

The Circular Economy

Carrefour 2025

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1. Carrefour: Key Issues – An Introduction

1.1 Context and Challenges

Due to the nature of its business, Carrefour generates waste in its stores, logistics centres and throughout its supply chain. The treatment of this waste varies according to the regulations and purchasing habits in the countries where it is located. Depending on their management, this waste can generate pollution and a scarcity of resources. They can also pose a risk to the company's image and generate additional costs. Waste from single-use plastic packaging is a priority issue for the Group. The retail sector has a role to play in innovating, changing practices and meeting consumer demands. While plastic pollution is a concern for many consumers, changes in practices still need to be accompanied and facilitated. The packaging policies, objectives and action plans are found in Section 2. Developing the circular economy within the products and services offering.

Similarly, food waste is a subject that affects the entire chain, from the production stages and warehouses to the stores and consumers. It contributes to the scarcity of resources. There are a number of reasons for this waste, including overproduction, calibration criteria, interruptions in the cold chain, poor stock management, supply-demand mismatch and consumption patterns. Solutions exist at each stage of the value chain. The policies, objectives and action plan on waste and food waste management are found in Section 3. Developing the circular economy within operations.

1.2 Impacts, risks and opportunities

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

IRO name	IRO definition	Type	Value chain zone	Time frame
Pollution caused by poor upstream and downstream operations waste management	Inadequate waste management, whether in operations (sorting in stores), upstream (during production, processing or transport), or downstream (during disposal by consumers and communities), can have negative effects on the environment (soil and water contamination) and health.	Negative impact	Upstream Downstream Operations	Long term
Food waste at site level and within the value chain[1]	Losses of raw materials and food waste can occur during production, processing, transport operations or due to poor stock management and promotions in stores. These unnecessary losses have an environmental impact and an impact on consumers' purchasing power.	Negative impact	Upstream Operations Franchises Downstream	Long term

[1] This impact is specific to Carrefour's activities

IRO name	IRO definition	Type	Value chain zone	Time frame
Rising costs associated with waste management and the depletion of resources	Poor waste management in stores and warehouses can lead to higher operational costs (e.g. processing costs) and an increase in eco-contributions, especially in the event of non-compliance with regulations (e.g. Extended Producer Responsibility). In addition, the depletion of natural resources and stricter requirements for eco-design can lead to higher supply and production costs for suppliers, with direct repercussions on the Group's costs.	Risk	Upstream Operations	Short and long term
Depletion of resources related to the manufacture of packaging sold	The production and processing of packaging sold requires the consumption of agricultural raw materials and natural resources (e.g. water, wood, silica). Managing the production of these raw materials can contribute to the depletion of natural resources.	Negative impact	Upstream	Long term
Development of circular economy offerings and services	The development of new offerings related to the circular economy promotes more sustainable practices by reducing the environmental impact. These initiatives help to optimise costs and preserve natural resources.	Opportunity	Downstream	Short term
Economic and reputational challenges related to the integration of the circular economy	The development of service offerings around circularity and repairability requires significant investments to demonstrate their long-term profitability, which can represent a significant cost for the Group. In addition, a negative perception on the part of consumers regarding a lack of commitment to the circular economy (e.g. excessive use of packaging) could undermine the Group's attractiveness and weaken its brand image.	Risk	Upstream & Downstream	Short and medium term

In 2022, Carrefour conducted a macro-analysis of the impacts of plastics resulting from its activity and the activity of its partners at key stages of the supply chain, taking into account the processing capacities of all integrated Group countries. The main plastic risks were identified across the different stages of the product life cycle, as outlined in the first part of the study. Based on this macro-analysis, the Group has chosen to prioritise the reduction of plastic packaging as a priority area of its circular economy policy.

Figure 1: macro-analysis of plastic impacts

Carrefour value chain

Plastic quantities present in the value chain

Upstream of products	Transport and logistics	Stores and visitors	Products
Fishing nets, gardening tarps, etc.	Plastic films, bubble wrap, etc.	POS, plastic bags, gloves, bins, etc.	Primary/secondary products and packaging, etc.

Manufacture of plastic

It is estimated that 90% of the plastic produced and used for the Group's operations is linked to sold products, and 80% of this plastic comes from packaging.

Main impacts of plastic production: soil and water pollution from oil extraction; energy consumption and GHG emissions during plastic processing; and air pollutant emissions.

Plastic end-of-life

Here, we examine the treatment and recycling capacities of the countries where the Group operates, relative to the quantities handled in each country. We estimate that, overall, plastic produced and used across the entire value chain is 20% recycled, 38% incinerated, 56% landfilled and 6% dispersed. Indeed, the recycling rate of plastic can vary greatly locally, especially plastic not from household waste: 1% in Brazil, 26% in France and 47% in Spain. These three countries are priorities for the Group, accounting for more than three-quarters of the plastic volumes produced.

Main impacts of plastic end-of-life: air pollution and GHG emissions from incineration, or soil and water contamination in cases of landfilling or disposal into the environment.

Microplastics released

Microplastics can be released at different stages of the value chain. They can be released into the air, by the use of vehicles for the transport of goods or the movement of visitors. They can also be released into the water, for example by washing clothes.

Main impacts related to microplastic release: air, soil and water pollution.

Migration of toxic substances

Prolonged interaction of plastic with liquid or wet food products can lead to the migration of sensitive substances into food, particularly in relation to the presence of additives. Rare non-food products may present the same risk of transfer.

Main impacts related to migration of toxic substances: human health through migration of toxic substances from packaging plastics to food.

1.3 Stakeholders, standards and regulations

Table 2: Stakeholders

Stakeholder type	Role	Dialogue type	Stakeholders examples	Section of report
NGOs and charities	Deployment of field projects Definition of Group targets	Partnerships Stakeholder panels Survey responses	Restos du Coeur Surfrider Foundation Europe, Zero Waste France, Tara Oceans, WWF, No plastic in my sea	Developing the circular economy within operations
Customers	Deployment of field projects	Mutual information	Consumers encouraged to bring their reusable containers back to stores, Green Consumers Club (CCE)	Developing the circular economy within the products and services offering Developing the circular economy within operations
Enterprise coalitions	Definition of Group targets Definition of sectoral/national strategies Sharing best practices	Working group Ad hoc consultations and discussions	National Pact on Plastic Packaging Network Bulk and Reuse	Developing the circular economy within the products and services offering Developing the circular economy within operations
Scientific experts and consultants	Collaborating and engaging in the Group's transition	Ad hoc consultations and discussions	(RE)SET, ICare, ConsultantSeas, InOff Plastic, Arnaud Le Berrigaud, etc.	Developing the circular economy within the products and services offering
Suppliers	Deployment of field projects	Working group Regular one-to-one dialogue Partnerships	Food Transition Pact Packaging suppliers Solution providers (Too Good To Go, Loop, Nous anti-gaspi, etc.)	Developing the circular economy within the products and services offering Developing the circular economy within operations
Multi-actor initiatives	Definition of Group targets Deployment of field projects Sharing best practices	Ad hoc consultations and discussions Working group	Ellen McArthur Foundation *(Global Commitment, New Plastics Economy)* Upstream Bulk BeMed Business College	Developing the circular economy within the products and services offering Developing the circular economy within operations

Stakeholder type	Role	Dialogue type	Stakeholders examples	Section of report
Industry organisations	Definition of sectorial/national strategies Defining methodologies and frames of reference	Ad hoc consultations and discussions Working group	French Federation of Trade and Retail Companies (FCD) Coalition of Action on Plastic Waste (Consumer Goods Forum)	Developing the circular economy within the products and services offering Developing the circular economy within operations

Standards and regulations:

As part of its CSRD/ESRS approach and its packaging commitments, Carrefour relies on recognised benchmarks and ensures that its packaging complies with the applicable regulatory requirements. The Group integrates its packaging policy within a framework of source reduction, eco-design and improved end-of-life management of materials; consistent with its plastic reduction and recyclability trajectories.

In particular, Carrefour applies the Golden Packaging Rules of the Consumer Goods Forum, which provide a reference framework to guide eco-design and promote recyclability of packaging.

The Group declares adherence to the Ellen MacArthur Foundation framework within the Global Commitment on Plastics, incorporating transparency and progress tracking.

Finally, the packaging must comply with substance and material regulations, including REACH, RoHS and the Persistent Organic Pollutants (POP) regulation, to ensure material compliance and control environmental and health impacts.

2. Developing the circular economy within the products and services offering

2.1 Policies and goals

Resource use and circular economy policies

As part of its product and service offering, Carrefour focuses on reducing packaging at source, eco-design and improving packaging recyclability, in order to reduce the use of virgin resources and the footprint associated with bringing products to market.

This approach is integrated into the Group's CSRD/ESRS framework, supported by objectives and performance metrics targeting packaging and source-reduction models (bulk, reuse and deposit systems).

2.1.1 Packaging transformation and deplastification

Carrefour is working on source reduction and eco-design to reduce the use of virgin resources:

- Reduction of plastic: Carrefour aims for a 10% reduction in virgin plastic in Carrefour-brand single-use packaging by 2030 (vs 2024).
- Eco-design: Carrefour is pursuing an eco-design approach, notably supported by the Consumer Goods Forum's Golden Packaging Rules, and is continuing its efforts to ensure the recyclability of its own-brand packaging by 2030.
- Carrefour-brand packaging aims for 100% reusable, recyclable or compostable own-brand packaging by 2025. In 2025, the indicator rose to 67.2% (vs. 56.0% in 2024), remaining below the target due to sectoral challenges.

2.1.2 End-of-life monitoring of packaging and performance

Carrefour tracks its circular economy via performance metrics, especially on packaging end-of-life (proportion of reusable, recyclable or compostable own-brand packaging), while progressively improving reporting quality and coverage to gain a consolidated view at Group level.

2.2 Bulk, reuse & deposit

Carrefour is developing consumption models aimed at reducing the production of single-use packaging, particularly through bulk and reuse. In 2025, the Group's bulk and reuse sales increased by 42% to reach €363 million, a trend mainly driven by bulk, particularly in Belgium (€74 million). This performance puts the Group ahead of its target of €300m by 2026 and forms part of a strengthened target of €500 million by 2030.

This growth was driven in particular during the year by an active policy of in-store sales events in France, such as the Bulk and Reuse Month organised in March in 17 hypermarkets in collaboration with partner brands such as Oé and Lorina, as well as awareness campaigns conducted in partnership with Vraco Distribution, Juste Bio and Loop. The effectiveness of these measures was reflected in a sharp increase in sales, with revenue from bulk and reuse in France reaching €3 million in 2025, compared with €1 million in 2024. Building on these public awareness initiatives, the recycling bin programme with Terracycle culminated in a national competition involving the six stores where bins had been installed. Following this, the Carrefour Hypermarket in Angoulins was rewarded with the delivery of two benches made entirely from recycled materials. These two benches were offered to two schools in Angoulins where an educational event was organised in collaboration with Carrefour x Terracycle.

In France, Carrefour places deposit-return reuse at the heart of its circular economy strategy, implementing complementary initiatives to standardise containers, facilitate their return and ensure safe recirculation through washing loops. With Loop, consumers can return deposit containers that, once washed, are sent back to suppliers for reuse. Launched in October 2020, the initiative operated in 369 stores and concerned 42 products by the end of 2025. Growth during the year was driven by the rollout of the scheme to a further 200 stores, primarily convenience formats and

Market supermarkets in the Île-de-France region. Carrefour also launched the La Consigne par Carrefour (LCPC) project in late 2023, which operated in around 100 convenience stores in Paris by 2025, supporting the rapid deployment of reuse for urban formats. In parallel, the Group reached a new milestone by taking part in the ReUse regional pilot led by Citeo in July 2025. This interoperable, multi-retailer reuse initiative was deployed at Carrefour through the installation of return points and the rollout of the service in 100 stores across four pilot regions: Brittany, Normandy, Hauts-de-France and Pays de la Loire.

This massification ambition is supported by local dynamics through the rollout of structured local projects adapted to local ecosystems. In the Basque Country, 2025 was marked by collaboration with the "Les Retournées" non-profit, via the Bilboko deposit project. The scheme was launched at Carrefour in December 2025 in an initial hypermarket, Saint-Jean-de-Luz, highlighting strong local roots through a range of 200 deposit-return products sourced from the region. In the Toulouse area, the Group partnered with the "Drive tout nu" initiative by locating dedicated corners in around ten stores, selling local products in reusable jars. These new convenience-based projects complement pre-existing approaches, such as the "Haut la Consigne" project launched at the end of 2024 in 20 convenience stores in the Nord region, offering 117 different beer products and including an incentive-based customer reward system.

In 2025, Carrefour joined Réseau Vrac et Réemploi to accelerate cooperation within the packaging reuse sector and its scaling up. This collaboration is now paving the way for ambitious new projects, based on innovation, cooperation and scaling-up, to accelerate the reduction of single-use packaging and support consumers towards new sustainable consumption practices.

In line with this, the Group also supports initiatives aimed at strengthening the industrialisation and interoperability of the deposit system, notably via R3PACK and ReUse, in order to harmonise standards, simplify returns for customers and accelerate the growth of reuse on a larger scale.

2.3 Indicators and Performance

Resource use and circular economy targets

Table 3: Targets to develop the circular economy within the products and services offering

Indicator	Unit	Target value	Target year	Reference year
€300 million in bulk and reuse sales by 2026[2]	€M	300	2026	2022
100% of Carrefour-brand packaging to be reusable, recyclable or compostable by 2025	% (tonnes)	100%	2025	2020
30% of recycled plastic to be integrated into packaging by 2025	% (tonnes)	30%	2025	2018

Table 4: Monitoring of key performance indicators for the development of the circular economy within the products and services offering

Indicators	Unit	Target value	Target year	2025	2024	Variation	Coverage rate	Exclusions
Packaging end of life								
Total volume of reusable/recyclable/compostable packaging	Tonnes			119,117	199,890	(0.4)%	94%	Excluding Cora & Match
Share of reusable, recyclable or compostable Carrefour-brand packaging	% (tonnes)	100%	2025	67.2%	56.0%	11.2 pts	94%	Excluding Cora & Match

[2] *This target has been raised within the framework of the new 2026 – 2030 CSR and Food Transition Index*

Indicators	Unit	Target value	Target year	2025	2024	Variation	Coverage rate	Exclusions
Share of recyclable packaging	% (tonnes)			66.7%	New[3]	–	94%	Excluding Cora & Match
Share of compostable packaging	% (tonnes)			0.5	2.0	(75,0)%	94%	Excluding Cora & Match
Share of reusable packaging (%)	%			2.0	0.0	–	94%	Excluding Cora & Match
Share of organic packaging materials of sustainable origin in all packaging	% (tonnes)			4.7%	4.6%	0.1 pts	80%	Excluding Spain, Cora & Match
Packaging materials								
Share of bio-based materials from sustainable sources in all packaging	% (tonnes)			3.96	4.6	(0.6) pts	94%	
Total weight of wood/paper packaging	in tonnes			55,854	70,316	(20.5)%	94%	
Share of recycled materials in wood/ paper packaging	%	50	2025	28.50	34.00	(5.5) pts	94%	
Share of recycled materials in wood/ paper packaging	%			20.97	21.86	(0.89) pts	94%	
Share of recycled materials in wood/ paper packaging				28.40	20.33	8.07 pts	94%	
Total weight of metal packaging	in tonnes			28,090	25,591	9.7%	94%	
Share of recycled and/or certified materials in metal packaging	%	30	2025	30.3	17.70	12.60 pts	94%	
Total weight of glass packaging	in tonnes			77,678	75,133	3.39%	94%	
Share of recycled and/or certified materials in glass packaging	%	25	2025	30.20	28.76	1.44 pts	94%	
Total weight of plastic packaging	metric tonnes			113,520	114,252	(0.64)%	94%	
Plastic production	metric tonnes			0	0	–	94%	
Share of recyclable plastic packaging[4]	%	100	2015	66.70	53.00	13.7 pts	94%	
Share of recycled materials in plastic packaging[5]	%			13.10	16.00	(2.9) pts	66%	
Total weight of technical and biological products and materials used during the reference period	tonnes	–	–	55,917	47,507	17.7%	90%	Excluding Argentina, Cora & Match
Recycled packaging materials - total	tonnes	–		66,659	New	90%		Excluding Argentina, Cora & Match

[3] *Recalculation of N-1 is not possible on the new indicators*

[4] *As a share of total plastic packaging weight*

[5] *As a share of total plastic packaging weight*

Indicators	Unit	Target value	Target year	2025	2024	Variation	Coverage rate	Exclusions
Share of recycled packaging materials in total packaging	% (tonnes)	30%	2025	24.0%	15.3%	8.7 pts	90%	Excluding Argentina, Cora & Match
Share of recycled plastic packaging in plastic packaging	% (tonnes)	–	–	13.4%	23.6%	(10.2) pts	90%	Excluding Argentina, Cora & Match
Saved packaging – cumulative since 2017	tonnes	–	–	22,873	21,889	4.5%	100%	
Store solutions								
Stores equipped with a packaging collection system	number	–	–	2,360	New	–	96%	Excluding Cora
Reusable packaging solutions	number	–	–	2,459	New	–	96%	Excluding Cora
Bulk and reuse								
Revenue of unpackaged products (bulk)	€k	–	–	203,229	New	–	100%	
Revenue from products with reusable/ deposit packaging	€k	–	–	159,504	New	–	100%	
Revenue from products with bulk or reusable packaging	€k	300	2026	362,733	256,066	41.7%	100%	

Performance review

In 2025, Carrefour Group's bulk and reuse sales increased by 42% to reach €363m. This performance was mainly driven by bulk, notably in Belgium (€74m)

Although the share of recyclable, reusable or reemployable packaging increased by 11 points (67% in 2025 vs. 56% in 2024), it remains below the 100% target set for 2025. This outcome reflects broader sector challenges: technical difficulties in recycling certain packaging such as flexible materials, challenges in collecting data from smaller suppliers and disparities in sorting and recycling performance across the countries where the Group operates. The Group has set a target of 100% by 2030.

Carrefour is advancing its bulk and reuse strategy, targeting €500 million in sales by 2030. Carrefour is also aiming for 50% reusable packaging for upstream and downstream transport by 2030 and a 10% reduction in virgin plastic in Carrefour-brand single-use packaging by 2030 (vs 2024). These targets are included in Carrefour's 2026-2030 CSR and Food Transition Index. Finally, the Group will continue its eco-design efforts to ensure the recyclability of its own-brand packaging by 2030.

2.4 Action plans

An international working group on packaging ensures the deployment of packaging actions within the Group. It brings together the Global merchandise department, the Quality department, the CSR department and the packaging correspondents of each country. This organisation makes it possible to manage packaging roadmaps, ensure regular monitoring of progress and share best practices. Common tools, such as specific purchasing rules and a resource bank of packaging alternatives, support operational implementation.

At the same time, Carrefour is rolling out Sustainability Linked Business Plans (SLBPs), non-financial business agreements signed with suppliers, with a goal of reaching 200 SLBPs signed by 2030 (31 agreements signed in 2025).

To ensure ownership of these issues, webinars on training and awareness were organised in May 2025 for Carrefour France teams, with sessions for teams in other countries planned from late 2025 into early 2026. Supplier engagement was also strengthened, with a dedicated webinar held on 25 November 2025 for more than 200 suppliers (top 100 and members of the Carrefour France Food Transition Pact).

These measures support the implementation of the following actions within the Group:

1. Eliminate all problematic or redundant packaging

Carrefour is prioritising source reduction and packaging simplification to reduce the use of virgin resources and the associated environmental impacts. In this context, the Group is continuing its deplastification trajectory with a commitment to reduce the use of virgin plastic by 10% by 2030 (based on 2024), with a focus on source reduction and, where relevant, the incorporation of recycled material. To ensure precise tracking of its reduction pathway and improvements in packaging recyclability, Carrefour monitors the composition of its plastic packaging by resin type and use category. Breakdown of tonnages is provided in the appendix. As part of its strategy of reducing plastic packaging at source, Carrefour announced in June 2026 a plastic plan to remove more than 5,000 tonnes of plastic from the packaging of products sold in its stores by 2030. The main measures included in this plan are set out below.

Focus – Plastic plan announced in 2026

The goal is to remove more than 5,000 tonnes of plastic from the packaging of products sold in Carrefour stores.
The plan is based on five key actions:

- 500 tonnes: removal of excessive quantities of plastic wrapping from promotional consignments (own-brand from 2028, national brands from 2030).
- 2,000 tonnes: 30% reduction in packaging of hygiene and cleaning products thanks to refills, solid formats and large containers.
- 1,500 tonnes: replacement of plastic blisters from toilet paper with 100% paper packaging.
- 500 tonnes: development of the deposit scheme with a target of 1,000 products and 50 million reusable bottles by 2030.
- 500 tonnes: changes to pastry packaging (cardboard box with plastic window).

The savings generated by these actions (more than €5m) will be fully reinvested in lowering the prices of certain products.

2. Promoting eco-design, recyclability and recycling

When source reduction becomes more complex, Carrefour optimises the use of materials and their end-of-life by leveraging eco-design. Carrefour applies the Consumer Goods Forum's Golden Packaging Rules, and is continuing its efforts to ensure the recyclability of its own-brand packaging by 2030. The 100% target for reusable, recyclable or compostable own-brand packaging was set for 2025, reporting progress that year while highlighting structural sector-specific obstacles.

3. Developing the circular economy within operations

3.1 Policies and goals

Resource use and circular economy policies

In its operations (stores and managed warehouses), Carrefour focuses its circular economy policy on waste prevention and recovery, as well as food waste reduction. The target is to limit the waste generated, improve recovery and reduce the loss of resources related to unsold products. This policy is implemented in accordance with regulatory frameworks and the recovery pathways available in each country.

Resource use and circular economy targets

Carrefour had set a target of a 50% reduction in food waste intensity by 2025 vs 2016 and reached -51% in 2025. Carrefour is continuing its action with a new target in the CSR and Food Transition Index: a 60% reduction by 2030 versus 2016.

With regards to waste, Carrefour had set itself the goal of recovering 100% of waste from its stores by 2025. In 2025, the average recovery rate reached 80% (compared to 73% in 2024), while specifying that recovery of all waste produced remains difficult to achieve. Carrefour is taking a new approach by aiming to reduce non-recovered in-store waste by 10% by 2030. This target is part of the CSR and Food Transition Index, supporting ongoing waste reduction and recovery improvement.

3.2 Indicators and Performance

Resource use and circular economy targets

Table 5: Targets to develop the circular economy within operations

KPI	Unit	Target value	Target year	Reference value	Reference year
50% reduction in food waste by 2025 vs 2016[6]	% in kg/m²	-50%	2025	–	2016
100% of waste recovered by 2025	% (tonnes)	100%	2025	67%	2020
10% reduction in unrecovered waste compared with 2024	% (tonnes)	-10%	2030		2024

[6] *This target has been raised within the framework of the new 2026 – 2030 CSR and Food Transition Index*

Table 6: Monitoring of key performance indicators to develop the circular economy within operations

Indicateurs	Unités	2025	2024	Change	Coverage	Target FY 2025
Food waste						
Total weight of all food loss & waste	Metric tonnes	72 936,82	81 189,75	-10,16%	93%	100 099
Total weight of food loss & waste volumes used for alternative purposes	Metric tonnes	30 890,00	30 500,00	1,28%		32 813,37
Waste						
Total waste recycled / reused	Metric tonnes	645 213,66	547 357,58	17,88%	98%	
Total waste disposed	Metric tonnes	157 381,02	136 690,11	15,14%		161 127,44
Waste landfilled	Metric tonnes	148 180,45	128 074,88	15,70%		
Waste incinerated w energy recovery	Metric tonnes	2 171,47	1 868,37	16,22%		
Waste incinerated w/o energy recovery	Metric tonnes					
Waste otherwise disposed	Metric tonnes	7 029,11	5 746,85	22,31%		
Waste with unknown	Metric tonnes	0,01	0,01			

Methodology

The target is set in accordance with the waste hierarchy. This European priority for waste management states that disposal should be avoided wherever possible. Reuse, recycling and other recovery measures must be implemented as a priority. The Group's target corresponds to this action priority. The target for food waste aims to drive ambitious changes in practices, yet remains attainable for the Group's stores.

3.3 Action plans

Carrefour implements a coordinated set of actions in its operations (stores and managed warehouses) to limit waste generation and combat food waste. These initiatives combine prevention, recovery and awareness-raising solutions, with the aim of reducing unsold waste, extending the life of products and optimising the recovery of unavoidable waste. The action plan is structured around four complementary priorities: upstream prevention, optimisation of product flow, innovation with the ecosystem and recovery when products can no longer be sold.

Carrefour is working to improve inventory management and extend product life to reduce preventable losses from the front end. The Group is developing digital tools and control methods to optimise orders and limit unsold items. The store teams rely on more accurate sales forecasts, in particular by taking into account specific events; digitalised solutions improve management of expiry dates. In France, this approach is based in particular on DEAVA, a digital date management tool that replaces manual visual controls with a centralised process based on a digital freshness charter; in 2025, it is fully operational on all food sections and now covers food-related professions (caterer, fishmonger and butcher). The Group also acts upstream on certain products by extending the minimum durability date (MSD), which helps to reduce avoidable losses and offer more flexibility to consumers.

Carrefour also encourages the consumption of products nearing their use-by dates or with aesthetic defects, while guaranteeing their sanitary quality.

Discounts are available on products close to their expiry date, and in-store tagging makes it easier to identify and sell. Carrefour also recovers damaged but sound fruits and vegetables through discounted baskets and, similarly, promotes "imperfect" products such as non-standard crates to facilitate sales and reduce waste due to aesthetic criteria. This approach aims to normalise more resource-efficient purchasing behaviour and limit the premature withdrawal of products that are still consumable.

The Group develops innovative solutions with suppliers to transform materials or products initially considered unsaleable into marketable products. Carrefour works with expert partners to recover downgraded raw materials and foster initiatives aimed at cutting food waste. These approaches illustrate the Group's ability to jointly develop practical solutions with its suppliers to reduce food losses, acting at the interface between supply, processing and operational constraints.

Carrefour recovers unsold goods and food and non-food waste when their sale is no longer possible. Carrefour prioritises donations to food aid organisations to maximise social impact and minimise disposal of still-consumable products. When products cannot be distributed, the Group implements recovery solutions, in particular via biowaste channels and, where relevant, energy transformation pathways. At the same time, non-food waste is also reduced and recovered through donations, the pooling of sorting routes, the development of reuse routes and the digitalisation of in-store communication, in order to improve operational effectiveness and reduce unrecovered volumes.

All these actions are monitored through performance indicators relating to food waste and other waste, and comply with the Group's 2030 trajectory and targets for its operations, in line with CSR and Food Transition management.

4. Appendix

Table 7: Breakdown of plastic packaging by material (2025)

Type of packaging	Unit	2025	2024	Change
Bio-sourced plastic – certified and uncertified	%	62.7	–	–
PET bottles	t	27,348.20	26,819.60	2.00%
Other rigid PET, including thermoformed packaging (e.g. label: Other rigid PET)	t	7,074.10	6,022.10	17.50%
HDPE bottles	t	8,248.70	6,487.50	27.10%
Other rigid HDPE (e.g. designation: Other rigid HDPE)	t	3,004.10	3,881.20	(22.60)%
PP bottles	t	112	117	(4.20)%
Other PP carrier packaging (t) (e.g. designation: Other PP carriers)	t	5,676.90	7,240.70	(21.60)%
PS carrier packaging	t	4,199.10	2,943.50	42.70%
EPS and XPS packaging	t	337.9	195.3	73.00%
PVC supports	t	121.6	84.9	43.30%
Flexible PE	t	18,588.50	17,838.20	4.20%
Flexible PP	t	11,603.70	4,512.40	157.20%
Other flexible materials	t	18,317.00	17,715.10	3.40%
Other packaging	t	1,156.30	3,193.90	(63.80)%



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