of graduating classes consistent with the annual number of internal promotion opportunities.

2.1.3.1.6.3 Action plans and resources

DEFINING TRAINING PLANS

Annual campaigns are used to identify the individual needs of employees and management: information on training needs is collected during annual interviews and reported by management during career committee meetings. Consolidating this information enables us to draw up training plans for the following year, within the limits of training budgets. The plans are adjusted and supplemented during the year according to the wishes of management and employees.

In addition to formal, structured training processes, the Company’s culture of knowledge transfer also encourages exchange and sharing. Part of employees’ skills development is achieved through managerial support and peer-to-peer development.

IN-HOUSE TRAINING FOR INTERNAL PROMOTION

In order to accelerate access to management positions, Carrefour is doubling the number of graduates from the Leaders School and ensuring its gradual expansion throughout the entire Group. After Argentina, Spain, France, Poland, Italy and Belgium, Romania and Brazil now have Leaders Schools. By 2026, 5,000 employees will have graduated. In 2024, 2,800 employees graduated. Open to all willing participants, this multi-format programme prepares students for greater responsibilities upon completion of a course often run in partnership with a higher education establishment (Paris Dauphine University in France). The aim is to guide employees into management positions, managers into positions of division manager and division managers into positions of director.

TRAINING TO SUPPORT THE DIGITAL TRANSFORMATION

All countries where Carrefour operates are developing programmes and tools to help employees better understand the digital environment and culture. For example, in 2018, the Group launched a partnership with Google and other major companies to enhance the Group’s digital culture.

In all the countries where the Group operates, initiatives are in place to raise employee awareness of digital culture. In order to prepare its teams for the professions of the future and for new ways of working, Carrefour has committed to training all of its employees via the Digital Retail Academy. Since the programme began, 315,820 employees have received training, including employees from head offices, stores and warehouses in France, Italy and Spain, using the Tous Digital serious game.

SPECIFIC TRAINING FOR MANAGEMENT

The Group’s senior executives benefit from personalised support. The training and skills needs of each individual are determined during individual development assessments (psychometric tests, etc.) and then discussed with each executive. There are other ways of reporting training needs: as a group or individually (when an employee turns directly to Carrefour University, for example).

New management development programmes, more specifically for the Group’s senior executives, have been put in place to accelerate the Group’s transformation:

Executive management programmes for high-potential managers. In particular, the Group University offers a training programme for high-potential managers called NextGen 1. It aims to help high-potential managers develop strong leadership skills based on Carrefour’s 4Cs model. By developing a growth mindset, participants in this programme become full players in their own development, while strengthening their understanding of our key business challenges. Particular attention is paid to the gender mix of the training programmes throughout the Group to encourage internal promotion, such as the Leaders School and the NextGen1 programme, 60% of whose participants are women.

Best practice webinars, an international initiative that involves bringing together senior executives from different countries once a month to share best practices.

The Culture Manager programme was reworked in 2023 and 5,000 of the Company’s operational and head office managers were trained. The aim of this course is to train teams in the three pillars of Carrefour’s strategy: the customer, performance and digital transformation, based on the 4Cs defined by the Group: courage, cooperation, change and the customer.

PROMOTING EQUAL OPPORTUNITY THROUGH THE LEADERS SCHOOL

Upward mobility through work is one of the values that has driven Carrefour's development since the outset. The Leaders School was created to support this trend. Accelerating internal promotion and access to management positions, the Leaders School offers its beneficiaries (employees identified as having potential) the opportunity to progress to team leader or management positions at the end of a demanding training programme, often run in partnership with a higher education establishment (Paris Dauphine University in France). The Leaders School now exists in the Group's eight host countries and provided training to 8,374 employees between 2019 and 2024. The strategic plan calls for 5,000 more to receive training by 2026. This programme is one of the main levers for promoting diversity and gender equality at Carrefour.

TRAINING ON THE FOOD TRANSITION FOR ALL AND ON FRESH PRODUCTS

Specific training modules on fresh products have been introduced in every country. In Brazil, dedicated training on handling fresh products is provided by experienced employees in each store. The training modules linked to the food transition are constantly evolving to ensure that they are as closely aligned as possible with the challenges facing society and the ambitions of the Carrefour group. More than 90 new modules have been created since 2023.

Strong emphasis is also placed on strengthening skills that relate to the food transition. For example, training courses and webinars are held on organic food in Poland. In Spain, e-learning modules on nutrition have been added to the training catalogue available to employees for them to learn the principles of healthy eating. In Italy, an academy set up with suppliers gives employees a better understanding of the products they sell and the associated production processes, particularly in relation to Carrefour-brand products and the organic range. In France, employees have access to numerous e-learning modules on a variety of topics, including Carrefour Quality Lines, hygiene and quality, and sustainable fishing. Romania also offers training, on food quality and security.

TRAINING TO FOSTER A CUSTOMER-ORIENTED CULTURE

Listening to customers and anticipating their needs and the paths they will take to meet those needs are priorities for all Carrefour employees, regardless of their function. Achieving that requires ongoing training and information, especially in today's multi-channel environment and with the substantial changes taking place in the retail industry.

Carrefour's customer strategy is built on the three cornerstones of trust, service and convenience. It is supported by the rigorous monitoring of key performance metrics, including the Net Promoter Score® (NPS®), a tool for gauging customer satisfaction that was widely deployed across the Group in 2019. With customer satisfaction in mind, Carrefour has implemented action plans to enhance the flexibility of its in-store teams and

reduce the out-of-stock rate. It has also introduced procedures for the detection, monitoring and rapid resolution of customer complaints. In support of this approach to improving the quality of service and customer satisfaction, Carrefour has set up a platform that allows all Group employees from integrated stores and head offices to consult their NPS® and the associated comments.

Information on resources is detailed in "General elements of the CSR approach" (see Section 2.1.1.1.2.).

2.1.3.1.7 Ensure respect for human rights and labour rights

2.1.3.1.7.1 Policies and targets

POLICIES RELATED TO OWN WORKFORCE [S1-1]

Carrefour recognises that promoting human rights is fundamental to conducting its business responsibly and over the long term. Carrefour aims to respect the rights of all of its employees throughout the world and it has made a number of commitments concerning human rights in relation to the following issues:

- compliance with local, national and international legislation and regulations, as well as sectoral collective bargaining agreements on labour law and human rights in general, in all countries where Carrefour operates, for the Group's own entities as well as for franchisees;
- child labour: Carrefour is committed to complying with the most stringent age requirements of local, national and international laws and regulations, sectoral collective bargaining agreements and ILO Conventions C138 and C182;
- the recruitment of people (Carrefour employees and temporary staff, franchise employees and temporary staff) under the age of 18 for jobs involving dangerous work is strictly prohibited;
- the recruitment of people (Carrefour employees and temporary staff, franchise employees and temporary staff) under the age of 15 is strictly prohibited, unless an exemption is granted under ILO Convention C182;
- forced labour, slavery and human trafficking: Carrefour undertakes not to use forced or compulsory labour in any form whatsoever – in accordance with the most stringent of local or regional laws and regulations, sectoral collective bargaining agreements and ILO Conventions C29 and C105. All forms of human trafficking, whether directly or through service providers, are strictly prohibited.

The Carrefour group has put in place a series of measures to prevent and remedy any human rights violations. In December 2024, the Group distributed its new Code of Ethics, providing employees with a set of guidelines on how to conduct themselves in the workplace on a daily basis.

To identify incidents, Carrefour has set up an ethics hotline to report any breaches. This system is widely disseminated through various channels, in particular the Code of Ethics, local awareness campaigns and specific training, to ensure its accessibility and appropriation by all employees. The Ethics and Compliance department and the Group Security department are responsible for carrying out investigations arising from reports, as are the local and Group ethics committees. Local or Group ethics committees analyse the cases reported and decide on the measures to be taken, from classifying incidents to applying sanctions or lodging complaints, ensuring that they are dealt with quickly and effectively. Investigations and arbitrations are also carried out in the event of an alert from an external authority, a formal notice or a subpoena, in order to deal with any potential violation in a transparent manner that complies with our commitments. To protect whistleblowers, Carrefour applies the laws in force (EU Directive 2019/1937, Wasserman Law, Law

2/2023 in Spain, etc.). In addition, in 2024, the Ethics & Compliance Department updated a procedure for collecting and handling whistleblower reports, which lays out the entire protection system.

These measures are part of a global approach aimed at preventing, identifying and dealing with cases of human rights violations, in line with regulatory requirements. The global framework agreement signed with UNI Global Union covers the defence of and respect for these basic rights.

Scope

Respect for human rights concerns all Carrefour employees worldwide: the Code of Ethics is distributed to all employees in integrated countries and signed by all new employees. The framework agreement on basic labour rights covers all employees in the Group's integrated and franchised countries.

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S1-5]

Table 1: Targets related to respecting human rights and working conditions

Metric	Y	Y-1	Change	Target (+unit)	Coverage rate	Exclusions
Percentage of employees having received an acknowledgement of receipt within seven days on the ethics platform	100%	-	-	100%	All employees	-

Methodology

Launched in 2016, alert reporting takes place on the ethics platform, which is accessible to all employees as well as to third parties, and enables people to report concerning behaviour securely and confidentially. Alerts can be sent directly via the platform, by telephone, or by any other means (in particular to HR), in which case the recipient ensures that they are centralised on the ethics platform. Reporting can be done anonymously and users are provided a file number and password for secure tracking.

There are three categories of alert on the platform: internal reports on internal acts, internal reports on external acts, and external reports on internal acts. On receipt of each alert, the handling process includes a preliminary examination, an investigation where necessary and follow-up until closure, with

feedback to the reporter where possible. This centralised system track alerts and monitors key metrics, contributing to the proactive detection of risks and the implementation of corrective measures.

Carrefour's ethics whistleblowing system is part of a broader approach to preventing, identifying and handling human rights violations. It is consistent with regulatory requirements and best practice in corporate governance. All employees of the Group's integrated and franchised entities are made aware of this approach, notably with the distribution of the Code of Ethics to new employees when they arrive and the requirement that they sign an acknowledgement of receipt. This allows Carrefour to reaffirm its commitment to promoting an ethical, safe and compliant working environment that respects the fundamental principles of human rights.

2.1.3.1.7.2 Metrics and performance*Table 2: Metrics and performance related to respecting human rights and working conditions*

Metric	2024	2023	Change	Target (+unit)	Coverage rate	Exclusions
Number of alerts reported through the ethics hotline	8,591	5,361	+60.2%	-	100%	-
Percentage of alerts that received an acknowledgement of receipt within seven days on the ethics platform	100%	-	-	100%	100%	-
Total number of incidents of discrimination, including harassment	1,089	839	+29.8%	-	100%	-
Number of complaints filed through channels for own workforce to raise concerns	328	-	-	-	100%	-
Number of complaints filed through the National Contact Points for OECD Multinational Enterprises	0	-	-	-	100%	-
Total amount of fines, penalties and compensation for damages as a result of incidents and complaints concerning social and human rights matters	€4,816 (R\$28,000)	€18,748 (R\$109,000)	-74.3%	-	100%	-
Number of serious human rights incidents affecting the undertaking's workforce for non-compliance with the United Nations Guiding Principles on Business and Human Rights or the OECD Guidelines for Multinational Enterprises	0	-	-	-	100%	-
Total amount of fines, penalties, and compensation for damages as a result of serious human rights incidents affecting the undertaking's own workforce	€0	-	-	-	100%	-

COMMENTS ON PERFORMANCE

The Group kept its commitment to diligently collecting and acknowledging alerts: 100% of alerts received were acknowledged within the allotted time – however, total processing time depends on the severity of the alleged misconduct.

2.1.3.1.7.3 Action plans and resources

In 2023, Carrefour updated its human rights risk map of its own operations. The work enabled us to identify inherent risks, i.e., all the situations constituting human rights violations that could potentially arise in Carrefour's operations: these risks were identified by taking into account its major business lines (distribution, logistics, e-commerce and head office activities)

and the countries in which the Group operates. The risk assessment ranked the risks and highlighted four key risks:

- harassment, discrimination and failure to adhere to diversity principles;
- illegal work;
- breaches of occupational health and safety;
- deteriorated working conditions.

Carrefour provides its employees with e-learning courses on human rights (gender equality, day-to-day social regulations, etc.) at the corporate level and throughout France.

ENSURING COMPLIANCE WITH INTERNATIONAL STANDARDS

Our commitment is based on strict compliance with local, national and international laws, and standards set by international organisations. Each Carrefour store is required to comply with the strictest of the standards applicable to it.

STRENGTHENING THE PROTECTION OF CHILDREN

In the fight against child labour, Carrefour follows the principles of the International Labour Organization Conventions 138 and 182. In practice, this means that we strictly prohibit the employment of anyone under the age of 15, subject to the exceptions provided for by international standards, and under the age of 18 for jobs considered dangerous.

COMBATING FORCED LABOUR

We take robust measures to prevent all forms of forced labour, modern slavery and human trafficking. We have incorporated specific charters into contracts with our business partners, setting out clear commitments to respect human rights. Audits carried out by specialised teams enable us to ensure compliance by our partners.

TAKING ACTION THROUGH A DEDICATED WHISTLEBLOWING LINE

To identify incidents and act quickly, Carrefour has set up a whistleblowing system that is accessible to everyone. The system guarantees whistleblowers' anonymity and protects them from any form of retaliation. Each report is analysed by local or global ethics committees.

LEVERAGING GLOBAL PARTNERSHIPS TO INCREASE CARREFOUR'S IMPACT

The global framework agreement signed with UNI Global Union is a key pillar in ensuring respect for the fundamental rights of employees within the Group. It formalises our commitment to providing decent working conditions, protecting trade union rights and promoting constructive social dialogue. Through this collaboration, we have strengthened our ability to identify and resolve local issues while aligning our actions with international best practice. The agreement provides for an escalation procedure in the event of a suspected breach of the principles covered by the agreement at a Carrefour site, to bring the matter to the attention of the Group and allow it to investigate and take appropriate action.

Information on resources is detailed in "General elements of the CSR approach" (see Section 2.1.1.1.2.).

2.1.3.2 Workers in the value chain [ESRS S2]

2.1.3.2.1 Issues relevant to the Carrefour group

2.1.3.2.1.1 Context and imperatives

As an international retailer, Carrefour sources its products from a large number of suppliers around the world and has implemented a set of documents applicable to its partners. The Supplier Ethics Charter is designed to ensure that Carrefour continues to uphold and remains compliant with:

- the Universal Declaration of Human Rights;
- the eight core conventions of the International Labour Organization;
- OECD Guidelines for Multinational Enterprises;
- the UN's Guiding Principles on Business and Human Rights.

The Charter for the Protection of Human Rights requires compliance with international labour rights standards, the Universal Declaration of Human Rights and several ILO conventions, including those on child labour, forced labour and freedom of association.

The Group also has an Ethics Charter for Franchisees (applicable to international franchisees), which refers to the principles stipulated in the above-mentioned standards and regulations, apart from the fundamental conventions of the ILO, and adds principles from the Code of Conduct of the Initiative for Compliance and Sustainability (ICS).

Carrefour's value chain workers include direct and indirect suppliers as well as international franchisees.

2.1.3.2.1.2 Impacts, risks and opportunities

All the IROs are presented in the table below. The process for identifying the IROs is described in Section 2.1.1. General information.

Table 1: List of material impacts, risks and opportunities

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Guaranteeing adequate working conditions and respect for human rights for franchisees	Guaranteeing adequate working conditions and respect for human rights for franchisees	Deteriorated working conditions when stores convert to franchises	Inadequate or precarious working conditions at franchisees or upstream in the value chain, such as faulty equipment or staggered working hours, can have physical and mental impacts.	Impact	Franchises Upstream	Short and medium term
Guaranteeing adequate working conditions and respect for human rights in supply chains	Guaranteeing adequate working conditions and respect for human rights in supply chains					
Guaranteeing adequate working conditions and respect for human rights in supply chains	Guaranteeing adequate working conditions and respect for human rights in supply chains	Unequal treatment and discrimination of workers upstream	Discrimination means less diversified socialisation and a lower standard of living among those targeted.	Impact	Upstream	Short term
Guaranteeing adequate working conditions and respect for human rights for franchisees	Guaranteeing adequate working conditions and respect for human rights for franchisees	Lack of training for workers upstream	Working and management conditions do not provide a conducive environment for employees or the conditions they need to develop their skills and future employability. A lack of training can also give rise to dangerous behaviour (e.g., handling equipment, handling of chemicals) and jeopardise the health and safety of workers.	Impact	Franchises	Short term
Guaranteeing adequate working conditions and respect for human rights in supply chains	Guaranteeing adequate working conditions and respect for human rights in supply chains	Stakeholder expectations and upstream regulations on adequate wages	Increased societal pressure for workers across the value chain to receive an adequate wage may generate higher purchasing costs for the Group, which could disrupt the profitability and commercial development of certain activities.	Risk	Upstream	Short term
Guaranteeing adequate working conditions and respect for human rights for franchisees Guaranteeing adequate working conditions and respect for human rights in supply chains	Guaranteeing adequate working conditions and respect for human rights for franchisees Guaranteeing adequate working conditions and respect for human rights in supply chains	Increasing economic and social inequalities due to failure by franchisees or upstream to pay adequate wages	The lack of adequate wages for workers at franchisees or upstream can lead to a deterioration in their living conditions and health, as well as overall exposure to poverty and psychosocial impacts.	Impact	Franchises Upstream	Short term

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Guaranteeing adequate working conditions and respect for human rights in supply chains	Guaranteeing adequate working conditions and respect for human rights in supply chains	Increased product costs for supplier health and safety compliance	Increased product costs for health and safety compliance.	Risk	Upstream	Medium term
Guaranteeing adequate working conditions and respect for human rights in supply chains	Guaranteeing adequate working conditions and respect for human rights in supply chains	Accusations against Carrefour for child labour upstream	A lack of transparency, upstream knowledge and control over the supply chain could harm vulnerable local populations and cause moral, economic and reputational damage. The introduction of verification systems and the elimination of child labour can have costs for the Company, such as an increase in the price of the raw materials concerned.	Risk	Upstream	Short term
Guaranteeing adequate working conditions and respect for human rights for franchisees	Ensuring decent working conditions and respect for human rights among franchisees	Violations of children's rights and health in the event of non-compliance with standards at franchisees or upstream	Failure by franchisees or companies upstream in the value chain to respect children's fundamental rights, particularly by employing children in hazardous or substandard working conditions, can result in serious physical and mental harm. This includes unsuitable working hours, dangerous work or working conditions that jeopardise their safety and well-being. Such practices also compromise their right to education and protection from economic exploitation, in violation of international standards and national laws prohibiting child labour.	Impact	Franchisees Upstream	Short term
Guaranteeing adequate working conditions and respect for human rights in supply chains	Guaranteeing adequate working conditions and respect for human rights in supply chains	Accusations against Carrefour for forced labour upstream	In the event of media scrutiny, legal proceedings or identified non-compliance concerning forced labour upstream in the value chain, the company could incur both image and legal risks. Depending on the purchasing rules and whistleblowing facilities implemented by the company, supplies may be disrupted while irregularities are being resolved, and product costs may increase at the same time due to the additional cost of remedying irregularities.	Risk	Upstream	Short term

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Guaranteeing adequate working conditions and respect for human rights for franchisees	Guaranteeing adequate working conditions and respect for human rights for franchisees	Violations of the rights and health of workers subjected to forced labour at franchisees' sites or upstream	The use of forced labour in franchise operations or upstream in the value chain, accompanied by practices such as withholding wages or identity documents, debt bondage or other violations of fundamental rights, is a serious human rights abuse. Such practices exacerbate ethnic and cultural discrimination, while affecting the physical and mental health of workers, particularly through dangerous conditions, overwork, stress, and limited access to proper nutrition, hydration and care.	Impact	Franchises Upstream	Short term
Guaranteeing adequate working conditions and respect for human rights in supply chains	Guaranteeing adequate working conditions and respect for human rights in supply chains	Accusations against Carrefour for illegal work upstream	In the event of scandals, legal proceedings or identified non-compliance concerning illegal work upstream of the company's value chain, the company could incur both media and legal risks. Depending on the purchasing rules and whistleblowing facilities implemented by the company, supplies may be disrupted while irregularities are being resolved, and product costs may increase at the same time due to the additional cost of remedying irregularities.	Risk	Upstream	Short term
Guaranteeing adequate working conditions and respect for human rights for franchisees	Guaranteeing adequate working conditions and respect for human rights for franchisees	Violation of the rights and deterioration of the working conditions of illegal workers in franchises or upstream	Illegal work practised by certain franchisees or upstream in the value chain can take the form of unpaid working hours, the absence of an employment contract or contracts in a language the worker does not understand, and is a violation of labour rights. These practices expose workers to precarious, dangerous and exploitative conditions that affect their physical and mental health. Undeclared work also harms society by depriving it of tax revenues, while undermining labour standards and social protection.	Impact	Franchises Upstream	Short term

The impacts identified in the table below are systemic negative impacts associated with the Carrefour group's business relationships due to the sourcing of certain raw materials (e.g., textiles, cotton, etc.) (S2 SBM-3, 11a).

2.1.3.2.1.3 Stakeholders, standards and regulations

Processes for engaging with value chain workers about impacts [S2-2]

Carrefour engages in regular dialogue with its various stakeholders in order to define and evaluate its action plans and to incorporate their opinions into its strategy.

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS	RELEVANT POLICIES
Non-profits and NGOs	Definition of the Group policy, Setting Group targets, Collaboration in and engagement with the Group's transition	Talks and ad hoc consultations	FIDH	Guaranteeing adequate working conditions and respect for human rights in supply chains
Trade unions	Cooperation with and commitment to the Group's transition	Partnerships	UNI Global Union	Guaranteeing adequate working conditions and respect for human rights in supply chains
Trade unions	Definition of industry-level/ national strategies	Partnerships	Agreement in Bangladesh & Pakistan	Guaranteeing adequate working conditions and respect for human rights in supply chains
Public authorities	Definition of industry-level/ national strategies	Working group	Group Global Deal with the Ministry of Labour	Guaranteeing adequate working conditions and respect for human rights in supply chains
Auditors	Assessment of action plan implementation	Audits	BSCI (Business Social Compliance Initiative)	Guaranteeing adequate working conditions and respect for human rights in supply chains
Auditors	Assessment of action plan implementation	Audits	Initiative for Compliance and Sustainability (ICS)	Guaranteeing adequate working conditions and respect for human rights in supply chains
Non-profits and NGOs	Roll-out of in-the-field projects	Partnerships	ILO (RIAT project/ Bangladesh)	Guaranteeing adequate working conditions and respect for human rights in supply chains

STANDARDS AND REGULATIONS

Since 1995, the Group's approach to human rights has been based on international recommendations and standards such as the Universal Declaration of Human Rights, the United Nations Global Compact, the Declaration on Fundamental Principles and

Rights at Work and the Fundamental Conventions of the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, and the United Nations Guiding Principles on Business and Human Rights.

2.1.3.2.1.4 Corporate governance

GOVERNANCE STRUCTURE	STRATEGY/ IMPLEMENTATION	SCOPE	DUTIES
Food Transition Purchasing Rules Committee	Strategy	Group	Drawing up action plans on human rights in the supply chain.
Merchandise and quality teams	Implementation	Group	Applying the purchasing rules and implementing Carrefour's policies with the support of the local CSR teams.
Local sourcing teams	Implementation	Local	Carrying out checks and supporting suppliers in the field.
Human resources team	Implementation	Local	Implementing the Group's human rights objectives at local level.

2.1.3.2.2 Guaranteeing adequate working conditions and respect for human rights in supply chains

2.1.3.2.2.1 Policies and targets

POLICIES RELATED TO VALUE CHAIN WORKERS [S2-1]

To uphold human rights among its suppliers and in its value chain, Carrefour is rolling out tools and procedures to support its suppliers. Updated for the first time in 2018, the Supplier of Certified Products Commitment Charter forms an integral part of all purchase contracts in all countries. The Charter stipulates that suppliers must comply with the Group's human rights and ethics requirements and comprises nine sections:

- prohibition of forced or compulsory labour, in the form of servitude, debt bondage or prison labour and human trafficking;
- prohibition of child labour;
- respect for freedom of association and the right to collective bargaining;
- prohibition of all forms of discrimination, harassment and violence;
- health and safety;
- adequate wages, benefits and working conditions;
- working hours.

From January 2025, a new Supplier Charter was drawn up in 2024, which now progressively applies equally to suppliers of controlled products and national brand suppliers. This new charter is structured around three key topics: upholding human rights, ethical business conduct, and respect for the environment. By signing this charter, suppliers undertake to respect its principles, to ensure compliance with local, national and international legislation and conventions, and to make sure that these principles are respected by their respective affiliates and/or subcontractors throughout the supply chain. The new charter is more comprehensive and more stringent than the previous version, with the Group reserving the right to terminate the supply contract if the supplier does not comply with its

principles. This charter has been approved by the Carrefour Group Legal Director and will be presented in 2025 to the Group Ethics Committee, of which the Group General Secretary and the Group Human Resources Director (both members of the Group Executive Committee) are members. *MDR-P 65*

Carrefour puts risk assessment and prevention at the heart of its management system. Carrefour endeavours to assess the social compliance of its suppliers according to a specific risk analysis and to promote CSR practices throughout its value chain.

Based on the main international benchmarks and standards in this area, Carrefour has set itself commitments to combat child labour, forced labour, illegal labour, slavery and human trafficking (see 2.2 "Duty of Care Plan").

The Group's social purchasing rules set out the actions to be implemented for all purchases of controlled products by the Group in all countries. Each country team prepares its own plan based on local conditions and supervises its proper implementation. These rules set out in particular:

- that suppliers must sign the Supplier Ethics Charter;
- the process and compliance rules for social audits;
- that the Group's purchasing entities must appoint a person in charge of social compliance;
- an action plan to bring production phases into compliance with specific purchasing rules; and
- sensitive raw materials.

Scope

Until December 2024, the Controlled Products Supplier Commitment Charter forms an integral part of purchasing contracts in all countries and applies to all of the Group's countries of supply. The new Supplier Ethics Charter applies to suppliers of controlled and national brand products. This charter has applied to nearly 10,000 suppliers since January 1, 2025. By the end of 2028, all Carrefour Group suppliers will have signed it.

Whistleblowing facilities

The Group's whistleblowing facility is described in Section 2.1.4.1 Business conduct (ESRS G1) in this chapter.

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S2-5]

The Group conducts social audits of 100% of factories producing products under its brands. This means that all factories in countries classified as at risk or at high risk must be audited. The geographic areas concerned are determined each year through risk mapping, and the countries in which the factories are located may vary from one year to the next. *MDR-T 80*

Table 1: Targets related to the protection of value chain workers

Target	Unit	Target value	Target year	Scope	Baseline value	Baseline year
Perform social audits on all plants that manufacture Carrefour-brand products	%	100	Every year	Countries identified as at risk	N/A	0%

2.1.3.2.2.2 Metrics and performance

Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions [S2-4]

Table 2: Metrics and performance related to value chain workers

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Percentage of supplier plants of controlled products located in high-risk or risk countries covered by a social audit	%	100	100	0 pt	100% per year	100%	-
Percentage of social audits with alerts (potential production sites)	%	16	19	-3 pts		100%	-
* Of which alerts related to working hours	%	26	23	+3 pts		100%	-
* Of which alerts related to pay, working conditions and benefits	%	21	21	-		100%	-
* Of which alerts related to health and safety	%	35	41	-6 pts		100%	-
Number of social audits (potential production sites)	No.	1,187	1,161	+2%		100%	-
* Of which Bangladesh	No.	48	66	-27%		100%	-
* Of which China	No.	784	754	+4%		100%	-
* Of which India	No.	60	75	-20%		100%	-
* Of which Turkey	No.	39	64	-39%		100%	-
* Of which other countries	No.	256	202	+27.3%		100%	-
Number of units screened using the Sentinel tool	No.	9,000	4,000	+125%		100%	-
Number of sites screened using the Sentinel tool	No.	51	78	-35%		100%	-
Number of plants enabled with Worker Voice	No.	38	18	+111%			

COMMENTS ON PERFORMANCE

The number of audits carried out is relatively stable from year to year. The increase in the number of factories covered by Worker Voice is explained by the deployment of this whistleblowing mechanism in Bangladesh. At the end of 2024, Amnesty International brought to Carrefour's attention reports on MAF's activities in Saudi Arabia, concerning compliance with international standards (UN Guiding Principles, OECD Guidelines and ILO Core Conventions). S2-1, 19

2.1.3.2.2.3 Action plans

Processes to remediate negative impacts and channels for value chain workers to raise concerns [S2-3]

Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions [S2-4]

MAPPING SUPPLIERS AND THE VALUE CHAIN

Mapping country risks

To identify those countries where risk of non-compliance with the charter is the highest, Carrefour has established a

country-by-country risk map. The list of countries at risk in relation to social issues is based on the country-by-country risk classification defined by amfori, which awards the BSCI certification. The country classification also takes into account recommendations from the International Federation for Human Rights and from Carrefour's local teams. Additional work has been launched, not just by country, but also by sector and by local region. For example, Tamil Nadu in India, which is exposed to social risks, has been reclassified as "high risk", resulting in additional controls by Carrefour's local teams.

Mapping tier 2 (indirect) suppliers in high-risk countries

The Global Sourcing entity has begun mapping tier 2 Carrefour suppliers. The aim is to identify the stakeholders involved across the production and supply chain to better identify specific social issues. The Group first initiated this mapping for the Textile sector. There, it involves identifying suppliers involved in the following stages: fabric manufacturing (spinning, knitting, dyeing), product assembly, etc.

Sector-based approaches and sensitive raw materials

The Group has identified the raw materials that are linked to social risks throughout the value chain. These raw materials are prioritised based on their risk level and materiality for Carrefour.

DEVELOPING CONTROL PROCEDURES TO ENSURE SOCIAL COMPLIANCE BY SUPPLIERS

Social audits of tier 1 suppliers

In accordance with Carrefour's purchasing rules, all supplier plants located in high-risk or risk countries must undergo a compliance audit. The audits are conducted under Initiative for Compliance and Sustainability (ICS) and Business Social Compliance Initiative (BSCI) standards. The required rating is A or B (C, D and E ratings do not qualify).

For sectors identified as high risk following a raw material and production process analysis, additional guarantees are required. If the supplier is identified as being at risk, a social audit is performed.

For suppliers located in low-risk countries, the inspection system is adapted to the business, local problems and on-site practices, as external audits are not performed systematically. For example, factories in France or Portugal (countries classified as low risk) are not subject to social audits.

If the sector is not at risk, the supplier must at the very least sign the Supplier Commitment Charter. Social audits may be requested by Carrefour teams on a case-by-case basis.

The control process for a social audit is as follows:

- **pre-audit reviews:** the local sourcing teams (Carrefour Global Sourcing) verify on site the compliance of the identified factory with initial social, safety and quality requirements (e.g., verification of the absence of child labour, presence of fire extinguishers, or quality inspectors at key stages of production, etc.). This is the first key stage in the process;
- **initial audit:** an independent firm performs an unannounced social audit. If the plant complies sufficiently with the standards defined by ICS (Initiative for Compliance and Sustainability or BSCI (Business Social Compliance Initiative) standards, it may be added to the list of suppliers. A report and accompanying action plan are issued systematically to correct any instances of non-compliance or to make improvements to any identified areas of weakness. If the audit findings contain an alert, i.e., a critical point of non-compliance, the supplier will not be added to the list in its current state. The alerts are defined by the ICS methodology and mainly concern child labour, forced labour, disciplinary measures, attempted corruption, document falsification, non-compliance with legal wages, excessive working hours and safety conditions threatening the lives of workers. The findings of the initial audits are rechecked via additional audits – the frequency of which varies from every few months up to no longer than every two years – for suppliers that represent the lowest risks;
- **follow-up audit:** once added to the list of suppliers, unannounced follow-up audits are carried out periodically and always by independent firms. These audits are performed at least every two years and may be more frequent depending on the criticality of any non-compliance issues identified during previous audits. Dedicated Carrefour teams monitor compliance and, in some cases, may inspect sites to assess compliance with action plans. If the results of a follow-up audit indicate non-compliance, the supplier must take immediate corrective action. An inspection is then carried out within a reasonable timeframe to ensure the corrective actions have

been taken. Action plans are thus systematically drawn up following an audit, adapted in line with the non-compliance issues encountered. If critical non-compliance is not corrected, the supplier is delisted;

- **specific audit/inspection:** Carrefour may hire an external firm to check one-off or specific items, as with the Bangladesh Accord signed in 2013 by a coalition of international brands and the biggest trade unions to promote fire safety and the safety of buildings in the country.

If a supplier audit report contains a critical non-compliance issue, Carrefour will be informed within 48 hours. Non-compliance generally relates to child labour, forced labour, disciplinary practices, attempted corruption, document falsification and safety conditions threatening the lives of workers. Action is then taken by Carrefour and/or the supplier. Training or specific support may be provided by Carrefour's teams to suppliers where warranted by non-compliance issues.

A total of 1,187 compliance audits were completed in 2024. 16% of these audits resulted in alerts and corrective action plans. The main alerts related to working hours (26%), pay levels (21%) and workers' health and safety (35%). Alerts received relating to human rights in the supply chain are described in Section 2.2.8.3 Review of alerts received in 2024 (from 2.2 Duty of Care Plan).

Assessment of suppliers in the supply chain (tier 2, 3, etc.)

To produce a coherent and complete mapping of the textile supply chain, the Global Sourcing teams worked with the ICS (Initiative for Compliance and Sustainability) and ITC (International Trade Centre) databases to obtain declarations from tier 2 and 3 suppliers (and below where applicable). An alert system was then set up, with the help of an independent firm, to detect any social alerts concerning the Group's tier 2 and tier 3 suppliers. This system was implemented in 2023 with the help of an independent third-party to monitor social and environmental alerts.

This system includes the following monitoring tools:

- **Sentinel:** collects potential alerts on the Group's supply chain via social networks, the Internet, etc. More than 9,000 units were checked, with 51 alerts identified in 2024.
- **Worker Voice:** ethics hotline and targeted questionnaire on forced labour, directly with workers at Carrefour's main spinners and at-risk production factories in Tamil Nadu, India. The ethics hotline puts the Group in direct contact with employees and provides more reliable information about breaches of its Ethics Charter. This practice goes further than the auditing of labour standards and allows alerts made directly by workers in the mills or other production units to be identified. The whistleblowing mechanism includes site visits by teams to inform workers of its existence. S2-3, 28 In addition, anonymous surveys are now conducted with a view to improving our understanding of concerns about forced labour, working hours and pay. This whistleblowing facility is anonymous. Carrefour ensures that the facility is made available via communication sessions on site provided by a third party organisation as well as by Carrefour teams, to ensure it operates effectively and remains accessible. Developed in India (Tamil Nadu) since 2022, this system was rolled out in Bangladesh in 2024.

The Sentinel and Worker Voice tools have helped to increase the number of alerts and anticipate potential violations in areas particularly at risk within the Group's supply chain.

In the event of a critical alert, a corrective action plan and remediation actions are launched by the suppliers. If these corrective action plans and remedial measures do not enable the supplier to comply, Carrefour may terminate the business relationship. This remains the exception, and the Group attaches great importance to the sustainability of its business relationships, particularly for social reasons. S2-4, 35

Management of whistleblowing reports

In line with France's Duty of Care law, Carrefour has deployed whistleblowing and warning systems for reporting ethics risks or suspected violations, designed in cooperation with its representative trade unions (see Sections 2.1.4.1 Business conduct, ESRS G1 and 2.2 Duty of Care Plan). In addition, the global framework agreement between Carrefour and the UNI Global Union includes a dispute management procedure. If breaches are confirmed, UNI Global Union and its affiliated trade unions ensure that the situation is promptly remedied and that appropriate action is taken as required by the situation. S2-3/27c

TRAINING, MOBILISATION AND ONGOING DIALOGUE WITH SUPPLIERS

Carrefour supports its suppliers through ongoing dialogue that takes various forms:

- **provision of a best practice guide:** Carrefour has developed the Good Factory Standard, a training document for its teams and suppliers, which is broken down by industry and/or product type (household goods, textiles, wood, leather, etc.) and contains photographs to ensure that all factory workers can understand it, regardless of their geographic location or level of education;
- **thematic training:** Carrefour is taking part in a "Women empowerment" training initiative for Indian organic cotton farms, through a partnership signed in 2022 with the ASA group: the aim is to train suppliers in organic practices and to promote women's access to management positions. Training is also scheduled for other suppliers in Bangladesh in 2025, particularly on how to protect workers from harassment or other specific attacks on their rights. These actions are designed to address the specific issues in the Indian subcontinent;
- **questionnaires:** a responsible sourcing questionnaire was sent to the Group's textile suppliers in 2024 (having been sent for the first time in 2021). It is planned to send it again to all the Group's non-food suppliers in 2025. The aim of these questionnaires is to develop action plans to improve purchasing practices.

RESOURCES

The implementation of these action plans is the task of Carrefour Global Sourcing, which has 10 local offices and is present in more than 30 sourcing countries. S2-4, 38

FAIR TRADE

Through its purchases, Carrefour has been developing and promoting fair trade for more than 20 years, and in doing so contributes to improving the living conditions of producers and the long-term development of communities.

In 2024, 127 million euros worth of fair trade products were sold in Carrefour stores worldwide (up 3% versus 2023). Product sales generated 1.9 million euros in development bonuses for cooperatives, on top of the fairer retail price paid to producers, which have financed study grants, water purifiers, schools, maternity units, and more.

All the above factors contribute to promoting the Sustainable Development Goals (SDGs), in particular SDG 8 "Decent work and economic growth" and SDG 12 "Responsible consumption and production".

2.1.3.2.3 Guaranteeing adequate working conditions and respect for human rights at franchisees

2.1.3.2.3.1 Policies and targets

POLICIES RELATED TO VALUE CHAIN WORKERS [S2-1]

Carrefour is committed to actively promoting adequate working conditions and protecting human rights throughout the supply chain, including among its franchisees.

Its objectives are based on the following pillars:

- the international standards referred to above in Section 2.1.3.2.1.3 Stakeholders, standards and regulations;
- the signing of the Franchisee Ethics Charter in 2024, which incorporates and extends the requirements set out in the CSR appendix and in the Human Rights Charter. This charter has been approved by the Director of Carrefour Partenariat International and the Carrefour Group Legal Director and will be presented in 2025 to the Group Ethics Committee, of which the Group General Secretary and the Group Human Resources Director (both members of the Group Executive Committee) are members *MDR-P 65*;
- reporting system: Carrefour has systems in place to monitor franchisee practices through audits and evaluations, and to manage reports of potential violations through accessible channels (such as the ethics whistleblowing facility).

Scope: see Section 2.1.1. General information.

Whistleblowing system: See the whistleblowing system described in Section 2.2 Duty of Care Plan.

In addition to this Group ethics hotline, the franchisee must set up a grievance mechanism and a whistleblowing facility for stakeholders to voice their concerns about non-compliance with social, environmental, competition and ethics rules.

In the event of media or stakeholder alerts, the franchisee implements an appropriate action plan to remedy any non-compliance and ensures transparent communications with

Carrefour. Depending on the case, the franchisee and Carrefour then work together to draw up an action plan.

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S2-5]

Table 1: Targets related to the protection of franchise workers

Topic	Target	Unit	Baseline year	Target year	Scope	Baseline value
	100% of international franchise contracts include a human rights clause	%	2024	2028	Carrefour Partenariat International	83%

2.1.3.2.3.2 Metrics and performance

Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions [S2-4]

Table 2: Metrics and performance related to franchise workers

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Percentage of international franchisees whose contracts contain a human rights clause	%	83%	New	-	100% by 2028	100%	-

COMMENTS ON PERFORMANCE

Human rights clauses are added to existing contracts as they are renewed. Carrefour has added a CSR appendix to its system to ensure the implementation of the Group's requirements regardless of the contract renewal schedule.

2.1.3.2.3.3 Action plans

Processes to remediate negative impacts and channels for value chain workers to raise concerns [S2-3]

Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions [S2-4]

Carrefour works to integrate the CSR strategy into its franchises in various ways (see Section 2.1.1 General information). The action plan for franchisees is based on the signing of various documents:

THE CHARTER FOR THE PROTECTION OF HUMAN RIGHTS FOR INTERNATIONAL FRANCHISEES

Carrefour is working to ensure that its international franchisees respect human rights by systematically attaching a Human Rights Protection Charter to their contracts. This charter requires

compliance with international labour rights standards, the Universal Declaration of Human Rights and several ILO conventions, including those on child labour, forced labour and freedom of association. In line with the commitments made at Group level, the charter requires franchisees to:

- not engage in slavery, debt bondage or forced or compulsory labour. "Forced or compulsory labour" means any work or service which is exacted from any person under the threat of penalty and for which the said person has not offered himself or herself voluntarily;
- not allow children under the age of 15 to work, and to employ children under the age of 18 only for production, manufacturing and assembly tasks under conditions that do not endanger their health, safety or moral integrity, and that do not harm their physical, mental, spiritual, moral or social development;
- ensure that workers have the right to organise freely in trade unions and be represented by organisations of their choice for the purpose of collective bargaining;
- guarantee good working conditions, particularly with regard to working hours, safeguarding their health, safety, adequate wages and moral integrity.

By signing this charter, franchisees agree to ensure compliance of these commitments among all their employees, suppliers, subcontractors and/or sub-franchisees, as appropriate. Carrefour also encourages its franchisees to translate the charter into their local language, to display it on their websites and to make it available to their employees.

Furthermore, franchisees are bound by the charter to introduce checks to ensure that commitments are met, such as visits to observe suppliers' practices relating to working conditions. Findings are compiled in dedicated reports to assess compliance with the charter. If required, corrective action plans are implemented to address the results and follow-up visits planned.

Franchisees must also authorise Carrefour, or any person authorised under the Group's internal and external monitoring system, to carry out unannounced visits to check compliance with the charter's commitments.

THE CSR APPENDIX

In addition to the charter, the Group mobilises its international franchise partners in a number of ways, and in particular via the CSR appendix. A description of this appendix can be found in Section 2.1.1. General information.

At the end of 2024, a new Franchisee Ethics Charter was drawn up to replace the Human Rights Protection Charter for international franchisees and the CSR appendix, to standardise the regulatory framework. This charter will be included in all new contracts and in existing ones as they are renewed. The objective of this new charter is to establish a common set of human rights measures and commitments applicable to all of the Group's various international franchisees. It is structured around the above-described three key topics in the Supplier Charter and is based on the same international standards.

Under this new Franchisee Ethics Charter, Carrefour passes on to franchisees the risks and impacts identified in relation to its business. On this basis, the franchisee undertakes to supplement or adjust the map taking into account its specific knowledge and insight. In addition, franchisees undertake to set up a complaints and whistleblowing facility to enable third parties to report any failure to comply with social rules, standards or regulations. If a

breach of the Partner Charter is identified, the franchisee concerned must put in place an action plan to remedy any non-compliance. Lastly, franchisees must inform the Group as soon as possible in the event of an alert that could have an impact on Carrefour. This charter will be shared with Carrefour's partners in the first quarter of 2025 and all partners will have to sign it by 2028.

MANAGEMENT OF WHISTLEBLOWING REPORTS

Amnesty International alerted Carrefour in May 2024 about respect for human rights in the activities of Majid Al Futtaim (MAF), the Group's franchise partner in Saudi Arabia. The Group immediately launched an investigation and asked its partner MAF to conduct internal investigations among its employees and subcontractors. At the same time, the Group responded by letter to requests for information from Amnesty International. Following the publication of Amnesty International's report in October 2024, Carrefour commissioned a social compliance audit of all MAF Group stores in Saudi Arabia by an independent expert. The completion of this audit (findings expected in 2025) and discussions with Amnesty International will enable Carrefour to re-evaluate the contractual duty-of-care framework in its relationships with franchisees.

2.1.3.3 Affected communities [ESRS S3]

2.1.3.3.1 Issues relevant to the Carrefour group

2.1.3.3.1.1 Context and imperatives

Affected communities are defined as "people or group(s) living or working in the same area that have been or may be affected by an undertaking's operations or through its value chain. Affected communities can range from those living adjacent to the undertaking's operations (local communities) to those living at a distance. Affected communities include actually and potentially affected indigenous peoples" ⁽¹⁾. For Carrefour, affected communities are indigenous people, mainly in Brazil, who may be affected by deforestation, and people living near oil extraction areas.

(1) Definition provided by the ESRS S3 standard.

2.1.3.3.1.2 Impacts, risks and opportunities

All the IROs are presented in the table below.

Table 1: List of material impacts, risks and opportunities related to affected communities

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Ensuring that the rights of indigenous peoples are respected throughout the value chain	Ensuring that the rights of indigenous peoples are respected throughout the value chain	Carrefour accused of failing to respect the particular rights of indigenous peoples upstream	In the event of media accusations, legal proceedings, or identified non-compliance concerning its suppliers' failure to respect the specific rights of indigenous peoples, the risks for the undertaking are both reputational and legal in nature.	Risk	Upstream	Medium term
Ensuring that the rights of indigenous peoples are respected throughout the value chain	Ensuring that the rights of indigenous peoples are respected throughout the value chain	Failure to respect the rights of indigenous peoples upstream	If the undertaking works with suppliers who occupy ancestral lands, it has a negative impact on indigenous peoples. This is because monopolising the ancestral lands of indigenous peoples leads to a deterioration in the living conditions and health of local indigenous communities (habitat deterioration, industrial waste, displacement, etc.).	Impact	Upstream	Medium term
Ensuring that the rights of indigenous peoples are respected during oil extraction	Ensuring that the rights of indigenous peoples are respected during oil extraction	Failure to respect the rights of indigenous peoples due to oil extraction	If the undertaking works with suppliers who degrade the land of indigenous peoples by extracting oil or producing biofuel, it has a negative impact on indigenous communities. The degradation of indigenous peoples' land as a result of oil extraction or biofuel production undermines the traditional rights of these communities, their way of life and their ability to maintain their cultural practices.	Impact	Upstream	Medium term

2.1.3.3.1.3 Stakeholders, standards and regulations

Processes for engaging with affected communities about impacts [S3-2]

To ensure that the rights of indigenous peoples are respected throughout its value chain, Carrefour works with its stakeholders and draws inspiration from major international standards and regulations in force.

Indigenous peoples often live in or near tropical forests, which are their ancestral lands. Deforestation, whether due to intensive farming, logging or resource extraction, can lead to the monopolisation or destruction of land. This is why Carrefour applies certain voluntary certification standards to its raw materials at risk of deforestation, focusing specifically on combating deforestation or conversion. For example:

- Roundtable on Sustainable Palm Oil (RSPO);
- Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification schemes (PEFC);
- Roundtable on Responsible Soy (RTRS) and Proterra;

- Beef on track Protocol: sector protocol in Brazil to ensure a beef supply chain that is free of social and environmental irregularities;

- Cerrado Protocol: sector protocol in Brazil to ensure a beef supply chain that is free of social and environmental irregularities;

- Carrefour Sustainable Cocoa Charter and French Initiative for Sustainable Cocoa: Carrefour's own charter setting minimum objectives for sustainable cocoa and a collective standard drawn up jointly by the public authorities and cocoa professionals in France to transform the industry.

Other international frameworks and regulations implemented by Carrefour:

- **The Paris Agreements:** acknowledge the importance of indigenous peoples' traditional knowledge and their key role in fighting climate change, and encourages their active participation in decision-making processes;
- **the United Nations Declaration on the Rights of Indigenous Peoples** (UNDRIP – 2007): an international reference framework for the protection of the rights of indigenous peoples;

Appendix: regulatory templates

- **the United Nations Guiding Principles on Business and Human Rights** (2011): principles which require undertakings to respect human rights, including those of indigenous peoples, in all their operations;
- **the Conventions of the International Labour Organization** (ILO): Carrefour adheres to the ILO standards on working conditions, freedom of association and the elimination of forced and child labour, particularly in those countries where it sources raw materials;
- **France's Duty of Care law**: requires the implementation of a duty of care plan to prevent human rights violations and

environmental damage, both in France and in the countries in which undertakings operate.

Regarding the protection of people during oil extraction, the Group's biofuel suppliers comply with Directive 2009/29/EC (in particular Articles 17 and 18).

Carrefour maintains close dialogue with the affected communities. Carrefour Brazil has implemented an action plan based on support for indigenous community initiatives. As part of this action plan, Carrefour has initiated the dialogue described below:

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS	RELEVANT POLICIES
Certifications	Assessment of action plan implementation	Talks and ad hoc consultations	RPSO, FSC, Rainforest Alliance	Ensuring that the rights of indigenous peoples are respected throughout the value chain
Suppliers	Roll-out of in-the-field projects	Partnerships	Producers' Club	Ensuring that the rights of indigenous peoples are respected throughout the value chain
Multi-stakeholder initiatives	Definition of industry-level/national strategies	Working group	Global Compact	Ensuring that the rights of indigenous peoples are respected throughout the value chain
Non-profits and NGOs	Roll-out of in-the-field projects	Partnerships	Imaflora, Earthworm Foundation	Ensuring that the rights of indigenous peoples are respected throughout the value chain
Trade unions	Whistleblowing reports	Partnerships	UNI Global Union	Ensuring that the rights of indigenous peoples are respected throughout the value chain
Suppliers	Fuel and biofuel supply	Business negotiations	Esso, TMF	Ensuring that the rights of indigenous peoples affected by service station operations are respected

As combating deforestation is key to protecting indigenous peoples, the stakeholders involved in forest protection are identical to those involved in protecting affected communities and are detailed in Section 2.1.2.4. Biodiversity and ecosystems (ESRS E4).

2.1.3.3.1.4 Corporate governance

The governance system relating to indigenous peoples is identical to that put in place for forest preservation (see Section E4 Biodiversity). In particular, it includes the Forest Committee, on which sit two members of the Group Executive Committee, the CEO of Carrefour Brazil and the Director of Engagement. In addition, projects to support indigenous peoples are implemented directly in Brazil by the Carrefour Brazil teams.

Regarding oil extraction areas, policies and action plans are defined by Carfuel, a Carrefour subsidiary.

2.1.3.3.2 Ensuring that the rights of indigenous peoples are respected throughout the value chain

2.1.3.3.2.1 Policies and targets

POLICIES RELATED TO AFFECTED COMMUNITIES [S3-1]

Carrefour recognises that promoting human rights is

fundamental to conducting its business responsibly and over the long term. With specific regard to indigenous and native peoples, Carrefour has the following targets:

- ensure that the Group's forest protection sourcing rules include criteria for the protection of indigenous and native peoples (in particular the protection of their land and the implementation of free, prior and informed consent);
- support native and indigenous peoples in maintaining their lifestyles and traditions through collaboration or field projects.

Carrefour Brazil has formalised a policy to protect indigenous communities. Traditional communities are the custodians and stewards of the Amazon rainforest and its biodiversity. By actively supporting these communities, Carrefour not only contributes to the protection of the environment, but also aligns itself with global sustainable development goals. The policy developed by Carrefour Brazil contributes not only to the protection of the environment, but also to the empowerment and respect of these communities.

Scope: Carrefour's commitments to protecting forests and indigenous land apply to all eight integrated countries and all formats. Projects to support indigenous and native peoples are being implemented in Brazil.

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S3-5]

Methodology:

The methodology relating to the targets for respecting the rights of indigenous peoples is detailed in Section 2.1.2.4. Biodiversity and ecosystems (ESRS E4) in this chapter.

Target:

The targets for respecting the rights of indigenous peoples in Carrefour's value chain concern the following raw materials: palm oil, wood, paper and cocoa. These targets are detailed in Section 2.1.2.4. Biodiversity and ecosystems (ESRS E4).

2.1.3.3.2.2 Metrics and performance

Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions [S3-4]

Metrics relating to respect for indigenous peoples are presented in Section 2.1.2.4. Biodiversity and ecosystems (ESRS E4). Associated comments are also provided in detail.

2.1.3.3.2.3 Action plans

Processes to remediate negative impacts and channels for affected communities to raise concerns [S3-3]

Taking action on material impacts, and approaches to mitigating material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions and approaches [S3-4]

ROLL-OUT OF CERTIFICATIONS

Carrefour ensures that its supply practices respect the rights of affected communities, in particular by means of certification. Depending on the Group's sensitive raw materials, certifications are rolled out to ensure that the human, civil, political and economic rights of affected communities are respected.

Raw materials that cause deforestation

- **Wood and paper:** FSC certification guarantees forestry practices that respect the environment, workers' rights and local communities, including indigenous peoples. Principle 3 of the FSC standard specifically upholds the rights of indigenous peoples. It requires undertakings to respect property and land-use rights, as well as the free, prior and informed consent (FPIC) of indigenous peoples.
- **Cocoa:** a portion of Carrefour's cocoa is Rainforest Alliance certified. This certification aims to promote sustainable practices that safeguard the environment, workers' rights and local communities. The Rainforest Alliance incorporates specific criteria to protect indigenous peoples, particularly with regard to land access and the preservation of traditional knowledge. It also ensures that indigenous peoples are included in decision-making processes concerning the use of their land.

- **Palm oil:** RSPO certification aims to ensure that palm oil is produced in a sustainable manner, taking into account its environmental and social impact. Respecting the rights of indigenous peoples, in particular their right to land, is one of the key principles of the RSPO. Undertakings must obtain indigenous peoples' FPIC before any new plantation or expansion. In addition, the RSPO requires producers to protect areas that are of cultural or spiritual significance to these communities.

Raw materials that can damage marine resources and ecosystems

ASC certification provides that aquaculture farms must respect the rights of indigenous and local peoples, in particular their right of access to water, coastal land and natural resources. The ASC ensures that aquaculture does not adversely affect the livelihoods of indigenous peoples who depend on fishing or the gathering of marine resources. This means protecting marine habitats and water quality, which are essential to the survival of local ecosystems on which these communities rely.

Sensitive textile raw materials

GOTS certification guarantees that products are manufactured in an environmentally and socially responsible manner throughout the supply chain. GOTS incorporates criteria for the protection of human rights and ensures that land and resources involved in textile production are used in a manner that upholds the rights of local communities, including indigenous peoples.

SUPPORTING INDIGENOUS AND NATIVE PEOPLES THROUGH BUSINESS PARTNERSHIPS

Floresta Faz Bem

In line with its commitment to lead the food systems transition in Brazil and promote products attributable to social biodiversity, Carrefour Brazil has launched the Floresta Faz Bem programme, the first exclusive nationwide initiative to encourage the sale of products made by indigenous peoples and traditional communities. This programme has been designed by establishing strategic partnerships with various intermediary partners, such as the Institute for Forest and Agricultural Management and Certification (Imaflora), a Brazilian organisation with 30 years' experience in the promotion and sustainable use of natural resources. The second key partner is the Institute for the Conservation and Sustainable Development of the Amazon (Idesam), an NGO that has been working in the Amazon for 20 years and that is recognised for the support it provides to local communities and for promoting sustainable development through innovative, low-carbon solutions. The third partnership is with the Sustainable Connections Institute (Conexus), a non-profit organisation founded in 2018, which aims to strengthen community social and environmental businesses through innovative financial solutions, market connections and strategies to protect ecosystems and generate rural income. It aims to develop and include suppliers from indigenous populations and traditional communities in the supplier network. By the end of 2024, 11 suppliers were part of the programme, contributing 25 products to the Floresta Faz Bem range. This programme is currently being tested in three stores, with plans to extend it to ten stores in 2025 and stores 50 in 2027.

Selo Origens

In 2024, Carrefour Brazil joined the Selo Origens group, which aims to protect forests and biodiversity while also empowering indigenous communities. Selo Origens, a joint initiative of Imaflora and ISA, promotes ethical and sustainable trade in the Amazon by bringing together companies, producers and indigenous peoples. It guarantees the origin and traceability of products with a QR code, thereby supporting trade in forestry products. This certification steps up the Group's commitment to sustainable practices and direct, ethical trade with communities.

FINANCING CONSERVATION PROJECTS INVOLVING INDIGENOUS AND NATIVE PEOPLES

Alongside the creation of the Forest Committee, the Group implemented the Forest Fund, which aims to allocate 50 million Brazilian reais by 2027 to landscape projects designed to strengthen and sustainably develop the communities that protect and live in the Amazon rainforest. In 2024, an investment of 5 million reais was made for all the selected projects, which should receive 28 million reais over three years. These initiatives promote sustainable land use, traceability and the restoration of deforested areas, and foster the inclusion and strengthening of indigenous communities. Carrefour Brazil estimates that these projects will have impacted 1.2 million hectares by 2027, benefiting more than 6,000 people and 230,000 properties in the Amazon. In 2024, projects focusing on traditional communities will receive 3 million Brazilian reais in funding and are expected to impact more than 600,000 hectares and benefit more than 6,500 people.

PROJECTS TO PROMOTE INCLUSION, DEVELOP COMMUNITIES AND COMBAT RACISM TOWARDS INDIGENOUS PEOPLES

Quilombola communities emerged out of a history of social and cultural resistance as former black slaves escaped forced labour during the period of slavery in Brazil. These communities face many challenges to their survival, especially land disputes and inadequate access to healthcare, education and infrastructure. The first related project set up by Carrefour and the non-profit organisation Koinonia aims to promote the social and economic

empowerment of *Quilombola* communities by supporting agricultural and craft production and small businesses. This project supports 20 *Quilombola* communities. The second project aims to strengthen the institutional capabilities of social organisations run by Black people. The target is to provide financial support for initiatives that combat racism and work to preserve black legacies, cultures and identities.

WHISTLEBLOWING SYSTEMS

The Group's whistleblowing facilities are described in Section 2.1.4.1 Business conduct (ESRS G1) of this chapter. For accessibility purposes, the hotline and a telephone line are available in Portuguese.

In addition, Carrefour Brazil has a specific whistleblowing hotline through which local affected communities can report environmental and social issues. It is mentioned in the relevant clauses of the contracts concluded with these communities.

No serious human rights issues or incidents had been reported at the end of 2024.

RESOURCES

Carrefour Brazil's CSR teams are responsible for ensuring compliance and implementing the above action plans.

2.1.3.3.3 Ensuring that the rights of indigenous peoples are respected during oil extraction

2.1.3.3.3.1 Policies and targets

POLICIES RELATED TO AFFECTED COMMUNITIES [S3-1]

Carrefour, as a fuel retailer through its subsidiary Carfuel, is not directly involved in oil extraction. The Group also ensures that its suppliers and partners respect the rights of indigenous peoples.

Carrefour requires all its biofuel suppliers to sign up to a sustainability scheme, either French, voluntary European or local, thus guaranteeing that all of the biofuels purchased by the Group are certified as sustainable.

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S3-5]

Target	Target value	Target year	Scope	Baseline value	Baseline year
100% of biofuel suppliers compliant with regulations	100%	Permanent	Fuel purchase agreements – France	100%	2024

2.1.3.3.3.2 Metrics and performance

TAKING ACTION ON MATERIAL IMPACTS, AND APPROACHES TO MITIGATING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO AFFECTED COMMUNITIES, AND EFFECTIVENESS OF THOSE ACTIONS AND APPROACHES [S3-4]

The Group has not defined any metrics in this area. Work is underway to provide suppliers with a common charter that includes a reference to respect for indigenous peoples. The indicator will measure the percentage of Carrefour's fuel and biofuel suppliers that have signed the charter.

2.1.3.3.3.3 Action plans

Processes to remediate negative impacts and channels for affected communities to raise concerns [S3-3]

Taking action on material impacts, and approaches to mitigating material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions and approaches [S3-4]

To ensure that indigenous peoples are respected during the oil extraction process, the Group requires each of its suppliers to have a charter or code of ethics to protect these populations.

In addition, Carrefour requires its biofuel suppliers to comply with current sustainability regulations in their supply contracts and purchasing processes, in particular:

- Directive 2015/1513 on the limitation of indirect greenhouse gas emissions from land use change associated with the production of biofuels and bioliquids, which defines the list of raw materials that allow the development of so-called "advanced" biofuels;
- Directive 2018/2001 (EnR2), which aims to limit the impact of land use change (including deforestation) by identifying the raw materials most at risk, capping their incorporation and then phasing them out by 2030.

2.1.3.4 Consumers and end-users [ESRS S4]

2.1.3.4.1 Issues relevant to the Carrefour group

2.1.3.4.1.1 Context and imperatives

Carrefour is advocating and promoting the food transition to transform the way food is produced, distributed and consumed to support healthy and balanced food for all. The "Carrefour 2026" strategic plan embodies the Group's goal of placing health and consumers at the heart of the food transition model and sets forth ambitious objectives regarding nutrition.

As part of its raison d'être, to provide customers with quality services, products and food accessible to all across all distribution channels, the Carrefour group must promote all facets of inclusion and accessibility. The Group is built on four pillars:

- making stores accessible for and inclusive of people with disabilities: stores must have appropriate facilities to ensure that all of the Group's customers can access its products and services;
- guarantee consumer health, integrity and safety: Carrefour must be able to ensure a safe environment for its consumers,
- communicating and guiding consumers responsibly: the Group must enable its customers to make informed purchasing decisions. It must therefore provide clear, precise and accessible information;
- support customers with a range of financial and insurance products tailored to their needs: Carrefour must be able to offer personalised solutions to ensure their satisfaction and loyalty.

2.1.3.4.1.2 Impacts, risks and opportunities

All IROs are presented in Table 1 below:

Table 1: List of material impacts, risks and opportunities related to consumers and/or end-users

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Safeguarding the health, safety and interests of consumers	Safeguarding the health, safety and interests of consumers	Decline in sales and market share due to lack of access to healthy, sustainable products	Retailers who fail to adapt to consumer demand for healthy, sustainable products risk losing competitiveness, damaging their reputation, missing out on market opportunities and coming under regulatory pressure.	Risk	Downstream	Medium term
Safeguarding the health, safety and interests of consumers	Safeguarding the health, safety and interests of consumers	Damage to consumer health due to the distribution of products of poor nutritional quality	The distribution of products of low nutritional quality contributes to an increase in chronic diseases, nutritional deficiencies, gastrointestinal disorders and developmental problems in children. It can also affect mental health, weaken the immune system and have intergenerational impacts.	Impact	Downstream	Short term
Safeguarding the health, safety and interests of consumers	Ensuring that stores and services are inclusive and accessible to persons with disabilities	Accusations against Carrefour for harming consumers' moral integrity and for discriminatory behaviour	If it fails to diversify its product offering or convey clear information about a product, Carrefour could have a negative impact on the health of consumers with special diets.	Impact	Downstream	Short term
Ensuring that stores and services are inclusive and accessible to persons with disabilities	Ensuring that stores and services are inclusive and accessible to persons with disabilities	Equal access to products and services for persons with disabilities	Failure to provide persons with disabilities equal access to products and services could have a negative impact on consumers. It could harm their quality of life, health and well-being, and it could also have a negative financial impact on business.	Risk	Downstream	Short term
Ensuring that stores and services are inclusive and accessible to persons with disabilities	Communicating and guiding consumer choices responsibly	Accuracy of information on products sold	It is crucial to provide accurate information on products sold in order to maintain consumer confidence, comply with current legislation and protect the undertaking's reputation. The risks associated with inaccurate information include financial penalties, compliance costs, damage to brand image, loss of consumer confidence, traceability issues and disruption to relationships with partners.	Impact	Downstream	Medium term
Supporting customers with a range of financial and insurance products tailored to their needs	Supporting customers with a range of financial and insurance products tailored to their needs	Credit risk due to a customer's inability to pay their debt	The inability of a customer to pay their debt presents significant financial risks for a bank, ranging from direct losses due to non-performing loans and payment delays, to reduced interest income and increased collection costs.	Risk	Downstream	Medium term

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Supporting customers with a range of financial and insurance products tailored to their needs	Supporting customers with a range of financial and insurance products tailored to their needs	Financial difficulties for households caused by insurance and financial products	Financial difficulties for households that have taken out insurance can have significant impacts. Causes include signing up for financial products that are irrelevant or ill-suited to their needs, or a lack of information. The impacts include direct financial losses, increased spending, financial planning problems, increased financial stress, loss of confidence, problem-solving difficulties and regulatory risks.	Impact	Downstream	Medium term
Supporting customers with a range of financial and insurance products tailored to their needs	Supporting customers with a range of financial and insurance products tailored to their needs	Customer dissatisfaction with their insurance process	The risk of customer dissatisfaction with the insurance process could lead to a drop in sales. Complications along the customer journey and a lack of customer support from the undertaking entail the risk of losing customers and potential customers because of the image associated with the service.	Risk	Downstream	Medium term
Supporting customers with a range of financial and insurance products tailored to their needs	Supporting customers with a range of financial and insurance products tailored to their needs	Risk of non-compliant communications on financial and insurance products	Non-compliant communications on financial and insurance products present a number of risks for an undertaking. These risks include regulatory fines and sanctions, financial losses due to reduced income and compliance costs, reputational damage, loss of consumer confidence, disruption to operations and increased risk of future non-compliance.	Risk	Downstream	Medium term
Supporting customers with a range of financial and insurance products tailored to their needs	Supporting customers with a range of financial and insurance products tailored to their needs	Building customer loyalty through payment facilities	Facilitating payment solutions for customers helps to give the company a competitive advantage while aligning with the wide variety of user needs, thereby increasing the chances of retaining or attracting customers.	Opportunity	Downstream	Medium term
Communicating and guiding consumer choices responsibly	Communicating and guiding consumer choices responsibly	Damage to consumer health and the environment through the promotion of controversial products/substances	Promoting controversial products/substances can negatively impact both consumer health and the environment. Health risks include exposure to controversial substances, chronic health problems and adverse effects on vulnerable population groups.	Impact	Downstream	Medium term
Communicating and guiding consumer choices responsibly	Communicating and guiding consumer choices responsibly	Promoting healthy, sustainable products	Failing to promote healthy, sustainable products and advertising that encourages mindful consumption or reduces environmental impact could be detrimental to the environment and society. It could discourage consumers from adopting responsible purchasing behaviour.	Impact	Downstream	Medium term

1

2

3

4

5

6

7

8

9

Appendix: regulatory templates

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Safeguarding the health, safety and interests of consumers	Safeguarding the health, safety and interests of consumers	Accusations against Carrefour for causing physical or mental harm to consumers in stores	The financial risks to a store that are associated with causing physical or mental harm to consumers include significant legal costs, regulatory fines and sanctions, loss of reputation, reduced sales and market share, and compliance and remediation costs. These risks can also disrupt operations and impact relationships with business partners.	Risk	Downstream	Medium term
Safeguarding the health, safety and interests of consumers	Safeguarding the health, safety and interests of consumers	Physical and mental harm caused to customers in stores	Several factors could have a negative impact on consumer well-being and safety, including unsafe conditions, inadequate health and safety practices, inappropriate staff behaviour and insufficient emergency preparedness. In extreme cases, these problems could lead to serious accidents or even death.	Impact	Downstream	Medium term
Safeguarding the health, safety and interests of consumers	Safeguarding the health, safety and interests of consumers	Issues with product health safety and compliance	Products with health safety or compliance issues could endanger customer safety. The risks for an undertaking include legal and compensation costs, regulatory fines and sanctions, product recall and replacement costs, as well as negative impacts on reputation, sales and relationships with partners.	Risk	Downstream	Medium term
Safeguarding the health, safety and interests of consumers	Safeguarding the health, safety and interests of consumers	Damage to consumer health caused by poor quality products or health safety issues	The sale of poor quality or unsafe products could cause damage to consumer health through food contamination, allergic reactions, nutritional deficiencies, exposure to toxic substances or injuries resulting from the use of a defective non-food product. These issues may have immediate impacts, such as food poisoning and skin reactions, or long-term impacts, such as chronic illnesses and developmental problems.	Impact	Downstream	Medium term
Safeguarding the health, safety and interests of consumers	Safeguarding the health, safety and interests of consumers	Damage to consumer health caused by poor health standards in stores	Poor health standards in stores could seriously damage consumer health through a variety of causes: the spread of pathogens on surfaces, equipment and employees' hands, pest infestations that contaminate food with pathogens, respiratory problems caused by mould and poorly managed chemicals, and transmission of illness by employees who are unwell or do not follow hygiene practices.	Impact	Downstream	Medium term

2.1.3.4.1.3 Stakeholders, standards and regulations

Processes for engaging with consumers and end-users about impacts [S4-2]

To achieve the food transition for all, Carrefour follows a number of standards and regulations ⁽¹⁾.

Carrefour adheres to the following standards:

- ISO 26000, which covers, in particular, consumer health and safety issues;
- Sustainable Development Goals (SDGs): it contributes to SDG 3 – Good health and well-being, SDG 10 – Reduced inequalities and SDG 12 – Responsible consumption and production;
- Nutri-Score: a European system of labelling products according to their nutritional value.

In terms of health compliance, Carrefour observes the following key regulations and standards:

- on food safety:
 - Regulation (EC) No. 178/2002, which lays down the basic principles of food legislation. It establishes a general framework, the requirement to trace products at all stages of the production, processing and distribution chain, and operator responsibility,

- International Featured Standards (IFS), an auditing standard that assesses private-label food suppliers,
- Brand Reputation through Compliance of Global Standards (BRCGS), a certification program that evaluates food processing operations,
- Food Safety System Certification (FSSC) 22000, based on ISO 22000, which sets out the requirements for food safety management systems;
- on product labelling: Regulation (EC) No. 1169/2011 on consumer information;
- on the hygiene of foodstuffs: Regulation (EC) No. 853/2004, which lays down general hygiene requirements for all operators in the food industry, and introduces the obligation to set up systems based on Hazard Analysis and Critical Control Points (HACCP);
- on consumer information: Regulation (EC) 1169/2011 defines strict rules for food product labelling, particularly with regard to allergens, ingredients, origin, nutritional value and use-by dates.

Carrefour engages with its stakeholders when drawing up, monitoring and assessing policies and action plans as described below.

RELEVANT POLICIES	TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS
Ensuring that stores and services are inclusive and accessible to persons with disabilities	Suppliers	Roll-out of in-the-field projects	Talks and ad hoc consultations	Food Transition Pact Solutions suppliers: Handivisible, OOrion, Atypik'Baby
Safeguarding the health, safety and interests of consumers	Trade unions	Assessment of action plan implementation	Talks and ad hoc consultations	CSE, CICE, UNI Global Union
Safeguarding the health, safety and interests of consumers	Multi-stakeholder initiatives	Roll-out of in-the-field projects	Partnerships	Collaboration for Healthier Lives (CHL)
Communicating and guiding consumer choices responsibly	Multi-stakeholder initiatives	Roll-out of in-the-field projects	Partnerships	WWF
Ensuring that stores and services are inclusive and accessible to persons with disabilities	Non-profits and NGOs	Roll-out of in-the-field projects	Partnerships	Autisme France, Union Nationale des Aveugles et Déficients Visuels (UNADEV), Fédération Française Handisport
Safeguarding the health, safety and interests of consumers	Certifications	Assessment of action plan implementation	Talks and ad hoc consultations	IFS, BRC, FSCC 22000
Safeguarding the health, safety and interests of consumers	Auditors	Venue inspections	Talks and ad hoc consultations	Bureau Veritas

(1) The following list is not exhaustive.



2.1.3.4.1.4 Corporate governance

- Ensuring that stores and services are inclusive and accessible to persons with disabilities

In 2022, Carrefour set up an Engagement Department, which is presented in Section 2.1.1, General information. The Engagement and Assets departments are responsible for making sure Carrefour stores and sites are accessible to all consumers.

- Safeguarding the health, safety and interests of consumers

The Group's Quality department contributes to developing standards and tools (including the "Controlled Products" Quality Policy and relevant industry frameworks), charters and quality guidelines, which it circulates in all of the Group's integrated countries. The Group's Quality department's main tasks are:

- monitoring the product quality, health and safety policy within the Group;
- managing security, quality, compliance and product safety risk;
- coordinating crisis management relating to product safety risks;
- verifying that products conform to Carrefour's commitments.

- Communicating and guiding consumer choices responsibly

Created in 2023, the Food Health Committee works in a concerted fashion to set the Group's health, nutrition and food objectives, as well as the associated policy. It comprises the Brand, Quality, Marketing, Sales and CSR departments. The committee is headed by the Brand department, with the CSR department serving as secretariat, and it meets three times a year.

- Supporting customers with a range of financial and insurance products tailored to their needs.

This topic is handled by the Group subsidiary Carrefour Banque et Assurances. The subsidiary comprises:

- a Credit Risk Executive Committee and a Compliance & Internal Control Executive Committee,
- Carrefour Banque's Risk Committee,
- and a Board of Directors.

To follow through on its ambition, Carrefour has set itself the following targets:

Table 1: Targets related to store accessibility

Target	Baseline year	Scope	Target year	Baseline value
100% of hypermarkets equipped with PRM trolleys in France	2024	France (integrated hypermarkets)	2026	1.8%

2.1.3.4.2 Ensuring that stores and services are inclusive and accessible to persons with disabilities

2.1.3.4.2.1 Policies and targets

Policies related to consumers and end-users [S4-1]

Carrefour has made disability the central cause of its 2026 strategic plan and has vowed to eliminate the obstacles disabled customers encounter when shopping either in store or online (websites and apps).

Carrefour's goal is to offer its customers a more inclusive experience. The Group is committed to improving the in-store shopping experience for people with disabilities. As part of its digital transformation, Carrefour also aims to make its websites and apps more accessible. The Group has identified and based its action plan on five main barriers faced by customers with disabilities: checkout, navigating the store, ease of purchase, digital accessibility and the range of products suited to their needs.

Carrefour regularly consults its customers by holding round tables and conducting written surveys, with a view to encouraging innovation and better understanding and responding to customer expectations.

The Group Diversity and Inclusion policy is the subject of regular and extensive reporting on key metrics that measure the impact of Carrefour's actions. The metrics reported by the countries are consolidated by the Group Human Resources department. Several diversity and inclusion metrics have been included in the Group's CSR and Food Transition Index.

In general, Carrefour's policies on consumers and end-users are inspired by the major international standards defined above (United Nations Guiding Principles, OECD Guidelines and ILO Core Conventions). S4-1, 17

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S4-5]

2.1.3.4.2.2 Metrics and performance

Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [S4-4]

Table 2: Metrics and performance related to store accessibility

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Percentage of hypermarkets with PRM trolleys	%	100%	New	-	100%	France	

COMMENTS ON PERFORMANCE

In 2024, Carrefour made a commitment to equip all its hypermarkets in France with PRM trolleys. By the end of 2024, all integrated hypermarkets were equipped with two PRM trolleys. The target, set and implemented by the Group in February 2024, was achieved two years earlier than planned.

By the end of 2024, 11 hypermarkets in France were fully accessible to people with disabilities, and almost 50 convenience stores featured at least some of these accessibility solutions. In addition, all French Carrefour hypermarkets have trolleys specially designed for wheelchair users.

2.1.3.4.2.3 Action plans

Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]

IMPROVING ACCESS TO PHYSICAL STORES

- Quiet hours: since 2021, the Group has rolled out and popularised the take-up of a "quiet hour for all" adapted to people with autism spectrum disorders. During these hours, the store radio is turned off, the use of cleaning equipment is prohibited and lighting is dimmed. All the Group's hypermarkets and supermarkets in France now offer four hours of quiet time per day. Similar initiatives also exist in Group host countries such as Poland, Spain and Argentina. Two years after introducing quiet hours, i.e., times of day when noise and visual disturbances are kept to a minimum in stores, the Group reaffirmed its commitment to customers with an autism spectrum disorder by equipping trolley handles in its hypermarkets with store plans to help them find their way around.
- Accessible stores: The first fully accessible store opened in the Paris suburb of Villeneuve-la-Garenne in December 2023. Ten initiatives were adopted to more effectively accommodate customers with disabilities and overcome the five main barriers they encounter when shopping:
 - a disability reception desk to welcome customers when they enter the store (a special badge for people requiring assistance while they shop, tactile Braille floor plans located at the entrance for people who are blind or visually impaired, easier checkout);
 - special equipment to optimise the shopping experience (trolleys for people with reduced mobility);
 - a range of non-food products tailored to customers with disabilities (learning toys to develop motor skills, big-button phones, audio books, hearing aid batteries, grab bars, etc.).

- Sign language training: In 2021, Carrefour launched the "Yes to all our deaf and hearing-impaired customers" programme. The objective is to familiarise all customer-facing employees with French sign language to improve their interaction with disabled customers. Carrefour store employees in France (integrated hypermarkets and supermarkets) are taught 10 basic signs for communicating with deaf or hard-of-hearing customers (hello, goodbye, yes, do you need help, loyalty card, checkout receipt, etc.). A reminder sheet with the ten signs is available at the checkout counters. There is also a tutorial video that employees can watch to learn the ten signs easily. A one-day class entitled "Training in French sign language and interacting with deaf customers" is available in the training catalogue, and employees wishing to go further can take a five-day class called "Introduction to sign language level 1".

ENHANCING DIGITAL ACCESSIBILITY

Carrefour is also enhancing the digital accessibility of its websites and applications so customers with disabilities can shop with ease, either in store or digitally. Carrefour set a goal of achieving 70% compliance for its carrefour.fr e-commerce site by the time of the Paris 2024 Games. In June 2023, the overall compliance rate was 51.43%. A year later, following optimisation, the rate had reached 71.21% across all criteria outlined in France's RGAA (*Référentiel général d'amélioration de l'accessibilité*) accessibility guidelines. Carrefour has also improved the accessibility of its mobile apps with compliance rates of 56.67% on Android and 53.33% on iOS.

The FACIL'iti digital inclusion solution, which enables users with specific impairments or disorders (dyslexia, tremors, epilepsy, visual fatigue, colour blindness, etc.) to customise website display settings, was rolled out on the carrefour.fr e-commerce site in August 2024. This solution is now available on four Carrefour websites (envie de bouger, carrefour recrute, carrefour.fr and carrefour.com).

DEVELOPING INNOVATIONS WITH PARTNERS

To improve the inclusion of persons with disabilities, Carrefour works alongside start-ups and dedicated firms to develop innovative solutions.

- In June 2023, the Group organised a start-up competition to improve the experience of customers with disabilities. Three participants won awards: Handivisible (to make checkout visits easier for customers with disabilities), OOrion (to help our visually impaired customers find their way around the store) and Atypik'Baby (with pyjamas adapted for children with disabilities). The accessible solutions proposed by the three winning start-ups are being tested in Carrefour's first accessible store in Villeneuve-la-Garenne. In June 2024, Handivisible and OOrion's solutions were introduced in 11 accessible supermarkets. Atypik'Baby pyjamas designed for disabled children are sold at the Toulouse Purpan accessible supermarket located opposite the Purpan hospital.

2.1.3.4.3 Safeguarding the health, safety and interests of consumers

2.1.3.4.3.1 Policy and targets

POLICIES RELATING TO CONSUMERS AND END USERS [S4-1]

Carrefour has a number of levers at its disposal for protecting the health, safety and interests of consumers. In particular, these are built on a policy with three focus areas:

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S4-5]

Table 1: Targets related to the health of consumers and product quality

Target	Baseline year	Target year	Scope	Baseline value
Providing quality products accessible to all				
2,600-tonne reduction in sugar	2022	2026	Europe: 6 countries where the Group operates for integrated stores.	347 t
250-tonne reduction in salt	2022	2026	Europe: 6 countries where the Group operates for integrated stores.	108 t
Cutting out controversial substances: eliminate 20 new controversial substances (120 since 2018) from Carrefour-brand products by 2026.	2018	2026	Europe: 6 countries where the Group operates for integrated stores.	-
10% penetration rate of Carrefour Quality Lines in fresh produce.	2021	2025	8 countries where the Group operates for integrated stores.	7.2%
15% of sales of fresh food products sourced from organic or agroecological farmers.	2021	2026	8 countries where the Group operates for integrated stores.	4.6%
All Carrefour Quality Lines fresh products committed to an agroecological approach	2022	2026	8 countries where the Group operates for integrated stores.	-
€650 million in sales of plant-based products	2022	2026	8 countries where the Group operates for integrated stores.	-

- taking action to improve product quality and safety by verifying the compliance of Carrefour-brand products and ensuring that best practices are applied in stores;
- providing quality products accessible to all;
- leveraging consumer feedback to improve products;
- protecting store customers' physical and moral integrity.

The Carrefour quality, compliance and safety policies described below are applied in all the countries where the Group operates:

- on all products inspected for product specifications;
- in all integrated and franchised stores for in-store policies and procedures (controls, in-store collection, etc.).

In addition, the Group's policies require that 100% of suppliers of Carrefour-brand products must undergo a health compliance audit, that 100% of Carrefour-brand products must have a monitoring plan validated by the Group, and that all Carrefour-brand products must have specifications or a technical sheet validated by the Group.

2.1.3.4.3.2 Metrics and performance

Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [S4-4]

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Providing quality products accessible to all							
Number of products with a Nutri-Score of A or B	No.	2,395	New	-	-	93%	Excl.: BE
Sales from alternative plant-based or legume products	€ millions	621	514	+21%	€650 million	100%	-
Cumulative tonnes of salt reduction since 2022	T	252	108	+133%	250 T by 2026	100%	-
Cumulative tonnes of sugar reduction since 2022	T	1,336	347	+285%	2,600 T by 2026	100%	-
Ensuring the quality and safety of Carrefour products							
Number of suppliers – site	No.	2,965	2,593	+14%	-	81% of sales from private label purchases	-
Number of inspections performed – analyses	No.	48,927	49,397	-1%	-	81% of sales from private label purchases	-
Number of inspections performed – external panels	No.	4,136	3,764	+10%	-	81% of sales from private label purchases	-
Percentage of IFS or BRC certified suppliers	%	76%	79.5%	-2.5 pts	-	81% of sales from private label purchases	-
Percentage of sites audited by Carrefour of which:	%	8%	6.5%	+1.5 pts	-	81% of sales from private label purchases	-
Percentage of audit scores between A and B	%	3%	4%	-1 pts	-	81% of sales from private label purchases	-
Percentage of audit scores between C and D	%	97%	96%	+1 pt	-	81% of sales from private label purchases	-
Number of products withdrawn	No.	521	587	-11%	-	Food and non-food	-
Percentage of Carrefour-brand products withdrawn	%	56%	58%	-2 pts	-	France all formats (HM, SM, Proxi, Cash&Carry, e-commerce, Carautoroute)	-
Number products recalled	No.	346	328	+5%	-		-
Percentage of Carrefour-brand products recalled	%	24%	21%	-3 pts	-		AR, BR, ES, IT, RO, PO, BE

COMMENTS ON PERFORMANCE

In 2024, the Group significantly stepped up its reformulations, with 143 tonnes of salt and 989 tonnes of sugar withdrawn from Carrefour-brand products, bringing the cumulative totals to 252 tonnes of salt and 1,336 tonnes of sugar by the end of 2024. The salt target was achieved two years earlier than planned.

2.1.3.4.3.3 Action plans

Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]

ENSURING THE QUALITY AND SAFETY OF CARREFOUR PRODUCTS

The policy ensuring the quality and safety of Carrefour-brand products is based on the following pillars: certifications, labels and claims, specifications, control plans for controlled products, the quality alert system, and traceability.

- **Certifications, labels and claims:** manufacturing sites for Carrefour-brand products are audited for quality and safety. All plants producing Carrefour-brand products are certified to either International Featured Standard or British Retail Consortium standards (76% in 2024), or audited by Carrefour (8% in 2024). Certification, labels and claims are also an effective means of combating food counterfeiting. Suppliers are audited on the existence and implementation of a plan to reduce food fraud.
- **Specifications and quality departments:** in order to apply the “Carrefour” brand to its products, the supplier must meet certain specifications that are verified and validated by the Quality department. This collaboration implies a lasting relationship of trust, as evidenced by the seniority of a large number of its suppliers.

Carrefour’s monitoring plans also include consumer focus groups, microbiological, physical and chemical analyses, and warehouse and in-store checks of product freshness and origin.

- **Monitoring plans for controlled products:** controlled products are analysed for quality, performance and compliance. Carrefour commissions independent laboratories to conduct analyses and, in some cases, additional product tests to ensure compliance. To ensure that products meet consumer expectations, tests may also be conducted with consumer panels or by experts. Monitoring commissioned by Carrefour complements the supplier’s self-monitoring, with the primary aim of regularly verifying the compliance of Carrefour-brand products with applicable laws and specific provisions integrated into the contracts of controlled products. Analysis takes many factors into account, including the identification of dangers and their characteristics, exposure assessment, risk characterisation, control measures, degree of certainty, population sensitivity and probability of occurrence.
- **Quality alert system:** the quality system includes AlertNet, a procedure that informs stores as quickly as possible if they need to withdraw or recall a product. It is available online at all times and access is free for suppliers. In the event of an alert, Carrefour immediately withdraws the products and checks that the withdrawal has been completed. The EAN barcode of recalled products is blocked at checkout.
- **In-store safety and quality:** Specific rules governing food quality and safety have been implemented in stores. They allow employees to become acquainted with best practices in the fields of food quality and safety. Action plans can be implemented following administrative checks and standard reference inspections.

PROVIDING QUALITY PRODUCTS ACCESSIBLE TO ALL

- **Improving the nutritional composition of products:** since 2018, the Group has reformulated and optimised the nutritional profile of its products, in all countries where it operates. Since 2019, nearly 400 recipes have been reformulated, especially to reduce their sugar and salt content (sweetened drinks and tinned vegetables respectively).
- **Cutting out controversial substances:** ahead of legislative and regulatory change, Carrefour has actively embarked on a global campaign aimed at eliminating controversial substances (such as artificial flavours, certain additives and certain ingredients). Their list, common to all Group countries, is updated continuously. These substances fall into four categories:
 - black: substance already absent from all Carrefour-brand product categories or slated for full discontinuation;
 - red: controversial substance (such as alcohol colourants) authorised only in certain product categories or brands;
 - purple: controversial substance under surveillance, involving alignment with market practices;
 - orange: non-controversial substance that is authorised but would preferably be substituted in a broad clean label approach.

When substitutes for substances classified as “black” are not immediately available, Carrefour reduces their quantity and works to identify satisfactory substitution solutions in the short term. Over 100 substances have been removed in this way from the composition of Carrefour-brand products. As part of the 2026 strategic plan, Carrefour has committed to eliminating a further 20 controversial substances from its products by 2026.

- **Developing products using fewer pesticides and excluding GMOs:** To promote less pesticide-intensive farming and thereby protect the health of consumers and the environment, Carrefour invests in the development of organic farming as well as agroecology through the adoption of responsible practices (see Section 2.1.2.2, Pollution (ESRS E2) of this chapter).
- **Developing plant-based offers for specific diets:** the Group continues to step up its presence in the meat substitute segment to meet demand for “eating better” and “consuming better” from certain consumers and to reduce greenhouse gas emissions. For every type of meat or dairy product, there is a plant-based alternative. These alternative products are available in all European countries where the Group operates, and in all formats. Carrefour promotes nutritional recipes on its website, which also features a section dedicated to special diets (gluten-free, lactose-free, sugar-free, reduced salt, vegetarian and vegan).

LEVERAGING CONSUMER FEEDBACK TO IMPROVE PRODUCTS

In order to involve customers and leverage their input, channels for sharing information, listening to their concerns and feedback and raising their awareness have been established:

- customer focus groups: more than 4,100 customer focus groups were organised in 2024 to test recipes,
- customer service: every year, an independent organisation runs a survey of customers to make sure their requests are being processed and identify the corrective actions needed;
- information and awareness-raising campaigns on product quality and nutrition are made available online, on Carrefour product packaging, and in guides on responsible consumption and recycling.

Customer complaints are handled by the Customer Service department. These complaints are entered into the quality management tool (TBQ) and processed by the Quality managers. When a return is requested, the Customer Service department assesses the Quality manager's feedback and writes a response to the customer. The Customer Service department has weekly discussions with the quality teams on complaints in progress, as well as a monthly review to work on improving processes.

All customer feedback is taken into account and contributes to continuous product improvements. Some customer feedback may also require urgent action, such as a product withdrawal.

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S4-5]

Target	Target year	Scope	Baseline value	Baseline year
Minimum score of 75/100 for the question "Does Carrefour help you eat better?"	2026	Group	75/100	2023

2.1.3.4.4.2 Metrics and performance

Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [S4-4]

Metric	Unit	Y	Y-1	Change	Target	Coverage rate	Exclusions
Act for Food – total respondents	No.	1,659,896	470,183	+253%	-	100%	-
Act for Food – total respondents (weighted average sales)	%	64.1%	63.5%	+0.6 pts	75% by 2026	100%	-
Act for Food – Number of positive respondents	No.	1,195,238	327,345	+265%	-	100%	-

COMMENTS ON PERFORMANCE

64.1% of customers surveyed believe that Carrefour helps them to eat healthily and responsibly. Our customers' perception of the food transition in stores was in line with the Group's expectations for 2024, although still short of the final target of 75%. Only surveys conducted in the last quarter of 2023 were

LIMITING RISKS TO CONSUMER HEALTH AND SAFETY

Carrefour monitors regulatory and scientific developments to identify new health risks. Each risk is identified and assessed by an internal committee, which proposes ways to strengthen the Group's commitment to consumer health. For example, the committee can:

- revise the list of controversial substances to be eliminated and the Group's private label products are then reformulated,
- reduce the use of plastics to limit microplastic pollution,
- promote agroecology and the reduction of chemical treatments.

2.1.3.4.4 Communicating and guiding consumer choices responsibly

2.1.3.4.4.1 Policy and targets

POLICIES RELATED TO CONSUMERS AND END-USERS [S4-1]

The Group seeks to leverage each of its sales performance drivers to encourage consumers to adopt a healthier diet. Through marketing initiatives, the Act for Food campaign, in-store displays, promotions and loyalty care benefits, it nudges customers towards more balanced and responsible eating habits.

counted for 2023. This reflects the introduction of the new survey methodology. It was renewed in 2024. The number of respondents in 2023 The new Act for Food communication campaign was launched at the end of 2024 to ensure progress in 2025 and 2026.

2.1.3.4.4.3 Action plans

Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]

Carrefour has a number of initiatives in place for communicating and guiding consumer choices responsibly:

INFORMING CONSUMERS

Carrefour uses clear, transparent labelling to help consumers make informed choices about its products. This includes information on product origin, traceability and composition, and environmental and social certifications (organic, fair trade).

Whenever local regulations allow, products sold under the main Carrefour brands include Nutri-Score labelling. More than 3,000 Carrefour-brand products display an A or B Nutri-Score rating on their packaging. Following changes to the Nutri-Score algorithm in 2024, Carrefour conducted a review of its products to ensure compliance with the new formula and make any labelling changes if necessary. The Group believes that these improvements contribute to making consumers better informed.

In November 2024, Carrefour announced that it wanted to systematically include nutritional value labelling on products sold on the Carrefour website and mobile app (which corresponds to 5.6% of Group sales). If a supplier refuses to affix the Nutri-Score label as requested, Carrefour will calculate the nutritional score itself and inform consumers of its refusal. More than 550 suppliers are concerned by the initiative.

COMMUNICATING AND ENCOURAGING CUSTOMERS TO JOIN THE EAT BETTER MOVEMENT

For six years, the Act for Food programme has embodied Carrefour's purpose to lead "the food transition for all". The first chapter of Act for Food enabled Carrefour to pursue the following priorities:

- become the leader in the organic market,
- improve the quality of the Carrefour brand through the removal of 100 controversial substances;
- undertake commitments on responsible fishing, pesticide use, GMO-free products and plant-based substitutes;
- be a pioneer in animal welfare;
- combating food waste,
- eliminate over 20,000 tonnes of product packaging.

In October 2024, Carrefour launched the second chapter of Act for Food based on six new priorities. It will be rolled out in each host country according to specific local conditions.

- Offer customers the cheapest organic brand on the market: The goal is to lower the prices of France's leading organic brand, which covers over 1,000 products, 80% of which are made in France. Carrefour Bio brings together 4,700 partner farmers from across the country and includes all fruit and vegetables (excluding exotic and citrus fruit), meat, milk and eggs produced or grown in France.

- Reconcile partnerships with the agricultural world and low prices: Carrefour has built strong, long-standing relationships with 50,000 producers, including 30,000 in France. This cooperation is exemplified by the Carrefour Quality Lines (CQL), a fresh produce range that meets strict requirements in terms of traceability, quality, taste and sustainable practices. The CQL brand has more than 3,400 products.
- Promote French or locally manufactured products: Carrefour aims to strengthen the presence of its own local brands (Reflets de France and Terre d'Italia, etc.) in product assortments and of local producers in stores. It also intends to double the amount of fruit and vegetables sourced from ultra-short circuits (suppliers located less than 50 km from stores).
- Step up Carrefour's climate and biodiversity commitments: the Group's commitments are described in Sections 2.1.2.1 Climate change (ESRS E1) and 2.1.2.4 Biodiversity and ecosystems (ESRS E4).
- Become the leader in plant-based and specific diets: Carrefour's goal is to lead the vegetarian and food health markets by 2026 and generate 650 million euros in sales from plant-based alternatives. A total of 1,341 items in this product category are currently sold in stores and on the e-commerce site.
- Position the Carrefour brand as the market leader under the tagline "good nutrition, good taste, low prices": The Carrefour brand, which is recognised by customers for its quality and competitive prices, is a strategic lever for differentiation and competitiveness. To continue its upmarket shift and compete with the top national brands, the Group will tighten the criteria used by its consumer panel for testing products prior to their launch. Each product that scores less than 4 out of 5 will have to have its recipe reformulated. In addition to 4,000 test panels carried out in the laboratory, products will be rated by customers in real-life tasting situations.

USING PROMOTIONAL AND LOYALTY TOOLS TO GUIDE CONSUMER CHOICES

Carrefour uses promotional and loyalty mechanisms to help people eat better and save money every day. In France, for example, Carrefour offers two loyalty bonuses (Carrefour Card and Pass Card): Customers who purchase organic products with the Carrefour card receive a 10% discount, while those with a Pass card get 15% off. In addition, Carrefour has introduced Prime Bio, a loyalty programme that promotes the consumption of organic products and supports farmers who adopt environmentally-friendly practices. It's a way of making products more affordable and encouraging consumers to make more sustainable food choices. In 2024, 5.8 million consumers were members of the Prime Bio programme.

Promoting products in stores and through different formats:

Carrefour is harnessing all store formats to achieve its ambition in the organic farming market by developing specialised stores (130 specialised organic stores including 70 So.Bio and 60 Bio c'bon), showcasing organic products in general stores (aisles in hypermarkets dedicated to organic products, shop-in-shop in supermarkets, organic sections in convenience stores) and the creation of a benchmark omni-channel model for organic products (Carrefour.fr, Greenweez, Planeta Huerto, etc.).

Training Group employees: Carrefour is mobilising its employees in this quest for a balanced diet. Promoting the food transition for all is one of the major themes of the Carrefour 2026 strategic plan, and is covered by special training. In 2024, 3,624 employees benefitted from face-to-face training and 2,699 by e-learning on key topics such as the market for organic products and fresh produce. The Group has rolled out the Act for Food Super Heroes programme to showcase the work of employees who are most committed to the food transition programme and encourage them to share their best practices.

2.1.3.4.5 Supporting customers with a range of financial and insurance products tailored to their needs

2.1.3.4.5.1 Policy and targets

POLICIES RELATED TO CONSUMERS AND END-USERS [S4-1]

For over 40 years, Carrefour Banque et Assurances has offered a wide range of accessible, high-performance products tailored to the needs of customers and consumers. These include bank accounts, bank cards, consumer loans, savings and investment products and various insurance options.

Carrefour Banque operates in a highly regulated sector. To meet all its regulatory requirements and mitigate the risks of non-compliance and operational risk, Carrefour has both a Compliance Policy and a Customer Interest Protection (CIP) Policy.

The latter enables Carrefour Banque to address in particular:

- any lack of information among customer advisers (in Carrefour Banque branches, Carrefour supermarkets or call centres), which can negatively impact their ability to meet customers' financing, savings or protection needs effectively;
- the risk of non-compliance in terms of promotional displays and catalogue updates, which could lead to fines in the event of inspections;
- the reputational risk associated with a discrepancy between the product presented by the adviser to a prospect or customer and the product actually underwritten.

This set of policies is accessible to all Carrefour Banque employees or intermediaries acting on behalf of Carrefour Banque. It is updated regularly (at least every 36 months) unless there are changes to the process(es) and/or product(s), or regulatory changes.

TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES [S4-5]

To date, Carrefour has not publicly formalised any targets in this area.

2.1.3.4.5.2 Metrics and performance

Taking action on material impacts on consumers and end-users, and approaches to managing material risks and

pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [S4-4]

To date, Carrefour has not publicly formalised any performance metrics in this area.

2.1.3.4.5.3 Action plans

Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]

Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [S4-4]

Carrefour strives to make its financial and insurance services accessible and easy to use via:

- online banking: customers can open an account or purchase financial and insurance products directly online, whether it is to take out a loan or buy insurance.
- in-store services: dedicated financial and insurance service areas allow customers to meet with an adviser or ask questions about the products they are interested in;
- mobile application: Carrefour's mobile apps offer enhanced flexibility and autonomy by allowing customers to remotely manage their accounts, loans and insurance policies.

Carrefour also addresses customer needs in terms of financial responsibility, particularly with regard to consumer credit. This covers:

- responsible loans: Carrefour makes sure customers are well informed about their ability to repay before taking out a loan by recommending that they adopt responsible credit management practices.
- budget management assistance: Carrefour provides customers with advice on how to manage their budget and avoid taking on too much debt, especially when they are interested in a consumer loan or a purchase-related financing solution.

Carrefour is committed to ensuring that its financial and insurance products are explained in a clear and transparent manner. Customers are informed about the terms and conditions of service, contract terms and costs. Carrefour strives to ensure that information is understandable for all customers, particularly those who are unfamiliar with banking and insurance products. The Legal department monitors and approves advertising displays and letters/emails to customers to ensure that they are not misleading and that they comply with compulsory legal requirements.

Lastly, to ensure that its Customer Interest Protection (CIP) rules are properly applied, CIP is included in the advisers' induction training, and at least one compulsory annual e-learning module has been included in ongoing training since 2024. Following customer complaints, the internal control teams may request the implementation of compliance measures and action plans.

2.1.4 GOVERNANCE INFORMATION

2.1.4.1 Business conduct [ESRS G1]

2.1.4.1.1 Issues relevant to the Carrefour group

2.1.4.1.1.1 Context and imperatives

The fairness and integrity of its business practices enable Carrefour to consolidate and sustain its relations with stakeholders. The Group is committed to promoting these values in its relations with its partners at all levels, particularly in its business relationships, and to ensuring strict compliance with the applicable regulations.

Animal welfare is also an integral part of ethical business conduct within the Group, in line with the growing importance society is placing on treating animals and their sensitivity with respect. In several countries, and especially in Europe, new consumer habits are emerging, such as reducing the quantity of meat consumed, choosing to replace meat with plant proteins, or turning to products made using more sustainable and more animal-friendly farming methods. These changes are happening fast, and farming practices must be adapted accordingly. This is why Carrefour is rolling out an animal welfare policy in its supply chains.

The management of business conduct issues is described under "General information, CSR governance and materiality" (see Section 2.1.1 General information).

2.1.4.1.1.2 Impacts, risks and opportunities

Table 1: List of material impacts, risks and opportunities related to business conduct

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Guaranteeing animal welfare	Animal welfare	Animal abuse and neglect on farms	Animal abuse and neglect on farms can cause physical and psychological suffering to animals, increase the risk of zoonotic diseases, and contribute to environmental pollution, while also leading to economic losses and sanctions for farmers.	Impact	Upstream	Short term
Ensuring business ethics	Fighting corruption, money laundering and terrorism financing	Non-compliance with the Sapin II law and other regulations relating to corruption and business ethics	Corrupt or unethical acts within the Carrefour group could lead to significant legal and reputational risks. Failure to comply with regulations could result in severe financial sanctions that could jeopardise the Group's future and/or lead to imprisonment.	Risk	Operations	Short term
Ensuring business ethics	Fighting corruption, money laundering and terrorism financing	Human resource fraud	Human resources fraud has complex repercussions that go beyond mere financial losses for companies. It affects the working environment, public confidence and general economic stability.	Impact	Operations and franchises	Medium term
Ensuring business ethics	Fighting corruption, money laundering and terrorism financing	Financing of terrorism or money laundering	Money laundering or the financing of terrorist activities represent a critical breach of the law. These offences seriously undermine the safety and well-being of people and social harmony, threaten the safety and stability of societies, lead to economic disruption and misappropriation of resources, distort business relations, weaken institutions, exacerbate inequalities and affect international relations.	Impact	Operations and franchises	Medium term

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Responsible lobbying	Responsible lobbying	Bad lobbying practices	Bad lobbying practices can erode democratic transparency, create power inequalities and influence public policy to the detriment of the public interest. They can also damage the economy and the environment, and undermine public confidence. Failure to comply with existing regulations may result in financial sanctions that could jeopardise the Group's future and its reputation.	Impact	Operations	Medium term
Respecting privacy and protecting personal data	Cybersecurity	Theft of strategic data	In the event of a cyber attack involving data theft, Carrefour could be subject to legal sanctions (GDPR, NIS 2, DORA) and would have to respond to complaints from its customers, partners and suppliers. Taking protective measures against cyber attacks also entails costs for the Group.	Risk	Operations	Short term
Respecting privacy and protecting personal data	Personal data	Improper handling of personal banking data	Failure to comply with regulations on personal data protection may result in reputational and legal risks for Carrefour as well as a loss of customer confidence and numbers. Carrefour may also be subject to civil and/or criminal penalties for non-compliance.	Risk	Operations	Short term
Respecting privacy and protecting personal data	Personal data	Infringement of customer privacy	Carrefour may be accused of leaking its customers' personal information, including bank details. This could result in a loss of customer confidence, a negative impact on the Group's image and a significant legal risk.	Risk	Operations	Short term
Respecting privacy and protecting personal data	Personal data	Infringement of the privacy of employees and customers	Using personal data obtained when customers purchase goods or via loyalty cards heightens the risk of customer privacy breaches, especially the leakage of personal data. Its leakage could lead to identity theft, fraud, theft of bank details and legal proceedings against the Group.	Impact	Operations	Short term
Respecting privacy and protecting personal data	Personal data	Infringement of the privacy of employees and customers through the use of personal data held by Carrefour Banque	If personal and banking data are used, there is a risk that customers' privacy may be violated, particularly if the leaked data is considered to be sensitive. Leakage of this data can lead to identity theft, fraud and theft of bank details.	Impact	Operations	

1

2

3

4

5

6

7

8

9

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Developing a responsible purchasing strategy across the value chain	Developing a responsible purchasing strategy	Accusations against Carrefour for the poor environmental, social and ethical practices of its suppliers (direct purchasing)	Carrefour could be accused of enabling poor social, environmental and ethical practices among its direct and indirect suppliers of products and raw materials. These practices can have an impact on the Group's brand image and reputation, lead to customer boycotts or even a formal notice in terms of its legal duty of care. They may also result in additional costs for the Company through the implementation of due diligence mechanisms (e.g., monitoring, audit and team training systems) to prevent risks.	Risk	Upstream	Medium term
Developing a responsible purchasing strategy across the value chain	Developing a responsible purchasing strategy	Accusations against Carrefour for the poor environmental, social and ethical practices of its suppliers and service providers as part of operations (indirect purchasing)	Carrefour could be accused of enabling poor social, environmental and ethical practices among its suppliers and non-market purchasing and service providers (e.g., suppliers of in-store equipment, energy, security or maintenance professionals, home delivery service providers), or any other third party with which the Group has a business relationship. These practices can have an impact on the Group's brand image and reputation, leading to customer boycotts, major controversies with investors, receipt of a formal notice to comply with its duty of care, or sanctions for non-compliance with the Sapin II law. They also lead the undertaking to incur additional costs to implement duty of care processes (e.g., ethical charters, monitoring, audit and team training systems) to prevent risks.	Risk	Operations	Medium term
Developing a responsible purchasing strategy across the value chain	Developing a responsible purchasing strategy	Violations of human rights, health or safety or of the environment in the supply chain (direct purchasing)	A lack of procedures for selecting and dealing with direct suppliers, or for verifying and engaging suppliers in the value chain, can lead to practices that do not comply with Carrefour's standards on human rights, health and safety. Such practices can have a negative impact on people and the environment.	Impact	Upstream	Medium term
Developing a responsible purchasing strategy across the value chain	Developing a responsible purchasing strategy	Violations of human rights, health or safety or of the environment by franchisees	A lack of procedures for recruiting, selecting and dealing with franchisees may lead to practices that do not comply with Carrefour's standards on human rights, health and safety. Such practices can have a negative impact on people and the environment.	Impact	Franchises	Medium term

SECTION OF THE REPORT	POLICIES	NAME OF IRO	DEFINITION OF IRO	TYPE	STAGE OF THE VALUE CHAIN	TIME HORIZON
Developing a responsible purchasing strategy across the value chain	Developing a responsible purchasing strategy	Violations of human rights, health or safety or of the environment by suppliers and service providers as part of operations (indirect purchasing)	A lack of procedures for selecting and dealing with indirect suppliers may lead to practices that do not comply with Carrefour's standards on human rights, health and safety. Such practices can have a negative impact on people and the environment.	Impact	Operations	Medium term

2.1.4.1.1.3 Stakeholders, standards and regulations

TYPE OF STAKEHOLDER	ROLE	TYPE OF DIALOGUE	EXAMPLES OF STAKEHOLDERS	RELEVANT POLICIES
Non-profits and NGOs	Definition of methodologies and frameworks	Talks and ad hoc consultations	Oeuvre d'Assistance aux Bêtes d'Abattoirs (OABA)	Guaranteeing animal welfare
Non-profits and NGOs	Definition of methodologies and frameworks	Monthly/bimonthly meetings, etc.	Association Étiquette Bien-Être Animal (AEBEA)	Guaranteeing animal welfare
Non-profits and NGOs	Cooperation with and commitment to the Group's transition	Talks and ad hoc consultations	CIWF, Welfarm	Guaranteeing animal welfare
Industry organisations	Roll-out of in-the-field projects	Monthly/bimonthly meetings, etc.	Laboratoire d'Innovation Territoriale Ouest Territoires d'Élevage (LIT Ouesterel)	Guaranteeing animal welfare
Non-profits and NGOs	Definition of the Group policy	Talks and ad hoc consultations	World Animal Protection	Guaranteeing animal welfare
Non-profits and NGOs	Assessment of action plan implementation	Regular one-to-one dialogue	L214, Equitas, Peta	Guaranteeing animal welfare
Individual investors and investor coalitions	Performance assessment and benchmarking	Talks and ad hoc consultations	BBFAW	Guaranteeing animal welfare
Trade unions	Definition of industry-level/national strategies	Working group	INAPORC, ANVOL, CNIEL, INTERBEV	Guaranteeing animal welfare
Certifications	Assessment of action plan implementation	Talks and ad hoc consultations	Bureau Veritas, SDBF	Guaranteeing animal welfare
Suppliers	Setting of Group targets	Talks and ad hoc consultations	Own-brand suppliers	Guaranteeing animal welfare
Public authorities	Assessment of action plan implementation	Talks and ad hoc consultations	French Anti-Corruption Agency	Ensuring business ethics
Industry organisations	Cooperation with and commitment to the Group's transition	Monthly/bimonthly meetings, etc.	Eurocommerce, FCD (Fédération du commerce et de la distribution), Perifem	Responsible lobbying
Industry organisations	Cooperation with and commitment to the Group's transition	Monthly/bimonthly meetings, etc.	UDM (Union des marques)	Responsible lobbying
Industry organisations	Cooperation with and commitment to the Group's transition	Monthly/bimonthly meetings, etc.	AFEP, FEVAD, ARPP, France Logistique, FACT	Responsible lobbying

STANDARDS AND REGULATIONS

Animal welfare

Carrefour complies with the following international binding documents:

- European Regulation (EC) No. 1/2005 on the protection of animals during transport;
- European Regulation (EC) No. 1099/2009 on the protection of animals at the time of killing;
- the various specific directives on the welfare of farm animals;
- Œuvre d'Assistance aux Bêtes d'Abattoirs (OABA) and the Association Étiquette Bien-être Animal (AEBA), which provide guidelines for animal welfare labelling;
- Business Benchmark on Farm Animal Welfare (bBFAW) recommendations.

The WOAH (World Organisation for Animal Health) also provides guidelines for animal welfare standards in member states.

In France, the Rural and Maritime Fisheries Code sets out animal welfare standards, including for livestock farming, transport and slaughter conditions. Specific regulations also exist, especially concerning animal welfare labelling (including voluntary labels, such as Label Rouge, or at the level of certain supply chains).

Business ethics

- Responsible purchasing:
 - Articles 101 to 105 of the Treaty on the Functioning of the European Union (TFEU),
 - the relevant international standards (the Universal Declaration of Human Rights, the eight fundamental conventions of the International Labour Organization (ILO), the guiding principles of the OECD, the United Nations Global Compact and the international agreement with the UNI renewed in 2021);
- Responsible lobbying: the Carrefour group complies with the various French laws relating to the representation of interests, in particular those laid down by:
 - French law 2016-1691 of December 9, 2016 on transparency, anti-corruption and modernisation of economic life, in particular Article 25 on the requirement to declare any actions representing interests with French public officials on the digital directory of France's High Authority for Transparency in Public Life (HATVP),
 - French law 2013-907 of October 11, 2013 on transparency in public life,

- the Decree of May 9, 2017 on the digital directory of interest representatives amending Article 18 of French law 2013-907 of October 11, 2013 on transparency in public life;

- Data privacy and protection: Carrefour has deployed a plan to comply with the General Data Protection Regulation (GDPR).

2.1.4.1.1.4 Corporate governance

Governance of the Group's business ethics policy is organised around several key areas:

RESPONSIBLE PURCHASING

Responsible purchasing at Carrefour is overseen by the following committee and departments:

- the Food Transition Committee, described in Section 2.1.1. General information:
- the Group Merchandise department which sets out the CSR and food transition objectives relating to responsible purchasing;
- the Merchandise departments of the Group's countries and the CSR Quality Departments, which are in charge of deploying the responsible purchasing policy.

ANIMAL WELFARE

- Overseeing animal welfare is one of the responsibilities of the Food Transition Committee, whose roles, membership structure and frequency of meetings are set out in Section 2.1.1. General information.
- Performance metrics on animal welfare are defined at Group level. Additional metrics are defined at country level to support implementation of the progress plans.
- An animal welfare expert, working under the quality management of scientific and regulatory affairs, is responsible for supporting the operational teams and for engaging with external and particularly inter-vocational stakeholders (such as the LIT, Anvol, Inaporc, INAO, Interbev). Information is shared with international teams.
- To support these changes, animal welfare liaison officers have been appointed in the teams for each of Carrefour group's integrated countries and working groups have been set up. Quality managers have been trained in this area and Carrefour encourages all stakeholders at every stage in the production chain to gradually follow suit. The Group is also introducing animal welfare issues into audits. Carrefour also supports the self-assessment initiatives put in place by its suppliers.
- It is important for Carrefour to raise employees' awareness of the importance of good animal welfare practices. In 2024, a new series of training sessions was carried out for all of the Group's procurement structures, which are headed up by the purchasing directors of the product categories.

BUSINESS ETHICS

The Carrefour group's Ethics and Compliance department has a network made up of various players at different levels of the Company. This network notably includes:

- a Group Ethics Committee, made up of the Group General Secretary (member of the Executive Committee), Group Human Resources Director (member of the Executive Committee), Group Legal Director and Group Ethics and Compliance Director. This committee met four times in 2024;
- an Ethics and Compliance Department, which reports to the France and Group Legal departments, responsible for defining the Carrefour group's ethics and compliance framework, and for implementing, overseeing and coordinating the system across the different countries;
- a network of Ethics and Compliance Officers from each integrated country and BU, who are responsible for ensuring the compliance of their respective entities with industry and/or local regulations as well as any other special requirements, and for reporting any useful information to the Group about the local deployment of the programme. These members of the ethics and compliance network also lead the local ethics and compliance committees set up in each integrated country and BU, which comprise the CEO, the Human Resources Director, the Legal Director and the Head of Ethics and Compliance of the country or BU concerned;
- All employees with key roles in compliance, so that the Carrefour group can collectively comply with ethics and compliance regulations. In addition, Ethics and Compliance staff work closely with Security and Internal Control staff and in operations teams, to continuously improve reporting and management;
- The Group Legal department plays a central role in monitoring and ensuring compliance with laws and regulations, which are also ensured at country level by the local legal departments.

RESPONSIBLE LOBBYING

Within the Carrefour group, lobbying activities are the responsibility of the Group's General Secretary (Executive Committee member).

TARGETS

Table 1: Targets related to the Group's responsible purchasing strategy.

Target	Unit	Target value	Target year	Scope	Baseline year	Baseline value
€8bn in sales of sustainable products	euros	€8bn	2026	Group	2022	2.6
Roll-out of action plans for protecting forests, animal welfare, land, marine resources and human rights	%	100%	2026	Group	-	-
50,000 partner producers	No.	50,000	2026	Group	2022	37,758
Number of suppliers involved in the Food Transition Pact	No.	500	2026	Group	2020	26

PRIVACY AND PERSONAL DATA PROTECTION

The Personal Data Protection department manages and oversees the unit for the exercise of rights under the GDPR. It also coordinates dialogue between the various Data Protection Officers (DPO) within the Group to harmonise practices and ensure compliance with specific local legislation and requirements. The Information Systems department is responsible for developing and rolling out across the organisation's high-performance IT tools tailored to our business. This department is a vital component of the Group as it enables it to carry out fundamental activities such as delivering goods to stores, operating cash registers, calculating prices and running loyalty programmes. The Group Information Systems Security department, which is led by the Cybersecurity and Information Systems Officer (CISO), implements and monitors the Carrefour group's cybersecurity strategy. This strategy is overseen by the Group's General Secretary, who is a member of the Executive Committee, as well as by the Group's Head of Digital Transformation, who is a member of the Security Committee.

2.1.4.1.2 Developing a responsible purchasing strategy across the value chain

2.1.4.1.2.1 Policies and targets

BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE [G1-1]

Purchases made by Carrefour can be divided into two categories:

- direct purchases, which are sold in-store to Carrefour customers;
- indirect purchases, which are intended for the running of the Group's stores and offices.

The Group's responsible purchasing policy is an integral part of its overall business strategy and is driven by the following principles:

- developing a general framework and procedures for responsible purchasing;
- sourcing sustainable raw materials and products;
- ensuring the environmental and social compliance of suppliers;
- building up relations of trust with suppliers.

2.1.4.1.2.2 Metrics and performance

Table 2: Metrics and performance related to the Group's responsible purchasing strategy

Metrics	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Sales of sustainable products	€bn	6.2	5.3	-	€8bn by 2026	100%	-
Number of partner producers	No.	52,024	46,013	+13%	50,000 in 2026	100%	-
Number of suppliers committed to the Food Transition Pact	No.	393	306	+28%	500 by 2026	100%	-
Number of legal proceedings still outstanding for late payments	(No.)	95	New	-	-	100%	-

COMMENTS ON PERFORMANCE

The number of ongoing legal proceedings reflects both the number of disputes and the number of investigations (pre-litigation) carried out by the authorities. It reflects the level of supervision to which the Group is subject, and is relatively immaterial given the volume of invoices paid annually by the Group, approximately 30 million per year, and the number of suppliers concerned.

2.1.4.1.2.3 Action plans

Management of relationships with suppliers [G1-2]

Payment practices [G1-6]

DEVELOPING A GENERAL FRAMEWORK AND PROCEDURES FOR RESPONSIBLE PURCHASING

To better reflect its CSR policy and its raison d'être in its purchasing, Carrefour has drafted and rolled out purchasing rules for the food transition in all countries where it operates. These rules are described in Section 2.1.1, General information.

To ensure that suppliers and service providers are committed to complying with the Group's policies, the Controlled Products Supplier Commitment Charter forms an integral part of purchasing contracts in all of the Group's countries. Its content, and any updates and developments are described in Section 2.1.3.2 Workers in the value chain (ESRS S2).

SOURCING RESPONSIBLE RAW MATERIALS

Carrefour closely monitors raw materials that are subject to controversy and/or give rise to risks with regard to social and environmental issues. The Group has identified its main risk-linked raw materials, which include soy, cotton and certain fishery products. An analysis was carried out in 2022 to determine the exact level of risk based on six criteria: (i) contribution and vulnerability to global warming, (ii) impact on soil biodiversity, (iii) water consumption and local pollution, (iv) deforestation, (v) human rights and working conditions, and (vi) adequate wages and consumer health and safety. An action plan was then drawn up by combining the calculated level of risk with the volume of purchases of the raw materials concerned. The plan includes measures such as:

- prohibiting products from certain locations from being included in the approved product list;
- a ban on listing certain products due to what they are (such as banning the sale of clothing containing fur);
- requiring external certifications;

- Carrefour or its suppliers developing internal programmes focused on risk-linked raw materials (e.g., for cocoa, Carrefour accepts products from the Transparence Cacao programme developed by Cémoi, a Group supplier, which works directly with planters to guide them towards sustainable and profitable production);

- criteria for reducing the use of certain raw materials (e.g., reducing the use of virgin plastic in the packaging of Carrefour brand products).

A new analysis was launched at the end of 2024 to update the list of risk-linked raw materials.

ESTABLISHING RELATIONS OF TRUST WITH SUPPLIERS

Fair practices

In order to align its ethics principles with its purchasing practices, in 2016 Carrefour adopted a Code of Professional Conduct, revised and renamed Code of Ethics in 2024, which every Group employee is required to respect. This Code of Ethics sets out Carrefour's ethics principles, which include the fair and objective selection and treatment of suppliers, transparency in business relations, respect for commitments given to partners, and the prohibition of any unfair agreements or practices. It also provides the contact details and operation of the ethics hotline for employees identifying any breaches of the Code. The Group's ethics principles are communicated to its business partners and are included in the Supplier Ethics Charter which partner suppliers are required to sign.

Payment terms

Carrefour endeavours to comply with the regulations in force in each of the countries in which it operates.

- In France, supplier payment terms range from 0 to 60 days.
- In Brazil, they are determined by contracts specific to each supplier. The average payment period was around 48 days at 31 December 2024.
- Finally, in Spain, suppliers' payment terms depend on the type of goods they provide. Payment terms are 0 to 30 days for fresh produce, 0 to 90 days for other foodstuffs and determined by contracts specific to each supplier for non-food products.

These three countries account for 81% of Group sales.

Supply shortages and breach of contract. To remain loyal and responsible towards its suppliers, Carrefour avoids applying systematic penalties for supply shortages or breach of contract. When a supplier does not fulfil its contract, a dialogue process is initiated to look at the facts and find an appropriate solution that suits both parties. Given the recent shortages of raw materials due to armed conflict in Ukraine and health crises, Carrefour has undertaken not to apply penalties to suppliers who are affected by these situations.

Despite the actions taken by Carrefour and its suppliers, a contract can still be breached. In this case, in France, the legal terms apply, under the aegis of the Legal department. The terms can range from a few months to a few years, and depend on the length of the business relationship with the supplier and the extent of their economic dependence. Carrefour undertakes to ensure that the supplier is not placed in excessive difficulty by the breach and that it has time to find alternatives. Furthermore, following this logic and in order to mitigate its suppliers' economic dependence, Carrefour ensures that it does not make up more than 20% of a supplier's outlets. To this end, the Group asks each supplier to declare, in an appendix to the contract, the proportion of its sales corresponding to its activities with Carrefour.

DEVELOPING PARTNERSHIPS WITHIN SUPPLY CHAINS

The Group is also getting its suppliers involved in the Food Transition Pact network, which provides a platform for sharing best practices and new opportunities for working together. In 2024, 393 suppliers were members of the Pact. The target is to increase their number to 500 by 2030. Through this Pact, suppliers undertake to take part in four webinars during the year, and also to participate in working groups (coalitions) created to accelerate the company's transformation. There are four of these coalitions. Their aim is to propose practical actions to be rolled out in stores and aimed at customers.

Furthermore, Carrefour supports its supply chains to facilitate the deployment of sustainable, environmentally friendly agricultural practices. The Group is focusing on three levers to promote a more sustainable agricultural transition: fairer terms with suppliers; developing and showcasing a responsible product offering; and creating financing solutions.

The Group offers its organic farming suppliers multi-year contracts that commit to volumes or purchase prices and take account of production constraints. Carrefour also supports producers who are in the process of transitioning to organic farming through long-term contracts – lasting three to five years – which secure their investments through intermediate pricing arrangements between conventional and organic farming prices and offset the impact of lower productivity on their income. These contracts are offered in France and Romania in particular.

Lastly, through its CQL, the Group has established a new three-year partnership to guarantee greater visibility and more opportunities for suppliers. Accordingly, Carrefour provides:

- guaranteed volumes over several years;
- fairer pay through a jointly agreed purchase price that takes into account three key factors: production costs, the fluctuating market prices of agricultural products, and the technical aspects involved in meeting the higher quality standards set out in Carrefour Quality Lines product specifications.

As part of its "Carrefour 2026" strategic plan, the Group is committed to increasing the number of its partner producers to 50,000 by 2026 in organic farming, CQL, and regional and local production. In 2024, Carrefour had 52,024 partner producers around the world, reaching its target two years earlier than planned.

2.1.4.1.3 Guaranteeing animal welfare

2.1.4.1.3.1 Policies and targets

BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE [G1-1]

In order to get the Group and its suppliers of own-brand products involved in meeting targeted guidelines and objectives, Carrefour has defined an animal welfare policy. Carrefour believes that livestock farming merits special attention. Animals are sentient beings – they can experience emotions such as fear, and can feel pain. Carrefour's approach to improving animal welfare is based in particular on the "five fundamental freedoms" of animals, adapted to the different livestock farming methods:

- physiological freedom: absence of hunger, thirst or malnutrition. Animals must have access to fresh water and adequate food so as to maintain good health and vigour;
- environmental freedom: suitable accommodation, absence of climatic or physical stress. Animals must have an appropriate environment including comfortable shelter and resting areas;
- health-related freedom: absence of pain, injury or disease. Animals must benefit from prevention and have access to rapid diagnosis and appropriate treatment;
- behavioural freedom: the possibility to exhibit normal, species-specific behaviour. Animals must be provided with enough space, an environment appropriate to their needs, and be in contact with other animals;
- psychological freedom: absence of fear or anxiety. Farming conditions and practices must not induce psychological suffering in the animals.

Carrefour established an animal welfare policy focused on ten priorities shared with stakeholders in the relevant sectors, reaffirmed in 2024:

- combating antibiotic resistance and banning antibiotic growth promoters and growth hormones;
- banning cloning and genetically modified animals and researching biological diversity;
- switching to cage-free farming and keeping animal confinement to a minimum;
- keeping stress to a minimum during transport and slaughter;
- limiting controversial practices and systematically optimising pain management;
- requesting proper nutrition;

Appendix: regulatory templates

- requiring health monitoring;
- banning animal testing (for cosmetics, personal care and household products);
- banning materials of animal origin not derived from livestock farming whose primary purpose is to produce food;
- improving habitats to enhance comfort.

Through this animal welfare policy, the Carrefour group is seeking to respond as effectively as possible to the expectations that society has regarding animal product lines. This improvement process is delivered through continuous improvement in partnership with all stakeholders involved in these issues, a list of which can be found in Section 2.1.4.1.1.3 Stakeholders. In all the areas in which work is being done on the animal welfare policy, Carrefour regularly sets up working groups with stakeholders, NGOs, customers and suppliers to share its animal welfare vision and action plans.

TARGETS

Table 1: Targets related to animal welfare

Target	Target value	Target year	Scope	Baseline year	Baseline value
Shell eggs – Percentage of gross sales of controlled and national-brand products from cage-free production facilities	100%	2025 (2028 for Argentina and Brazil)	Group	-	-
Eggs as ingredients – Percentage of Carrefour-brand products containing cage-free eggs used as ingredients	100%	2025	FR, ES, BE, IT, PL, RO (G6)	-	-
Cage-free farming – Percentage of gross sales of animals (rabbits and quails) in controlled products raised cage-free	100%	2025	FR, ES, BE, PL	-	-
Chickens – Percentage of gross sales of controlled products that guarantee compliance with animal farming and welfare criteria	50%	2026	G6	-	-
Pigs – Percentage of gross sales of Carrefour organic and Carrefour Quality Lines pork products that guarantee compliance with improved animal welfare criteria	100%	2025	AR, BR, FR, ES, BE, IT, PL	-	-
Horse meat – Percentage of gross sales of horse meat in independently audited, controlled and national-brand products or from EU producers	100%	2025	FR, BE, IT	-	-
Slaughter – Percentage of Carrefour supplier slaughterhouses audited for compliance with animal welfare standards	100%	2025	Group	-	-
Transparency – Percentage of species raised using transparent farming methods, for Carrefour-brand products	100%	2025	Group	-	-
Wool: % of wool TEX products sourced from traceable quality production chains that guarantee animal welfare and prevent desertification	100%	2025		-	-

Scope

The areas underpinning the animal welfare policy involve all of the Group's eight integrated countries (Argentina, Belgium, Brazil, Spain, France, Italy, Poland and Romania).

Methodology

The performance of the Group's animal welfare policy is measured using the Business Benchmark on Farm Animal Welfare (BBFAW), which is a tool used for gauging how well world food leaders comply with animal welfare standards. Each year, the BBFAW publishes a report ⁽¹⁾ ranking companies according to six levels. In the 2024 report, which was based on the results for 2023, the Group was given a level 4 rating, making Carrefour one of the two best-rated French retailers.

(1) [bbfaw-report-2021.pdf \(agrocivf.fr\)](#).

2.1.4.1.3.2 Metrics and performance

METRICS

Table 2: Metrics and performance related to animal welfare

Topic	Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Shell eggs	Percentage of egg sales corresponding to cage-free hens	%	41.4	38.8	+2.6 pts	100% by 2025 or 2028 depending on the country	100%	2023: AT
	Percentage of sales of controlled products and national brands from cage farming	%	64.8	62.8	+2 pts	-	100%	-
Eggs as ingredients	Percentage of monitored product references containing egg ingredients from cage-free hens	%	82.2	77.2	+5%	100% by 2025	100%	G6
Abattoirs	Percentage of supplier abattoirs audited	%	78.6	69.3	+9.3 pts	100% by 2025	100%	-
Pigs	Percentage of gross sales of Carrefour organic and Carrefour Quality Lines pork products that guarantee compliance with improved animal welfare criteria	%	24.4	26.1	-1.7 pts	100% by 2025	100%	-
Chickens:	Percentage of gross sales of controlled products that guarantee compliance with animal welfare criteria	%	31.9	30.2	+1.7 pts	50% by 2026	100%	G6
Horse meat	Percentage of gross sales of horse meat in independently audited, controlled and national-brand products or from EU producers	%	53.7	41.3	+12.3 pts	100% by 2025	100%	-
Rabbits and quail	Percentage of sales of controlled products from cage-free production facilities	%	17.9	19.8	-1.8 pts	100% by 2025	100%	-
Wool	Percentage of wool TEX products sourced from traceable quality production chains that guarantee animal welfare and prevent desertification	%	61.8	58.7	+3.1 pts	100% by 2027	100%	-
Transparency	Percentage of species reared with transparent farming methods	%	16.7	16.7	-	100% by 2025	75%	AR, ES, BR C, BR S
Animal welfare policy	Percent deployment of the main objectives of the animal welfare policy	%	49	47	+2 pts	-	100%	-
	Percent deployment of four key objectives of the animal welfare policy	%	71	67	+4 pts	-	100%	-

COMMENTS ON PERFORMANCE

The performance of several animal welfare metrics was poor in 2023, mainly due to pressure on purchasing power. In 2024, we observed an end to this decline or even an upturn on several metrics (percentage of cage-free and free-range eggs marketed, share of controlled products containing eggs from cage-free

farms, share of chicken sales respecting animal welfare criteria, share of horse meat subject to an audit or of European origin, deployment of the animal welfare policy). Action plans are in place to accelerate these trends in 2025 and bring the Group closer to the targets set, in a context of difficulties besetting the agricultural world in several of the Group's countries.

2.1.4.1.3.3 Action plans

COMBATING ANTIBIOTIC RESISTANCE AND BANNING ANTIBIOTIC GROWTH PROMOTERS AND GROWTH HORMONES

For 30 years, the Carrefour group has been working in partnership with its suppliers to create lines of products made from "animals reared without antibiotics" in all of its eight integrated countries. The Group encourages responsible use of therapeutic antibiotics throughout its supply chains to limit antibiotic resistance, notably by:

- banning growth hormones and antibiotic growth promoters which diminish animals' physiological capacity and contribute to antibiotic resistance;
- systematising prevention (rural animals, limiting densities, etc.), vaccines and self-vaccines;
- using alternative medicines (phytotherapy, aromatherapy, etc.);
- banning the use of human or next-generation antibiotics and using antibiogram targeting;
- setting up "antibiotic-free" product lines.

Carrefour is supporting its commercial partners in all integrated countries by implementing pilot projects in order to sell an increasingly complete range of products made from "animals reared without antibiotics" by 2025.

BANNING CLONING AND GENETICALLY MODIFIED ANIMALS AND RESEARCHING BIOLOGICAL DIVERSITY

Carrefour supports current European regulation which in effect excludes genetically modified clones and animals from its supply chain. The Group pays careful attention to the choice of appropriate breeds and strains in terms of growth rates, resistance and origin and encourages other integrated countries to align with this regulation.

SWITCHING TO CAGE-FREE FARMING AND KEEPING ANIMAL CONFINEMENT TO A MINIMUM

Carrefour has launched a global transformation project, in liaison with its suppliers, to ensure that all of its Carrefour-brand eggs are sourced from alternative cage-free farms. This project is already under way in Italy, Belgium and France, and will be rolled out in Brazil, Argentina, Poland, Spain and Romania during 2025. It will then be extended to all eggs sold in Carrefour stores – all own brands and national brands – and to processed products from G6 countries.

Carrefour's international franchise partners – who have signed a CSR Charter – are also participating in this transformation project. Animal welfare is an integral part of the CSR roadmap of the department responsible for managing international franchise partners (Carrefour Partenariat International – CPI). Four of our international franchise partners have already undertaken to source cage-free eggs:

- Carrefour MAF: 100% cage-free eggs by 2032;

- Carrefour SA Sabanci: 100% cage-free eggs by 2030;

- Carrefour Retail & More: 100% cage-free eggs by 2028;

- Carrefour Taiwan: 100% cage-free eggs by 2025 and 100% cage-free eggs used as ingredients in its own-brand products by 2028.

These commitments cover around 74% of the international franchised store base.

In addition, within its CQL and own-brand product chains, Carrefour is developing various practices to limit the confinement and containment of animals. For example:

- in relation to cow's milk, Carrefour has banned cattle tethering for its CQL range in France, Belgium and Italy;
- Carrefour France has put in place specifications for ensuring outdoor access for chickens, including for those that are not free range;
- In November 2024, Carrefour Argentina launched Carrefour-brand CQL cage-free eggs.

KEEPING STRESS TO A MINIMUM DURING TRANSPORT AND SLAUGHTER

Carrefour's animal welfare policy stipulates that animals must be slaughtered after minimal transport time and in satisfactory conditions (density, temperature, transfer methods, etc.). The best available techniques and technologies should be implemented to limit stress and avoid pain during transport and slaughter.

Audits

The introduction of audits in the Group's partner abattoirs is a major target for the coming years. A corrective action plan is put in place if any non-compliance is identified. The Group may decide to terminate its business relations with a supplier who refuses to take the necessary action.

In France, audits are carried out periodically for all animal species (one to three times a year depending on the species) by independent qualified auditors, to ensure the protection of animals at abattoirs and proper transport conditions. Carrefour draws either on a methodology co-developed with OABA, a French body specialising in the protection of farm animals intended for human consumption, or equivalent approaches with AEBEA (a French animal welfare label association) for chickens and the INTERBEV and INAPORC diagnostic for cattle and pigs.

In Argentina: all abattoirs producing Carrefour brand beef are audited against animal welfare criteria by independent auditors.

In Spain, all suppliers of fresh meat sold under Carrefour Spain brands are audited every three years at each stage of the supply chain (rearing, transport, slaughter) by independent qualified auditors.

1

Video surveillance

Video surveillance in abattoirs is another tool that the Group encourages in order to ensure best practices.

In France, Carrefour has asked all abattoirs to introduce video surveillance at sensitive stages. From now on, new abattoirs must have video surveillance systems in place before they can be listed as referenced suppliers.

In Spain: Carrefour is the first food retailer in Spain to have requested its suppliers to have cameras installed in their abattoirs. At end-2024, Carrefour worked with 23 abattoirs, all of which are equipped with video surveillance.

Stunning before slaughter

Stunning and checks before slaughter guarantee a painless death and must be applied to the majority of sources for the Group's own-brand products. Meat sold in France under the Carrefour Quality Lines, Reflets de France and Carrefour organic brands comes from animals slaughtered after systematic stunning. At the end of 2022, mandatory stunning was imposed for all Carrefour-brand meat products of all animal species in France. For the Carrefour Halal brand in France, reversible stunning or relief from suffering is used for chicken, rabbit, turkey and beef. Norwegian salmon sold under the Carrefour Quality Lines brand in all European countries is slaughtered after systematic stunning.

Transport to abattoirs

In France, the CQL specifications also include obligations to safeguard animals during transport to abattoirs. As all of this meat is sourced from within France, the majority of animals are transported to the abattoir in under eight hours.

In Belgium, CQL chickens and pigs are transported to the abattoir in less than two hours.

LIMITING CONTROVERSIAL PRACTICES AND SYSTEMATICALLY OPTIMISING PAIN MANAGEMENT

Carrefour agrees, with its partners, to systematically seek an acceptable technically and economically viable alternative to mutilation practices, in particular: castration, dehorning, tail docking and debeaking. If these practices are maintained, pain management must be comprehensive (anaesthesia or analgesia). For pig farming, Carrefour encourages its suppliers to test various alternatives to surgical castration, such as raising uncastrated males and performing immunocastration.

In May 2020, for the first time in France, spectrophotometry (analysis of colours) was used for in-ovo sexing to select prospective laying Carrefour Quality Line hens, in partnership with Loué. Since January 1, 2023, the culling of male chicks has been banned in France. Now, from 2024 onwards, all Carrefour-brand eggs will come from "in-ovo-sexed" hens.

As regards the castration of piglets, the ratio of non-castrated pigs was 32.6% in 2024 (vs. 32% in 2023), at Carrefour group level.

REQUESTING PROPER NUTRITION

Animals should have access to fresh, clean water. They should enjoy non-competitive access to healthy food adapted to their species, age and nutritional needs. Their diet must aim to keep them healthy and vigorous. These issues are included in the minimum requirements for products sold under the CQL brand, and are therefore audited in all Group countries every year.

REQUIRING HEALTH MONITORING

Farms must undergo regular veterinary health monitoring and/or inspections. Any animal that appears sick or injured must be treated immediately in line with drug-use regulations. Animals must be euthanised following strict protocols to alleviate irreversible suffering. Euthanising healthy animals is prohibited. These requirements will gradually be included in the specifications of CQL products and will be audited in all Group countries.

BANNING ANIMAL TESTING (FOR COSMETICS, PERSONAL CARE AND HOUSEHOLD PRODUCTS)

In Europe, as required by regulations, Carrefour does not accept any finished cosmetic product that has been tested on animals. The Group hopes to extend this practice to all its integrated countries for cosmetics, personal care and household products as far as possible.

In Brazil, cosmetics and household products sold under the Carrefour brand are not tested on animals. In Argentina, suppliers' animal welfare practices are analysed to make sure that they meet this objective. A number of vegan products sold under the Carrefour brand will also be developed in 2025, including solid shampoos and conditioners, savon noir and toothpaste.

BANNING MATERIALS OF ANIMAL ORIGIN NOT DERIVED FROM LIVESTOCK FARMING WHOSE PRIMARY PURPOSE IS TO PRODUCE FOOD

Carrefour only buys products with leather, down, feathers and wool that are a by-product of the food industry for all Carrefour-brand products sold in Group host countries. Carrefour-brand textiles therefore do not use animal fur (exceptions allowed by the quality department if the fur comes from animals reared and consumed in the country of sale) or wool from Angora rabbits. The Group prohibits the collection of feathers and down from live animals. The cashmere in TEX-brand products comes from a traceable quality line that guarantees animal welfare.

Also, Carrefour does not sell zebra, kangaroo or crocodile meat under any Carrefour brands or national brands, in any of the Group's integrated countries.

2

3

4

5

6

7

8

9

IMPROVING HABITATS

Carrefour encourages its supply chains to develop habitats that allow animals access to the outdoors or open air. The Group also encourages its partners to install features enabling animals to express their natural behaviours in enhanced habitats (such as natural light sources, roosting perches for chickens, movable materials for pigs, outdoor access yards or winter gardens, chew objects for rabbits, etc.).

Better Chicken Commitment (BCC):

- In France, the Group undertakes to meet all criteria ⁽¹⁾ by 2026 for all own-brand products sold in France – including low-price chicken;
- In May 2021, Carrefour Poland was the first Polish retail chain to join the European Chicken Commitment;
- In Spain and Italy, by 2026, all own-brand products (fresh chicken, frozen chicken and products containing more than 50% chicken) will meet all the criteria of the European Chicken Commitment;
- In Belgium, by 2026, 100% of the fresh and frozen chicken meat offered by Carrefour Belgium will meet the animal welfare criteria of the Better Chicken Commitment.

Commitment to AEBEA:

- In France, and as part of Carrefour's commitment to AEBEA, all chickens sold under Carrefour brands are being raised in environments that are gradually becoming more comfortable, with the addition of perches, anti-pecking devices, natural light and reduced density;
- In addition to Group-level reporting, specific reports are produced at country level. In 2023, Carrefour France, Spain, Italy and Poland reported on the headway they had made in meeting the Better Chicken Commitment criteria.

TRANSPARENCY

Each country has set up a system by 2025 to inform consumers about animal farming methods used for Carrefour-brand products.

In France:

- By the end of 2024, AEBEA animal welfare labelling was rolled out on chickens and chicken pieces:
 - all Carrefour free-range and organic chicken (grade A or B),
 - Carrefour Oui au Mieux chicken (grade C/best grade of non-free-range chicken), chicken meeting BCC requirements;
- Regarding GMO, the Group offers a range of products that guarantee non-GMO animal feed, such as FQC pork, FQC chicken, Reflets de France chicken and Carrefour Oui au Mieux chicken;
- Carrefour supports the animal welfare labelling developed by the AEBEA. Created in 2017 by a group of NGOs (CIWF, LFDA and OABA) and retailers, this labelling scheme is designed to offer a solution to inform consumers about the living conditions of the animals from which in-store products derive, from birth to slaughter, including rearing and transportation. The ultimate goal is to help implement a harmonised animal welfare and protection labelling system at national level in the medium term and at European level in the longer term;
- Five levels of assessment have been defined:
 - three levels (A, B and C) recognise initiatives that demonstrate significant improvements in terms of animal welfare,
 - two levels, D and E, enable stakeholders to gradually adopt the approach.



(1) <https://betterchickencommitment.com/en/policy/>

2.1.4.1.4 Ensuring business ethics

2.1.4.1.4.1 Policies and targets

BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE [G1-1]

As a retailer, Carrefour is in direct contact with numerous stakeholders and has a duty to maintain high-quality relations with suppliers, producers, trade union representatives, public authorities, NGOs, investors, non-profits and customers. More generally, as part of its duty of care, the Group has a responsibility towards its direct and indirect stakeholders. Carrefour wants to have exemplary relationships with its partners at all levels.

To ensure ethical business conduct, Carrefour has defined policies on:

- fighting corruption, money laundering and terrorism financing;
- limiting gifts and hospitality;
- managing conflicts of interest.

The Carrefour group's commitments are covered by the Code of Ethics, as well as by the Supplier Ethics Charter. With these

documents, Carrefour provides an anti-corruption framework for the activities of employees, suppliers and subsidiaries. The Code of Ethics was revised in 2024 and has been approved by Carrefour's various employee representative bodies. It is divided into three chapters, addressing issues such as illegal work, unfair and anti-competitive practices, environmental protection and respect for human rights. The new Code of Ethics sets out Carrefour's standards and expectations in terms of ethical behaviour and responsible commercial practices. It is designed to help Group employees and any other people who fall within its scope to make the right decisions in all circumstances. It also provides answers to employees' questions thanks to practical information sheets containing illustrative examples and advice. This Code was the subject of an information and consultation process with the various employee representative bodies and will be appended to all the Group's internal rules.

Scope:

The general scope of the commitments given by Carrefour is described in Section 2.1.1 General information.

TARGETS

To date, Carrefour has not publicly formalised any targets in this area.

2.1.4.1.4.2 Metrics and performance

INCIDENTS OF CORRUPTION OR BRIBERY [G1-4]

Table 2: Metrics and performance related to incidents of corruption

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Number of convictions for breaches of anti-corruption and anti-bribery laws	(No.)	0	New	-	0	100%	-
Amount of fines for breaches of anti-corruption and anti-bribery laws	(€)	0	New	-	-	100%	-
Percentage of at-risk functions covered by training programmes	(%)	58	69.6	-11.6 pts	-	100%	-
Number of employees least at risk trained via e-learning	No.	102,642	73,617	+39%	-	100%	-
Number of confirmed incidents relating to contracts with business partners that were terminated or not renewed due to corruption-related offences.	(No.)	0	New	-	-	100%	-

COMMENTS ON PERFORMANCE

Controversy screening confirmed that Carrefour had not been found guilty of corruption.

2.1.4.1.4.3 Action plans

Incidents of corruption or bribery [G1-4]

To underpin the above business ethics policies and rules, Carrefour has defined action plans on the following subjects:

- fighting corruption, money laundering and terrorism financing;
- gifts and hospitality;
- conflicts of interest.

FIGHTING CORRUPTION, MONEY LAUNDERING AND TERRORISM FINANCING

To enforce its policy and comply with all applicable laws, Carrefour has built its ethics and compliance programme around the following pillars:

Corruption risk map

The corruption risk mapping process for the Carrefour group was completely overhauled in 2020 and features in an annual review for each main business sector (retail, property, banking and insurance) and in all of the Group's integrated countries ⁽¹⁾.

Policies and procedures

Carrefour has a Code of Ethics providing practical illustrations of concepts. The code establishes the frame of reference in which employees must all perform their duties on a daily basis, in all of Carrefour's subsidiaries and integrated countries. Other policies and procedures round out this overarching policy, giving employees practical tools to guide them in carrying out their operations and projects. These include the Gifts and Hospitality Policy, the Responsible Lobbying Charter, the Carrefour Foundation's rules and principles applicable to sponsorship campaigns and emergency aid operations. In addition, all employees involved in a purchasing or selection process are required to sign a declaration of conflict of interest each year, with the aim of informing Carrefour of any conflicts of interest in order to handle them better.

Training and awareness actions

A comprehensive training and awareness-raising plan was drawn up in 2021, with roll-out over a four-year period within the Group. In the most exposed functions ⁽²⁾, employees receive specific, compulsory training divided into three modules: an online or in-person module, e-learning and a graded quiz, requiring a minimum score to complete the course. Employees in less exposed functions are required to take a two-level e-learning course. The first level is identical for everyone and covers corruption, influence peddling, conflicts of interest, gifts and hospitality, as well as the regulatory framework of the Sapin II law. The second level is tailored to the risks identified for each department and features practical case studies. In addition, Carrefour's Executive Committee is trained in anti-corruption challenges. In 2024, all new hires were trained in fighting corruption.

Third-party assessment procedure

The Group has developed a global third-party assessment solution, which was deployed in 2022 for all activities in France and in all integrated countries in 2024. The due diligence process is carried out for all third parties with which the Group intends to engage in or renew business activities (suppliers, consultants,

franchisees, acquisition targets, etc.). The higher the level of risk of the third party (whether inherent to its type or due to a specific risk identified during investigations), the higher the level of due diligence. Due diligence is conducted at four levels: public databases, shareholder chain, identification of possible national or international sanctions and on-site investigations if necessary. The Ethics and Compliance Department can potentially call in specialist external service providers. Suppliers also receive the Ethical Standards for Suppliers Charter, which is appended to commercial contracts.

Controls

Corruption risks are mitigated mainly through a series of accounting controls and procedures. In particular, checks can be performed to determine whether bribes, facilitation payments or money laundering are taking place within the Group. For example, Internal Control and Internal Audit staff conduct annual verifications and audits on the pillars of the Group's compliance programme in all countries. They then formulate recommendations and action plans to improve the Carrefour group's ethics and compliance programme, with a view to continuous improvement of the system. In the event of corruption, in addition to an internal investigation carried out jointly by the Ethics & Compliance and Security departments, internal audits are systematically launched, and Internal Control carries out checks to ensure that the Group has not breached any existing procedures. If the audit reveals that the Group has not correctly applied existing procedures, measures to strengthen and correct the system are put in place.

The system applies in a consistent manner to all employees in all countries in which the Group operates (France, Spain, Italy, Belgium, Poland, Romania, Argentina and Brazil), as well as to its franchisees.

The remedial action is taken over the long term. Any established incident of corruption would result in an update of the Group's risk mapping and consolidation of its control system.

Alert system and management

In the event of a breach of the Code of Ethics, an ethics hotline is available to all Carrefour group employees, suppliers and service providers. In line with France's Sapin II law and Duty of Care law, Carrefour has deployed whistleblowing and warning systems for reporting ethics risks or suspected violations, designed in cooperation with its representative trade unions. These facilities mean that any employee, supplier or service provider of the Group or any other external third party, can confidentially report situations or behaviour that breach Carrefour's Code of Ethics. The whistleblowing facility is therefore one of the tools promoted under the agreement between Carrefour and UNI Global Union.

(1) France, Spain, Italy, Belgium, Poland, Romania, Argentina and Brazil.

(2) The employees most exposed to the risks of corruption and bribes are (i) the members of the Executive Committee, (ii) people whose jobs bring them into contact with public officials, local elected representatives, government agencies and/or certification bodies, and (iii) procurement staff. People holding other positions may also be considered as being exposed to these risks, such as those with roles in Public and Regional Affairs, Carrefour Partenariat International (CPI), Digital Factory/IT, the Carrefour Foundation, and Human Resources (recruitment).

The confidentiality of information and the anonymity of the author of the report are guaranteed at all stages of the process and Carrefour has pledged not to take any disciplinary action against an employee who, in good faith, reports a breach of the Code of Ethics. The system helps Carrefour to prevent serious breaches of its Code of Ethics and to take the necessary measures when a breach does take place.

All reports received by the Ethics and Compliance departments are processed and investigated, provided that the level and quality of the information present in the alert are sufficient. The country Ethics and Compliance managers are responsible for relaying alerts to the appropriate departments, depending on their nature. For example, alerts relating to corruption are handled by the Ethics and Compliance departments. Serious alerts are handled under the oversight of the country-level Ethics Committees. Link: <http://ethics.carrefour.com/>

The related investigation is conducted jointly by the Ethics and Compliance department and the Group Security department of the scope concerned, and not by the Management involved. If an employee of the Ethics and Compliance department or the Security department has ties to a person involved in the investigation, that employee will not participate and will not be kept informed of developments in the investigation. For complex investigations, the assistance of an external service provider may be required.

A variety of stakeholders have been taken into account in defining the Group's policies on business ethics. In particular, the Carrefour Code of Ethics includes clear rules in line with the recommendations of the French Anti-Corruption Agency (AFA) and Transparency International. In addition, its discussions and meetings with its peers helps the Group to align its business ethics policies with market practices (e.g., MEDEF, France's largest employer federation).

In 2024, 8,594 alerts were received by the Group, the majority of which concerned Human Resources issues (excluding discrimination and harassment). At the end of 2024, 58% of the employees most at risk of corruption had been identified. Furthermore, the e-learning courses available to employees with a lower risk of corruption were taken by 102,642 employees in 2024 (32% of the Group's total employees).

GIFTS AND HOSPITALITY

Carrefour has a strict policy regarding gifts and hospitality, aimed at respecting the principles of transparency, moderation and compliance (in particular compliance with France's Sapin II anti-corruption law). This policy is underpinned by the following measures:

- Compliance with the applicable laws and ethics rules;
- Compliance with the Group's internal policy on gifts and hospitality (available on the carrefour.com website);
- Transparency and traceability: gifts or hospitality received or offered are generally recorded in an internal register so that traceability can be guaranteed and practices in this area verified. In particular, this prevents any behaviour that could be perceived as an attempt at corruption, by ensuring that each gift or hospitality received/offered complies with ethical standards and legal requirements;
- Employee awareness-raising and training: employees are given training on how to identify problematic situations and act responsibly;

- Monitoring and controls: an ethics committee (or a dedicated manager) makes sure that the gifts and hospitality policy is respected within Carrefour. Audits may also be carried out to ensure that the rules are being properly applied and to detect any breaches. Internal sanctions may be imposed if any breach is detected.

Regular, low-value gifts over a given period can have the same effect as a single, higher-value gift. Given the risk that such a situation presents, any Carrefour group employee who receives a second gift or invitation from the same third party within a 12-month period must obtain the approval of line management, regardless of the value of the gift or hospitality.

CONFLICTS OF INTEREST

A conflict of interest is not an offence in itself, but in some cases may lead to one being committed. The Carrefour group has put in place a system to identify and manage conflicts of interest where required by the situation. The Code of Ethics states that each employee must "inform their line manager of any personal or professional relationship which could affect the impartial performance of their duties in the interests of Carrefour" and not "interfere in Carrefour's relationships with the third party in question, if a conflict of interest has been reported and/or identified and an action plan providing for their withdrawal from the case concerned has been agreed".

If a company employee is concerned, the situation must be examined by their line manager in conjunction with the human resources manager. If an employee with SD or expatriate status is concerned, the situation must be examined by the relevant Ethics Committee.

Measures should be taken in consultation with the person concerned, based on their profile, applying common sense, pragmatism, impartiality and proportionality. Possible measures include:

- restricting a person's involvement (for example, excluding them from the decision-making process in relation to the third party causing the conflict of interest);
- transferring functions associated with the conflict to another person or to a third party;
- requiring a person to renounce their private interests. In the event of a serious conflict, the person in question may choose to give up their private interests, such as board membership in another organisation causing the conflict;
- requiring the person to resign from office.

Each and every person is responsible for managing conflicts of interest to ensure that conduct in the workplace and decision-making throughout the Carrefour group are not subject to the influence of conflicting interests.

The application of these rules complies with the principles of the Code of Ethics:

- by providing clear answers to conflict situations;
- by assessing whether the act, which tends to be for personal gain, gives the person concerned an advantage and is prejudicial to Carrefour;

- by restating to the person concerned the need, where appropriate, to refrain from any interference in the relationship, negotiations or decision.

Everyone is required to assess for themselves whether their situation is likely to place them in a conflict of interest, especially as this is an ever-changing concept. They must therefore:

- be familiar with the principles of preventing and managing conflicts of interest;
- report any conflicts of interest of which they are aware;
- respect and implement decisions to resolve conflicts of interest;
- disclose any material change in their situation that may give rise to a conflict of interest.

In order to ensure a consistent approach across the Group, these measures apply to all employees in all of the Group's integrated countries (France, Spain, Italy, Belgium, Poland, Romania, Argentina and Brazil), as well as to their franchisees.

2.1.4.1.5 Responsible lobbying

2.1.4.1.5.1 Policies and targets

BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE [G1-1]

The commitment of the Carrefour group and its governing bodies to promote responsible lobbying is based on four pillars: integrity and transparency, ethical principles, total political neutrality and ongoing stakeholder engagement.

INTEGRITY AND TRANSPARENCY

The Carrefour group employees and governing body members acting as interest representatives to public authorities are identified in a dedicated internal register that is regularly updated. They expressly agree to speak on behalf of the company when engaging with their institutional contacts.

On an annual basis, the Carrefour group's interest representatives declare any communication initiatives they have taken to influence public officials at the national level at France's High Authority for Transparency in Public Life (HATVP). The Carrefour group keeps a register of meetings between interest representatives and public officials.

The Carrefour group is also a signatory to the Code of Conduct of the EU Transparency Register. Two entities are registered with France's HATVP: Carrefour SA and Carrefour Management. These two entities act as agents for Carrefour France. The Carrefour group is listed in the European Union Transparency Register: its registration number is 118080510828-42.

Employees who represent interests at the national or local level must inform their line managers of any actual or potential conflict of interest that could affect the relationship between the Carrefour group and public decision-makers who are involved in making decisions regarding public policy.

The Carrefour group complies with the obligations arising from the codes of conduct of the professional and trade organisations of which it is a member. The Carrefour group promotes the

adoption of best practices in lobbying within the professional associations in which it participates.

Anyone who is aware of a situation or behaviour that does not comply with the Carrefour group Code of Ethics can report it confidentially, 24/7, via the whistleblowing system <http://ethique.carrefour.com>. The Carrefour group undertakes to treat all reports received in accordance with the law.

ETHICAL PRINCIPLES AND FIGHTING CORRUPTION

In its Code of Ethics, the Carrefour group has defined a set of guidelines for its employees on how to conduct themselves in the workplace on a daily basis.

RELATIONSHIP WITH PUBLIC AUTHORITIES

The Carrefour group engages with the public authorities in the countries where it operates, in compliance with local legislation. The Carrefour group does not make any contributions to political parties, politicians or related institutions raising political funds.

DIALOGUE

The Carrefour group encourages dialogue with national and local governments and civil society stakeholders (trade unions, NGOs, citizen associations, etc.). Dialogue is conducted openly without any giving or receiving of consideration for the interactions it may involve. In addition, the Group has drawn up a Responsible Lobbying Charter for the people concerned, drawn up jointly by the Ethics and Compliance department and the Public Affairs department. The charter is publicly accessible to all stakeholders. It should be noted that Carrefour is not legally obliged to be a member of a chamber of commerce or other organisation that represents its interests.

The Carrefour group has introduced a Responsible Lobbying Charter to:

- avoid any contradiction with public international conventions such as those of the UN, the ILO and the OECD. The charter is similar to the Group's Ethics Code and therefore shares the same frame of reference,
- not misrepresent themselves in order to mislead third parties and/or public authority staff;
- not incite public authority staff to infringe the rules of conduct applicable to them;
- if the company employs former public authority staff, respect their obligation to observe confidentiality.

In addition, the Carrefour group does not provide training on responsible lobbying.

Scope

These commitments apply to all employees of the Carrefour group, and in particular to those who are required to act as interest representatives in dealings with public authorities. They formally undertake to carry out their activities with integrity and to respect the following principles of transparency and ethics.

Targets

Carrefour has not formalised any public targets in relation to responsible lobbying.

2.1.4.1.5.2 Metrics and performance

METRICS

Table 1: Carrefour's internal expenditure on lobbying activities in 2024

Names of member organisations	Unit	Total amount of contributions	Percentage allocated to interest representation	Amount in euros allocated to interest representation
FCD	(€)	2,000,000	11%	220,000
UDM	(€)	58,000 (excl. tax)	4.35%	2,523
AFEP	(€)	77,000	22%	16,940
FEVAD	(€)	27,000	14.35%	3,874.5
ARPP	(€)	18,000	3.25%	585
Perifem	(€)	34,000	10%	3,400
France Logistique	(€)	10,000	27%	2,700
FACT (formerly CNCC)	(€)	2,000	10%	200
Total				250,222.5

These figures are estimates based on prior-year results. 2024 data is currently being consolidated.

Table 2: Carrefour's political contributions

Metric	Unit	Y	Y-1	Change	Target	Coverage rate	Exclusions
Monetary political contributions	(€)	0	0	0	-	100% of gross sales	-
In-kind political contributions	(€)	0	0	0	-	100% of gross sales	-

Carrefour does not make any direct or indirect political contributions to local, regional or national political campaigns, organisations or candidates.

2.1.4.1.5.3 Action plans

Political influence and lobbying activities [G1-5]

PREVENTING RISKS AND IMPACTS RELATED TO LOBBYING

Carrefour's actions to ensure responsible lobbying activities can be summarised as follows:

- Relationships with public officials:
 - gifts and offers of hospitality to public officials are prohibited without prior authorisation from the Legal department and are capped in accordance with the established gifts and hospitality policy;
 - Facilitation payments that could help ensure or speed up routine legal or government procedures (permits, licences, visas, customs clearance, etc.) are strictly prohibited, no matter their value. Regular facilitation payments can encourage solicitation and abuse of power. Their prohibition also applies where local laws allow this type of payment. An accounting audit is carried out to verify compliance with the prohibition.
- Participation in public life:
 - all employees must refrain from involving the Group or any of its entities morally or financially in their associative or political activities;

- any employee who participates in State, public authority or local authority decisions as part of their political or elective activities must refrain from taking part in any decision affecting the Group or one of its entities (awarding permits, authorisations or contracts, etc.).

TRANSPARENT AND COLLABORATIVE DIALOGUE IN ORDER TO IMPLEMENT THE FOOD TRANSITION FOR ALL

Coordinated action by governments and businesses is needed to speed up the transition to a low-carbon economy. From a lobbying perspective, Carrefour contributes to transforming market standards by:

- making public commitments and applying them in the Group's activities,
- taking public positions, often within coalitions, to encourage companies to adopt a common base for action.

Examples of the various transformational projects supported by Carrefour are:

- the United Nations' Paris Agreement and the goal to limit the increase in temperature to less than 1.5°C, and its practical translation into the Group's climate objectives;
- the adoption of a United Nations treaty on plastics aimed at reducing the production of virgin plastics;
- the adoption of ambitious European regulations to combat imported deforestation.

Within the federations and industry-specific organisations of which the Group is a member, Carrefour initiates and supports collective actions to facilitate the retail industry's transformation. This is particularly the case when it comes to reusable packaging (see France's National Pact on Plastic Packaging, collective initiatives on returnable packaging) and reducing greenhouse gas emissions (supporting the 1.5°C strategy with the retail sector and suppliers participating in Perifem).

Carrefour also generally engages with its peers to share its vision and discuss the necessary industry developments.

2.1.4.1.6 Respecting privacy and protecting personal data

2.1.4.1.6.2 Policies and targets

BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE [G1.1]

Personal data comprises any information relating to individuals with whom the Carrefour group interacts. This includes future or current customers of stores or websites as well as future or current employees of subsidiaries of the Carrefour group or, to a lesser extent, its partners. The information is collected and used at the various stages of the Group's relationship with these individuals: creation of customer accounts, subscription to a

loyalty card, recruitment, training, pay, purchase of products or supply of services, deliveries, management of grievances, etc.

Personal data is collected transparently and then used fairly and lawfully only for as long as necessary. Naturally, the Carrefour group implements appropriate security measures to preserve the integrity of personal data and prevent risks of infringement of the rights and freedoms of the persons concerned.

Individuals may contact the Group to exercise their personal data rights in accordance with the law, through the various communication channels specifically dedicated to this purpose. Data Protection Officers (DPO) regularly communicate with one another across the Group to harmonise practices and comply with local legislation and specific local needs.

Scope:

Carrefour's commitments concern all the Group's relevant stakeholders, the "data subjects" within the meaning of the GDPR, i.e., consumers, employees, job applicants and prospective customers. In addition to the Group's consumers, the users of Carrefour's website and members of the "My Carrefour Card" loyalty programme are also concerned by Carrefour's data processing activities. This plan has been implemented in all the Group's integrated countries, service lines and activities, and extends to franchisees.

TARGETS

Table 1: Data protection targets

Topic	Target	Unit	Target value	Target year	Scope	Baseline year	Baseline value
Group	Number of countries/entities with a Data Protection Officer (DPO)	Number	8/8	Permanent	Group	-	-
Banking and insurance	Processing time for each request to exercise right to unsubscribe or right to erasure	Days	30 days max.	2025	Single request to unsubscribe or for erasure	N.C.	N.C.
Banking and insurance	Processing time for each request to exercise right of access	Days	30 days max.	2025	Single request for right of access	N.C.	N.C.

2.1.4.1.6.3 Metrics and performance

Table 2: Data protection metrics and performance

Metric	Unit	2024	2023	Change	Target	Coverage rate	Exclusions
Processing of requests for the right to object	Number of requests received	99	147	-48	100%	100%	N.C.
Processing of requests for right of access	Number of requests received	228	189	+39	100%	100%	N.C.
Processing of requests for the right to erasure	Number of requests received	242	238	+4	100%	100%	N.C.
Average processing time for requests to exercise rights (objection, access and erasure)	Days	2.6	2.5	+0.1	30 days max	N.C.	N.C.

COMMENTS ON PERFORMANCE

In 2024, Carrefour Banque in France received 99 data protection requests, 48 fewer than in 2023. This means that Carrefour Banque customers are informed and have a clear view of how their personal data is processed and used.

2.1.4.1.6.4 Action plans

GENERAL DATA PROTECTION REGULATION (GDPR)

Description

Carrefour has developed a continuous monitoring plan covering all the key issues relating to the GDPR to ensure proper compliance and, if necessary, take continuous remedial action.

The compliance programme covers:

- application of the GDPR: all Carrefour group websites and applications have a transparency and data protection policy suited to their content;
- consent management, creation and updating of data processing records;
- the creation of a data rights management process for providing responses within legal deadlines;
- the implementation of a training programme;
- data storage policy. At the end of the storage period, the personal data of all third parties (employees, customers, candidates and prospects) is automatically erased;
- the deployment of a network of data protection officers in accordance with the recommendations of the French Data Protection Authority (CNIL);
- a DPO in each country to deal with data protection issues and support the country business segments;
- a register of incidents and personal data breaches in accordance with the GDPR for tracking different incidents, qualifying them from a legal standpoint to self-assess the appropriateness of notifying the French Data Protection Authority and/or disclosing them to the persons concerned;
- reporting tools for integrated countries or BUs to report to Group level;
- the introduction of a third-party selection process, including an evaluation grid focusing on data protection and cyber risk.

Audits are carried out by external third parties every two years to check the compliance of Carrefour websites and applications with the GDPR. Audits are also carried out on the Group's service providers to ensure their compliance with regulations and Carrefour's requirements in terms of data security.

When collecting and processing consumers' personal data, Carrefour France highly values the following principles:

- **lawfulness:** consumers' personal data is collected for specified, explicit and legitimate purposes and on an appropriate legal basis;
- **transparency:** consumers are informed of every processing operation the Group carries out and the nature of these operations by means of information notices, and their data is never processed without their knowledge;

- **minimisation:** the Group undertakes to collect and process consumers' personal data only when strictly necessary for the purpose at hand and to update the data regularly;
- **data protection by design and by default:** when developing, designing, configuring and using applications, services and products that rely on the processing of personal data, Carrefour takes into account the right to personal data protection and checks with its partners that they comply with legal requirements and effectively ensure the protection of the personal data that will be processed;
- **personal data security:** Carrefour has put in place technical and organisational measures, adapted to the degree of sensitivity of the personal data collected, to ensure the integrity and confidentiality of personal data and to protect it against any malicious intrusion, loss, alteration or disclosure to unauthorised third parties. In particular, the Group uses encryption and/or pseudonymisation for consumers' personal data whenever possible, useful or necessary;
- **commitments of our service providers and partners:** the Group chooses its subcontractors, service providers and partners carefully, and requires them to: (a) ensure a level of protection of consumers' personal data equivalent to that of the Group, (b) use consumers' personal data only to the extent necessary to provide the services that Carrefour has entrusted to them, (c) comply with the GDPR, by automatically deleting the personal data collected at the end of the conservation period.

DATA CONFIDENTIALITY WITHIN THE GROUP

Carrefour's actions to strengthen data confidentiality can be summarised as follows:

- compliance is required with the rules and procedures in force within the Group relating to the distribution, storage, reproduction and destruction of documents and/or information media;
- compliance is required with IT security rules;
- exchanges of confidential or sensitive information are restricted to professional contexts;
- the disclosure of confidential or sensitive information to third parties outside the Group is prohibited, including after one leaves the Group for any reason whatsoever;
- the use of personal email accounts for business purposes is prohibited, as is the use of document sharing platforms other than those accepted by Carrefour to share documents, and the use of unapproved or public file-sharing websites;
- any conversation in a public or private place where an uninvolved third party is likely to overhear must be restricted to what is strictly necessary, and confidential or sensitive information must not be communicated;

- documents (any medium, including paper, electronic, etc.) containing confidential or sensitive information may not be left in a public or private place where this information could be read or discovered;
- consultation and access to confidential or sensitive information on laptops are restricted to private and isolated areas and one must avoid inadvertently communicating confidential or sensitive information;
- a privacy filter must be used on the screen when using the laptop in a public place;
- the communication or use of confidential or sensitive information for personal gain or advantage or otherwise than in the course of one's duties within the Group is prohibited;
- the Legal department must be consulted on whether a confidentiality agreement must be signed before any confidential or sensitive information is communicated to a third party;
- the relevant compliance officer must be informed in the event of disclosure, inappropriate handling or loss of confidential or sensitive information.

2.1.5 REPORT ON THE CERTIFICATION OF SUSTAINABILITY INFORMATION AND VERIFICATION OF THE DISCLOSURE REQUIREMENTS UNDER ARTICLE 8 OF REGULATION (EU) 2020/852 OF CARREFOUR SA

Year ended December 31, 2024

This is a translation into English of the statutory auditors' report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852"

To the Shareholder's Meeting of Carrefour SA

This report is issued in our capacity as statutory auditor of Carrefour SA. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2024 and included in the chapter "Sustainability statement" of the group management report. (hereinafter referred to the "Sustainability statement").

Pursuant to Article L. 233-28-4 of the French Commercial Code, Carrefour is required to include the above-mentioned information in a separate section of the Group management report. This information has been prepared in the context of the first-time application of the aforementioned articles, a context characterized by uncertainties regarding the interpretation of the laws and regulations, the use of significant estimates, the absence of established practices and frameworks in particular for the double-materiality assessment, and an evolving internal control system. It enables an understanding of the impact of the activity of the group on sustainability matters, as well as the way in which these matters influence the development of the business of the group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L.821-54 paragraph II of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for *European Sustainability Reporting Standards*) of the process implemented by CARREFOUR to determine the information reported, and compliance with the requirement to consult the social and economic committee provided for in the Article L. 2312-17 of the French Labour Code;
- compliance of the sustainability information included in Sustainability statement with the requirements of Article L. 233-28-4 of the French Commercial Code, including ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on "*Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852*".

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Carrefour in the group management report, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of control techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of Carrefour, in particular it does not provide an assessment, of the relevance of the choices made by CARREFOUR in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Any comparative information that would be included is not covered by our engagement.

Compliance with the ESRS of the process implemented by Carrefour to determine the information reported, and compliance with the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Nature of the procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Carrefour has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that lead to the publication of information disclosed in the Sustainability Statement of the group, and
- the information provided on this process also complies with the ESRS.

We also checked the compliance with the requirement to consult the social and economic committee.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Carrefour with the ESRS.

With regard to the consultation of the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code we inform you that as of the date of this report, this consultation has not yet been held.

Elements that received particular attention

We present hereafter the elements that have been the subject of particular attention in relation to our assessment of compliance with the ESRS of the process implemented by Carrefour to determine the information reported.

Concerning the identification of stakeholders

Information on the identification of stakeholders is set out in note 2.1.1.2 "Specific tools developed by the Group to work collaboratively with its stakeholders" of the Sustainability Statement included in the group management report.

We have examined the analysis carried out by Carrefour to identify:

- the stakeholders who may affect the entities in the scope of the information or may be affected by them, through their

activities and direct or indirect business relationships in the value chain,

- the main users of the sustainability statements (including the main users of the financial statements).

We interviewed the persons we considered appropriate and examined the available documentation. Our work consisted in particular in:

- assessing the consistency of the main stakeholders identified by Carrefour with the nature of its activities and its geographical location, considering its business relationships and value chain,
- assessing the appropriateness of the description given in note 2.1.1.2 "Specific tools developed by the Group to work collaboratively with its stakeholders" of the Sustainability Statement, particularly regarding the procedures implemented by Carrefour for dialogue with stakeholders and engagements taken by Carrefour.

Concerning the identification of impacts, risks and opportunities ("IRO")

Information on the identification of impacts, risks and opportunities is provided in note 2.1.1.4.1 "Description of processes to identify and assess material impacts, risks and opportunities [IRO-1]" of the Sustainability Statement.

We obtained an understanding of the process implemented by Carrefour to identify actual or potential impacts – both negative and positive – risks and opportunities (IROs), in relation to the sustainability matters mentioned in paragraph AR 16 of the "Application requirements" of ESRS 1. These issues are presented in the summary table in note 2.1.1.4.2 'Results of the double materiality assessment' of the Sustainability Statement.

In particular, we assessed the approach taken by the Group to determine its impacts and dependencies, which may be a source of risks or opportunities.

We have also exercised our professional judgment to assess the acceptability of the exclusions relating to the recent acquisition of the Cora/Match perimeter, as presented in note 2.1.1.1.2 "General elements of the CSR approach".

We also assessed the completeness of the activities included in the scope used to identify IROs

We obtained an understanding of the Group's mapping of identified IROs, including a description of their distribution within the Group's own operations and its value chain, as well as their time horizon (short, medium or long term), and assessed the consistency of this mapping with our knowledge of the Group and, where applicable, with the risk analyses conducted by the Group.

In particular, we have:

- assessed the consistency of the actual and potential impacts, risks and opportunities identified by the entity with the available sector analyses;
- assessed how the entity has taken into consideration the different time horizons, particularly with regard to climate issues;
- assessed whether Carrefour has taken into account the risks and opportunities that may arise from both past and future events as a result of its own activities or business relationships, including the actions taken to manage certain impacts or risks;
- assessed whether Carrefour has taken into account its dependence on natural, human and/or social resources in identifying risks and opportunities.

Concerning the assessment of impact materiality and financial materiality

Information on the assessment of impact materiality and financial materiality is provided in note 2.1.1.4.1 "Description of processes for identifying and assessing material impacts, risks and opportunities" and 2.1.1.4.2 "Results of the double materiality assessment [IRO2]" of the Sustainability Statement.

Through interviews with management and inspection of available documentation, we obtained an understanding of the process implemented by the Group to assess impact materiality and financial materiality and assessed its compliance with the criteria defined in ESRS 1.

In particular, we assessed the way in which the Group established and applied the materiality criteria defined in ESRS 1, including those relating to the setting of thresholds, in order to determine material information reported for metrics relating to material IROs identified in accordance with the relevant ESRS standards;

Compliance of the sustainability information included in the Sustainability statement included in the group management report with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in the Sustainability statement of the group, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Carrefour for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability Statement of the group management report, with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information contained in paragraph "Disclosures in relation to specific circumstances [BP-2]" included in the note 2.1.1.1.2 "General elements of CSR approach" of the Sustainability Statement, describing the limits induced by the inherent uncertainties of the first year of

application of Article L.233-28-4 of the French Commercial Code, and the methodological choices made by the Carrefour as a result and in particular:

- the methodological choices made by the Carrefour concerning the ratio between the remuneration of its highest paid individual and the median remuneration for its employees.;
- the limitations faced by Carrefour in collecting and consolidating information on payment practices".

Elements that received particular attention

The information published with regard to climate change (ESRS E1) is mentioned in note 2.1.2.1 "Climate Change" of the Sustainability Statement included in the Group's management report.

We present below the items that received particular attention from us regarding the ESRS compliance of this information.

Our procedures primarily consisted in:

- Assessing, based on interviews conducted with management or the individuals concerned, in particular, the "Risk" and "CSR" departments, whether the description of the policies, actions, and targets implemented by the entity covers the following areas: climate change mitigation, climate change adaptation, and energy;
- Assessing the appropriateness of the information presented in note 2.1.2.1 "Climate Change" of the Sustainability Statement included in the Group's management report and its overall consistency with our knowledge of the entity.

Regarding the information disclosed relating to the greenhouse gas emissions statement, our work consisted primarily in:

- assessing the consistency of the scope considered for the assessment of the greenhouse gas emissions report with the scope of the consolidated financial statements, the activities under operational control, and the upstream and downstream value chain;
- reviewing the greenhouse gas emissions inventory preparation protocol used by the entity to prepare the greenhouse gas emissions report and assessing its application methods, across a selection of emission categories and sites, for Scope 1 and Scope 2;
- assessing, regarding Scope 3 emissions:
 - the justification for inclusions and exclusions of the various categories and the transparency of the information provided in this regard;
 - the information collection process;
 - assessing the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data used;
 - reconciling, for physical data (such as energy consumption), on a sample basis, the underlying data used to prepare the greenhouse gas emissions balance with supporting documentation;
 - implementing analytical procedures;

1

2

3

4

5

6

7

8

9

- with regard to the estimates that we considered to be structuring and used by the entity in preparing its greenhouse gas emissions statement:
- by interviewing management, we were informed of the methodology used to calculate the estimated data and the sources of information on which these estimates are based,
- we assessed whether the methods had been applied consistently and, in the case of information affected by changes since the previous period, whether these changes were appropriate.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by Carrefour to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Elements that received particular attention

We determined that there were no such elements to disclose in our report.

Courbevoie et Paris-La Défense, March 5, 2025

The statutory auditors

French original signed by

Forvis Mazars

Jérôme de Pastors

Deloitte & Associés

Olivier Broissand
Julie Mary