

Annual Sustainability Report 2022



GRUPO
CARREFOUR
BRASIL





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Message from the President [GRI 2-22]

The new Carrefour Brasil Group ended 2022 by further consolidating itself as the largest retail chain in the country. We have grown and expanded to always be close to the Brazilian consumer – now, through our e-commerce, we reach 50% of the Brazilian population within a radius of up to 5 kilometers. We operate at a fast and intense pace to enable the integration of Grupo BIG, expanding our participation in the retail and wholesale segments, following a leadership consolidation plan, confirmed at the end of the year by **a marketshare growth of 2.8 Percentageage points**, driven by our performance in the cash & carry and retail formats.

The integration of the BIG Group into our portfolio brought the challenge of converting stores and adapting products and services to the same platform, integrating all businesses into the Carrefour ecosystem. This process started at the end of the first half of 2022, when we obtained the approval of the acquisition with the Administrative Council for Economic Defense (CADE). We quickly started the store conversion

process, reaching the end of the year with 59 converted stores, of which 38 were Atacadão stores (of which 25 were Maxxi and 13 were BIG hypermarkets), 20 Carrefour Hiper stores (formerly Hiper BIG) and one Sam's Club store (also formerly Hiper BIG), anticipating our store conversion schedule by 48%.

The result was encouraging, with an increase in sales in the converted stores (over 27% at Atacadão, and 17% at Carrefour in the fourth quarter of 2022), demonstrating the strength of our business model and the purpose of bringing affordable and quality food to the Brazilian population.

Similarly, we increased our financial services with the growth of Carrefour Bank, which expanded its customer base and digital product offerings, reinforcing its importance in retail and wholesale. We also launched the Sam's Club credit card, offering even more benefits to our shopping club members.

The Carrefour Brasil Group ended 2022 **with 150,000 employees** in the Company,

which makes us **the largest private employer in the country** and entrusts us with the great responsibility of preparing and encouraging this immense team to serve our customers in all states of Brazil and in the Federal District. When we talk about integration, in addition to all the store conversion, systems and processes integrations, our main objective was to integrate our people and build the culture of the new Carrefour Brasil Group. We launched our 4Cs – Customers, Commitment to Change, Cooperation and Courage – which unite us **in the purpose of offering affordable and quality food to the Brazilian population**. We built this new Carrefour Brasil Group and its leadership with experienced and diverse professionals who came from BIG, the market and the Carrefour Group.

We are at the forefront of the challenge of becoming more and more a retail tech company and, by 2022, we will be the leader in the food sales segment on our digital platforms, including the click & collect system. Likewise, the sale of non-food products through digital means proved to be consistent

Stéphane Maquaire

President of Carrefour Brasil Group

and representative, with a growth of **45.2%** compared to 2021. At Carrefour Varejo, several initiatives related to technology, cybersecurity and platform stability were implemented. The My Carrefour app score on the AppStore reached 4.1 (it was 2.4 in January 2022), indicating an increase in customers' positive perception of the improvements to our shopping app.

Within this last year, we highlight **the safe expansion of our wholesale segment, in which Atacadão grew 26.2% in gross sales when compared to 2021**. With 60 years of existence, Atacadão must grow with speed and firmness in its expansion to consolidate our leadership also in the cash & carry segment.

As part of our customer delight strategies, the private label segment represented around **20%** of our food product portfolio sales. Developing private label product lines has been an important vehicle for building relationships with various production chains, boosting the sale of local products and expanding access to healthy, quality food.

As the largest retail chain in the country, we strive to guarantee quality and offer food items at affordable costs. And, for the second consecutive year, we are dedicated to providing access to food and products that are within our private label management, with a price freeze on 400 products for more than 200 days, given the high inflation economic environment in the period.

In addition, we understand that we also have a new degree of responsibility towards society, providing quality food at an affordable price. We have defined three major transversal commitments to the business model: **fighting hunger and inequalities, diversity and inclusion, and protection of forests and biodiversity**.

In this sense, we invested, in 2022, more than R\$13.4 million in affirmative programs focused on racial equity, such as university scholarships, as well as acceleration programs aimed at entrepreneurship and employability, in addition to an internal agenda committed to the **unconditional fight against all forms of racism and discrimination**. We know that this is a journey and we remain firm and committed to building a more diverse and inclusive company throughout our chain.

Regarding our internal public, 95% of our employees have taken the annual racial literacy training. In leadership positions, we reached **40%** of black people and **34%** of women, creating for our corporate environment a permanent agenda of professional development and valorization.

Regarding our commitment to the protection of biodiversity, we created the **Forest Committee**, as well as a **R\$50 million fund**, which will expand our capacity to promote strategies to support the fight against deforestation and promote the bioeconomy.

For the coming cycles, we want to continue growing in a safe and sustainable manner, mindful of the commitments that are already on the daily roadmap of our activities. In 2023, we will continue to accelerate the process of store conversion and integration, investing to be a large digital retailer, serving in the wholesale modality, with reinforcements in Atacadão and Sam's Club, valuing the aspects of **simplification with agility** in all our services, always providing the best and most complete service to our customers.

We have a lot to thank our entire team for the commitment and energy dedicated to the commitments and challenges assumed, to make the necessary integrations, exceeding goals and working to consolidate important leadership in our markets with our customers, partners and employees. Many thanks to all of you.

Stéphane Maquaire
President of Carrefour Brasil Group

2022 highlights [GRI 2-6]

The Carrefour Brasil Group in figures

R\$108 billion
in gross sales
in 2022

Nº 1
in Brazilian
retail

1,203
stores

National
presence in
26 states
and the Federal
District

150 thousand
employees

Awards and recognitions from 2022

Innovation and sustainability

- Global Workforce Transformation by Digital Innovation One (DIO): 1st place;
- Good Farm Animal Welfare Awards – NGO Compassion In World Farming: Best Retailer Marketing Award and Good Egg Commendation;
- MIT Technology Review: received the prestigious Innovative Workplaces 2022 award;
- Retail Innovation Award – Brazilian Institute of Retail & Consumer Market Executives (IBEVAR): 2nd place;
- RAMA Award: The Group was recognized as one of the retailers that most monitors food in the country, in the Retail category; and
- Valor Inovação Brasil 2022: 3rd place in the Banks category.

Consumer

- Consumidor Moderno Award for Excellence and Customer Services: 1st place in the Online Supermarket category;
- Reclame Aqui Award: 1st place in the online supermarket category and obtaining the RA1000 seal with Atacadão and Carrefour cards;
- CONAREC 2022 Award: 1st place in the Retail category; and
- Top of Mind – *Folha de S.Paulo*: 1st place in the Most Remembered Wholesalers and Supermarkets category.

Diversity

- Ethos Institute and *Época Negócios* – Inclusion Practices: outstanding company in the Retail category; and
- São Paulo Diversity Seal of the São Paulo State Government.

Market

- The most valuable – *IstoÉ Dinheiro*: 10th place;
- *Estadão Empresas Mais 2022*: 3rd place in the Retail category;
- LIDE Retail and Marketing Award: 1st place in the Retail Logistics category; and
- IBEVAR-FIA Ranking: 1st place in the Billing category.



About the report

[GRI 2-2 | GRI 2-3]

This is the fourth consecutive year that the Carrefour Brasil Group has published its Sustainability Report, based on international norms and standards with the aim of being transparent with its stakeholders about the advances and challenges of the Company's socio-environmental practices and commitments.

This report, referring to the 2022 financial year, consolidates the social and environmental performance of the service network that makes up the Carrefour Brasil Group business model, formed by Atacadão, Carrefour Hiper, Carrefour Bairro, Carrefour Market and Carrefour Express, in addition to the e-commerce operations of Atacadão and Carrefour as well as regional models. The Carrefour Brasil Group also has customer service units in the drugstore and fuel segments, with Carrefour Posto, and also has Carrefour Bank and Carrefour Property.

In this report, the non-financial results of the units of the BIG Group integration process have not been fully incorporated, as this is still ongoing.

The methodologies used in this document include the **Global Reporting Initiative (GRI)** standards and the frameworks of the **Sustainability Accounting Standards Board (SASB)** and the **Task Force For Climate Change (TFCD)**.

This document is part of a continuous journey of development and understanding of the environmental, social and governance (ESG) agenda, which is being applied to the Group and its affiliates. In gathering the information for this report, the Carrefour Brasil Group has considered its sustainability strategy, its goals and its defined commitments. Please refer to the Financial Statements (see [Appendices](#)) for the financial results of the companies covered in this report.

For socio-environmental information, there are indicators and/or explanatory notes throughout this report, and the Appendices chapter presents a series of tables detailing quantitative indicators related to the SASB frameworks or GRI standards.

For questions, criticisms or suggestions about the information presented in this publication, please contact: sustentabilidade@carrefour.com or ribrasil@carrefour.com.

All editions of the Carrefour Brasil Group Sustainability Report are available on the [Company's website](#) or on the [Investor Relations website](#).



Carrefour Brasil Group

[GRI 2-1 | GRI 2-6]

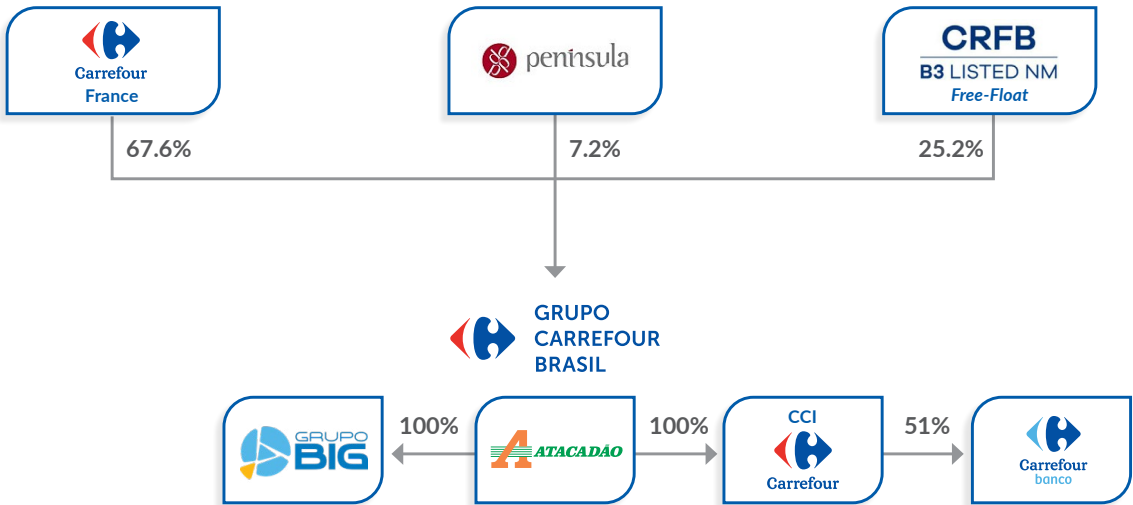
The Carrefour Brasil Group is a public limited company headquartered in the city of São Paulo. The Company's shares are listed on the Novo Mercado segment of the São Paulo Stock Exchange – B3 S.A. – Brasil, Bolsa, Balcão (B3), under the code CRFB3, and the Company's ultimate parent company is Carrefour S.A., a French company listed on the Paris Stock Exchange (France).

Carrefour has been in Brazil since 1975, where it pioneered the hypermarket format, and, through a solid growth strategy, occupies the leadership of food retail, with the largest supermarket chain in the country, according to the ranking of the Brazilian Supermarket Association (ABRAS). In addition, it is the largest private employer in Brazil, ranking first among the brand's operations in the world, after France.

The Group concluded the 2022 financial year as the largest service provider in the country's retail segment, with 150,000 employees, who make up the Group in Brazil and ensure the supply and service to customers virtually throughout the national territory.

150 thousand employees in all Brazilian states.

The shareholder composition and additional information are available in the Corporate Governance section of the [institutional website](#). O Grupo Carrefour França é o controlador, com participação de 67,6% do capital total.



Through an omnichannel and multiformat platform, the Group brings together retail and cash & carry operations, in addition to Banco Carrefour and its real estate division, Carrefour Property, and has the following formats: Carrefour Hipermercado, Carrefour Bairro and Carrefour Market (supermarket), Carrefour Express (vicinity), Carrefour.com (e-commerce), Atacadão (wholesale and self-service wholesale), Atacadão.com (e-commerce), as well as gas stations and drugstores.



Atacarejo – In the Atacarejo segment, the Carrefour Brasil Group operates through the Atacadão commercial brand in a sales service system aimed especially at resellers and suppliers in the food service sector, as well as small traders, processors and end consumers seeking low prices and large volume purchases. It also has a marketplace operation with more than 300 partner sellers.

Retail – The Group is the largest food retail chain in Brazil in the Hyper and Supermarket categories. The Neighborhood banner offers food products and meets the basic needs of households; stores under the Market banner seek to meet replacement purchases. The Express convenience stores are located in busy commercial areas and densely populated residential areas in the Greater São Paulo region.

Common to all is the strategy of offering quality products and a wide range of offers of own-brand, domestic and imported products in a portfolio always aligned with customer expectations.

Sam's Club – By proposing an exclusive and differentiated assortment, through a curatorship of specialized professionals and products from around the world, Sam's Club is the new format and potential growth accelerator for the Carrefour Brasil Group. With 43 stores in operation, the model will gain seven new stores by the end of 2023 with the conversions already announced by the Company.

Bank – The only bank owned and controlled by a retailer in the country, Carrefour Bank operates as part of the Company's omnichannel strategy, both at Carrefour and Atacadão, as a decisive arm for financial inclusion in the country. The operation is the result of a joint venture with Banco Itaú and has gained the position of one of the largest credit card issuers in the Brazilian market, with the Carrefour and Atacadão cards, through which it provides consumers with credit and product insurance solutions.

This segment assists retail operations with payment solutions, differentiated credit offers and product discounts, in order to leverage the Group's sales, traffic and customer loyalty. In addition, the digital account, through the Carrefour Bank app, allows customers to pay bills, transfer money and make charges and recharges.

Carrefour Property – This is the business unit responsible for managing all existing commercial spaces and creating new areas for the future, transforming these sites into quality of life and well-being hubs. The Carrefour Property team is responsible for leasing available spaces in commercial galleries and shopping centers and developing real estate projects in compliance with sustainable construction techniques. It is also responsible for the relationship with landlords and owners of the properties rented by the company and is committed to recycling materials, using green walls and consuming reused water in several units.

Digital strategy – In its digital transformation process and with the goal of becoming a leader in digital retail by 2026, the Company's objective is to make the shopping experience even easier, faster and safer for the customer.

Investments in the e-commerce system are growing at Carrefour to serve all sales segments in its ecosystem. All sales models currently feature online shopping platforms, via website and/or app. Carrefour leads e-commerce in food and closed 2022 with significant growth in the sale of non-food products.














More than just a digital commerce system, being a digital retailer brings broad benefits, such as reducing costs, product handling time, mitigation of the impact of emissions and the creation of solutions with suppliers and employees in the management and control of waste, waste generation and other impacts in the purchasing chain.

Complementary services – In the Carrefour ecosystem, drugstores and gas stations complete the mix developed to facilitate the consumer's daily journey with shopping options and services.



BIG integration [GRI 2-6]

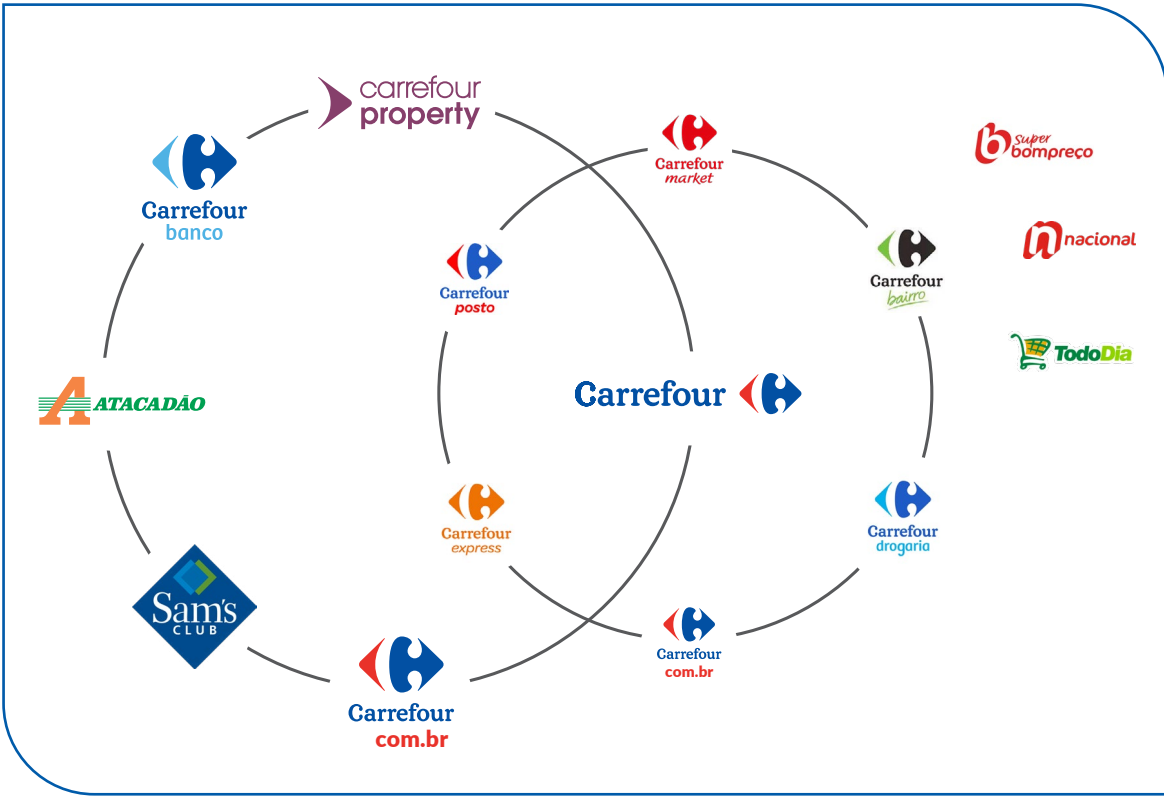
The first wave of store conversions ended earlier than planned, and the accelerated pace is expected to continue until the entire process is completed in 2023.

	2022	2023	AFTER CONVERSION
BIG > 	20 stores 	27 stores ⁽¹⁾	
BIG > 	13 stores 	15 stores	 70 stores
 > 	25 stores 	13 stores	
 > 		4 stores	
BIG > 	1 store 	6 stores ⁽¹⁾	 7 stores
	59 stores (vs. 37 estimated)	65 stores	

(1) Two stores will be converted into hypermarket and club (combo).

1,203 stores and 3,414,702 m² of sales area.

After the acquisition of BIG Group, the business divisions are defined by distinct areas of operation, in which three segments lead in their respective audiences.



Executive Committee
on 12/31/2022

Strategy of the Carrefour Brasil Group

IDENTITY AND CULTURE
MATERIALITY + SDG COMMITMENTS
DIGITAL RETAIL



17 Partnerships for the Goals

Identity and culture [GRI 2-23 | GRI 2-24]

The new Carrefour Brasil Group

Last year, the Company went through a challenging experience with the arrival of the BIG chain to its business portfolio. Not only the operations were incorporated, but over 40,000 employees were integrated.

Thus, a new Carrefour Brasil Group was born, which began the cultural realignment with all businesses, in a process of alignment of strategies and purpose. And to ensure compliance with growth strategies, the cultural link is a vehicle for harmonizing values, beliefs and purpose across all business segments of the Carrefour Group.

The key to team integration was to apply a program of internal appreciation of employees, who are the links and foundations for the balance, and the quality relationship with the customer.

The Group defined four cultural pillars related to the brand and the quality of the relationship to ensure unity of values and purpose.

4Cs: guiding behaviors

To guide this process of integrating cultures and enhancing a harmonious and coherent management model, a strategy was defined based on four cultural pillars, 4Cs, to be disseminated to all employees of the Carrefour Brasil Group.

The 4Cs form a set of behaviors and organization of the collective and simultaneously represent the central pillars of the Company: **Customer, Courage, Commitment to change and Cooperation.**

Customer: is in everyone's line of attention; everything is done to listen to them, serve them and surprise them with good service.

Courage: the ability to take risks, defend ideas and, above all, innovate.

Commitment to change: we maintain a positive attitude that promotes change and facilitates transformation; we always challenge ourselves and are flexible.

Cooperation: we are all one team and need to be collaborative and cross-functional, keeping the flame of teamwork and diversity burning.

The cultural transformation was designed based on a careful listening exercise, in which more than 200 people were interviewed, from all areas, with the aim of enhancing and further developing relationships and experiences with employees and suppliers and prioritizing customer satisfaction.

Actions and behaviors that adhere to the culture enhance the development of innovation processes, such as digitization and automation, enabling better centralization and study of metrics that determine the quality of the entire Carrefour ecosystem.

In this way, supporting the entire team of the new Carrefour Brasil Group, internal communication platforms were updated, expanding accessibility to them, always having as an anchor environmental, social and governance (ESG) issues and other indicators, such as commitments to diversity and inclusion.

Materiality and commitment to the SDGs [GRI 3-1 | GRI 3-2]

The material aspects of the Carrefour Brasil Group were identified in the first quarter of 2022. The process took into account the previous matrix and the guidelines of the Global Reporting Initiative (GRI), including the evaluation of national and international benchmarks in the retail sector, and the parameters of the Sustainability Accounting Standards Board (SASB).

This process of surveying the material aspects also used important references such as the Global Risks Report 2021 of the World Economic Forum and the Sustainable Development Goals (SDGs) of the United Nations (UN).

The commitment is to be aligned with global guidelines while identifying important indicators in the Brazilian market to contribute to the globalized climate agenda and solutions to the food transition issue.

As a result of the consultations, nine material themes were identified within the Carrefour ecosystem, which are now directly linked to the Company's strategic planning and incorporated into the actions developed as outstanding measures of sustainable management. All the activities and commitments undertaken by the Group address the aspects raised by the materiality and relate to the UN 2030 Agenda.

Material topics

CUSTOMER HEALTH AND SAFETY

SDGs 2, 3



ETHICS AND GOVERNANCE

SDGs 16



LABOR PRACTICES AND WORKERS' HEALTH AND SAFETY

SDGs 3, 8



INNOVATION, DIGITALIZATION AND DATA SECURITY

SDGs 17



DIVERSITY AND COMBATING STRUCTURAL RACISM

SDGs 4, 5



CLIMATE CHANGE AND ECO-EFFICIENCY

SDGs 7, 13, 14, 15



SUPPLIER MANAGEMENT

SDGs 12, 15



SOCIO-ECONOMIC DEVELOPMENT

SDGs 5, 8



CIRCULAR ECONOMY

SDGs 12, 14

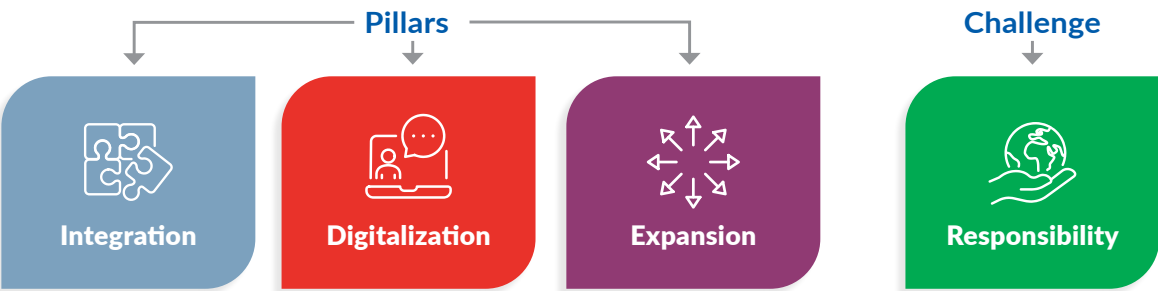


Integrating sustainability into the business model [GRI 3-3 | GRI 2-24 | GRI 2-25]

The Carrefour Brasil Group systematically updates its strategic planning. In a continuous process of transformation, the Company is guided by the conviction of always having the customer at the center of decisions and investing in the simplification and agility of structures as success factors to remain a reference in the future of retail.

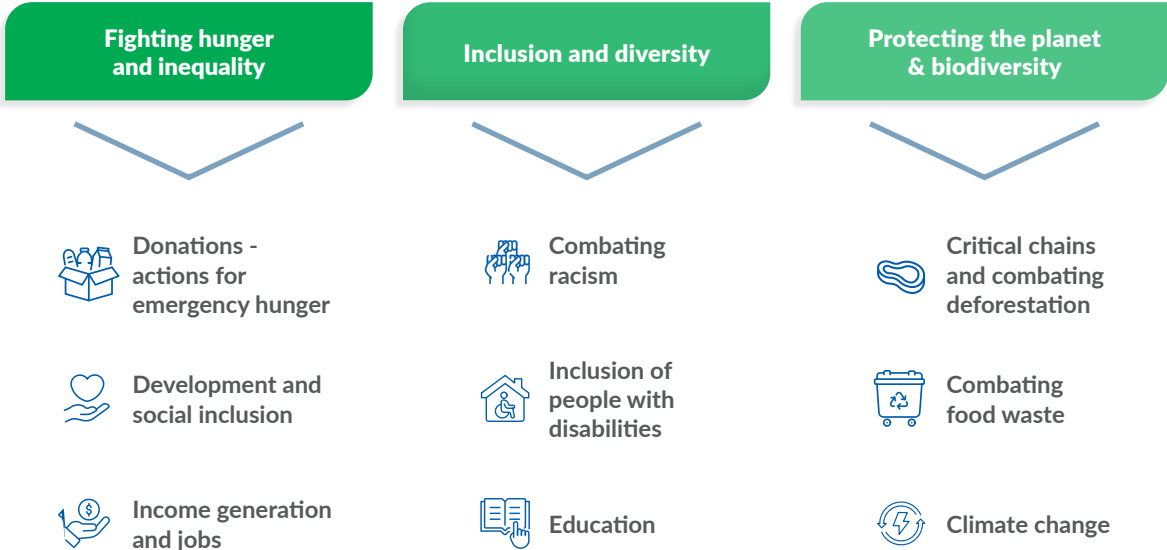
Carrefour Brasil Group Strategy

Focused on 3 pillars and 1 challenge



Aligned with the Group's global commitments, the ESG agenda was revisited in 2022 and is now anchored in three main pillars, which will be developed from 2023 to 2026.

ESG priorities (2023-2026)



In addition, transparency and governance are premises that underpin the strategy of these pillars and the Company's commitments.

The Carrefour Brasil Group reinforces its commitment to climate change and combating deforestation, as well as conducting due diligence on critical chains, promoting sustainable food production through strategic actions.

Value of the food transition [GRI 2-24 | GRI 2-25]

The Carrefour Group is leading a global movement to offer a concept that eating should not be about consuming something just for habit and/or basic need, but should be part of an experience in which "eating well" is a complement to "living well", providing access to quality food at affordable prices.

Carrefour's commitment to offering healthy food in an accessible way is, in practice, part of a set of initiatives that stimulate a continuous and permanent process of transition to a healthier, more sustainable and conscious diet.

For this reason, the Company created this movement that supports consumers in the food transition, producers in changing production processes and, thus, the transformation of society.

Changing the world through food is only possible if everyone has the opportunity to choose healthy, sustainable and nutritious food. The nutritional quality and environmental footprint of a food product depend on many factors, including its production chain.

To this end, the Carrefour Brasil Group invests in items of traceable origin, seeking to know where and how they were produced or grown and demanding compliance with ethical and sustainable standards and norms.

Digital retail [GRI 2-6]

Digital transformation

Digital transformation is one of the pillars of Carrefour Brasil Group's global strategy. Accelerating digitalization has been an achieved goal that meets the expectations of most customers for fast and secure service.

By 2026, the Company plans to move from being the leader in traditional retail to also being the leader in digital food retail and, to this end, it is investing heavily to accelerate innovation in business and processes, the development of a digital mindset and the adoption of new ways of working among employees.

In line with the Carrefour Brasil Group's concept of omnichannel, the platform and app solutions allow consumers to choose the most convenient option, in terms of cost and time, for receiving their products. Thus, all the work done on innovation is completely customer-focused.

To connect all these possibilities, the **Meu Carrefour** app is the facilitator of the customer's daily life. And the culture of innovation and continuous evolution permeates all stages of the customer experience. In Carrefour's operations, the e-commerce system is gaining more and more space to serve all segments. In 2022, the gross merchandise volume (GMV) sold via the digital channel grew by around 100.6%, which reinforces the Group's leadership in the food e-commerce market.

Atacadão, the largest Brazilian wholesaler in number of stores, has advanced in its digitalization strategy. Its e-commerce platform integrates Atacadão's own online sales channel and a marketplace with more than 300 partner sellers. By the end of 2022, the operation, which started in São Paulo, was already available to all states in Brazil. In addition, the Group ended 2022 with 160 stores with Corner and 45 stores with Rappi.





Governance

ADVISORY COMMITTEES
RELEVANT ASPECTS OF THE NEW GOVERNANCE
COMMITMENTS TO ETHICS AND TRANSPARENCY
RISK MANAGEMENT
PARTICIPATION IN ASSOCIATIONS AND ORGANIZATIONS



16 Peace, Justice and Strong Institutions

Governance Structure [GRI 2-9]

The governance of the Carrefour Brasil Group is permanently committed to managing the Company's assets based on the best market practices and in careful compliance with the regulatory legislation to which it is subject, in addition to being aware of its role of social and economic impact in the markets where it operates. Therefore, governance is structured to execute all strategies defined by shareholders in line with stakeholder expectations. [GRI 2-9]

Carrefour's corporate governance system is anchored in compliance with market regulatory frameworks and meets additional requirements established by the Novo Mercado regulations of the B3 S.A. - Brasil, Bolsa, Balcão (B3) stock exchange, which brings together a collection of rules and principles that govern the Company, regulating our operation and the group's relations internally and externally. In addition, our governance incorporates best practices related to environmental and social issues, bringing sustainability into the Group's strategy.

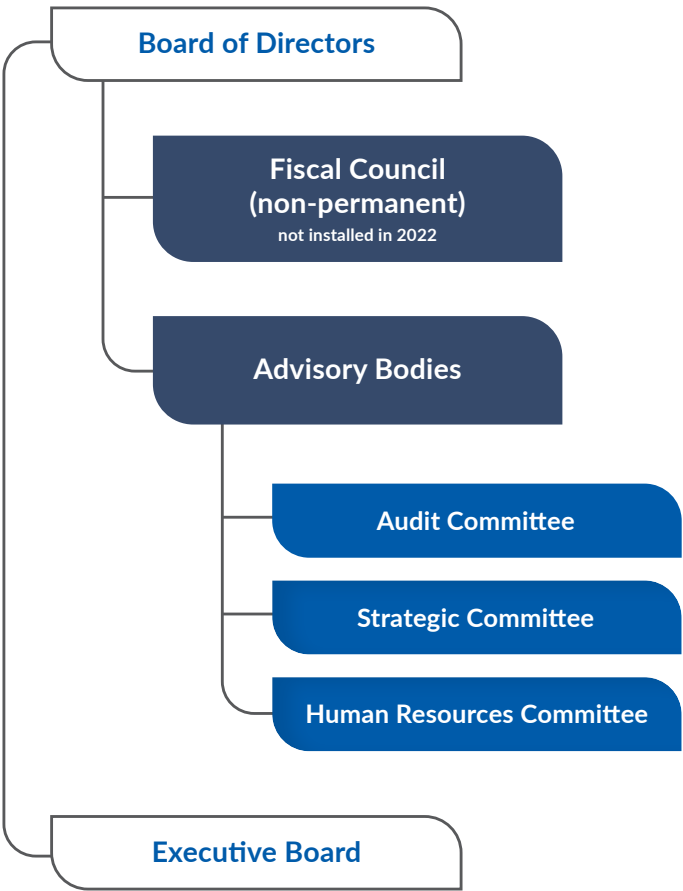
As a basis for strategy management, the Company is founded on a corporate structure formed by a Board of Directors.

*The Board of Directors is made up of **13 permanent directors**, three of whom are independent and four women (**31% female participation**), one of whom is black (**7% black participation**).*

The governance support committees were reviewed to make them even more effective in the face of the new internal structures consolidated as a result of the incorporations and dynamics involving the Group's other business areas.

In addition, the bylaws provide for the existence of a Supervisory Board, when requested and appointed, composed of at least three members (up to a maximum of five members) and the same number of alternates.

The Board is the validator of policies, principles and strategies with no fixed periodicity defined, in addition to overseeing the impact management and due diligence processes through its advisory committees. [GRI 2-12]



Advisory Committees [GRI 2-9]

The advisory structures of the Board of Directors are composed of three committees that will provide direct support in three thematic support lines.

Statutory Audit Committee

This committee comprises:

- **Matthieu Malige** (Coordinator);
- **Claire Marie Du Payrat** (independent); and
- **Cláudia Almeida e Silva** (independent).

Strategy and Transformational Projects Committee

This committee comprises:

- **Patrice Etlin** (Chair);
- **Alexandre Szapiro** (independent);
- **Eduardo Pongrácz Rossi** (independent);
- **Elodie Perthuisot** (independent);
- **Jérôme Nanty** (independent);
- **Matthieu Malige** (independent); and
- **Stéphane Maquaire** (independent).

All members also make up the Board of Directors.

Talent, Culture and Integration Committee

Currently, this committee has:

- **Abílio dos Santos Diniz** (Chair);
- **Jérôme Nanty** (independent);
- **Laurent Vallée** (independent); and
- **Vânia Neves** (independent).

All members also make up the Board of Directors.

The Talent, Culture and Integration Committee is the competent body to review the evaluation criteria of the Statutory Board.

The Carrefour Brasil Group is part of the Novo Mercado of B3, which brings together companies with best corporate governance practices listed on the stock exchange.

The purpose of the Management **Nomination Policy** is to establish the rules, guidelines and methods to be observed for the appointment of members to the Executive Board, the Board of Directors and the committees of the Board of Directors of the Carrefour Brasil Group, and, with regard to the Board of Directors, the aforementioned policy provides that the Talent, Culture and Integration Committee is responsible for assessing compliance with the requirements applicable to candidates for the position of independent member of the Board, as established in the Novo Mercado Regulation. [\[GRI 2-10\]](#)

After the recommendations of the Talent, Culture and Integration Committee are

presented to the Board of Directors, the shareholders take the final decision to define the candidates to be appointed as members of the Board of Directors⁽¹⁾. [\[GRI 2-10\]](#)

The Chairman of the Board of Directors does not hold any position on the Board of Directors of the aforementioned Company or on the boards of the companies in which the Group has an ownership interest. Due to the changes in the corporate composition, which occurred in 2022, the Carrefour Brasil Group increased the participation of independent directors and the presence of women on the Board. [\[GRI 2-11\]](#)

(1) Access the detailed **voting map**.

Relevant aspects of the new governance [GRI 2-24]

With the incorporation process of the BIG Group, the Carrefour Brasil Group had to operate the integration and expansion of business units and promote a major adaptation with the arrival of 40 thousand new employees in the Company. In 2021, the Group had 100,482 employees, who were added throughout 2022 to those incorporated and to the new hires for the new stores of the organic expansion in the Group, performing the current contingent with about 150 thousand employees.

The incorporation of the BIG Group implied the expansion of new documentation and new controls. Governance underwent a major operational demand, which required a significant increase in preventive controls and the mass dissemination of information on the culture and identity of the Carrefour Brasil Group to reach new employees.

At the beginning of 2022, the Company implemented mechanisms for the periodic evaluation of the performance of the Board of Directors and its advisory committees, as collegiate bodies, and the Executive Board, based on the terms of the Novo Mercado Regulation. [GRI 2-18]

The new Carrefour Brasil Group operates on the basis of clear governance policies and standards, based on a few axes: Code of Ethics; Ethics Charter for Suppliers; Sustainability Policy; Risk Management Policy; Anti-Corruption Policy; Information Disclosure and Securities Trading Policy; Related

Party Transactions Policy; Privacy Policy; Remuneration Policy; Nomination Policy; and Long-Term Share-Based Incentive Plan. [GRI 2-23]

Carrefour Brasil Group's Management is formed by a Statutory Board of Directors composed of four executives, with the function of putting into practice the strategic orientation determined by the Board of Directors, defining goals and monitoring results.

The Board delegates responsibility for risk management to its advisory committees and Executive Boards, in addition to the teams directly involved in risk management. [GRI 2-13]

Among the criteria for choosing the Board of Directors is, among other things, expertise in the retail sector. The members of the Executive Board are constantly informed about the evolution of the business, the market and the Company's main performance indicators. [GRI 2-17]

The structure also includes an Executive Committee (COMEX), which acts at the holding level, with the task of observing and analyzing opportunities and the size of risks related to the business.

In addition, the report is validated by the Brazil Executive Committee, which includes the Group President. [GRI 2-14]

Corporate transparency

All material facts, disclosure of results and other communications to the market of the Carrefour Brasil Group are disclosed simultaneously with the Brazilian Securities and Exchange Commission (CVM) and B3 and are available on the Company's Investor Relations **website**. Annually, the Carrefour Brasil Group publishes on its **website** the Sustainability Report, which is aligned with the guidelines of the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) framework.

The quarterly financial statements, releases, presentations, material facts, notices to shareholders and other publications are also available on the Carrefour Brasil Group Investor Relations website.

This and other information about the Company can be obtained on the **B3** and **CVM** websites.

Access the QR Code
and check out the bylaws,
policies and codes.



Commitments to ethics and transparency [GRI 2-23]

Ethics and transparency in the operation of the Carrefour Brasil Group's business units are the foundation of the daily work of the Company's thousands of employees.

The entire administration is governed by rules, policies and procedures, provided for in the Ethics and Integrity Program and in line with Principle No. 10 of the United Nations (UN) Global Compact, which dictates: "Businesses should combat corruption in all its forms, including extortion and bribery." [GRI 2-23]

The Group is also a signatory to the International Agreement for the Promotion of Social Dialogue and Diversity and for the Respect of Fundamental Rights at Work with UNI Global Union, a global document for the promotion of social dialogue and diversity.

The Carrefour Brasil Group Stakeholder Engagement Policy establishes the guidelines for relationships in the various segments of society, promoting a culture of transparency and sustainable development.

All businesses and areas of the Carrefour Brasil Group have the responsibility to practice these guidelines, ensuring that the relationship with stakeholders is guided by compliance with legal aspects, respect for human rights, environmental preservation and animal welfare. [GRI 2-23]

It is the responsibility of all employees of the Carrefour Brasil Group and other stakeholders to comply with the guidelines established in this document. The Board of Directors is responsible for promoting and monitoring a culture based on transparency, accountability, integrity and ethics, both inside and outside the Company. [GRI 2-12]

Among the major recent achievements in the pursuit of transparency is the reformulation of **Carrefour's Code of Conduct**, still in the previous year and consolidated throughout 2022. The Code sets out the guidelines that must be observed by all employees, including directors, officers and employees, and expresses the principles that the Company expects individuals and entities acting on behalf of the Carrefour Brasil Group to be mandatorily committed to. In addition, the Ethics Committee was expanded from five to six units. Each unit has a Legal Officer, a Risk Control Officer, a Finance Officer, a Human Resources Officer and a Compliance Officer.



Annual Sustainability Report | 2022

In 2022, 86% of Carrefour, Carrefour Bank, Atacadão and BIG Group employees in the areas most exposed to risk completed the digital Conflict of Interest form.

In addition, the Carrefour Brasil Group has a digital form for the declaration of conflicts of interest connected to the Human Resources system. This automates the process of reviewing responses and ensures that all employees complete their respective forms when they are hired and at least once a year, facilitating the prevention and remediation of conflicts of interest in the Company. [GRI 2-15]

The assessment of the operation is made through regulatory, risk, anti-corruption and socio-environmental perspectives. The incorporation of the BIG Group led to an adaptation of some policies, such as the evaluation of outsourced workers and the Supplier Code. In this way, the Carrefour Brasil Group focused on centralization and automation for anti-corruption measures, a point considered regulatory for the Company.

With the acquisition of the BIG Group, the harmonization of the analysis of verification processes among the business units took place in record time, which guarantees the homogeneity and robustness of the process. During the 2022 financial year, checks were carried out for 225 candidates for high-exposure positions and departments, all of whom underwent integrity screening, with a total of nine eliminated in this qualifying phase.

An automated control for weekly monitoring is carried out by the Compliance Area. Employees who are not compliant with the Conflict Declaration, Anti-Corruption Training and Declaration of Interest are called upon to comply with it.

In accordance with the guidelines established in the Carrefour Brasil Group Code of Ethical Conduct, our employees must work free of any conflict between their personal interests and those of the Company.

Conflicting situations are widely publicized in internal communication media, in addition to an **internal channel** for queries, through which employees share situations to receive guidance and prevent conflict of interest.

The Ethics and Compliance Area also carries out an annual control to verify possible new conflicts or conflicts not declared by employees in the areas most exposed to risk in the Company.

Integrity System

The Carrefour Brasil Group is also subject to the regulations of its parent company. Thus, in addition to the actions related to Brazilian regulations, the Company conducts an anti-corruption program and implements preventive measures aimed at combating public and private corruption and influence peddling under French regulations. The Brazilian management systematically reports on the conduct of the integrity system with the monitoring of the main evidence of the development of the compliance system of the Carrefour Brasil Group.

In addition, environmental cases are treated with great attention and caution by the Group, given their relevance and impact. Moreover, we inform that there were no cases in 2022 that fit the points raised (outliers) to be reported. [GRI 2-27]

The **Anti-Corruption Program** is based on transparent governance, in which, among other initiatives, the annual monitoring of the jobs most exposed to conflict situations involving stakeholders stands out. The Manual for Interaction with Public Agents guides employees to apply the ethical standards defined and required for this relationship when necessary in the Company's activities.

In 2022, with the Group's new acquisitions, there was an increase in the number of activities that are part of areas monitored because they are considered critical to the **Company's Anti-Corruption Program**. To ensure alignment with the guidelines, this group of employees received specific training, reaching, at the end of 2022, **94%** of the target audience of Carrefour and **87%** of Atacadão. [GRI 205-2]

Also in 2022, 12,102 integrity-related due diligences were carried out for suppliers and business partners seeking to engage with the Group. As a result, 173 cases were rejected for integrity risk issues, resulting in the barring of a relationship with the supplier/partner. [GRI 205-1]

For the awareness process, actions are promoted throughout the year to reinforce the fight against corruption. The Anti-Corruption Day, an event held in 2022, had about 1,300 people connected and engaged in an action to reinforce the importance of this value and commitment of Carrefour.

In 2022, more than 92,000 employees were trained on the Code of Ethics and Conduct and more than 85,000 employees completed the Anti-Corruption Training. [GRI 205-2]

Recognizing the educational role, the prevention of bullying has also been intensified, and this is a goal that should gain momentum as part of the activities of the Compliance teams of each business.

The **Consequence Management Policy** has been increased, revised and updated in the last year. This is a relevant control instrument for the Carrefour Brasil Group, considering the more than one thousand business units, the volume of employees and the occurrences of misconduct and inappropriate attitudes.

In commercial relations, there are several anti-fraud mechanisms. One of the measures successfully adopted was the evaluation of suppliers to combat corruption and influence, through a system that observes the movement of segmented groups of suppliers in the registration flow.

In 2022, with the application of several combined mechanisms, 4,482 complaints were registered, of which 34.89% were identified as justified and had disciplinary measures applied. 166 employees were dismissed from the Company for violations of the rules of transparency and fairness at work. [GRI 205-3]

The **Remuneration Policy** for the Company's employees is established in accordance with market practices. The Carrefour Brasil Group seeks to offer competitive remuneration to attract and retain talent in order to achieve its short-, medium- and long-term objectives.

Considering the Company's business model, retaining qualified and experienced professionals is essential for its growth; in this sense, the remuneration strategy must include mechanisms that encourage employees to continue in the Company for a long time, balancing their development and growth with the Group's results and the added value for shareholders.

The remuneration strategy seeks to balance fixed remuneration (in the form of base salary) with short- and medium-term remuneration (in the form of profit sharing) and long-term incentives (in the form of stock options and/or restricted shares). The aim is to give employees the incentives to achieve or exceed their annual targets, linked to the Profit Sharing Program, as well as to take long-term steps to add value to the Group. Merit and promotion adjustments are granted in order to recognize and reward employee performance and professional progress, and always based on periodic individual performance evaluations. [GRI 2-19]

The Carrefour Brasil Group's Remuneration Policy is built on competitive market practices, in line with France's objectives, and is approved by the Executive Director of the Remuneration Area, as well as the Vice President of Human Resources, with the support of the business areas through the Business Partners (BP).

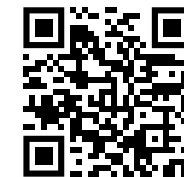
The determination of executive salaries must meet the requirements set out in the current Remuneration Policy, as well as the approval of the immediate manager, France, in the case of the list of executives managed by them, and also by the Executive Directors of Remuneration and BP, in the case of exceptions. [GRI 2-20]

Conexão Ética (Ethical Connection) [GRI 2-26]

■ conexaoeticacarrefour.com.br ■ 0800 772 2975

Policies and procedures

- Digital Code of Ethical Conduct
- Social and Ethics Charter
- Whistleblowing Policy
- Anti-corruption and Prevention of Influence Trafficking Policy
- Code of Ethics for Suppliers and Partners
- Consequence Management Policy
- Manual for Interaction with Public Agents



Access the QR Code
and check out the
policies and procedures.

Whistleblowing Channel [GRI 2-26]

One of the processes carried out in 2022 was the updating and harmonization of the Carrefour Brasil Group Whistleblowing Channel with that of the BIG Group. At the beginning of January 2023, a mandatory trail was launched to guide leaders through each complaint filed.

The Whistleblowing Channel is organized into four thematic pillars to facilitate the investigation of complaints – misconduct and behavior; fraud, corruption and conflicts of interest; reports of discrimination and racism; slave labor and child abuse; and environmental damage and animal causes – and has a humanized approach, especially when it comes to racism.

During the year, through Conexão Ética, 4,482 complaints were received, of which 1,985 complaints related to Carrefour, 1,327 complaints related to Atacadão and 1,170 complaints related to the BIG Group. [GRI 2-16]

All the demands received in 2022 by the Whistleblowing Channel had their respective diligence and treatment.

Exclusive anti-discrimination service

The Carrefour Brasil Group has an exclusive service channel related to anti-discrimination and has qualified and trained teams to conduct treatments, in addition to rigorous evaluation protocols and methodology. The Company also developed a methodology for investigating cases, as part of the update of the Internal Investigations Policy.

In the year, 94 complaints were received through the exclusive anti-discrimination channel, all of which were duly handled by an internal investigation team, which carries out its activities in accordance with the following principles: [GRI 406-1]

- Independent, impartial, efficient and objective analysis;
- protection of the whistleblower against retaliation;
- discretion and confidentiality; and
- evidence and fact-based conclusions.

Cases are monitored by senior management of each business unit, through ethics committees composed of the respective CEO, CFO, Human Resources representative and Legal representative. All cases are investigated and submitted to a rigorous evaluation by the **Consequences Committee**, which, based on the Zero Tolerance Policy, applied dismissals, among other disciplinary measures and structural improvements. In addition, racial discrimination indicators are subject to an annual external audit.

All employees conducting internal investigations on ethical and non-ethical topics are subject to investigation training and must sign a Non-Disclosure Agreement (NDA). [GRI 2-24]

In 2022, eight meeting sessions were held with the committee. In accordance with the bylaws, relevant cases are presented for handling so that the Ethics and Compliance Area can lead the handling of critical and sensitive issues. [GRI 2-16]

Exclusive channel

- Carrefour Brasil has an exclusive hotline related to anti-discrimination



Access the QR Code and check out the Company's exclusive channel.

Training and programs [GRI 2-25 | GRI 205-1 | GRI 404-1]

As part of training and maintaining the quality of services, Carrefour Brasil Group employees are invited to take training on the Code of Ethics and are also subject to a corruption screening.

Following a series of training courses and instructions on ethics, the Company assigned a team of employees from all business areas to participate in the **Ethics Ambassadors Program**. Around 700 employees acted as disseminators of internal policies and regulations, with the aim of keeping the integrity program active in the day-to-day running of its business wherever there is a Group company.

At **Atacadão**, groups of employees watched and discussed the video in training rooms. For the Carrefour teams, the training used e-learning resources with a defined timeframe to be watched. An audiobook version of the code is also available for those who have limited access to the written version of the document.

The training covers all operational levels and is reviewed annually. New employees complete the training as part of the mandatory entry ritual. [GRI 2-26]

To make it easy for employees in all stores and administrative areas to find help as soon as they need it, more than 5,000 stickers with a QR code that gives access to the Conexão Ética website and the Code of Ethics have been spread in high-traffic and high-visibility locations, such as restrooms, electronic points, cafeterias and computers.

Conexão Ética is widely publicized in the Company with signage in all common areas of administrative buildings and stores. In 2022, with the acquisition of the BIG Group, the 390 stores were also equipped with adhesive signs containing the QR code for access to Conexão Ética. More than 2,000 badge stickers were distributed to the Group's new employees, ensuring the dissemination and unlimited access to Conexão Ética.

The institutional website of the Carrefour Brasil Group operates in an open manner and gathers all the documents of the Integrity System and short guidance videos. Employees can also find the Whistleblowing Channel tools to report cases of inappropriate or criminal behavior.

The improvement in the systems for handling complaints, recorded through automated forms and complete in relevant information for conducting investigations, represents a major advance by allowing standardized, structured management and in compliance with internal methodologies in dealing with problems.

Seeking to act at the operational level, in 2022, ten training sessions were conducted, reaching a total of 700 employees. The objective was to train investigators to support the Ethics and Compliance Area in handling operational complaints at the store level.

During 2022, 13 policies related to compliance and anti-corruption topics were updated and/or published by the Ethics and Compliance Area of the Carrefour Brasil Group.

Risk management

[GRI 2-12 | GRI 2-23]

In an uncertain and constantly changing environment, risk management is essential to ensure the long-term viability of the Company's operations. The Carrefour Brasil Group's risk management system follows the main national and international parameters and permeates, in an integrated manner, all the Group's businesses and decision-making layers. With guidelines established in the **Risk Management Policy**, the process influences strategic planning and decisions on investments and project prioritization.

In addition, it has a **Risk Management System** that aims to support the identification, assessment, treatment and monitoring of risks that may impact the achievement of strategic objectives or business continuity, strengthening the risk management culture and contributing to the results and the fulfillment of the Company's institutional purpose. [GRI 2-25]

Governance

As the main body, the Executive Committee (COMEX) of the Carrefour Brasil Group has the task of observing and analyzing the opportunities and the extent of risks related to the business. Advised by the dedicated directorate, the committee regularly assesses the external and internal environment and monitors the major risks and the systems used to manage them.

The **Risks, Compliance and Internal Controls Department** monitors the levels of exposure to corporate risks, with a view to advising managers and leaders of the associated processes on the alignment of acceptable exposure levels, in accordance with the approved and established risk limits.

The Risk Management System is composed of a board of executives and managers who work in the business and operations units, in the Risk, Compliance and Internal Controls Board, in Sustainability, as well as in Internal Audit.

The Corporate Risk Management Policy establishes the guidelines and responsibilities for implementing, maintaining and directing the risk management and internal control processes of the Carrefour Brasil Group.

Through risk management systems and internal controls, the Group seeks protection against the risks to which it is exposed, which can be grouped, according to their nature, into strategic, operational, regulatory and socio-environmental risks.

The permanent assessment of risks and internal controls enables the establishment of a treatment plan for threats and opportunities related to topics of high relevance to the Carrefour Brasil Group business, such as:

- Safety and health of people;
- Human rights and the environment;
- Socio-environmental impacts;
- Legal and regulatory compliance;
- Food quality and safety;
- Asset security;
- Corruption, internal and external fraud;
- Information security;
- Protection of personal data; and
- Crises and business continuity plans.



Cybersecurity [SASB FB-FR-230a.2]

Carrefour Brasil Group, in conjunction with its Global Cybersecurity governance, adopted the **NIST Cybersecurity Framework** as a guide for the maturity assessment of its processes, as well as the targeting of complementary actions to meet international cybersecurity standards.

During the year, the Carrefour Brasil Group executed a series of measures, such as hiring a team dedicated to improving governance and local synergy and establishing a committee to develop guidelines and address potential risks among the business units, which are Carrefour Comércio e Indústria (retail operation), Carrefour Bank (financial operation) and Atacadão (wholesale operation).

The **Cybersecurity Committee** is executed periodically, and representatives from each of the local business units participate in it, with the participation and mediation of the Global Cybersecurity team. The main indicators and topics discussed are taken to the members of the Executive Committee of the Carrefour Brasil Group.

In fiscal year 2022, the Carrefour Brasil Group did not register any complaints from or demands by the National Data Protection Authority or recognized complaints from parties outside the corporate environment. [GRI 418-1]

Privacy

Respect for privacy is a commitment of the Carrefour Brasil Group to society, and in this sense, the Company has prepared itself in recent years to be ahead in the implementation and adaptation of its activities to the General Personal Data Protection Law (LGPD). Therefore, the Group aims to ensure that any processing, collection, use, storage, dissemination, transfer and disposal of data for which it is responsible is in compliance with the relevant data protection and privacy laws.

Since 2020, the Group's Privacy and Data Protection Area has periodically held the Privacy Forum to understand current scenarios, challenges and threats, plans for identifying and mitigating risks, as well as strategic recommendations so that the Company can achieve a high ethical standard in the processing of personal data and create the necessary synergy between the Group's companies.

In addition, training is continuously carried out with the areas, several knowledge pills are fired and a mandatory LGPD track is made available on the Group's training platform for all new employees.

Membership in associations and organizations [GRI 2-28]

Associations and institutes

The Company, as a leader in the retail sector, actively participates in associations, coalitions and working groups for discussions of issues involving the supermarket and wholesale segment and has voluntarily assumed commitments that contribute to the advancement of its sustainable development strategy.

■ **Brazilian Wholesale Association (ABAAS).**

■ **Brazilian Association of Supermarkets (ABRAS).**

■ **Brazilian Textile Retail Association (ABVTEX) –** Association that promotes dialogue between the entire fashion value chain, ABVTEX is recognized for its initiatives in favor of compliance, responsible sourcing and the promotion of decent work.

■ **Supermarket Associations**, in 26 states and the Federal District.

■ **Federação do Comércio de Bens, Serviços e Turismo do Estado de São Paulo (FECOMERCIO) –** Federation that represents the interests of companies in the sector and develops an action aimed at promoting the country's economic growth.

■ **Green Eletron –** Manager for Waste Electrical and Electronic Equipment – Entity that represents the companies that own the main brands of batteries and electronics in the country, coordinating the implementation and operationalization of a reverse logistics system that allows the environmentally appropriate disposal of equipment.

■ **Group of Institutions, Foundations and Enterprise (GIFE) –** Association of private social investors in Brazil. The organization understands private social investment as the voluntary transfer of resources in a planned, monitored and systematic way to social, environmental, cultural and scientific projects or organizations in the public interest.

■ **Ethos Institute –** Institute whose mission is to mobilize, educate and help companies to manage their business in a socially responsible way, making them in a socially responsible manner, making them partners in building a just and sustainable society.

■ **Instituto para o Desenvolvimento para o Varejo (IDV) –** An initiative that aims to strengthen the representation of retail companies from different sectors operating nationwide.



Commitments made



Environmental agreement (Companhia Ambiental do Estado de São Paulo – CETESB)

The Carrefour Brasil Group takes part of the agreement that provides for cooperation between the signatory companies on strategies for tackling climate change.



Business coalition to end violence against women and girls

The Company adheres to the initiative coordinated by the Avon Institute and UN Women in promoting actions that make it possible to generate transformations in the various spaces of society.



Brazil Climate, Forest and Agriculture Coalition

Movement composed of more than 300 representatives from the private sector, financial sector, academia and civil society in favor of a low carbon, competitive, responsible and inclusive economy. The coalition works to promote synergy between the agendas of protection, conservation, sustainable use of natural and planted forests, agriculture and adaptation to climate change.



Brazilian Business Council for Sustainable Development (CEBDS)

CEBDS is a non-profit civil association that promotes sustainable development through articulation with governments and civil society, in addition to disseminating the most current concepts and practices on the subject, supporting companies with inputs that assist in decision making in sustainability.



Consumer Goods Forum (CGF)

The CGF is an organization that helps the world's consumer goods retailers and manufacturers collaborate with other key stakeholders to ensure consumer trust and drive positive change, including greater efficiency.



Business and LGBTI+ Rights Forum

The Carrefour Brasil Group joins the LGBTI+ Business and Rights Forum. This is a mobilization of companies committed to recognizing and promoting the rights of LGBTQIAP+ people.



Brazilian Sustainable Livestock Table (MBPS)

It brings together representatives from various links in the production chain related to livestock. As a member, the Carrefour Brasil Group reinforces its articulation in the meat chain, aiming at the continuous improvement of the activity and the adoption of good practices.





Indirect Suppliers Working Group (GTFI)

The Company is a member of this discussion forum on the monitoring of indirect suppliers in the beef supply chain in Brazil.



Initiative for Compliance and Sustainability (ICS)

International industry initiative that aims to improve working conditions throughout its members' global supply chains. Members use the same tools and share results of assessments and best practices.



Women 360 Movement

The Carrefour Brasil Group is a member of the Movimento Mulher 360, created with the aim of contributing to the economic empowerment of Brazilian women in a 360 degree vision through the promotion, systematization and dissemination of advances in business policies and practices, the engagement of Brazilian companies, the community and society in general.



Todos à Mesa Movement

The Todos à Mesa Movement is the first Brazilian coalition of companies and organizations that come together to reduce the impacts of hunger in Brazil and act to reduce food waste by strengthening redistribution networks, articulating a favorable regulatory environment for food donation and raising awareness on the issue.



Global Compact (United Nations - UN)

The Carrefour Group Brazil is formally committed to the principles related to human rights, labor practices, environmental responsibility and anti-corruption advocated by the UN Global Compact.



National Pact for the Eradication of Slave Labor (InPACTO)

The Company has made a formal commitment not to keep in its production chains those who use slave labor. The monitoring of commitments is carried out by InPACTO.



Women's Empowerment Principles (WEPS)

The Company is a signatory to the principles established by the UN, continuously developing policies and initiatives aimed at gender equality and women's empowerment.



Business Network for Social Inclusion (REIS)

Promotes good practices of inclusion at work through the sum and union of different initiatives in society that promote the employability of people with disabilities.



Round Table on Responsible Soy Association (RTRS)

The mission of RTRS is to promote the growth of production, trade and use of responsible soy through cooperation with actors in and around the soy value chain, from production to consumption, in an open dialog with stakeholders.



People

COMMITMENT TO THE ANTI-RACISM AGENDA
CUSTOMER RELATIONS
COLLABORATORS
SOCIAL INVESTMENTS



2 Zero Hunger



3 Good Health and Well-Being



4 Quality Education



5 Gender Equality



8 Decent Work and Economic Growth

Commitment to the anti-racism agenda [GRI 2-25]

The Carrefour Brasil Group is committed to contributing to the transformation agenda to promote diversity, anti-discrimination, inclusion and development.

Since 2019, the Company has had an agenda of transversal actions to promote an inclusive environment and combat discrimination, aiming to value black people and combat structural racism, through a permanent agenda for the development of affirmative and anti-racist actions.

The Carrefour Brasil Group has drawn up a short, medium and long-term action plan that reinforces its historical commitment to valuing diversity with greater emphasis on the inclusion of black people and combating discrimination as a way of contributing to tackling institutional racism in the country.



Access the QR Code and check out the Não Vamos Esquecer website.

The plan is divided into eight anti-racist actions:

- 1 Zero tolerance to racism and discrimination
- 2 Radical transformation of Carrefour's security model
- 3 Dissemination of the zero tolerance policy to discrimination
- 4 Investing in the professional qualification of black men and women
- 5 Support for professional training for young black men and women
- 6 Setting a minimum Percentage of 50% of black people in new hires
- 7 Creation of mechanisms for reporting violence on the website and apps
- 8 Stimulating black entrepreneurship through an accelerator

In 2022, the Company made a survey of the results achieved in relation to the established goals, which were also audited by a third party, with emphasis on:

600,000+ grants for professional qualification in technology and innovation

500 internalized security professionals

100 black people in acceleration programs

In resources, it means the contribution of:

R\$8 million in scholarships

R\$2.9 milhões in educational campaigns and social projects for quilombola communities

R\$2.35 million in affirmative entry programs (internship and trainee) and acceleration

R\$5.03 million in professional qualification scholarships

Evolution of safety procedures in stores

The Carrefour Brasil Group follows the pillars determined by its Safety Principles guideline, which defines the new protocols developed for all employees, not just the Prevention and Safety team.

The 5 golden rules:

- 1 Practice inclusive culture**
Do not accept or practice any form of prejudice, discrimination and racism.
- 2 Cordiality towards all**
Do not engage in or respond to any form of gestural aggression.
- 3 Respect for boundaries**
Do not condone any form of physical violence and always defend the victim.
- 4 Emotional intelligence**
Act in the right way.
- 5 Act with respect in all relationships**
Do not use psychological violence or intimidation; practice the culture of respect.

Since 2020, the Carrefour Brasil Group has adopted a commitment to internalize 100% of the inspection teams that work inside the stores. In addition, it has constantly improved safety and customer relationship protocols, encouraged the training of women and people of color as inspection/prevention agents and instituted the use of bodycams in hypermarkets.

For the external team, composed of professionals hired by specialized service providers, about 500 professionals have undergone training, promoting a transformation of the security role of retail and wholesale stores.

For the internal team, there is a racial literacy program, to train and update 100% of the employees of the Carrefour Brasil Group, whose first cycle started in early 2022.

The Risk Management team has paid special attention to the training applied to third parties working for the Carrefour Brasil Group. In 2022, three workshops "I practice respect: new outsourced security model" were held, in order to present to those responsible for the multiplication of third-party companies the content that should be applied to employees who provide services to the Company. [GRI 410-1]

By November 2022, 100% of companies had completed safety training.



Group employees

Also in 2022, the Carrefour Brasil Group developed an action to raise awareness of the anti-racism agenda among all its employees. Through online tools, the theme **I practice respect** was multiplied to all store leaders and to employees in various departments.



Affirmative action scholarships

In 2022, as part of the affirmative action program, the Carrefour Brasil Group announced the investment of R\$68 million in scholarships for access and permanence for black people throughout the country, according to a public notice accompanied by the Brazilian Center for Research in Evaluation and Selection and Promotion of Events (CEBRASPE).

In total, 883 scholarships were awarded throughout the country, 305 for undergraduate courses, 223 for specialization, 304 for master's degrees and 51 for doctorates. Of the total scholarships, 262 went to institutions in Rio Grande do Sul.

The scholarships prioritize courses in which there is a low representation of black students, such as medicine, dentistry, engineering, law, biological sciences, computer sciences, communication, administration and architecture and urban planning.

The Company not only applies all the recommendations and directions of the Public Prosecutor's Office (as it has results and processes audited by a third-party), but uses this commitment to influence the way of thinking and support the transformation of Brazilian society.

The Carrefour Brasil Group has enthusiastically leveraged this project, which will enable undergraduate, postgraduate, master's and doctoral studies at public and private institutions across the country with tuition fees for students at private

institutions and permanence scholarships for public and private courses. Of these scholarships, 30% have resources directed to the state of Rio Grande do Sul, and another 70% are destined to scholars from other states of the country.

Other programs are under development to complement the Company's anti-racist agenda, in a more comprehensive way and extending to other regions of the country.

Inova Tec is part of this affirmative agenda. With a duration of three months, it is a program focused on entrepreneurship, creativity, agile methodology and UX Research, with scholarships for black people from all over the country aged between 18 and 30 years. This new incentive meets the number of 300 vacancies, which should serve the growing demand of the innovation and technology market.

During 2023, 900 scholarships for English classes are expected to be granted; part of these candidates will be people who have not yet been served by other Company programs, and an international experience will also be offered to the 12 best students in the course.

Another project supported is *Gastronomia Periférica*, which consists of training in gastronomy for people from communities throughout the country. The program had 480 scholarships sponsored by the Group. The majority of those benefiting are black women, 84% in total. (See more details in **Food Front**).

Results achieved during the evolution of the anti-racism agenda programs

43 trainees
in two program cycles.

29 interns
in two program cycles.

300 grants
for training young people in technology.

300 scholarships
for training young people in innovation.

900 language
scholarships⁽¹⁾.

12 international
language experience grants⁽¹⁾.

(1) The programs will start in 2023. Part of these young people were selected on the basis of their participation in the technology training courses.

In pursuit of racial equity at Carrefour Group Brazil

The Carrefour Group Brazil ended 2022 with 59% of its employees being black. In leadership positions, 40% of posts are held by black people.

In the search for a more representative Carrefour Brasil Group, the Company increased the hiring of black people in 2022, with 44,359 black employees hired, exceeding the target of 30,000 hires for the period.

Acceleration programs

In order to promote Afrocentric entrepreneurial education, employability and the fight against racism, the Carrefour Brasil Group supported several projects for the professional acceleration of businesses in the creative economy and digital communication, which stimulate not only income generation but also autonomy (see other information in [Support for incentivized projects](#)).

Professional qualification [GRI 414-2]

After the tragedy that occurred in 2020, one of the first commitments made within the **Anti-Racist Actions Program** was to invest in professional qualification actions for the employees and partners of the Carrefour Brasil Group.

In this sense, the Company expanded the possibility of opening spaces of social visibility for black people and, at the same time, trained and educated its employees on issues of combating structural racism.

In Carrefour's business units, participants in trainee programs have gained the chance to have their careers boosted, and about 10% of them have already been promoted in the Group's ascension scale as middle consultants or coordinators before the 18-month deadline.

Racial equity in the supply chain [GRI 414-2]

The concept of diversity is applied transversally throughout the Carrefour Brasil Group. To this end, the Company has hired specialists to carry out the prospecting of training and new suppliers that meet the urgency in favor of promoting an anti-racist environment.

Through the Acceleration to Afro-entrepreneurship program, around 8,000 Afro-entrepreneurs were prospecting in 2022 to submit proposals to the Company. Of these, 13 reached the final stage to receive business acceleration mentoring and incentives such as exemption and reduction of logistics fees.

The support given to these entrepreneurs was extensive, including the required certificates, day-to-day bureaucracy and more modern and assertive communication, as well as the definition of competitive prices and the simplification of the contract, now simpler and without the legal terms that are usually obstacles for new suppliers.

The willingness is to foster and accelerate the entire chain. On the [Carrefour website](#) it is possible to choose products from those entrepreneurs.

Access the QR Code and check out the actions of the Carrefour Brasil Group's racial equity agenda.



Customer relationship [GRI 416-1]

The food transition that the Carrefour Brasil Group proposes to lead aims to achieve a major social transformation. Listening to the customer, interacting to better serve the consumer and supporting their food awareness process is also part of this purpose.

The Company has a practice of conducting surveys to assess the level of customer satisfaction, especially related to the consumer experience and private labels.

In addition, interactive processes are also developed through the **Customer Council**, composed of different consumer groups, selected at each meeting to discuss specific topics.

Council meetings take place every month, currently in an online format. Among the topics discussed are changes and improvements in the shopping experience. Another frequent topic is the evaluation of brand communications. Marketing campaigns are presented in advance to advisory clients before they go to digital platforms.

Year after year, the Carrefour Brasil Group has innovated to build loyalty and get closer to its consumer audience. The Company wants to empower and promote the role of the customer, through more accessible channels or services, such as e-commerce or shopping and communication applications.

E-commerce and fast delivery services are in the process of being expanded in several cities, and the Meu Carrefour app is one of the fastest channels for customer service in their demands for purchases and services.

In addition, since 2020, the Carrefour Brasil Group has been using two customer relationship platforms. One of them is APAG, a card payment machine designed for business-to-business (B2B) customers; the other is the digital wallet, which serves individuals and can be used in more than 50 Carrefour units.

Also in 2022, for the first time, the entire Carrefour Brasil Group promoted a strong movement on Black Friday 2022. The Company made available to consumers in its physical and online stores offers and promotions to meet the needs of each customer. Exclusive product offers had up to 45% discounts and installment facilities.

The brands that are part of the Company made up the Black Timaço: Atacadão, Carrefour, BIG, BIG Bompreço, Sam's Club, Nacional, Super Bompreço and TodoDia, with all their store formats, online and physical, and was joined by the malls based in São Paulo.

The proposal was that, by joining this dynamic action, the banners could communicate more frequently and closer to the customer, who was able to easily identify the good offers that were offered during Black Friday.



In addition, in order to build customer loyalty and gain consumer preference, the Carrefour Brasil Group adopts the strategy of offering customers a complete retail ecosystem, so that they can decide on the format that best meets their needs.

Carrefour's own brands offer a further differentiator in customer service by supporting strategies to offer healthy, quality food at affordable prices (see **Private label management**). They also include a diversity of products, with non-food items in the personal hygiene, cleaning and pet segments.

These are products that have been differentiated on the shelves by quality and price. On average, the products of the own line are 30% cheaper than national brands, gaining a lot of acceptance and loyalty from customers. To further increase the possibilities of access to products, Carrefour also offers a series of imported items, which reach the Brazilian market at competitive prices.

Several national products, likewise, reach other international markets of Carrefour using the same logic of offering better access and options to the customer of the chain, contributing to the export of the Brazilian product.

Among several differentiated items offered to Carrefour customers, there are the **Healthy Spaces** present in about 90 hypermarkets of the Group, which bring together foods from various categories such as organic, whole grain, antibiotic-free and products for restrictive diets, such as zero sugar, gluten and lactose-free, with a guarantee of the best price. Based on the creation of this project, in 2018, the range of healthy products has already been expanded to more than 300 items.

The Carrefour Brasil Group is working to transform the idea that healthy and organic products are expensive or inaccessible. It is not enough to make healthy food available, it must be within everyone's reach. Thanks to the massification of trading and investments in perishables, the Company has been able to achieve fair and been able to achieve fair and affordable prices.

*The **Healthy Spaces**, present in around 90 of the Group's hypermarkets, bring together organic, wholefood, antibiotic-free and products for restrictive diets, with zero sugar, gluten and lactose-free.*



Price freeze

In the agenda of commitments, the look at the external situation leads the Carrefour Brasil Group to program some social support actions. The practice of freezing prices has been taking place since the Covid-19 pandemic, and, in view of the inflationary process experienced in 2022, the Company extended the freeze for another season, reaching more than 4,000 products of its own brand with prices frozen for 100 days.

Over 4,000 private label products with prices frozen for 100 days.

Service in the Brazilian Sign Language (Libras)

Inclusion is a priority at the Carrefour Brasil Group. Therefore, the Company is always working to ensure that everyone has a good experience in its stores, e-commerce and service channels.

Another inclusive service feature has been adopted by Carrefour. Card customers or those who want to hire the services of Carrefour Bank have access to a **Libras Center** to serve deaf customers.

The initiative has deaf employees and interpreters prepared to answer questions, receive suggestions, criticisms and compliments, in addition to assisting in the use of the services offered. The center serves Carrefour Varejo's physical stores and e-commerce.

Employees

Diverse, inclusive employment, with multiple opportunities and professional acceleration are the pillars when it comes to people in the Carrefour Brasil Group. The humanization of relationships, as a great ally of artificial intelligence, completes the Company's care for the physical and emotional health of the employee. This is the reflection of the responsible operation as a leader in the retail market and in the ranking of the largest employers in Brazil.

Engagement [GRI 2-29]

The Company strives and has invested to create a healthy work environment conducive to productivity. The Carrefour Brasil Group employee engagement and commitment survey framework in place is considered robust, modern and efficient.

The second survey on engagement carried out in the work environment of the **new Carrefour Brasil Group, in 2022, reached a Percentageage of 92%**. This is a result that guarantees transparency in relations between people, as well as indicating that employees like to be heard, to communicate and are committed to participating in integration and management.

In the previous year, the first internal survey had already recorded a high level of participation, **with 89% of the workforce taking part.**

Closing the year with a workforce of around 150,000 employees, the Carrefour Brasil Group is faced with a huge responsibility, involving not only the direct employees, but also the families that are related to each of them and that are also linked to the benefits generated by the Company.

The Group has a benefits policy compatible with the best market practices, standing out for offering some items that differentiate it in the working relationship with its employees.

Employee profile (2022) [GRI 2-7]

Total number of employees:

150,000.

51%

Percentageage of female headcount.

49%

Percentageage of male headcount.

34%

Percentageage of female headcount in leadership (management and above).

40%

Percentageage of black headcount in leadership (management and above).

23%

Percentageage of headcount of black people in the Board of Directors.

59%

Percentageage of headcount of black people.

Through a human resources policy that addresses the geographical distribution of employees and their specificities, the year 2022 was dedicated to structuring and integrating the BIG Group's employees so that they are all on the same corporate labor base.

Attracting and retaining talent [GRI 401-1]

The Carrefour Brasil Group's concern goes beyond hiring. The Company wants to recruit, train in a more assertive way and enhance employees' skills and abilities so that they grow with the company, have other opportunities and, in the continuous line, improve the quality of life of their family.

To ensure the strategies for attracting and retaining professionals, the Carrefour Brasil Group is working to increase the policy of positions and careers and courses to expand opportunities for employees. In 2022, increases were recorded that reach from new hires to veterans.

The selection process has been digitized; the time taken to hire employees, which previously took 32 days, is now reduced to eight days. Considering that the Company hires between 5,000 and 6,000 new employees every month, the speed has had a direct effect on the satisfaction of this new employee.

In the search for qualification of the selection process, a manual for interviewing candidates was created, which is composed of questions and answers according to the reality of the functions and the prospective employees. It guides managers and other managers to understand how to deal with the selection process and how to discover the potential of profiles for hiring.

In the structural organization chart, the culture of simplicity was inaugurated, reducing three levels of the matrix, and, in the redesign, a harmonization of positions and salaries and benefits was made, leaving the operational administrative network more modern, as part of a leaner structure, which facilitates communication and further values the role of the employee in the Company.

Nurturing talent

The prospect of professional advancement is a motivator for every employee of retail chains. In a structure such as that of the Carrefour Brasil Group, prominent positions in the management structure are even more desired.

Achieving them has become a feasible desire through professional development programs for employees. Thus, the indicators of satisfaction have been improved and, at the same time, programs to take advantage of talents in the system in Brazil and in the world have been created.

To develop internal talent, as part of the new culture, the **Internal Talent Recruitment (RIT)** program was implemented in 2022, which focuses on encouraging internal mobility. RIT promotes the exchange of talent between retail, wholesale and other businesses.

The new Carrefour Brasil Group has also worked to motivate the leader's journey among the businesses of the ecosystem, following a scale according to turnover and the size of the challenges. The goal is that 80% of the leadership comes from the operation.

Promoting talent among employees strengthens the Group's internal leadership.

Rates of new hires in 2022 (%) [GRI 401-1]

Women					Men				
	Under 30 years old	From 30 to 50 years old	Over 50 years old	Women		Under 30 years old	From 30 to 50 years old	Over 50 years old	Men
Carrefour	36	61	4	52		35	61	4	48
Atacadão	59	37	4	47		70	27	3	53

Note: The line corresponding to Carrefour data includes all Group operations except Atacadão.

Diversity: inclusivity initiatives [GRI 405-1]

The rise of women in leadership positions, as well as of black people and people with disabilities are topics that are treated with urgency and priority across the board and in affirmative programs of the Carrefour Brasil Group, in line with the global need to increase representation in society in leadership and strategic positions.

The Company has been promoting diversity internally among employees through multifaceted programs, which cover the training of trainees and even professionals for leadership positions, with the aim of offering conditions to accelerate the career of talents of the Carrefour Brasil Group.

	Women	Men	Black
Management	95 (21%)	348 (79%)	102 (23%)
Management and above	1,164 (34%)	2,221 (66%)	1,358 (40%)

The 1st edition of the Black Leadership Trainee Program, which began in January 2022, had the participation of 30 internal and external trainees in various areas of the Company. Of these, before the end of the program, about 10% had already been hired or promoted by the Company in consultant or coordinator positions. **The 2nd edition of the Black Leadership Trainee** is among the actions of the year 2022 and was formatted exclusively for professionals with experience in technology and who have not held a leadership role. In addition to having diverse professionals on its staff, the Carrefour Brasil Group needs this diversity to be reflected in all positions. With this program, the Company reinforces its commitment to seek greater equity and inclusion of black people in the company.

Data shows progress in the affirmative actions of the Carrefour Brasil Group, indicating that the Company is on the path to increasing the inclusion of new talents valued in geographic regions of the country with less representation in current positions. This finding was made in the balance of the technology training program aimed at black people, in which about 38% of the applications contemplated came from the Northeast.



"What makes me happiest about Carrefour is the way it embraces and welcomes employees and gives opportunities to everyone, without distinction. Recently, I was able to participate in the black leadership program designed by Carrefour, which focuses on inclusion, diversity and career acceleration for black and brown people, with which they gave us subsidies to develop ourselves and also the opportunity to emerge in the areas of the business, in addition to all the apparatus on the racial issue, which unfortunately is very structural in our country."

Gease Oliveira,
Regulatory Projects Coordinator

Gender equity as a commitment

Boosting women's careers is among the priorities of the Carrefour Brasil Group, the country's largest private employer. Aware of the contribution it can make to gender equity in the professional environment, the Company is working to improve indicators in this area and to ensure that, in a short space of time, a balance is established between the proportion of female employees in the Group and the space occupied by them as leaders.

Among the measures adopted, the **Carrefour Group with ELLAS program** is one of the initiatives of the inclusion and diversity development strategy. With the mission of further boosting women's careers in the Company, Carrefour Brasil Group offers mentoring to the women's team in order to support professional development and female empowerment.

In the first year of the program, 500 women, from all areas and hierarchical levels, participated in the first professional mentoring class.

500 women participated in the program in 2022.



Juliene L. Paula, Diversity and Inclusion Analyst

"I have been at Carrefour for two years and participating in the ELLAS program was transformative for my career. It is a training that works from self-knowledge to professional posture. In addition, the opportunity to be mentored by a Group executive and build an action plan with tips and exchanges has been incredible. Today, I feel more prepared and empowered to seek new challenges in my career."



Ana Arantes, Commercial Director

"I am a Commercial Area Director in Retail and I lived this journey alongside eight other women from the team who applied. I am 50 years old, I have a long career, but I have never lived the theme of women so intensely, looking at myself, our coworkers, my daughter and the world. You have connected with us and made such a difference in our lives. And I will be an ELLAS ambassador and I feel responsible to live and multiply all the learnings."

Women's leadership strategic objectives (%)

	2022	2023 ⁽¹⁾	2025 ⁽¹⁾
Executive position of women Dir+	21	26	35
Executive position of black women Dir+	5	7	18
Women Ger+	34	40	50
Black women Ger+	14	23	35

(1) Target.

By 2025, the Carrefour Brasil Group is committed to achieving 50% of women in leadership positions.

The Group has an ambitious plan to increase the number of female leaders. Today, 50.6% of employees are women. The goal is for the Company to gradually increase the number of women in management positions from 21% of vacancies in 2022 to 35% in 2025. In addition, the Group plans to reach 50% of women in leadership positions by 2025. [GRI 202-1]

Inclusion of people with disabilities

The inclusion of people with disabilities in the Carrefour Brasil Group is also a business commitment and priority. The Group has been developing an inclusive management strategy, increasing accessibility and investing in the development and growth of employees with disabilities.

The centralized monitoring for the selection of employees with disabilities has increased the indicators in this area. The action has prioritized the improvement of internal processes with the mapping and analysis of accessibility in the company for decision-making, the

sensitization of managers regarding the hiring of people with disabilities and the alignment of procedures with the Human Resources Area, as well as the promotion of workshops and mentoring on accessibility for the different areas of the business.

In 2022, the Carrefour Brasil Group ended the year with **3.1% of employees with disabilities**. The goal is to reach 5% of this public in the Company, with 2% of the Group's people with disabilities in leadership positions by 2026. [GRI 405-1]



Freedom of association [GRI 407-1]

The Carrefour Brasil Group respects the legal conformity of free trade union association for all its employees, treating all trade union aspects as established by current legislation.

Commercial contracts contain a clause in which suppliers promise to respect the labor rights of their employees, under the same terms as the Brazilian Federal Constitution.

As the legislation is federal, there are no operations or regions of the country that have a different orientation from that reported. The Carrefour Brasil Group has a dedicated team of Union Relations professionals who deal daily with the demands brought by unions, federations and confederations, thus enabling social dialogue whenever necessary.

Wage parity [GRI 405-2]

The Carrefour Brasil Group values the performance of its employees, based on the principles of a meritocratic culture that is transparent and humanized. For this reason, the Remuneration Policy is based not only on monitoring the performance of employees, but also on their wishes. All the Company's units respect the local minimum wage and the normative salary floors. The salary variations that exist internally, mostly less than 10%, are related to the level of seniority and professional maturity of the employees. [GRI 2-21]

The Group recognizes the efforts of its employees and works to rebalance historical disparities, committing itself to the pursuit of greater equality and social inclusion.

Health, safety and well-being management [GRI 403-1 | GRI 403-2 | GRI 403-8]

The Carrefour Brasil Group offers its employees a multifaceted benefits structure that ensures a work environment conducive to development and safety, with a broad social protection and comprehensive health network for employees. A healthcare system that is holistically thought out and comprehensive, extending from physical to mental health.

The extension of benefits to the employee's dependents, at no additional cost to the holder, is a competitive advantage of the Carrefour Brasil Group compared to its competitors. It covers a policy of health, mobility, transportation, legal and financial assistance.

The harmonization of this protection system and uniform access for employees from the Group's various businesses is the major mission for 2023 when it comes to the well-being of the Company's workforce.

The Carrefour Brasil Group works on the basis of four pillars as part of the consolidation of the **Gestar Program**: social, legal, financial and psychological.

Health management is guided by the **Viver Bem (Living Well) Program**, based on the balance of people and their loved ones. The pandemic scenario, which brought new demands, made the program even more relevant in the company.

The Company manages a huge medical plan concession portfolio, in order to offer occupational health, an annual calendar of actions to massify information, physical activity programs and comprehensive aid for purchases in pharmacies and opticians.

The Carrefour Brasil Group acts in favor of employee well-being, and the granting of parental maternity and paternity leave is an achievement that the Group preserves. All employees have extended leave, which makes the Company a signatory of **Empresa Cidadã**, a government program aimed at offering more quality of life to fathers and mothers through longer periods of leave. This differentiated right impacts mainly women and increases the socio-emotional comfort of the family nucleus. [GRI 401-3]

Health and prevention [GRI 403-7]

A major investment has been made in immunization campaigns, ensuring that all 150,000 employees are protected against both coronavirus and other viral threats. At the same time, there is a regular monitoring of the vaccination schedule of employees.

The company carried out vaccination control of employees in relation to Covid-19, encouraging vaccination and guiding employees in cases of doubts or insecurities related to the vaccine. Thus, the Carrefour Brasil Group reached 99.9% of employees with the first dose of the vaccine, 99.7% with a complete vaccination schedule (first and second doses) and 56% with the booster dose (position on August 8, 2022).

The Company also granted a day off for each dose of the coronavirus vaccine and created the Vaccination Incentive Policy.

Employees have the vaccination benefit free of charge, and, again with an extensive look at the family, the Carrefour Brasil Group offers discounts for dependents.

With this, the company received the **My Care** external audit certificate due to good practices related to infection risk management.

The grace period for joining health plans upon admission and the plan to address childbirth requirements in some business units are also advantages offered by the Company.

Moreover, when we talk about health management, we think of a medical plan, a dental plan and consistent emotional support, with 24-hour care. As part of the purpose of caring for the healthy diet of Brazilians, the Carrefour Brasil Group also offers the Company's employees special food care, with quality, varied and balanced food, including monitoring by nutrition specialists.

For those business units that do not have a cafeteria structure, food vouchers are made available to employees for consumption at accredited suppliers, with conditions and inspections so that these menus are in accordance with the Group's requirements and rigor.

Finally, health campaigns, lectures and workshops are held throughout the year on the themes of the colorful health calendar, with the aim of raising employee awareness of the risk of certain diseases and encouraging the prevention and treatment of these ailments.

Creation of a new single health program [GRI 403-3]

After the acquisition of the BIG Group, it was identified the need to integrate initiatives focused on health and to create a single program that would promote health and quality of life for all employees of the Carrefour Brasil Group.



Thus, the Company now has as its guide the **Viver Bem Program**, based on the balance of people and their families. The pandemic scenario has made the program even more relevant for the Carrefour Brasil Group.

The Viver Bem Program is based on the concept of health of the World Health Organization (WHO): "a state of complete physical, mental and social well-being, and not merely the absence of disease and infirmity". The three pillars focused by the Group are healthiness, balance and social.



Viva Bem Saudável (Live Healthy): This deals with the physical pillar and involves all the benefits offered by the Group linked to health, physical activity and healthy eating habits.

- **Pregnant Women's Program** – a benefit that enables the monitoring of future mothers throughout the gestational period until the first month of the baby's life. It offers: monthly telephone monitoring; maternity kit, consisting of a maternity bag with hygiene items for the baby; Course for Pregnant Women and Responsible Parenthood; extended maternity leave of 180 days for mothers and 20 days for fathers; and Kiddle Pass, an application in which it is possible to access extracurricular activities online, live or on video, for children aged 3 to 12 years.

Viva Bem Social: This pillar deals with the harmony of the employee with himself, with others and with the whole environment that surrounds him and presents benefits aimed at entertainment and leisure.

- **Rapunzel Solidária** – as a means of encouraging empathy and the social outlook of employees, the Carrefour Brasil Group has partnered with a non-governmental organization (NGO) that offers wigs to people who have lost their hair due to cancer or other diseases. Through this program, employees are encouraged to donate their hair as an act of love to those in need. Those who need wigs can also participate, receiving the kit free of charge.

Viva Bem Equilíbrio: It involves actions related to emotional health and financial education.

- **Learning trail** – The distance learning trail on mental health for managers and employees aims to help managers identify signs of anxiety, stress and depression among their employees, as well as to offer tips and tools to support employees who are suffering emotionally. For the employee, the trail focuses on self-knowledge and emotion management. It teaches breathing exercises to relieve stress and anxiety and other tools to deal with situations where there is emotional destabilization.

In addition, the company offers weekly guided meditation sessions in the employees' agenda, online.

Other health and well-being programs:

- **Financial Wellness and Retirement Preparation Program (PPA);**
- **Gympass** – gym access program for employees and their families;
- **Workplace gymnastics and live classes** – program that offers online and live activity options;
- **Sesc benefits** – focused on employee leisure; and
- **Espaço Viva Bem** – aimed at well-being and beauty services for employees at Carrefour headquarters.



Management of safety at work [GRI 403-1]

The Carrefour Brasil Group always aims to ensure the safety of its customers and employees through periodic studies of its structures, both inside and around its facilities.

In addition, the Specialized Services in Safety Engineering and Occupational Medicine (SESMT) encompass more than 100 employees dedicated exclusively to the topic of health and safety to comply with legal obligations and institutional requirements at all Group units.

In this sense, the Risk Management (Occupational Safety) sector carried out a survey mapping 100% of the Group's units, through risk mapping, which encompassed almost a thousand stores throughout the national territory, and more than 4,000 inspections of health, safety and environment (HSE) items were carried out in all business units, which involved checking all sectors and equipment existing in the commercial units.

In addition, with the theme Carelessness is Fire, the Carrefour Brasil Group carried out the largest HSE campaign ever. The Carrefour Brasil Group's 1st Integrated Internal Week for the Prevention of Accidents at Work and the Environment (SIPATMA) impacted the 150,000 employees. [GRI 403-4]

In 2022, with the challenge of integrating new stores, the Occupational Safety Area migrated some of its training to the online format, in addition to continuing with face-to-face training. In both models, more than 24,000 hours of training were computed, reaching 75,159 people, in more than 9,500 classes formed by the care courses in the safe execution of operational activities in and around the commercial units. [GRI 404-1]

As a reflection of the integration with the BIG Group and the increase in the size of the operation, the number of typical and commuting accidents for the Atacadão, Carrefour and BIG formats increased compared to the previous year. [GRI 403-5]



First aid training and use of automated external defibrillator (AED) [GRI 403-8 | GRI 403-9]

Part of the Carrefour Health team (ten professionals, including doctors, nurses and nursing technicians) has been trained to apply first aid and AED training.

The training takes place in hypermarket stores, distribution centers, platforms and offices and aims to train employees of the Internal Accident Prevention Commission (CIPA), firefighters and the Prevention team to identify a cardiorespiratory arrest and provide first aid, including the use of the AED. As a result of these activities, 1,447 people were trained in 107 Carrefour units in 2022.

In the control and management of accident prevention, 1,674 accidents with time off work were recorded in 2022, however, without any serious accidents and/or deaths of own employees.

New advances in health and safety [GRI 403-7]

For all workers who are not own employees, but whose work and/or workplace is controlled by the Carrefour Brasil Group, the number and rate of fatalities resulting from occupational accidents with time off work was zero in 2022.

By recognizing the health programs, policies and procedures of each company (Atacadão, BIG and Carrefour), a single health model was created that serves the Carrefour Brasil Group as a whole.

In 2023, further progress should be made with the goal of standardizing benefits for health and family protection. Always with a sustainable view, aimed at protecting the holder and his dependents, without limitations or additional costs.

Structure of the Health team [GRI 403-6]

One of the actions carried out in the Health Area was the formation of a team of specialized professionals with a minimum of two years' experience in occupational medicine. The team is composed of 24 doctors, nine nurses, two analysts and 25 nursing technicians, all of whom are outsourced from a company specialized in occupational medicine, which supports the performance of occupational medical examinations of employees, in accordance with current legislation.

The Health team is regionalized, distributed throughout the states, and currently has 18 outpatient clinics of its own, located in São Paulo (Headquarters, Tatuapé and Núcleo Express), Santos, Campinas, Belo Horizonte, Brasília, Goiânia, Curitiba, Porto Alegre, Florianópolis, Rio de Janeiro, Natal, João Pessoa, Maceió, Salvador and Recife. In locations where there is no outpatient clinic, the outsourced company provides services through the occupational medicine clinics of the accredited network.

Social investments

Women in technology

The **Carrefour Bank Woman Developer** program, in partnership with Digital Innovation One (DIO), provided more than 42,000 scholarships for female developers and those interested in the topic throughout Brazil. The program facilitated six training tools, including **Women In Tech** and **Lab368**, with the participation of 14,314 women. The project, developed by the financial institution with a focus on encouraging women in the technology environment, has as its premise to foster the insertion of the female public within the "devs" market (developer of technological solutions).

It is an opportunity to train and, consequently, generate opportunities for women from all over Brazil to enroll and enter a heated market, but still predominantly male.

Another action implemented by the Carrefour Brasil Group was the granting of exclusive scholarships for women from the North of the country in the area of technology. This is a partnership with the startups Se Candidate, Mulher! and Manas Digitais and with the NGO Instituto Joga Junto, which aims to create opportunities and prepare professionals for job vacancies.

Over 42,000 scholarships distributed in 2022. Over 14,000 women participating.

Social support network

The scenario of social inequalities faced throughout the country imposes the responsibility of supporting vulnerable people in situations of extreme poverty, homelessness and begging experienced very close to the units of the Carrefour Brasil Group.

The commitment to change this scenario is challenging and requires a systemic approach, with the articulation between public and private entities to offer assistance and opportunities to vulnerable populations around the Group's stores.

In order to strengthen initiatives to support these vulnerable groups, the Carrefour Brasil Group has started to implement social centers in some units, in order to act proactively in addressing local issues, connecting social assistance networks, based on the realities of each place.

Opportunities for young people

With a focus on generating opportunities and employability, the Carrefour Brasil Group has been strengthening the successful **Escola Social do Varejo (ESV – Retail Social School)** project every year, in partnership with Instituto Aliança, which has managed the project since its inception. The initiative consists of preparing young people aged 17 to 24 years old and with a family income of up to three minimum wages to work in retail.

The retail sector has a tradition of being the gateway for many young people to get their first job. With ESV, young people develop specific skills for working in the retail sector, but receive integrated training that addresses socio-emotional and personal management skills, bringing consistency to the development of their "life project", which is worked on throughout the training. ESV has been in existence since 2010, has trained more than 10,000 young people and employed more than 8,000.

*Escola Social do Varejo:
585 young graduates; and
436 young people in the
labor market in 2022.*

The course lasts approximately five months, and classes are taught in a live online format, with other activities developed on the distance learning platform. Among other contents, the Selection Simulations stand out, in which young people are prepared for interviews and dynamics. The total duration of the course is 330 hours and provides for about eight face-to-face meetings, including visits to stores.

ESV has three centers, located in Salvador (Bahia), Recife (Pernambuco) and Osasco (São Paulo), and offers 100 places per semester in each center, totaling 600 young people per year.



"The Escola Social do Varejo was extremely important for my personal and professional growth. It was through this course that I changed my way of seeing the world and the corporate environment. Thanks to the Escola Social do Varejo, I was inserted into the Carrefour Group, I am having my first contact with professional life and having the opportunity to develop as a Young Apprentice. ESV has marked my life, and I value all the teachings that have been passed on to me."

Geovanna Karolina Gatti,
student of the Escola Social do Varejo



"To complete the course, I had several challenges, but I received support from the GP team and had classes with wonderful teachers. Today, through the learning I acquired in the course, I am managing to organize several areas of my life, as well as the financial return I am already having, which has been very important to me. GP was where I was able to have a basis of gastronomy and rescue dreams."

Laiane Paz,
student of **Gastronomia Periférica**

Food front

As a leader in the retail sector in food distribution, the Carrefour Brasil Group has invested in two social projects focused on food: the **Kitchens and Childhoods project**, of the Food and Culture Institute, and **Gastronomia Periférica (Peripheral Gastronomy)**.

The Kitchens and Childhoods project aims to train early childhood education school educators (public and private) on topics related to food education (healthy eating, integral use of food, among others), resulting in 100 trained educators, impacting about 1,800 students in the city of São Paulo.

Gastronomia Periférica (GP) is a gastronomy training project that values the integral use of food and has as its mission the social transformation of its students through gastronomy. In addition to technical cooking skills, students receive training in economics, design business plans and work on emotional issues as well. In 2022, 480 students were trained by Gastronomia Periférica.



Emergency actions to fight hunger

The donation process is part of the actions foreseen as a social support agenda, mainly for emergency situations. In 2022, some public calamity situations triggered this solidarity network of the Carrefour Brasil Group.

The rains in Petrópolis and Recife caused extensive damage, and the Group mobilized to provide support to the affected communities. In Pernambuco and Rio de Janeiro, the emergency assistance to the two municipalities received, respectively, in the form of

donations, 1,250 and 1,500 food tickets with an individual value of R\$100.00. Through partnerships with the NGOs Ação da Cidadania and Comunitas, the donations were able to reach part of the homeless.

In addition, during the year, the Carrefour Brasil Group encouraged mobilization campaigns through collection actions in its stores (mainly in hypermarkets), such as the NGO Amigos do Bem, which closed the year with the collection of 188,111 kilos of food, directed to the Northeast region of Brazil.

Support for incentivized projects

In August 2022, the Carrefour Brasil Group announced the opening of applications for the **Annual Incentive Cycle**, an initiative aimed at selecting social projects across the country that have a positive impact. In this case, a positive impact is considered in the cultural, sports and promotion of the rights of children, adolescents and the elderly.

The call for proposals gained more scope by increasing the number of NGOs served within a universe of 22 Brazilian cities – of the total number of projects, more than 60% are less than 10 kilometers from the Group's units.

The criteria for the projects include: a profile that encourages social transformation and the involvement of communities, which are sustainable, permanent and have synergy with the Company's purposes through the pillars of diversity and inclusion, healthy eating and sustainable development.

Selection 2021 – Management 2022: R\$11,614,000.00⁽¹⁾
43 projects supported (24 culture, five sports, nine childhood and six senior citizens) in six Brazilian states.

Selection 2022 – Management 2023: R\$3,360,000.00⁽¹⁾
15 projects supported (seven culture, three sports, two for senior citizens and three for children and adolescents) in **11 states and 22 Brazilian cities.**

⁽¹⁾ The variation in values is the result of tax differences between the two years.

In 2022, the Carrefour Brasil Group made it possible to donate 3.1 thousand tons of food to food banks across the country.

Cultural entrepreneurship

One of the projects supported by the Carrefour Brasil Group in 2022 was **Acelera Iaô**, by Fábrica Cultural, from Salvador, Bahia. It is aimed at meeting an important Brazilian reference, since the state concentrates the highest Percentageage of black people in the country. In its first stage, Acelera Iaô had 150 vacancies for different areas, such as Iaô Labs for fashion, crafts, gastronomy, music and creative services.



"The labor market in Brazil has undergone several changes that have enhanced entrepreneurship, having the Carrefour Group as a partner of our program and effectively committed to the qualification and educational process in underpinning the economic development of our society is of fundamental importance in the development of a positive result in the entire economic structure. It is wonderful to be with the Carrefour Group in this mission to improve life in our communities."

Priscila Mércia, manager of Iaô Espaço de Criação



"In 2022, I was immersed in the Acelera Iaô Program and, throughout the learning process in classes, mentoring, events and support services for entrepreneurs provided by the program, I recovered a great potential in me as a professional, entrepreneur and black woman. Having this support network was of paramount importance for the maturation and expansion of my business; small details such as a well-designed business card, professional photos and a space to meet with other entrepreneurs and exchange ideas and experiences made a big difference. All of this is the result of the investment of the Carrefour Group in partnership with Fábrica Cultural, showing that private initiatives, such as the Carrefour Group, still generate many opportunities for communities and groups that are looking for new movements and achievements. I thank Carrefour for this initiative, and may it inspire other large companies to invest and generate positive impacts like this."

Jamile Oliveira, entrepreneur of Magia Verde

Climate agenda

FIGHTING CLIMATE CHANGE
REDUCING EMISSIONS
ENERGY
CIRCULAR ECONOMY



7 Affordable and Clean Energy



14 Life Below Water



12 Responsible Consumption and Production



15 Life on Land



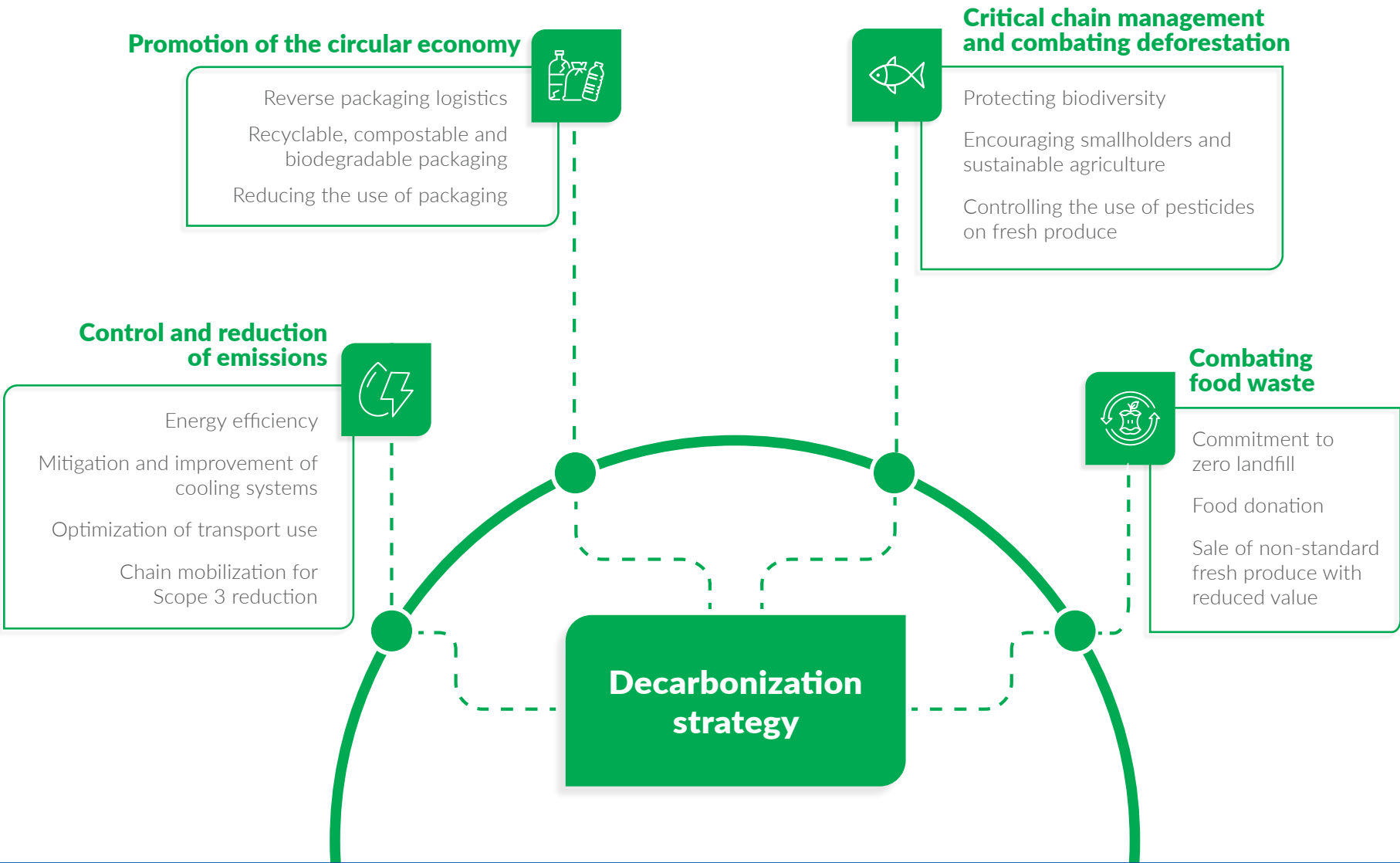
13 Climate Action

Combating climate change

The Carrefour Brasil Group is a signatory to the **Climate Commitments** and acts in a proactive manner through initiatives aimed at combating deforestation, specifically actions linked to land use change in full defense of the planet's natural resources.

The Company has a transversal agenda in its Brazilian operations supported by its sustainability strategy. The Group's internal agenda is anchored in actions distributed throughout its operational chain, in all its business segments.

Main themes of the climate agenda



Reducing emissions

[GRI 305-1 | GRI 305-2 | GRI 305-3]

The Carrefour Brasil Group has signed a global commitment to move towards a low-carbon economy, with the aim of reducing Scope 1 (direct emissions) and 2 (generation of electricity purchased or consumed) CO₂ emissions by 50% by 2030 and 70% by 2040, and Scope 3 (indirect emissions) by 29% by 2030.

The Company integrates and provides management data on its inventory to the Brazilian Emissions Control Program, the **GHG Protocol**, coordinated by the Getulio Vargas Foundation.

Greenhouse gas (GHG) emissions

The Carrefour Brasil Group has high ambitions in the climate agenda and has therefore been working hard on initiatives to reduce Scope 1 and 2 activities, with a greater representation of eliminating gases associated with a greater potential for warming, through the exchange of equipment and machinery.

In 2022, Carrefour obtained a distinction from the Green Farm project, which certified it for the offsetting of 24,000 tCO₂e referring to corporate GHG emissions for the base year 2021, which includes the neutralization of 100% of the transport sectors, 16.14% of stationary emissions, 19.25% of mobile emissions, 19.25% of effluent emissions and 16.14% of fugitive emissions.

The corresponding carbon credits are available for consultation and registered on the Mato Grosso Business Platform for Environmental and Ecosystem Goods and Services (PNBSAE/MT).

By investing in more sustainable techniques in new stores and improvement projects in existing stores, the Carrefour Brasil Group seeks to implement energy efficiency techniques that contribute to reducing energy consumption per square meter of sales area. Among the actions, we highlight the exchange of light bulbs for more efficient models, such as LED, the installation of doors on refrigerated display counters, in order to retain temperature and reduce energy consumption, and automation projects to control consumption.

In the Carrefour network, the work focuses on energy reduction and raising awareness of the Group regarding the rational use of energy. In 2022, energy efficiency projects were implemented in condenser motors (replacement of conventional motors with electronic ones), implementation of frequency inverters on conveyor belts, LEDs in parking lots and automation of air conditioners.



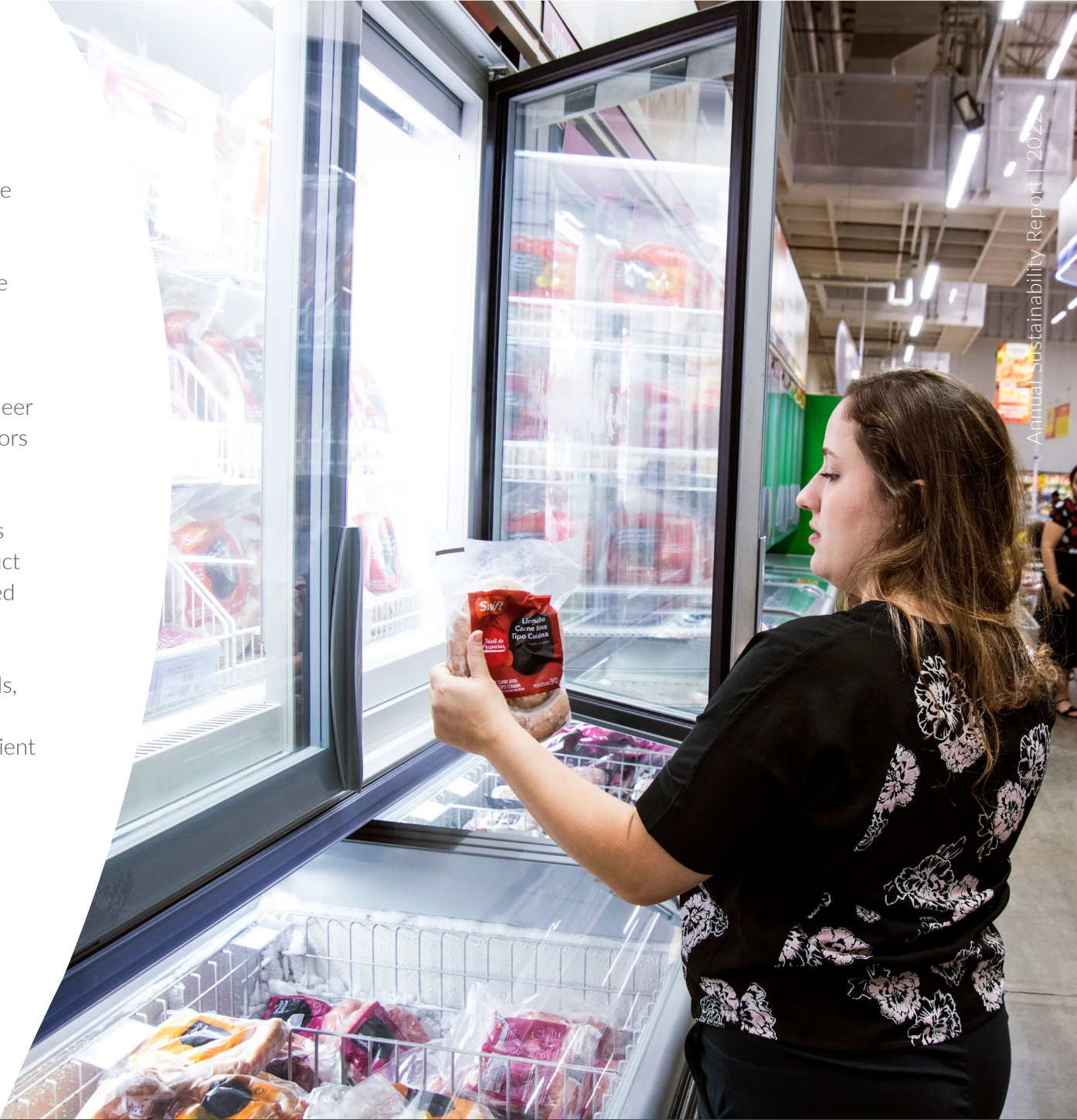
Energy [GRI 302-1]

The management processes that measure the energy efficiency of the Carrefour Brasil Group are directly linked to the modernization work of the commercial units, in which the newest ones are being built according to standards that consider an entire energy efficiency system.

In store conversions, investments are being considered to make the adaptation, mainly with the use of efficient equipment, such as the adoption of LED lamps in hypermarkets and supermarkets and the use of the roof painting technique with reflective ceramic paints to reduce energy consumption, in addition to applying construction techniques that favor natural lighting.

The Carrefour Brasil Group is one of the major energy consumers and therefore purchases the electricity it consumes on the free market, which is responsible in Brazil for distributing energy from hydraulic and other renewable sources.

In this journey, the Company was a pioneer in adopting the use of vertical refrigerators for the stores, in the cold and frozen sectors, which helps to reduce direct energy consumption in each of the units and increases the maintenance of product quality. Resources are also being invested in the replacement of temperature and lighting control monitors, from sectors within the units, analog for digital models, with access by remote centers that can verify and program the correct and efficient uses of energy in all stores.



Circular economy [GRI 308-2]

The Carrefour Brasil Group is aligned with the transformation of the paradigms of retail operational processes, combating waste and promoting the transition from the linear economy to a circular economy, through the reduction, reuse, recovery, regeneration, reabsorption and recycling of materials and energy. In this pillar, the Company operates on two main fronts: private label packaging strategy and reverse packaging logistics.

Packaging strategy [GRI 301-3 | SASB FB-FR-430a.4]

Packaging is the focus of the Company's action. The various areas of the Carrefour Brasil Group aim to ensure that all own-brand packaging is composed of recyclable, reusable and biodegradable materials by 2025 - a global commitment that meets the necessary engagement to mitigate environmental problems on the planet.

As a signatory to the Global Agreement on the **New Plastics Economy**, promoted by the Ellen MacArthur Foundation, new alternatives and solutions are sought and implemented every year.

The main actions are directly related to the goals and focus on reducing the use of raw materials, changing non-recyclable packaging and adding recycled content to packaging.

*Through the voluntary drop-off points, **260 tons of waste** were collected, an increase of 48% when compared to 2021.*

In 2022, the private label had a 46% increase in the reduction of packaging in its portfolio, contributing to the achievement of medium-term targets. [\[SASB FB-FR-250a.2\]](#)

When looking at the chain that drives the circulation of products, an opportunity for innovation was identified in the process of issuing invoices (Danfe), which allowed a significant reduction in the use of raw materials by replacing the A4 sulfite paper document and the plastic display in each sale of e-commerce **Não Alimentar** with a label with QR Code. The solution has already been implemented in all units in Brazil and is being worked on for expansion to other areas in 2023. [\[GRI 417-1\]](#)

The Carrefour Brasil Group also provides space for packaging recycling stations and voluntary disposal points (PEVs) in its stores. In all, at the end of 2022, the Group had 1,209 PEVs (+102 compared to 2021), in which **260 tons of waste** were collected, an increase of 48% when compared to 2021.



Combating food waste

The Carrefour Group has had the Partnership that Feeds Program since 2009, which aims to donate food and non-food products with no commercial value but suitable for consumption. In 2022, these products were donated to 43 partners, including food banks and local institutions. The volume donated contributed to these entities distributing more than 2,900 tons of products from 409 stores. The initiative enabled the delivery of approximately 10 million complementary meals.

Another initiative aimed at combating waste is the **Unique Program**, launched by the Company in 2017, which aims to show that food with non-standard appearance has its properties preserved. In Carrefour stores that work with the program, these are offered at 20% lower prices.

Commitment to zero landfill by 2025

[GRI 306-3 | GRI 306-5]

The Carrefour Brasil Group has defined in its strategic planning a commitment to be zero landfill by 2025, in view of the various types of waste that make up the product portfolio of the retail and wholesale chains. For this item, considering its nature and components, as well as the impact chain, there is a protocol of specific actions for each type of material.

Waste generated Carrefour + Atacadão (%)	2021	2022
Landfill	43	46
Recycling	47	44
Composting	10	10
Total waste generated	100	100


Based on the concept of circular economy, the Group has the **Terra Vegetal** product, its own brand, which is generated by composting organic waste (fruit, vegetables, eggs and leftovers from the fishmonger and bakery) from the perishables sector of 48 Carrefour units in São Paulo. [GRI 417-1]

The initiative is carried out in partnership with a company specialized in composting solutions, which is responsible for collecting organic waste from stores and producing compost. Around 350 to 400 tons of waste from the Carrefour chain is sent to composting for the production of vegetable soil. Considering the decomposition period until it reaches the shelves, the process of preparing the soil takes three to four months.



Sustainable value chain & biodiversity

BUSINESS ETHICS AND SUPPLY CHAINS
PRIVATE LABEL MANAGEMENT
FOOD SAFETY
COMBATING DEFORESTATION AND PROTECTING BIODIVERSITY
ANIMAL WELFARE
WORKING CONDITIONS AND PROTECTION OF HUMAN RIGHTS
ENCOURAGEMENT OF SMALL PRODUCERS

 **12** Responsible Consumption and Production

 **15** Life on Land

Business ethics and supply chains [GRI 308-1]

At Carrefour Group Brazil, ethical principles are benchmarks for establishing the processes in which it carries out its work as a retailer. They play a role in developing a culture based on trust and integrity.

The Group is committed to guaranteeing human rights, the health and safety of people, animals and the environment.

The food transition is at the heart of the Carrefour Brasil Group's social and environmental responsibility. Since the publication of the strategic plan, the food transition has underpinned all activities as a responsible company: the transformation of the offer with healthier and more local products and the reduction of food waste.

As a leader in the retail sector, the Carrefour Brasil Group is in direct contact with numerous stakeholders and has a duty to maintain quality relationships with its suppliers, producers, union representatives, public authorities, investors, non-governmental organizations (NGOs), associations and customers.

In its materiality analysis, it was found that there is an expectation from a large part of the stakeholders in terms of respect for human rights, creating sustainable relationships and fair distribution of the value generated in supply chains. Respect for animal welfare and ensuring ethical agriculture are also pointed out by customers as priority issues for the food transition.

The Carrefour Brasil Group's responsibility towards its stakeholders is multiple, and the main themes identified and being addressed are:

- **Consumers want clear information and quality standards:** the Carrefour Brasil Group is committed to ensuring the quality and safety of its own-brand and perishable products, from logistical monitoring to the implementation of recall and withdrawal procedures if necessary, in addition to compliance with the highest hygiene standards in its stores;

- **Respect for health, safety and human rights in the supply chain:** the Carrefour Brasil Group assesses the social and environmental compliance of its suppliers and promotes social responsibility practices throughout its value chain;
- **Commitment to combating deforestation:** the Company acts in its own supply chains, implementing actions to combat deforestation (certification, geomonitoring and traceability). The Carrefour Brasil Group focuses on the raw materials most present in its inputs, such as Brazilian beef, wood and paper, palm oil and soy;
- **Ensuring animal welfare:** Carrefour Brasil Group develops a program aimed at improving animal welfare in its production chains. In collaboration with its stakeholders and NGOs specialized in animal welfare, the Company has defined its criteria and ensures that they are included in the specifications; and
- **Support for the local economy:** the Group has a system that includes a turnover in local purchases and develops partnerships with small producers.



Private label management

One of the strengths of the Carrefour Brasil Group's ecosystem is the management of a line of products identified as own brands and which has a regulatory function in sales systems. More than that, it is part of the strategy of offering customers affordable and quality products, contributing to a healthier and more sustainable diet. Carrefour's own brands include a variety of products: perishable and non-perishable, pet food, personal hygiene items, cleaning, home and textiles.

Private label products have been differentiated on the shelves, always valuing their production based on the criteria of authenticity, quality, fair price and respect for the environment. On average, they are 30% cheaper than leading items on the market and have been recognized by customers and won loyalty at the time of purchase.

Expansion of own brands

Private label sales have grown by eight Percentageage points in the last five years. When looking at the annual evolution, the escalation of food private label sales represented 19.2% in 2022. The projection is that by 2026, private labels will become even more popular, growing in sales representativeness.

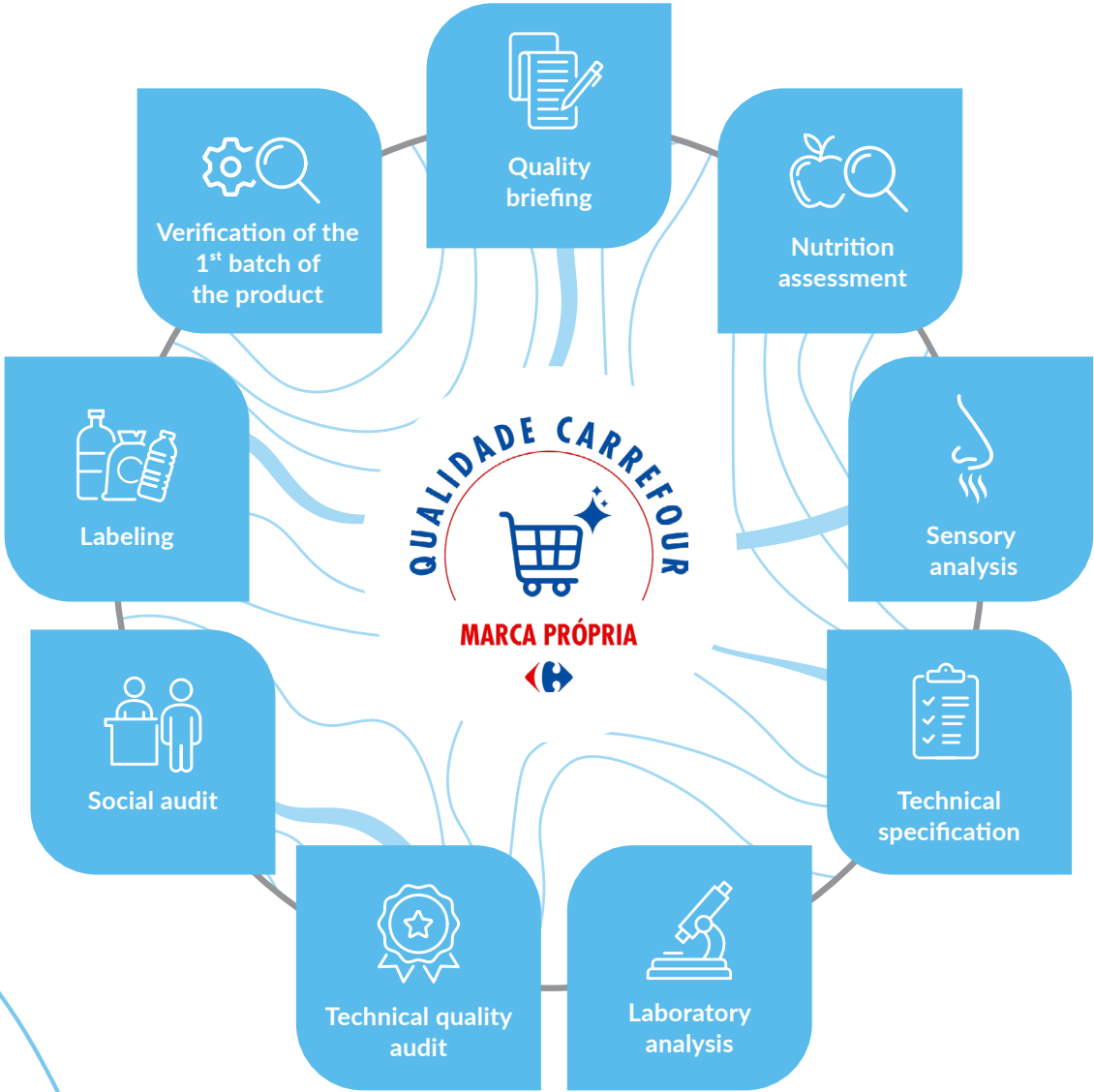
Carrefour's private label products are developed following the Group's Quality Policy, which establishes food safety prerequisites and quality standards for the various products, without losing sight of the requirements of Brazilian regulations. After market launch, products are monitored annually through technical audits, social audits, laboratory and sensory analyses, following international protocols and guidelines. Among the laboratory analyses carried out are microbiological, physicochemical, nutrient composition and pesticide residue analyses in fruits, vegetables and greens.

Since 2018, the Carrefour Brasil Group, believing in the change in consumer behavior towards healthier eating, has led the global food transition movement in retail. This movement is based on four essential pillars to promote this change in a responsible and conscious manner: quality products, affordable prices, omnichannel and education and trust.

All advances are aligned with the country's public food and nutrition policies and closely follow all changes in the food regulatory scenario, especially those involving the review of information in the nutritional table, nutritional claims and alerts on the front panel of labels, considering the amount of added sugars, saturated fats and/or sodium, which exceed the minimum amounts established by current legislation.

The process of launching new products requires an average of eight months of development, including the preparation of legal text in compliance with the normative acts for labeling food, beverages, sanitizers and cosmetics established by the National Health Surveillance Agency (ANVISA), technical and social audits at production units, laboratory and sensory analyses.

As part of the Carrefour Brasil Group's policy, private label products strive to preserve the environment and the well-being of those who produce and consume these items. At the end of each quarter, private label suppliers undergo a performance assessment called the Quality Card. This is a model created by the Company, based on a scale from A to D, in which adherence to quality processes and their impact on sales and customers are verified. The following are taken into account: volume of recalls, complaints and/or compliments on customer service channels, compliance with audits and analyses, as well as sales volume.



Sabor & Qualidade (Taste & Quality) Products

The Sabor & Qualidade (S&Q) seal, exclusive to the Carrefour Brasil Group, was created to provide a different experience to the consumer by offering differentiated products. To guarantee this objective, five principles must be contemplated:

Taste: S&Q products have a superior taste to comparable market products. This differential is guaranteed through sensory analysis in product development, which must meet the standard defined in the technical data sheet.

Quality and price: S&Q products undergo laboratory analysis, farms and manufacturing units are audited through the Group's protocol in order to monitor compliance with the Quality Policy and brand requirements.

Authenticity: With this pillar, the Carrefour Brasil Group encourages and values Brazil's agricultural heritage, selecting the best products from each region of the country.

Sustainability: Preservation of the social environment, the economic environment and the ecological environment, through the promotion of animal welfare, sustainable fishing, agroecology, encouragement of good agricultural practices and encouragement of the use of biological controls.

Food safety: In addition to technical audits, Sabor & Qualidade products are traced from the field to the consumer, thus contributing to the health and safety of all. The consumer can access the origin information through the QR Code present on the packaging.

Proven acceptance

In line with the objective of helping customers make better choices and increasingly improving the quality of its assortment, in 2022, the Carrefour Brasil Group conducted acceptance surveys with more than 2,000 brand customers.

Of the 11 categories surveyed, which represent 27 products, all performed with acceptance above 80%.

The surveys aim to understand the consumer, collect information for decision-making and improve products in order to meet customer expectations, in order to also favor the development of new products.



Annual Sustainability Report | 2022



Food safety [GRI 416-1]

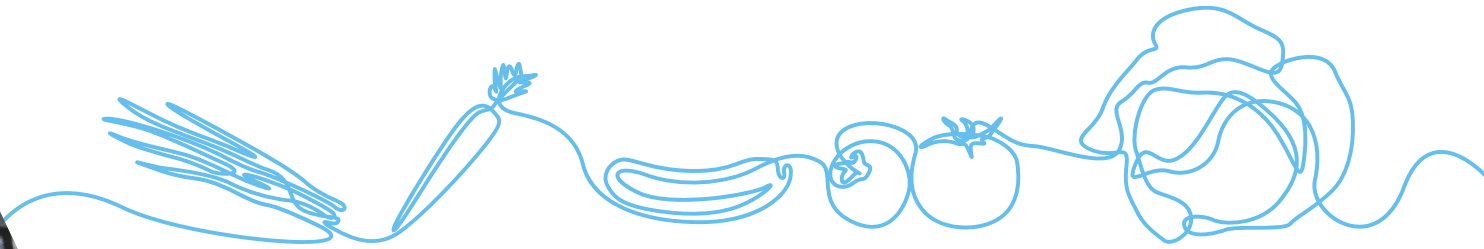
In order to comply with all applicable legislation, the preparation of legal text for food, beverages, sanitizers and cosmetics is carried out by regulatory consultancies that comply with the standards established by ANVISA (FDA), the Brazilian Ministry of Agriculture, Livestock and Supply (MAPA), the National Institute of Metrology, Quality and Technology (INMETRO) and the Consumer Protection Code (PROCON). Thus, on the food packaging, the customer finds information on composition, net weight, nutritional table, storage conditions, expiration dates and batch, among others. The packaging also informs if there are, or may be, in the composition substances or ingredients among the 18 that most cause allergy, established in ANVISA resolution.

In addition, the Carrefour Brasil Group monitors and controls the entire range of products classified as perishable and which are distributed among fruits, vegetables and greens, as well as those of animal origin in the Fishmonger, Butcher and Dairy sectors.

On top of working only with products that are inspected and certified by regulatory entities, the entire Carrefour system, wholesale or retail, systematically audits and renews the certifications of its suppliers.

Finally, according to the base survey, in 2022, no administrative process involving the labeling of its own brand products and/or suppliers was identified.

[\[GRI 417-2 | SASB FB-FR-270a.1\]](#)



Food traceability and monitoring [GRI 416-1 | SASB FB-FR-260a.2]

For the fruit, vegetables and greens segment, the Carrefour Brasil Group is part of the Food Traceability and Monitoring Program (RAMA), focused on the analysis of pesticide residues in these products.

Since joining the program in 2014, Carrefour's Food Safety Area has collected samples from various suppliers across the country in order to monitor pesticide residues in fruits, vegetables and greens and verify that they are within the limits established by current legislation. The program adopts a methodology that has as its principle to trace the origin of the products and to perform the laboratory analysis through the collection of samples and publication of the results on the program's monitoring platform, available to producers and retailers. The program was implemented by the Brazilian Supermarket Association (ABRAS).

In addition to traceability processes, Carrefour uses the **blockchain** intelligence system to monitor the orange and lemon production chains, as well as fish (tilapia) and pork.

The portfolio of products manufactured in-house and fractioned in stores and private label products are managed by the Quality Area to ensure the health of consumers. This process is carried out at Carrefour by a multidisciplinary Quality Control and Food Safety team.

In addition, bimonthly food safety audits are carried out in stores by a specialized company to check adherence to health legislation. Weekly inspections and training of the units are also carried out by the unit's technical manager. Furthermore, product samples are collected for microbiological analysis of 100% of the private label assortment, on an annual basis.

Finally, customer complaints are monitored and the internal quality barometer is monitored.

In 2022, the Group was recognized through the Food Traceability and Monitoring Program (RAMA) 2022 Award, in the Retail category.

The program contemplates companies and professionals for their contributions to the dissemination of good agricultural practices, traceability, quality and food safety.

Nutritional safety [GRI 416-1 | SASB FB-FR-260a.2]

Excessive consumption of nutrients such as sodium, fat and sugar is directly related to the increase in obesity and other chronic non-communicable diseases, such as diabetes and hypertension.

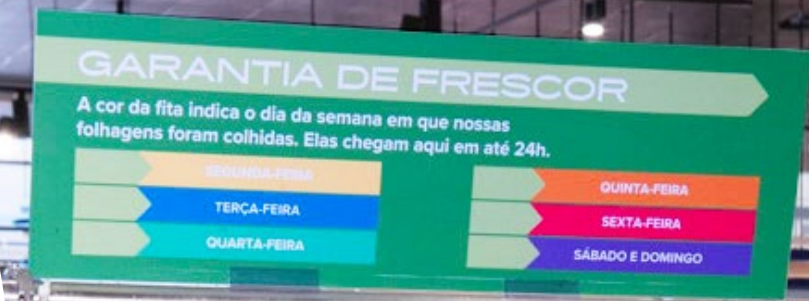
In line with the public policies of the Brazilian Ministry of the Health and with all the rules established by ANVISA, the Carrefour Brasil Group's own brands ensure the assessment of health and safety impacts in order to promote health and adequate and healthy nutrition.

In the development project of a private label product, a technical assessment of the composition of nutrients, ingredients, type and number of additives used and allergens is carried out. This evaluation results in a reformulation proposal for the reduction, elimination and/or inclusion of ingredients, which is worked on in partnership with suppliers.

To this end, suppliers are committed to developing new products with superior nutritional quality and competitive commercial value. On many occasions, reformulation and validation through sensory analysis is required to meet the quality standard required by the Carrefour Brasil Group.

At the same time, product labels are being updated to comply with ANVISA regulations, which establish the revision of information in the nutritional table, nutritional claims and warnings on the front panel of labels, considering the amount of added sugars, saturated fats and/or sodium that exceed the minimum amounts established by current legislation.

With the arrival of the BIG Group, the first action taken was the integration of the entire Quality team. All quality and food safety processes were also verified to start 2023 with unified and standardized guidelines, manuals, monitoring and tools in all the Company's units.



Organic as a highlight: Carrefour Bio [GRI 416-1 | SASB FB-FR-260a.2]

Encouraging the production of organic products, in order to help the food transition at an affordable price, is a challenge taken on by the Carrefour Brasil Group.

The areas responsible for the acquisition and development of partnerships are creating alternatives to circumvent barriers in the country.

To enable even more organic products on the Brazilian table, the private label segment created the **Carrefour Bio** line with the aim of democratizing organic products in the country, bringing great quality food at affordable prices to customers.

The line has organic products that go beyond the basic items: 42 options of grocery products such as olive oil, water and coconut oil, sugar, honey, lasagna pasta, mustard, ketchup, açaí, tomato sauce, heart of palm, jam, teas and coffees.

In perishables, the line brings more than 60 options of fruits, vegetables and greens. All products have Brazilian organic certification, with the seal of the Brazilian System for Conformity Assessment (SISORG).

In 2022, the Carrefour chain recorded a 17.2% increase in organic sales compared to 2021, mainly due to the strengthening of the Carrefour Bio brand.



International Food Transition Award [SASB FB-FR-260a.2]

In its global goal to be a leader in the food transition, the Carrefour Group has expanded the participation of countries in the International Food Transition Award, including suppliers from the Brazilian market.

The award has been held for two years in France and other European countries where the brand is present. This year, in addition to Brazil, Argentina and Taiwan were also included in the award due to their importance to the Company.

The purpose of this action is to promote the engagement of suppliers to the purpose of food transition and to reward those who are aligned with the issue of social and environmental responsibility in all production processes, important criteria that are gaining more relevance every day for society and consumers.

The choice was made by Carrefour customers themselves, who were invited to vote through a platform dedicated to electing the products they considered most emblematic of the **Food for All Transition**.

Around 300 products were in the running, and more than 570,000 votes were counted. An external jury of international experts selected the finalists from the nominated suppliers.

Products were selected for their commitment to five key themes of the food transition: health and nutrition, packaging, sustainable and organic agriculture, responsible communication and transparency.

In the 2022 edition, two Brazilian products were highlighted in the award: one of them comes from Carrefour's private label segment; the other is produced by the Coca Cola do Brasil industry.



AWARDED FOR
TOTAL COMMITMENT

CHÁ MATE LEÃO

ORGANIC
IN BULK



AWARDED FOR
PLANT-BASED ALTERNATIVES

CARREFOUR VEGGIE

VEGAN CHICKPEA
BURGUER



Combating deforestation and protecting biodiversity

[SASB FB-FR-000.A | SASB FB-FR-430a.3]

Brazil and its environmental ecosystem play a major role in protecting the planet's biodiversity. And much of the attention the country attracts is in concern for Brazil's forests, which form the basis of an environmental, economic and social value chain that benefits humanity, being a regulator of climate and natural resources that benefit the world as a whole.

Forests are home to 80% of the Earth's biodiversity and support the livelihoods of 1.6 billion people. However, global studies indicate that 13 million hectares of forest disappear each year, especially in tropical areas.

Studies, research and various international organizations indicate that several types of production have an impact on forests, including palm oil, wood and paper, beef and soy. These are crops that are gaining more and more space in existing ecosystems, contribute to the general degradation of areas, affect the territories of indigenous peoples.

The commitments made by the Carrefour Brasil Group are intended to make an objective and permanent contribution to combating deforestation and ensuring sustainable food production.

Thus, the Company wants to offer customers food produced without harming the planet's biodiversity or its forests, by marketing products that improve agricultural practices, forestry techniques and manufacturing processes.

To preserve biodiversity, protect local populations and combat climate change, the Carrefour Brasil Group is committed to fighting supply chain-related deforestation.



IDH Project
Photographer Marcos Mesquita

Initiatives and commitments

Since 2010, the Carrefour Brasil Group has supported initiatives to combat deforestation throughout Brazil. The Company is a signatory to conventions and protocols in defense of the environment, the fight against climate change and the defense of biodiversity, which enable the continuous production of food and the environmental security of the planet.

The Group acts within its own supply chains, implementing the following actions to combat deforestation: certification, geomonitoring, traceability to monitor the raw materials most present in its inputs, such as wood and paper, palm oil, beef and soybeans, so that they are deforestation-free.

In addition, the Carrefour Brasil Group has made a commitment to zero deforestation as part of the **Consumer Goods Forum (CGF)**.

The company's investment strategy is aligned with the commitment made by the CGF's **Forest Positive** coalition.

The aim is to bring about positive transformational change for forests in high-priority zones in the countries where Carrefour operates, as well as in its key sourcing regions.

Working alongside local stakeholders, businesses, civil society organizations and governments to support these initiatives, Carrefour seeks to use its influence to create local impact and drive the wider transformation of production landscapes around the world.

IDH Project
Photographer Marcos Mesquita

Forest Committee

To support practical actions towards an effective fight against deforestation, the Carrefour Brasil Group created the **Forest Committee**, responsible for collecting and analyzing strategic decisions and for suggestions and evaluations of integrated actions that allow working towards strengthening the environmental, social and governance (ESG) agenda in Brazil.

As part of the Company's commitments to the environmental theme, investments in the order of **R\$ 50 million** are planned by 2025 for actions aimed at preserving Brazilian biomes. The committee, which is advisory in nature, has the exclusive objective of guiding the Carrefour Brasil Group in its forest preservation strategy with a focus on reducing the impact of the Group's activities, in order to freely and independently suggest guidelines for effective actions that can be adopted by the Company.

The committee was formed by inviting renowned experts with experience in climate change, science, traceability, advocacy and bioeconomy:



Rachel Biderman: Lawyer, Master in Environmental Science (University of São Paulo - USP), Master in International Law (American University, Washington College of Law) and PhD in Public Management (Fundação Getulio Vargas-São Paulo - FGV-SP);



Eduardo Delgado Assad: graduated in Agricultural Engineering (Federal University of Viçosa), master's and doctorate in France, researcher at the Brazilian Agricultural Research Corporation (EMBRAPA), Secretary of Climate Change and Water Resources of the Ministry of Environment (2011), Professor of the postgraduate course in Agribusiness at FGV;



Marina Piatto: works at the Institute for Forest and Agricultural Management and Certification (IMAFLOA) in the Area of Agriculture, Livestock and Climate Change; works with stakeholder engagement, building strategies to increase deforestation-free production, low-carbon agricultural practices and social rights in the commodity sector, such as soy and livestock;



Arnaldo Carneiro Filho: Senior Researcher at the National Institute for Amazon Research, agronomist at the Luiz de Queiroz College of Agriculture (ESALQ-USP), M.Sc at the International Institute for Geoinformation Science and Earth Observation, Netherlands, Ph.D. at the Geodynamics Laboratory of the University of Strasbourg, France, and postdoctoral fellow at Wageningen University, Netherlands; and



Carlos Nobre: Brazilian climatologist, with a degree in Electronic Engineering from the Technological Institute of Aeronautics (ITA) in 1974 and a PhD in Meteorology from the Massachusetts Institute of Technology (MIT) in 1983. He was a researcher at the National Institute for Amazonian Research (INPA) and the National Institute for Space Research (INPE).

Carrefour's President in Brazil, Stéphane Maquaire, and the Carrefour Group's Executive Director of Global Engagement, Carine Kraus, are members of this committee.

Coalitions and partnerships to fight deforestation

- Consumer Goods Forum (CGF) - Beef Coalition.
- Collaboration for Forest and Agriculture (CFA): this initiative is a collaborative effort involving the World Wildlife Fund (WWF®), The Nature Conservancy (TNC) and the National Wildlife Federation (NWF), funded by the Gordon and Betty Moore Foundation.
- Brazilian Table for Sustainable Livestock (MBPS) since its creation in 2007.
- Indirect Suppliers Working Group (GTFI) since 2017.
- Coalização Brasil Florestas.
- Cerrado Voluntary Protocol Working Group.
- Boi na Linha Working Group - Amazon Protocol.

Sustainable beef chain [GRI 409-1]

In order to face the challenges of combating deforestation associated with beef production, the Carrefour Brasil Group has a process of homologation and monitoring of the origin of Brazilian beef based on socio-environmental criteria that guide the acquisition of fresh meat sold in stores, in addition to having specific procedures involving the analysis of georeferencing by satellite images.

Thus, all suppliers wishing to have commercial relations with the Group must go through an approval process, and must commit to monitoring and not tolerating:

- Deforestation and conversion of native vegetation;
- Conditions analogous to slave/child labor;
- Environmental embargoes;
- Invasions of indigenous lands and quilombola lands; and
- Encroachments on environmental conservation areas.

In addition, meatpacking suppliers also commit that all producing farms that supply them must have active registration (Federal CAR) and environmental license, when applicable.

The Company is a signatory to the Harmonized Livestock Protocol (PHP) and helped formulate the initiative, with IMAFLORA and the Federal Prosecutor's Office, aimed at harmonizing the criteria and procedures for monitoring farms.

Stakeholder involvement

Since 2010, the Carrefour Brasil Group has had its Beef Purchasing Policy. The first step presented by the policy is a supplier approval process that seeks to identify the origin of direct supply, as well as to ensure compliance with socio-environmental criteria in the production of fresh food, chilled or frozen meat of Brazilian origin, from suppliers of national brands and private labels.

During this process, the supplier must adhere to the Carrefour Group's Responsible Purchasing Policy for In Natura Beef by acknowledging and signing the Term of Commitment for the Supply of Beef, as well as ensuring and proving that:

- ✓ The supplier has and continuously uses its own traceability and geomonitoring system, for socio-environmental analysis of its value chain (producing farms) before establishing the purchase of the animals;
- ✓ Have the Conduct Adjustment Agreement (TAC) for meat signed with the Federal Public Prosecutor's Office in the states involved, when applicable (Legal Amazon);
- ✓ Supply animal products through plants with a federal inspection seal (SIF);
- ✓ Give agreement that the farms will be re-analyzed by the Carrefour Brasil Group (by the Group's geomonitoring system) and that for this the meatpacker needs to integrate its systems with those of the Group.

After approval, the supplier must inform, whenever there is a sale to the Carrefour Brasil Group, data on the origin of the meat supplied so that it can be checked by the tracking tool. This origin information is made available and checked weekly, through spatial analysis of the farms and social analysis of suppliers, determining adherence and compliance with the policy criteria. Checking this data allows us to have visibility of the farms of origin of cattle, characterized as level 2 of the supply chain. In cases of suspected non-compliance, the farm is requested to be suspended from supply until documentation proving compliance is submitted. In case of non-acceptance of submitted documentation or non-submission, farms are permanently suspended. Farms with accepted documentation of compliance have supply reinstated.

All suppliers must be users of the Boi na Linha Protocol and ensure transparency and biodiversity conservation by pre-analyzing their purchase and sale processes and sharing pre-analyzed data so that meat traceability can be achieved, with information on animals in the direct and, as soon as available, indirect supply chain, through integrated geomonitoring mechanisms.

The main objective of the Carrefour Brasil Group with this work is to build a dynamic that ensures products that respect the environment. The joint action of the Carrefour Group and the supplier along the livestock chain is essential, creating and improving sustainable criteria and actions so that delivery to the consumer is responsible, ethical and in accordance with environmental legislation and the internal policy of the Carrefour Brasil Group.

In 2022, traceability of origin and socio-environmental monitoring for beef purchases reached more than 26 million hectares monitored from January to December, corresponding to more than 40,000 unique properties spread across all Brazilian biomes.

Public commitments

- 100% of suppliers geomonitored and in compliance with the Group's Forestry Policy by 2025, covering the entire Carrefour Brasil Group (private label and national brands);
- 100% of the meat purchase volume analyzed and tracked, with scope of the entire Carrefour Brasil Group (own brand and national brands);
- 100% of own brand beef will be out of deforestation risk zones by 2026; and
- 50% of beef will be out of deforestation risk zone by 2026 and 100% by 2030, of the entire Carrefour Brasil Group (private label and national brands).



IDH Project
Photographer Marcos Mesquita

As part of the Company's commitments to the environmental theme, an important initiative was also born, the **Sustainable Calf Production Project**, which seeks to offer solutions to accelerate the adoption of more sustainable models in the livestock chain.

The project provides instructions for the production of calves with socio-environmental responsibility, which begin at the birth of the animals and continue until the last farm before slaughter, but also monitors and tracks the production chains related to beef cattle production in the Cerrado and Amazon biomes.

Because it has a national scope, it can be applied in all Brazilian biomes and aims to ensure that animals are identified from birth and that farms are in socio-environmental compliance. The project is dynamic and has been tested and adjusted, gaining scale whenever more producers and new regions join it.

The initiative received investments of €1.9 million from the Carrefour Brasil Group and the Carrefour Foundation, and €1.6 million from IDH.

Program objectives:

- Provide support to cow-calf producers to make farms profitable and investable. This includes the development of plans for production intensification and traceability, as well as support for CAR registration and the development of plans for Project for Recovery of Degraded or Altered Areas (PRADA), which are key steps towards compliance with the Forest Code.
- Enable an innovative approach to deal with the issue of indirect cattle suppliers, with the definition of criteria for the creation of a responsible production territory, aiming to deliver results for the entire beef production chain, reaching national and international markets.
- Increase the income of small-scale calf producers, through training, technical assistance and access to credit, enabling not only productive and conservation results, but mainly social benefits for the entire region.

As a result, the program aims to increase sustainable supply areas, innovate solutions to the regions' complex challenges, ensure full compliance, and secure global market connections and new business.

Results presented by IDH

Environmental indices	2021	2022
Number of calves in the program	7,610	9,563
Total conservation area in the program (ha)	82,284	71,829
Total area impacted - farms (ha)	147,808	218,753
Number of producers assisted by the program	339	461

Traceability of soy

Soybean production in Brazil is closely related to deforestation and conversion of native forest given the concentration of activities in the Amazon and Cerrado biomes, thus being a topic of crucial importance in the production chains of the Carrefour Brasil Group. The presence of soy, either directly or indirectly, is present in a wide variety of products. Currently, its main use is as an ingredient in food products, especially in the manufacture of feed used in the animal products industry.

To mitigate the environmental impacts of soy production, the Carrefour Brasil Group has committed to:

Ensure that all animal protein sold under its own brand is not using soy from deforestation by 2025.

Within this framework, the Group has adopted a comprehensive strategy. Firstly, it seeks local soy production in guaranteed areas where no deforestation or conversion of native vegetation occurs. To this end, the Company seeks to promote transparency in the soy supply chain and aims to achieve full traceability of all soy used in the production of its own-brand animal feed.

As an alternative, the company seeks to purchase certified soy, with the RTRS seal or the Proterra seal, thus ensuring sustainable practices in its supply chain. Additionally, Carrefour Brasil Group is exploring the use of alternative proteins to soy, such as peas, beans and other vegetable sources.

If the soy comes from the Legal Amazon, its planting must be in compliance with the Soy Moratorium, i.e. after July 24, 2006. For the other biomes, including the Cerrado, the soy present in Carrefour Brasil Group products after January 1, 2020.

In its ambition to ensure the sustainability and preservation of ecosystems affected by soy production, the Company seeks to promote sector dialogues in order to share experiences and meet the demands related to sustainable soy production. In addition, the Carrefour Brasil Group is a member of the Round Table on Responsible Soy (RTRS), an international non-profit association that promotes the growth of production, trade and use of responsible soy.

These dialogues are key to establishing an open channel of communication between stakeholders, allowing for the exchange of knowledge, best practices and innovative solutions. Through these collaborations, the Carrefour Brasil Group seeks to constantly improve its strategies and contribute to building a more responsible and environmentally conscious soy production sector.

Palm oil and sustainable derivatives

Palm oil is the most widely used vegetable oil in the world and is present in a variety of food and non-food products, including Carrefour Brasil Group's own brand products. Palm oil production poses environmental risks, such as the deforestation of tropical forests, which results in significant biodiversity losses and greenhouse gas (GHG) emissions. Southeast Asia is the most affected biome, concentrating more than 80% of global production.

In line with its commitment to make supply chains more responsible and deforestation-free, Carrefour Brasil Group has committed to:

Have 100% of its own-brand products that have palm or its derivatives in the composition certified by the Roundtable on Sustainable Palm Oil (RSPO).

Results in 2022

Since 2020, 100% of own-brand products are RSPO certified, at least those at Mass Balance level.

The Carrefour Brasil Group is committed to engaging with the sector and establishing partnerships with producers and traders of palm oil and its derivatives. The aim is to gain a deeper understanding of the operational context of each link in the chain and share experiences, seeking synergies to promote sustainable palm production.

Sustainable production of wood products and by-products

Pulp, paper and wood, in addition to being components of great importance for the composition of packaging, are raw materials for products of vast notability in the daily lives of Brazilian consumers. Given that Brazil is one of the world leaders in the timber industry and in pulp and paper production, the Carrefour Brasil Group understands the need to make commitments to make these production chains increasingly sustainable. It has therefore committed to:

- Have 100% of sales of the ten primary families of own-brand paper and wood come from sustainable sources, i.e. with Forest Stewardship Council (FSC) certification.
- Have 100% of paper or cardboard packaging FSC certified by 2025.

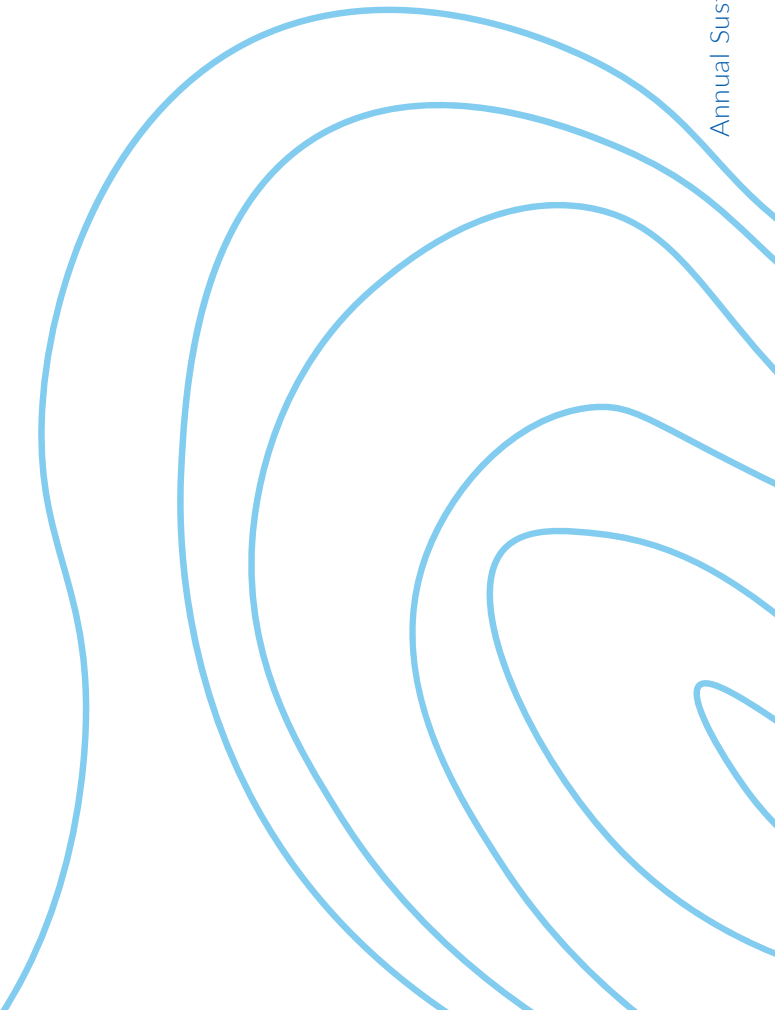
FSC is a council recognized internationally for its approach based on criteria and principles that balance the ecological preservation of forests with social benefits and economic viability.

We defined the ten priority families based on the environmental risk of the product and its representativeness in Carrefour's sales. Thus, these ten families represent more than 80% of the volume of paper and wood sold by Carrefour.

Results in 2022

38% of sales
of the ten primary paper and wood families are FSC certified; and

32% of packaging
made from paper and cardboard is FSC certified.



Sustainable fishing

The growing global demand for fish has put significant and worrying pressure on the world's key fish stocks. This has led to a major increase and a greater concentration in the catch of certain species, such as tuna, salmon and cod, the main fish consumed in the world.

Aware of this situation and committed to reducing this impact, the Carrefour Brasil Group seeks to encourage the responsible production and consumption of marine products, promoting the responsible use of biodiversity and thus ensuring the ability to offer these products to customers in the long term.

Within this framework, the Company has set the target that:

By 2025, 50% of fish purchases of its own brands and national brands come from responsible approaches.

This goal encompasses fresh, frozen, canned, dried and salted fish.

To achieve this goal, the Group has established purchasing guidelines, which include:

- Aquaculture Stewardship Council (ASC) certification for products from aquaculture;
- Marine Stewardship Council (MSC) certification for products from extractive fisheries;
- Organic aquaculture practices;
- Participation in the internal Taste & Quality program;
- Responsible fishing initiatives with credibility confirmed by stakeholders and validated by Carrefour Group Brazil; and
- Participation in fisheries improvement projects (FIP) or aquaculture (AIP) with positive public evaluation.

Results in 2022

75% of private label fishmonger sales were from sustainable sources, in line with Group guidelines; and

100% of own-brand canned goods are MSC certified.

The Carrefour Brasil Group relies on specialized technical advice to seek opportunities that meet the commitment and to facilitate the understanding of the fish supply chain, whether for suppliers, employees or customers.



"Paiche, a consultancy specialized in the sustainability of the fish chain, supports the Carrefour Brasil Group in the constant search for suppliers, products, processes and services that help drive the responsible fish market in Brazil. By making public commitments to its customers, Carrefour is a pioneer and innovator in building and strengthening a sustainable fisheries and aquaculture chain, so necessary for the country and the planet."

Cintia Miyaji,
Executive Director of Paiche

To achieve this goal, the Group has adopted concrete measures such as ensuring the marketing of abundant species based on maximum sustainable yield, promoting low-impact fishing techniques, ensuring the legality of fishing, promoting species diversity, considering seasonality, developing a sustainable local offer through partnerships with local actors, supporting responsible farming practices and promoting products in sustainable fishing stores and seafood diversity.

While there are different criteria for extractive fisheries and aquaculture, all must be recognized by key stakeholders in the sector. In the case of fishing, overexploitation of species, environmental damage and the capture of endangered species are prohibited, and proper governance must be implemented, among other measures.

Encurtando Elos Project

With the aim of boosting sustainable fishing and supporting small-scale producers, the Carrefour Brasil Group, through the Carrefour Foundation, participated in the financing of the International Institute of Education of Brazil's project Encurtando Elos, which aims to develop the artisanal fishing value chain.

The project focuses on the challenges faced by Amazonian mangroves and artisanal fisheries, specifically in the state of Pará, highlighting the importance and vulnerability of these ecosystems and the local communities that depend on them. Its purpose is to program interventions that promote the conservation and sustainable management of mangroves, strengthen artisanal fisheries through training and market connections, and empower fishers to achieve social and productive inclusion.

By transforming artisanal fisheries value chains, the Group's intention is to reduce the gap between sustainable production and consumption by providing high-quality fisheries products at fair prices, while preserving traditional livelihoods and cultures.



"The Encurtando Elos project aims to promote the development and consolidation of value chains for fish from artisanal fisheries in an inclusive, transparent, fair and conscious manner. The support of Carrefour and the Carrefour Foundation has been fundamental for the organization and productive inclusion of artisanal fishermen and fisherwomen from the Mãe Grande de Curuçá Extractive Reserve in this chain."

Luis Henrique de Lima,
Coordinator of the Encurtando Elos project

Animal Welfare

The Carrefour Brasil Group has been working for four years with an animal welfare policy that aims to involve the entire network of Group companies and their suppliers of own-brand products, to ensure compliance with guidelines aimed at ensuring that each stakeholder adopts a conscious and sustainable approach in the process of raising and handling animals.

As part of this approach, which involves mutual cooperation initiatives, the Carrefour Brasil Group has established eight priority objectives for its animal product lines. These are detailed in its Animal Welfare Policy:

1.

Combat antibiotic resistance and eliminate the use of antibiotics as growth promoters.

2.

Ban cloning and genetically modified animals and research biodiversity.

3.

Transform cage farming and minimize confinement of animals.

4.

Minimize stress during transport and slaughter.

5.

Limit controversial practices (castration, tail docking, beak trimming, etc.) and systematically optimize pain management.

6.

Ban animal testing (cosmetics, medicines and cleaning products).

7.

Prohibition of animal by-products (feathers, skin, etc.) from animals bred exclusively for this purpose.

8.

Improving comfort through the living environment.



Through this policy, the Carrefour Brasil Group seeks to meet society's expectations in the best possible way with regard to animal product lines.

This improvement process is achieved through continuous improvement in partnership with all stakeholders involved in animal handling issues for the food sector.

The Group follows the roadmap for checking the fundamental freedoms defined by the **Farm Animal Welfare Council (FAWC)**, a benchmark institution in principles and legislation on the subject of animal husbandry. Management is carried out to guarantee the principles established as the Five Fundamental Freedoms of Animal Welfare, adapted to different methods of livestock farming:



Physiological freedom: absence of hunger, thirst or malnutrition. Animals must have access to fresh water and adequate food to maintain their good health and vigor.



Environmental freedom: adapted housing, absence of climatic or physical stress. Animals must have an appropriate environment, including comfortable shelter and resting places.



Health-related freedom: absence of pain, injury or disease. Animals should benefit from prevention and have access to rapid diagnosis and appropriate treatment.



Behavioral freedom: the possibility to exhibit normal, species-specific behavior. Animals should have sufficient space, an environment suitable 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 distress to the animals.

Two production chains have become a priority for Carrefour in terms of animal welfare: pigs and laying hens. As a pioneer, the Company has approached suppliers to encourage the adoption of best practices in animal handling and breeding.

Pigs

In 2019, the Carrefour Brasil Group developed, in partnership with the NGO World Animal Protection, new criteria to be adopted when purchasing pork protein products. Unprecedented in food retail, the measures have already begun to be instituted in 2020 and will continue to be adopted over the years.

In its own brand Sabor & Qualidade, the Company has signed protocols with suppliers to eliminate practices such as preventive tooth wear or the dent, an identification cut made in the animal's ear.

The animals that supply pork to the Sabor & Qualidade brand are already raised with best animal welfare practices - for example, today the use of antibiotics is only therapeutic, thanks to the use of alternatives such as herbal medicines or probiotics.

In addition, the Group is working to minimize the use of confinement systems, reducing cage time to a maximum of 28 days for 100% of sows, and wants to transition to immunocastration by 2025, thus avoiding surgical castration. In this ambition to always improve suppliers' practices, a pilot was initiated to analyze, monitor and further enrich the animals' nutrition and environment in order to reduce the use of tail docking and antibiotics.

In addition, engaged in a process of continuous improvement, the pig farms that supply Sabor & Qualidade products will continue to invest in more interactive environments for the animals that simulate situations that would occur in nature (environmental enrichment).



Finally, to ensure the well-being of the animals at each stage of their lives, the Carrefour Brasil Group has audited the farms of Sabor & Qualidade pig suppliers, assessing, among other criteria, the farm's facilities, as well as the animals' management, health and nutrition.

Eggs

In 2018, the Carrefour Brasil Group committed itself to the conditions in which laying hens are reared. For the sale of eggs, the Company has also established control protocols for animal welfare and offers on its shelves the product of hens raised cage-free.

100% of eggs produced from animals raised outside cages by 2025 for the own brand and, by 2028, for all eggs marketed by the Company.

Today, all Sabor & Qualidade brand products guarantee cage-free hens. To go one step further and ensure the well-being of laying hens at every stage of their lives, the Group also audited the farm of all Sabor & Qualidade egg suppliers, assessing both the farm's facilities and the animals' management practices, health and nutrition.

Results in 2022			
	Private label	National brand	Total
	5.3%	41% (+2 p.p. vs. 2021)	23% (+5 p.p. vs. 2021)
	-	3% (+1 p.p. vs. 2021)	3% (+1 p.p. vs. 2021)

This important change in farming method depends on the engagement of suppliers to the best production practices, which requires an intense work of awareness and dialogue. In addition, consumer awareness is essential to move forward; therefore, in 2022, the Company launched an important communication campaign in stores to encourage the purchase of eggs that promote the welfare of laying hens. To this end, consumers were informed about how common, cage-free, free-range and organic eggs are produced, focusing on how the animals are raised, fed and health in each type of production chain. By the end of 2022, the project was already underway in more than 30 of the Group's stores and, in June of the same year, it received the Best Retailer Marketing Award from the NGO Compassion In World Farming.



"Carrefour demonstrates exemplary work in promoting best practices for laying hens. In 2022, we were honored to award Carrefour with the Good Egg Commendation in recognition of its commitment to eliminate cages from its fresh egg supply chain. In addition, the company also received the Best Retailer Marketing Award for its in-store campaign, which promotes awareness of different egg production systems and the benefits in relation to bird welfare.

We congratulate Carrefour on these achievements and hope their dedication continues to drive positive change across the retail industry in Brazil."

Rubia Soares,
Food Business Manager at Compassion
in World Farming International

Audits of own-brand meatpackers

Currently, all slaughterhouses supplying Sabor & Qualidade branded products are audited against criteria specific to the line's specification booklet, which include animal welfare criteria. The Carrefour Brasil Group intends to make progress on this issue in order to ensure a portfolio of slaughterhouse suppliers audited with even stricter criteria, covering all stages of slaughter.

The Group has the ambition to audit all private label suppliers by 2025.

As part of its care for the origin of food, the Company is strict about requiring documentation from suppliers of animal origin. To achieve its goals, Carrefour Brasil Group has developed an audit grid for suppliers of beef, pork and poultry proteins. In order to further engage suppliers, the Company organized free training sessions focused on the topic for all private label suppliers.

Result in 2022

100% of meatpackers supplying Sabor & Qualidade products audited in 2022.



Working conditions and protection of human rights

The Carrefour Brasil Group is committed to ethics and transparency in business, having as a fundamental principle respect for labor legislation and human rights in all commercial relationships with suppliers and partners, with special attention to the working conditions offered by suppliers.

The Company constantly seeks to strengthen the qualitative aspects of its relationship with the supply chain, improving legal and socio-environmental compliance standards. At the same time, it expands the dialog with suppliers, aiming to obtain their engagement and co-responsibility in relation to the commitments assumed by the Group.

All obligations related to human rights are based on key International Labor Organization (ILO) documents and other United Nations (UN) initiatives, such as the Global Compact, the Sustainable Development Goals (SDGs) and the Guiding Principles on Business and Human Rights. These actions are aligned with the purpose and values of the Carrefour Brasil Group, which seeks to be a reference in sustainable business and generate positive impact at all stages, from the value chain and production processes to the daily lives of customers and employees.

Engagement in institutional initiatives on human rights [GRI 409-1]

The Carrefour Brasil Group is a member of forums organized by the sector and civil society to debate and seek progress on the subject:

- **Instituto Pacto Nacional pela Erradicação do Trabalho Escravo (InPacto):** founding member and trustee of InPacto, which has been working to promote decent work for 15 years;
- **Compliance and Sustainability Initiative (ICS):** member of this sector initiative whose scope is global and aims to improve working conditions along the global supply chains of member retailers and brands; and
- **Brazilian Textile Retail Association (ABVTEX):** as a member, the Group works to implement ABVTEX's recommendations regarding best compliance practices among suppliers and subcontractors with respect to combating slave and child labor in the fashion retail value chain.

Internal governance and due diligence

Code of Ethics

In addition to production quality standards, the Group's suppliers and business partners must develop business practices free of any form of corruption, and have unconditional respect for all human, workers' and environmental rights, conditions that are also formalized in contract. In this regard, the Code of Ethics and Social Responsibility for Suppliers and the Social and Ethical Charter (available at www.conexaoeticacarrefour.com.br) are the documents that guide the Company's social conduct and must be signed by all suppliers.

The Code for Suppliers contains specific clauses on strict compliance with current labor legislation. The text contains clear guidelines for compliance with legal and fundamental standards: fair wages and benefits, as well as decent labor contract conditions. In turn, the Social and Ethics Charter is the document through which the business partners of the Carrefour Brasil Group make an express commitment to develop transparent, honest, fair and loyal business practices.

Risk Map

The periodic risk analysis is carried out using the Company's own tool, which combines two variables regarding sectors and regions of risk in the production chain: the National Classification of Economic Activities (CNAE) and the Ministry of Labor's Dirty List, comparing the partner base with the data in these documents, in order to ensure that negotiations are not established with suppliers fined for not respecting workers' rights.

Due Diligence

Carried out upon the admission of new business partners, it is a collection and analysis of information from public sources related to the suitability of these suppliers. In order to assess the degree of risk of commercial relations, the activity is performed and reviewed every two years or less in specific cases.

Annual independent audits

To mitigate the risk of transgressions of labor, environmental and human rights standards, 100% of private label suppliers undergo independent audits during the selection and contracting process and throughout the term of the contracts, through the ICS social protocol or the ABVTEX protocol. In the case of the textile chain, this control is also

extended to subcontractors. In addition, those who are submitted to audits and who do not respect human rights and decent working conditions have their supply contracts suspended until the nonconformities are corrected.

Training for suppliers

In order to support the most critical suppliers in the fruit, vegetables and greens (FLV) chain to improve practices, the Group conducts individual follow-ups through an action plan in cases of non-compliance with the Company's policy and the promotion of annual sector-specific training.

Sustainable Meat Purchasing Policy

In the case of livestock, suppliers are also committed to a specific policy, which provides for the promotion of a more sustainable activity, in which measures are defined to mitigate socio-environmental risks, such as slave labor, and the protection of indigenous and quilombola communities.

Incentives for small producers [GRI 204-1]

Encouraging the sustainable production of regional food is an important way to conserve Brazilian biomes. By strengthening and training families living in these spaces, the local economy is also boosted and new markets open up for items extracted by these communities.

Especially in the lines of fruits, vegetables and greens, this supply relies on local suppliers. This proximity also contributes to the reduction of losses in food utilization.

At Carrefour Brasil Group, 40% of fruit and vegetable sales in 2022 came from regional suppliers.

With these partnerships, often established in long-term contracts, the Carrefour Brasil Group supports the development of producers' businesses and encourages them to adopt sustainable cultivation practices.

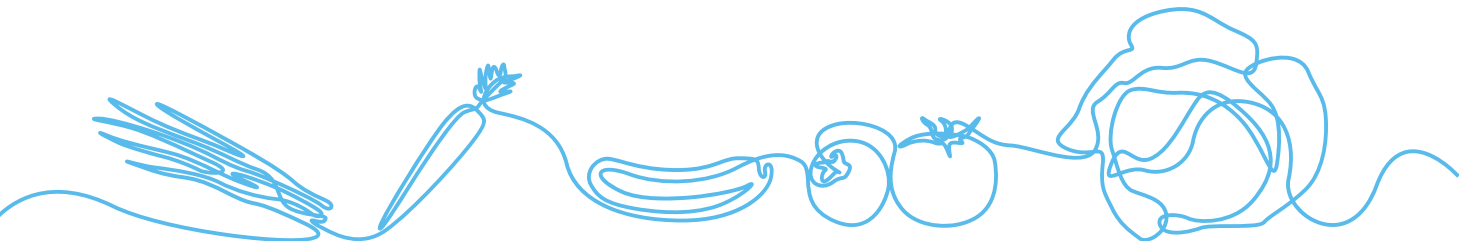
Guided by the Small Producers Policy, the Company has transformed its relationship with this public, contributing to their inclusion in the market by simplifying the processes of contracting and supplying products in its networks.

All initiatives are aligned with the **Small Producers' Shipping Platform**, an internal concept developed in 2020 that establishes a work of approximation with cooperatives of local and regional small producers and indigenous and quilombola communities.

From a social point of view, this initiative aims to increase the professionalization of this public, commercial support and increase their market share. Through direct negotiations, without intermediaries, they also enable greater profit to them, increasing their income and enabling a better quality of life. In addition, the training of these producers is to supply the market as a whole, without exclusivity, strengthening their performance and access to other markets without causing dependence.

The orientation for the purchasing and acquisition of goods segment is to give preference to local products. This action has multiple effects on the circular economy chain, emission and valorization of the local economy, which ultimately results in the promotion of healthy and affordable food.

Today, the Carrefour network can already count on around **9,000 regional items** from 1,000 suppliers, the result of work driven by the global commitment of the Carrefour Brasil Group to facilitate access to items produced in a socially and environmentally sustainable manner to customers.





The baru nut, typical of the Cerrado, and the umbu, from the Caatinga, are examples of these regional products that today already have a strong presence on the shelves of Carrefour stores in Brazil.

In this extensive assortment of items, while the umbu is supplied directly by the Cooperativa Agropecuária Familiar de Canudos, Uauá e Curaçá (COOPERCUC), the baru nut is marketed in Carrefour units through a partnership with Central do Cerrado, a cooperative that brings together several community organizations.

In addition to these two items, Central do Cerrado supplies a number of other products to the chain's stores, all collected by agroextractive communities in the Cerrado and Caatinga based on agroecological production and solidarity economy.


In addition, the Carrefour Brasil Group acquires regionally a series of products that are related to family farming activities and that are local products, which arrive fresh to the customer in large cities and also mitigate impacts with the logistical emission in large displacements.



Performance

WHOLESALE
RETAIL
SAM'S CLUB
CARREFOUR BANK
CAPITAL MARKET
VALUE ADDED PRODUCED

 5 Gender Equality

 8 Decent Work and Economic Growth

[GRI 201-1]

In a year marked by the acquisition of the BIG Group and the consolidation of the Carrefour Brasil Group in the leading position in Brazilian retail, the Company achieved a positive sales performance in all segments and maintained resilient margin levels even with the accelerated pace of store conversions.

The pace of organic growth was maintained with the opening of 20 new Atacadão stores in the year, and the Group exceeded its planned store conversions. The Carrefour Brasil Group continues to be a leader in the market, expanding digital commerce, enabling the offer of credit to customers and promoting continuous innovation in financial services with the launch of the Sam's Club credit card. In addition, the Company has been working hard to be a leader in food e-commerce, as well as reinforcing the development of private label products, ensuring an offer of affordable and quality products.

Atacadão and Carrefour Varejo posted double-digit sales growth; Sam's Club showed solid improvements since integration; and Carrefour Bank continues to grow its turnover, portfolio and results.

Total GMV (referring to all online sales, both owned and marketplace) showed expressive growth, driven by food e-commerce, in which the Group's platform has become the leader. Total GMV amounted to R\$6,402 billion in 2022, with a **growth of 100.6%** compared to the previous year.

Six months after the closing of the operation with the BIG Group, important advances were observed on several fronts:

- 100% of front office information technology (IT) systems integrated;
- Head office structure reduced by 23%;
- Negotiations with suppliers completed and to be fully reflected in the 2023 financial year result; and
- Sales performance of converted stores growing strongly.

The Carrefour Brasil Group ended 2022 with 59 converted stores: 38 Atacadão stores (of which 25 were Maxxi and 13 were BIG hypermarkets); 20 Hiper Carrefour stores (formerly Hiper BIG) and 1 Sam's Club store (formerly Hiper BIG).

The converted stores continued to show a significant increase in sales after reopening. The "same store sales" (LfL) performance of the stores converted to Atacadão achieved growth of +26.9% and 17.1% for hypermarket in fourth quarter of 2022, which demonstrates the strength of the Atacadão banner, the strong execution capability of the Group's teams and the rapid maturation process of these conversions.

The Carrefour Brasil Group ended 2022 with an adjusted net profit of **R\$1.8 billion** (1.9% of net sales) and reached a total consolidated net sales level of R\$97,389, a growth of +32.4% over the 2021 financial year.

These and other results achieved are visible in the market, which has identified the Group's leadership over the past financial year. In this sense, the Carrefour Brasil Group gained +2.5 Percentageage points of market share, according to Nielsen.

In the environmental, social and governance (ESG) criteria, the Company continues to strengthen its commitments to society and the environment, creating a proactive agenda in which it leads actions in the pillars **Fighting inequalities, Protecting the planet and biodiversity and Diversity and inclusion**, fighting structural racism and deforestation and supporting the opening of inclusive businesses.

Atacadão [GRI 201-1]

The year 2022 was very special for the Atacadão segment. Upon completing 60 years of activities, in an intense expansion process, with 58 new units inaugurated (20 organic and 38 conversions), the format remains faithful to the commitment in its vocation: **to offer the best price to its customers.**

The "atacarejo" (cash & carry) model was well received by Brazilians, and Atacadão spread this concept with stores across the country. This expansion was boosted after the acquisition by the Carrefour Brasil Group in 2007. Now, with the incorporation of the BIG Group, the goal has been further expanded.

During the year, Atacadão reached new cities, generated around 10,000 jobs, was the protagonist in banner and format conversions, and set a new record for monthly openings.

Of the 374 stores incorporated, 70 are being transformed into the Atacadão format, and the banner plans to open between 10 and 20 new stores per year in Brazil. These challenges are part of the strategic planning that has set the goal of reaching 470 Atacadão units in Brazil by 2026.



Largest wholesale chain in the country, with presence in all Brazilian states

More than 200 municipalities

70,000 employees

More than 300 self-service stores, for the general public and small and medium-sized traders

Target of 470 points of sale by 2026

33 distribution wholesalers, for large companies, traders and shopkeepers

R\$74.4 billion was Atacadão's turnover in 2022



Relatório Anual de Sustentabilidade | 2022



Gross cash & carry sales reached R\$74.473 billion, an increase of 26.2% year-on-year. The performance was driven by LfL sales, Atacadão's organic expansion, conversions and Maxxi stores, whose performances remained firm.

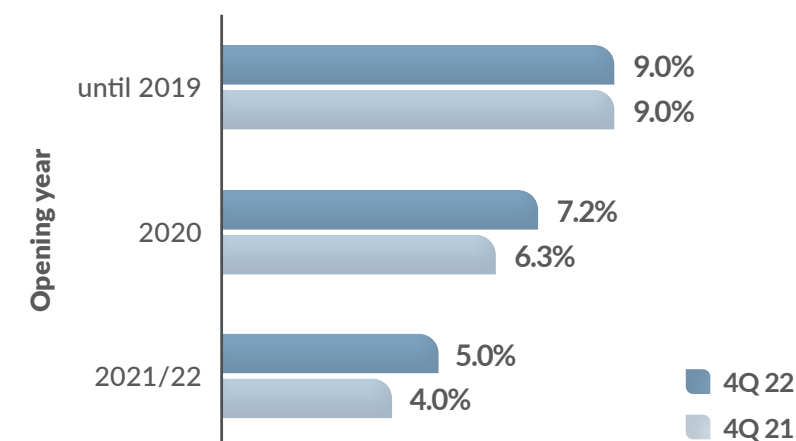
In addition to the 38 store conversions, Atacadão demonstrated the ability to maintain its organic expansion plan, opening 20 new cash & carry stores by 2022. Since 2018, the Group has maintained the pace of opening 20 Atacadão stores per year, which means the inauguration of more than 100 new stores by 2022.

Analyzing Atacadão stores' margins by maturity, the ramp-up of new stores (opened from 2020 and including conversions) remained strong, while mature stores (opened until 2019) operated at a rather high and stable level.

Even with the expected impacts of store conversions and the integration of BIG Group, the wholesale format maintained robust margins, with adjusted EBITDA of R\$4.433 billion in 2022.

Atacadão

Adjusted EBITDA margin by store maturity



Retail [GRI 201-1]

Gross sales of the retail segment totaled R\$30.077 billion, +35.5% yoy, with this growth driven by LfL sales at Carrefour, in addition to converted stores and BIG stores.

The food segment showed resilient growth throughout 2022, while the non-food segment experienced a growth recovery throughout the year, ending the fourth quarter of 2022 with LfL growth of 16.5%.

Even with the impacts related to store conversions and the integration of BIG Group, the retail segment presented adjusted EBITDA of R\$1,228 billion in 2022, an increase of 10.2% compared to 2021.

Sam's Club [GRI 201-1]

Sam's Club continued to benefit from the initiatives implemented since the completion of the BIG Group acquisition. With a focus on business differentiators, Sam's Club strongly increased the number of active members.

Both LfL and total growth accelerated in the last quarter of 2022. This improvement was driven by the food and non-food categories, which remained in growth, closing the year on a high.

Online sales represented 5% of Sam's Club revenue (+2.5 Percentageage points year-on-year), as a result of the strengthening of the digital mindset in the format, supported by the digital strategy of the Carrefour Brasil Group. Total sales for the year reached R\$3.502 billion⁽¹⁾.

Price and assortment improvements, mainly due to the focus on increasing the attractiveness of own brands and exclusive items, added to the increase in the active partner base generated an adjusted EBITDA of R\$239 million in 2022.

(1) Results are from June to December 2022, after the closing of the transaction.



Annual Sustainability Report 2022



Carrefour Bank [GRI 201-1]

Carrefour Bank has a consolidated agenda as a financial company offering services, products and solutions to the chain's customers and has been on a path to become a complete **fintail**, an agile and modern financial institution, capable of bringing acceleration to giant market structures, such as Carrefour and Atacadão, and to the customer at the end.

Carrefour Bank's revenues grew compared to 2021 and reached R\$52,702 billion. Carrefour Bank's financial intermediation revenues totaled R\$4,446 billion, a growth of 27.1% per year, due to the higher propensity of the customer to finance themselves. In December, the Bank also launched the new Sam's Club credit card, which offers benefits to club members, which reached more than R\$23 million in revenues in 2022 and is expected to grow in the coming years. Adjusted EBITDA closed the 2022 financial year at R\$1,050 billion, an increase of 12.9%.

Capital markets

The Carrefour Brasil Group is a public limited company headquartered in the city of São Paulo, state of São Paulo, Brazil. The Company's shares are listed on the Novo Mercado segment of the São Paulo Stock Exchange (B3 S.A. - Brasil, Bolsa, Balcão), under the code CRFB3. The Company's ultimate parent company is Carrefour S.A., a French company listed on the Paris Stock Exchange.

The individual and consolidated financial statements for the year ended December 31, 2022 were approved by the Board of Directors on February 13, 2023.

The accounting practices adopted in Brazil comprise the policies established in Brazilian corporate law and the pronouncements, guidelines and interpretations issued by the Accounting Pronouncements Committee (CPC), approved by the Brazilian Securities Commission (CVM) and the Federal Accounting Council (CFC).

The International Financial Reporting Standards comprise the International Accounting Standards and the interpretations of the International Financial Reporting Interpretations Committee (IFRIC) and the Standing Interpretations Committee (SIC).



Value added produced [GRI 201-1]

The statement of value added (DVA) generated and distributed by the Company in the 2022 financial year amounted to R\$18,067 million. The largest portion - R\$6,510 million - was allocated to the payment of taxes, fees and contributions, followed by distribution to personnel (R\$5,450 million); unlike the previous year, remuneration of equity (R\$1,998 million) had a decrease in the amount to be distributed.

Consolidated figures		
In R\$ million	2021	2022
Revenues	86,077	114,133
Gross value added	14,096	18,067
Personnel	-4,011	-5,450
Taxes, fees and contributions	-4,532	-6,510
Remuneration of third party capital	-2,102	-4,444
Remuneration of own capital	-3,366	-1,998





Appendices

Carrefour Brasil Group

	Unit	2021	2022
Employees (Group)	Total headcount at 12/31/N	Number	100,482 148,919
	Female headcount at 12/31/N	Number	48,185 75,279
	Male headcount as at 12/31/N	Number	52,297 73,640
	Headcount < 30 years old on 12/31/N	Number	40,725 66,201
	Headcount aged between 30 and 50 on 12/31/N	Number	49,266 69,534
	Headcount aged > 50 as of 12/31/N	Number	10,491 13,184
	% of headcount by race/ethnicity – black men and women	Percentage	56.94% 59.10%
	% of headcount by race/ethnicity - white	Percentage	40.79% 38.80%
	% of headcount by race/ethnicity - other	Percentage	2.26% 2.10%
	Headcount in management positions and above as of 12/31/N N/A	Number	N/A 3,385
	Of which are black	Percentage	N/A 40.10%
	Of which are women	Percentage	N/A 34.40%
	Of which are black women	Percentage	N/A 13.50%
	Headcount in the Directorate on 12/31/N	Number	N/A 443
	Of which black	Percentage	N/A 23.00%
	Of which are women	Percentage	N/A 21.40%
	Of which are black women	Percentage	N/A 4.90%
	Total number of employees with disabilities in the company on 12/31/N	Number	N/A 4,629

Carrefour Brasil Group

	Unit	2021	2022
Health and safety	Number of fatal accidents with employees	Number	1 0
	Number of work accidents - typical and commuting (with time off work)	Number	820 1,673
	Number of hours worked	Hours	238,732,176 344,168,028
	Total number of hours absent due to work-related accidents, ordinary illness and occupational diseases	Number	29,979.70 63,133.29
	Frequency rate of accidents with at least 1 day's absence - over total hours worked	Percentage	3.43% 4.86%

Carrefour Brasil Group

	Unit	2021	2022
Training	Total number of hours of employee training	Number	1,004,797 1,355,933
	Number of training hours per employee	Number	19 31

Carrefour Brasil Group				
		Unit	2021	2022
Products	Total number of organic and plant-based products	Number	2,273	2,301
	% of direct beef suppliers with geomonitoring (national brand)	Number	N/A	100%
	% of direct beef suppliers with geomonitoring (own brand)	Number	N/A	100%
	Area monitored - Farms	Number	N/A	26,635,297
	Farms monitored	Number	N/A	46,759
	% of reusable, recyclable or compostable packaging (own brand)	Number	N/A	29.50%
	Tons of packaging reduction in private label products	Number	282	411

Carrefour Brasil Group				
	Energy sources	Unit	2021	2022
Environment	Total electricity consumed	MWh	1,059,538	1,090,917
	Electricity consumption per m ² of sales area	KWh/m ²	867	921
	CNG consumption	MWh	9,589	10,098
	LPG consumption	MWh	39,926	38,871
	Diesel oil consumption	Liters	9,481,003	9,572,629
	Consumption of refrigerant fluids			
	R22	Kilograms	36,793	47,994
	R404a	Kilograms	8,663	14,073
	R410a	Kilograms	774	1,759
	R134a	Kilograms	11,826	17,481
	R744	Kilograms	12,250	22,802
	R290	Kilograms	21	80

Note: Environmental data does not include BIG stores.

Carrefour Brasil Group				
	Waste from operation	Unit	2021	2022
Environment	Food bank (donations)	Tons	3,013	2,855
	Composted	Tons	11,906	11,870
	% waste recovery Percentage	Percentage	55.25%	57.6%
	Customer waste			
	Number of stores with collection points	Number	1,109	1,209
	Total consumption of drinking water from public supply	Tons	78	169
	Water			
	Total consumption of drinking water from public supply	1,000 m³	3,802	3,903
	GHG Emissions			
	GHG emissions - Scope 1	ton CO ₂	152.3	202.9
	GHG Emissions - Scope 2	ton CO ₂	133.9	46.5

Note: Environmental data does not include BIG stores.

Carrefour Brasil Group				
		Unit	2021	2022
Social Investment	Resources contributed in donations and projects	Real	17,338,052	1,560,135
	People directly benefited by donations	Number	733,655	68,683
	Resources contributed in incentivized projects	Real	28,681,652	9,547,724
	Total resources applied to combat racism (TAC + Extra TAC Budget)	Real	6,808,901	11,626,942

GRI content index

Statement of use	The Grupo Carrefour Brasil has reported the information cited in this GRI content index for the period 01/01/2022 a 31/12/2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location	Pacto Global ref. no.	SDG ref. no.
GRI 2: General Disclosures 2021	2-1 Organizational details	8	-	-
	2-2 Entities included in the organization's sustainability reporting	7	-	-
	2-3 Reporting period, frequency and contact point	7, 112	-	-
	2-4 Restatements of information	None.	-	-
	2-5 External assurance	None.	-	-
	2-6 Activities, value chain and other business relationships	5, 8, 11, 16	-	-
	2-7 Employees	41	6	8 and 10
	2-9 Governance structure and composition	18, 19	-	5 and 16
	2-10 Nomination and selection of the highest governance body	19	-	5 and 16
	2-11 Chair of the highest governance body	19	-	16
	2-12 Role of the highest governance body in overseeing the management of impacts	18, 21, 27	-	-
	2-13 Delegation of responsibility for managing impacts	20	-	-
	2-14 Role of the highest governance body in sustainability reporting	20	-	-
	2-15 Conflicts of interest	22	-	16

GRI Standard	Disclosure	Location	Pacto Global ref. no.	SDG ref. no.
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	25	-	-
	2-17 Collective knowledge of the highest governance body	20	-	-
	2-18 Evaluation of the performance of the highest governance body	20	-	-
	2-19 Remuneration policies	24	-	-
	2-20 Process to determine remuneration	24	-	-
	2-21 Annual total compensation ratio	47	-	-
	2-22 Statement on sustainable development strategy	3, 4	-	-
	2-23 Policy commitments	13, 20, 21, 27	10	16
	2-24 Embedding policy commitments	13, 15, 16, 20, 25	-	16
	2-25 Processes to remediate negative impacts	15, 16, 26, 27, 33	-	16
	2-26 Mechanisms for seeking advice and raising concerns	24, 25, 26	10	16
	2-27 Compliance with laws and regulations	22	-	-
	2-28 Membership associations	29	-	-
	2-29 Approach to stakeholder engagement	41	-	-
	2-30 Collective bargaining agreements	It is considered that, in Brazil, in Carrefour's operations, 100% of employees are covered by some collective labor agreement.	3	8
GRI 3: Material Topics 2021	3-1 Process to determine material topics	14	-	-
	3-2 List of material topics	14	-	-
	3-3 Management of material topics	15	-	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	95, 96, 98, 99, 100	-	8 and 9
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	46	6	1, 5 and 8

GRI Standard	Disclosure	Location	Pacto Global ref. no.	SDG ref. no.
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	92	-	8
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	23, 26	10	16
	205-2 Communication and training about anti-corruption policies and procedures	23	10	16
	205-3 Confirmed incidents of corruption and actions taken	23	10	16
GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials	62	8	8 and 12
GRI 302: Energy 2016	302-1 Energy consumption within the organization	61	7 and 8	7, 8, 12 and 13
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	60	7 and 8	3, 12, 13, 14 and 15
	305-2 Energy indirect (Scope 2) GHG emissions	60	7 and 8	3, 12, 13, 14 and 15
	305-3 Other indirect (Scope 3) GHG emissions	60	7 and 8	3, 12, 13, 14 and 15
GRI 306: Waste 2020	306-3 Waste generated	63	8	3, 11 and 12
	306-5 Waste directed to disposal	63	8	3, 11 and 12
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	65	8	-
	308-2 Negative environmental impacts in the supply chain and actions taken	62	8	-

GRI Standard	Disclosure	Location	Pacto Global ref. no.	SDG ref. no.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	42, 43	6	5, 8 and 10
	401-3 Parental leave	48	6	5 and 8
	403-1 Occupational health and safety management system	48, 51	-	8
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	48	-	8
	403-3 Occupational health services	49	-	8
	403-4 Worker participation, consultation, and communication on occupational health and safety	51	-	8 and 16
	403-5 Worker training on occupational health and safety	51	-	8
	403-6 Promotion of worker health	52	-	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	48, 52	-	8
	403-8 Workers covered by an occupational health and safety management system	48, 52	-	8
	403-9 Work-related injuries	52	-	3, 8 and 16
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	26, 51	6	4, 5, 8 and 10
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	44, 46	6	5 and 8
	405-2 Ratio of basic salary and remuneration of women to men	47	6	5, 8 and 10

GRI Standard	Disclosure	Location	Pacto Global ref. no.	SDG ref. no.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	25	6	5 and 8
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	47	3	8
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	77, 90	4	8
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	34	1	16
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Currently, in the Carrefour Brasil Group, only suppliers of direct own-brand products go through a process of homologation and monitoring of social responsibility, with the exception of textile suppliers, which are all monitored. Considering the total number of active suppliers and the total number of private label suppliers, currently 6.6% of suppliers are monitored for social responsibility issues.	2	5, 8 and 16
	414-2 Negative social impacts in the supply chain and actions taken	36, 37	2	5, 8 and 16
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	38, 69, 70, 71, 72	-	-

GRI Standard	Disclosure	Location	Pacto Global ref. no.	SDG ref. no.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	62, 63	-	12
	417-2 Incidents of non-compliance concerning product and service information and labeling	69	-	16
	417-3 Incidents of non-compliance concerning marketing communications	For own-brand products, no penalty has been registered. However, according to consultation with the legal department, there was an infraction notice for misleading advertising related to free tire fitting (payment of the fine in the amount of R\$27,142.33). For own-brand products, in 2022, the new flow was implemented with the Legal Area of intellectual property, with which the development of the own brand, in addition to monitoring the trademark registrations with the legal area, implemented the verification of artwork layouts, as well as the communications of Carrefour products, in order to respect intellectual property, for analysis of possible marketing texts and images applicable in labeling. For the part of images and marketing text on labels, they are also checked with the regulatory and activated the Legal when necessary for decision making.	-	16
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	28	-	16

SASB content index

Industry: Food retailers and distributors

Topic	Code	Metrics requested by SASB	Page or answer
Management of Environmental & Social Impacts in the Supply Chain	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	74
	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	64
Food Safety	FB-FR-250a.2	(1) Number of recalls, (2) number of units recalled, (3) Percentage of units recalled that are private-label products	62
Product Health & Nutrition	FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	70, 71, 72, 73
Product Labeling & Marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	69
Data Security	FB-FR-230a.2	Description of approach to identifying and addressing data security risks	28
Activity Metrics	FB-FR-000.A	Number of (1) retail locations and (2) distribution centers	74

Corporate information

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Credits

Coordination
Sustainability Officer

Advisory, content and design
TheMediaGroup

Archive
Carrefour Brasil Group

Image database
Carrefour Brasil Group





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