



SOCIAL
AREJO

2023

Annual Sustainability Report



GRUPO
CARREFOUR
BRASIL

ATACADAÓ

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Message from the CEO

[GRI 2-22]

2023 was a remarkable year for Carrefour Brasil Group. For 365 days we expedited and streamlined our operation, in an unwavering pursuit of even greater closeness with customers. These factors have consistently underpinned our firm commitment to sustainability, as you will see in this report.

I would even go as far to say that 2023 opened up a new chapter for the Group. Way back in the first half of last year, we finished the rebranding of 129 BIG group stores. This task was completed six months ahead of schedule with rigorous financial discipline.

Seventy-six stores were converted to the Atacadão brand, our cash & carry business, whose sales are maturing as expected and whose profits are outperforming our projections. Atacadão rolled out new features such as butcher, bakery, and deli services, in certain stores with a higher B2C participation, also enhancing its digital sales channels. The gross revenue of R\$ 79.1 billion in 2023 reaffirmed Atacadão as the national leader and the Group's main engine of growth in Brazil.

Sam's Club closed 2023 with 51 stores, opening eight units during the year. Our shopping club is unique in Brazil and has been fulfilling its huge potential.

The strength of our results and our strategy enabled solid achievements in the pillars **fighting hunger and inequality, inclusion and diversity, and protecting the planet and biodiversity**

We also introduced the combo format, where we set up two stores on one site, targeting different sections of society. We opened four combo stores last year. This model benefits the company (increased foot traffic and lower operational costs) and the customer (access to special products sought in different shopping journeys).

Our e-commerce sales spiked 40% last year and were already representing 9.3% of the Group's total sales by the fourth quarter.

With a loans portfolio of R\$ 24.2 billion at the end of 2023, Carrefour Bank continued to enjoy strong growth spurred by the acquisition of BIG Group. Delinquency rates trended downwards from the second half of the year, attesting to our ability to grow while maintaining a healthy portfolio.

The strength of our operational results and our socio-environmental strategy also boosted our sustainability journey, with solid achievements in the pillars "fighting hunger and inequality", "inclusion and diversity", and "protecting the planet and biodiversity".

The struggle against hunger and inequality is deeply rooted in our business model. Our emergency and structural work allowed us to donate more than 4,500 metric tons of food to vulnerable families in 2023, the equivalent of more than 18 million additional meals.



In partnership with the Ministry of Social Development and the Fight against Hunger, our structural operations hired 1,143 registered recipients of Bolsa Família, a government welfare program. We aspire to hire 6,000 such people by the end of 2024.

In inclusion and diversity, we fortified our organizational culture and added the "i" for inclusion to our "4Cs" concept (customers, courage, commitment to change, and cooperation). We are one of the largest job providers in Brazil, and all our leaders and our roughly 130,000 employees are now guided by the "i4Cs".

In the fight against racism, over 124,000 employees were instructed in racial literacy. Every person hired by the Group must undergo this training as part of their onboarding process, and those who received such training are given refreshers.

We revolutionized our security by adopting body cam technology, now worn by store supervisors and security guards both inside out outside our stores. This allows the Group to monitor employee compliance with our protocols and training, with the aim of ensuring that the general public are always treated with respect and never suffer discrimination and racism.

We are committed to instilling racial and gender equity across all spheres of the company. We ended 2023 with 36% of women and 43% of black people in leadership positions.

Under the guidance of our Forest Committee, which boasts internationally renowned experts, we continuously enhance the traceability and compliance of our product sourcing, in the categories posing risks of deforestation, species extinction or the violation of human or animal rights. Regarding the meat chain, we ended the year with 24 million hectares being monitored on 28,983 ranches that supply meat to the packing facilities that supply the Group.

Our decarbonization strategy yielded an impressive reduction of 35% in scope 1 and 2 emissions in 2023 compared to the baseline (2019), owing to actions such as retrofitting our refrigeration process with more modern and less polluting equipment and investing in energy efficiency.

We approach 2024 confident that we will continue to offer Brazilian consumers the best possible store experience, the lowest prices, and quality products, cementing our position as Brazil's largest food retailer, with affordable banners catering to all social classes, in all 26 states and the Federal District. We will do this aware of our enormous transformational potential and our responsibilities to society.

Stéphane Maquaire,
CEO of Carrefour Brasil Group



Tribute to Abilio Diniz

On February 18, 2024, we received the devastating news that Deputy Chairman of our Board of Directors, Abilio Diniz, had passed away. For nearly a decade, Abilio dedicated his unique vision and skillset to the development and maturation of our company. His is an immeasurable legacy.

It was an honor to work alongside the most respected and admired entrepreneur in Brazilian retail, who inspired us to be better every day.

We extend him our heartfelt thanks for everything he contributed. **Abilio will continue to inspire our work forever.**

We are committed to instilling **racial and gender equity** in all spheres of the company



Foreword

ABOUT THIS REPORT
2023 AT A GLANCE
AWARDS AND RECOGNITIONS



About this report [GRI 2-3]

In this report, Carrefour Brasil Group showcases its sustainability strategy, goals and commitments, and achievements obtained between January 01 and December 31, 2023.

All editions of Carrefour Brasil Group's Sustainability Report are available on the [company's page](#) and [investor relations website](#), where you can also learn more about our projects or results.

The document summarizes the performance of the service network that comprises the business group that is Carrefour Brasil, consisting of Atacadão, Carrefour Hiper, Carrefour Bairro, Carrefour Market, Carrefour Express, Sam's Club, Carrefour Bank, Carrefour Property, including the e-commerce operations of Atacadão and Carrefour, and regional models such as Super Bom Preço and Nacional.

The report is a step forwards in our ongoing journey to deepen and consolidate Group's sustainability agenda.

The quarterly financial results of the group's companies are available in the Appendices.

To learn more about the Group's operations visit:

[Carrefour Brasil Group](#)

[Atacadão](#)

[Sam's Club](#)

[Carrefour](#)

This is the fifth consecutive year that Carrefour Brasil Group is publishing its Annual Sustainability Report.

The report follows the best reporting practices adopted by companies worldwide. It is inspired by standards including GRI (Global Reporting Initiative) and SASB (Sustainability Accounting Standards Board), and frameworks like TCFD (Task Force on Climate Related Financial Disclosures) and the Integrated Reporting of the IFRS Foundation.

GRI and SASB disclosures are highlighted throughout the document, as are Integrated Reporting capitals – financial, manufactured, intellectual, human, social and relationship, and natural.

The report contains disclosures assured by independent auditors, which can be seen in the appendices at the end.

Additional information about projects or results is available on the website of [Carrefour Brasil Group](#) or our [Investor Relations](#) page.

If you have any queries or would like to share your opinion on this report, please contact us via email at sustentabilidade@carrefour.com.

Please do enjoy this report.



2023 at a glance



Integration of BIG group secured in record time

129 BIG Group stores were rebranded as **Atacadão (76)**, **Carrefour Hipermercado (48)** and **Sam's Club (5)** in 12 months, 6 months ahead of schedule



100%
of meat suppliers

are monitored

Digital inclusion:

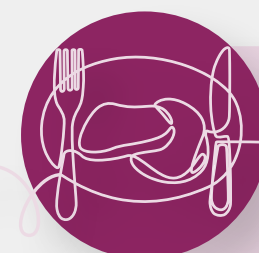
100% of

Atacadão, Carrefour hiper and Sam's Club stores offer wi-fi



R\$ 24.2 billion

loans portfolio



4.500 metric tons

of food donated to social institutions in the fight against hunger

100% of employees

have access to the Digital Workplace platform



Awards and recognitions

Innovation and sustainability

Link Award: Digital Accessibility Festival (Carrefour Bank)

Category Best Web Accessibility Initiatives

Abrappe Award (Brazilian Association for Loss Prevention)

Category Technology

Ranking Best Corporation for Startups (Carrefour Bank)

Top 20 – The Bakery/ABStartups/Monking

Consumer

ClienteSA Award 2023

Gold in the category Visionary Project for the Unbiased Hiring Program

Smart Customer 2023 Award

Silver in the category Social Responsibility and Diversity for the Unbiased Hiring Program

Top of Mind 2023 Award from newspaper *Folha de S.Paulo*

Categories Wholesale (Atacadão) and Supermarket (Carrefour)

Diversity and inclusion

30% Club Brasil

Award for having more than 30% women on the Board of Directors

Top Employer 2023 Certification

Certification for the adoption of practices that ensure the promotion and personal and professional development of employees with excellence

2023 Biggest and Best Afro-entrepreneurship Award

Category Inclusive Companies - Diversidade.io

GEEIS (Gender Equality European International Standard)

International certification that recognizes companies committed to gender equity

Teva Index

Index that assesses gender equity in leadership and governance bodies of companies

Market

Marcas Mais Award from *Estadão*

1st place in the Category Supermarkets (Carrefour)

2023 BandNews Most Admired Brands Awards

Category Retail, Supermarkets and e-commerce (Atacadão)

Valor 1000 Ranking of the newspaper *Valor Econômico*

Top 10 companies





Carrefour Brasil Group

ABOUT US

OUR OPERATIONS

OUR STRATEGY

HOW WE HAVE CREATED VALUE

MATERIAL TOPICS

INCLUSIVE CULTURE

DIALOG AND ENGAGEMENT WITH COMMUNITIES

CAPITALS:

- FINANCIAL ● MANUFACTURED ● HUMAN
- SOCIAL AND RELATIONSHIP



GRUPO
CARREFOUR
BRASIL

About us

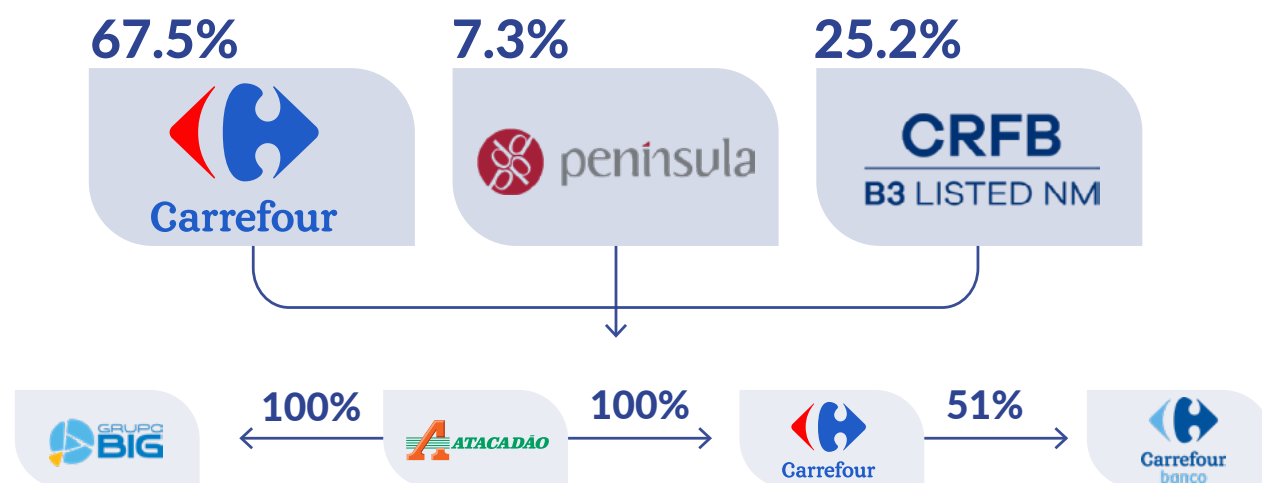
Carrefour Brasil Group is the country's largest retailer, with a presence spanning all Brazilian states and the Federal District. Its purpose is to provide affordable and quality food products to all Brazilians.

It is a public company headquartered in Barueri (São Paulo state), with shares listed on the Novo Mercado segment of the São Paulo Stock Exchange (B3 S.A. – Brasil, Bolsa, Balcão) under the symbol CRFB3. The company's ultimate parent company is Carrefour S.A., a French company listed on the Paris Stock Exchange.

A pioneer in the hypermarket segment, Carrefour Group has been operating on Brazilian soil for 48 years. Since the opening of its inaugural store in 1975, the Group has pursued an aggressive expansion strategy to establish itself as the largest retail network and one of the largest private employers in Brazil.

Today, Carrefour Brasil Group's stores receive some 15 million customers each week, including all its brands. These results make Brazil the second most important market for the parent company Carrefour S.A. globally, second only to France.

Share ownership



Carrefour Brasil Group

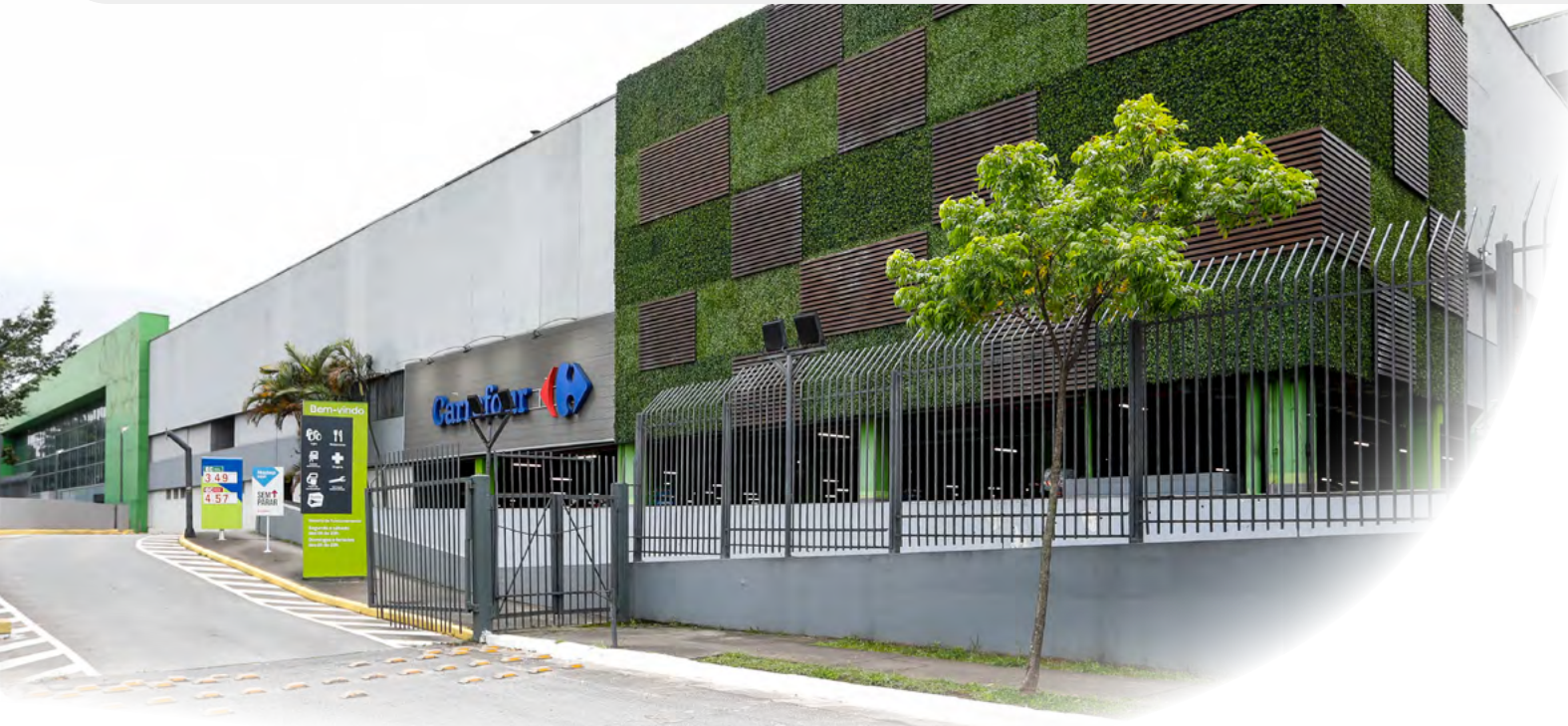
Aware of its size and significance, Carrefour Brasil Group exists to provide **affordable and quality food products** to all Brazilians and to help nurture a more inclusive, diverse and sustainable society.

130,000
employees

60 million+
customers every month



Gross sales 2023:
R\$ 115 billion



Our operations

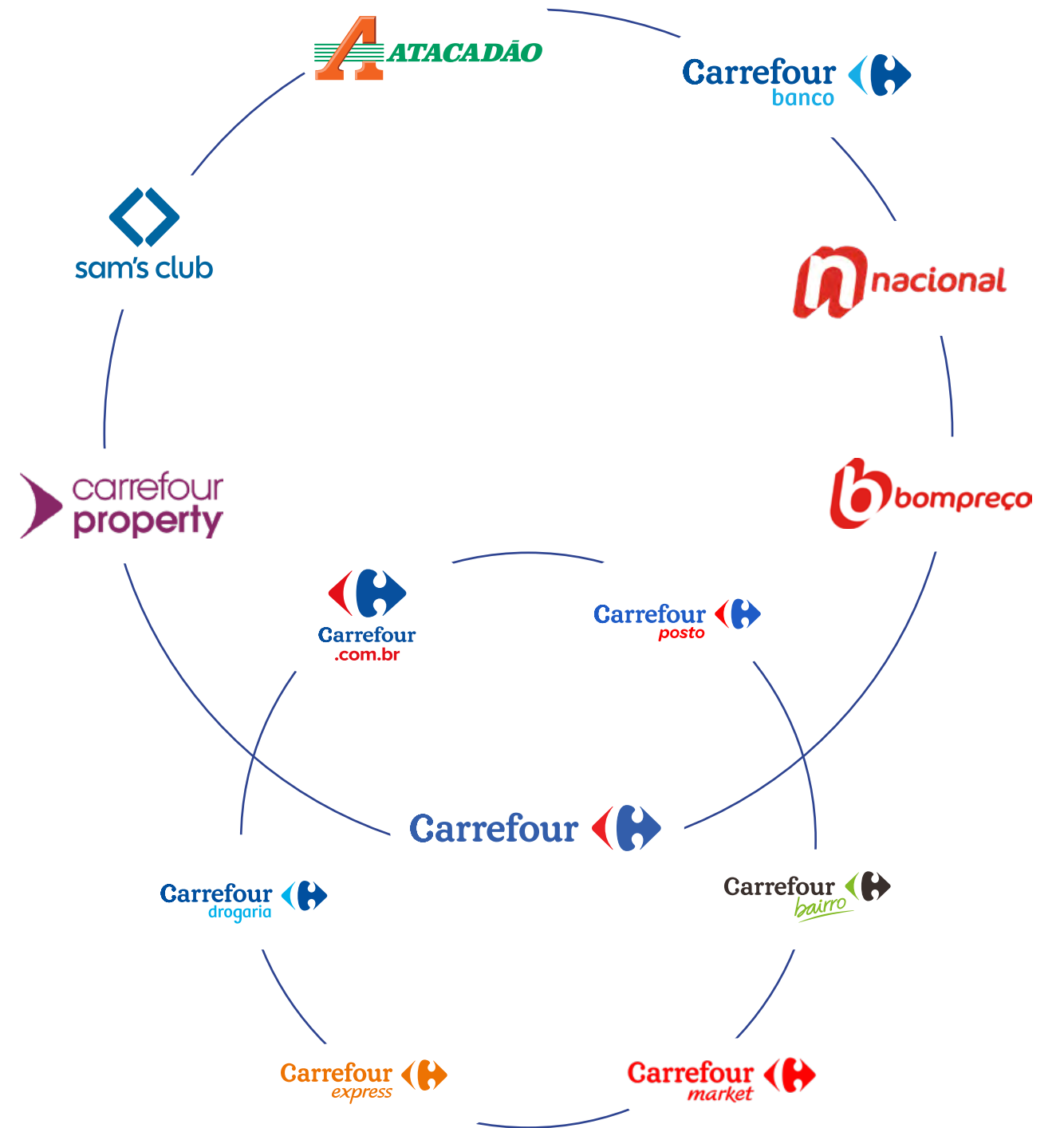
[GRI: 2-2 and 2-6]

Carrefour Brasil Group's diverse formats allow it to cater to the needs and profiles of all customers, be they individual or corporate. It has 1,188 points of sale (including stores, gas stations and drugstores) and 52 distribution centers, 33 of which are Atacadão wholesale delivery stores. The Group includes Carrefour

Property, which is involved in managing and developing the company's real estate portfolio. It also owns a majority interest in Carrefour Bank, the product of a joint venture with Banco Itaú. [FB-FR-000.A]

Some **15 million customers** shop at Carrefour Brasil Group every week

Our ecosystem





Cash & carry

The cash & carry format primarily entails the sale of food products to end consumers, resellers and food service sector suppliers who seek low prices for bulk purchases. With 61 years of history and a presence in 220 municipalities, the Atacadão banner is the trailblazer in this segment. By the end of 2023, it had more than 75,000 employees manning 361 stores and 33 wholesale distribution outlets in every single state and the Federal District, not to mention a proprietary online sales channel.

By way of its strategic pillars of fighting hunger and inequality, inclusion and diversity, and protecting the planet and biodiversity, Atacadão is committed to offering quality products at competitive prices to its customers. To ensure competitive prices with profitability year after year, Atacadão's expansion strategy is supported by three fronts: **entering new towns and cities first, cementing leadership in existing locations and tailoring its model to local demands.**

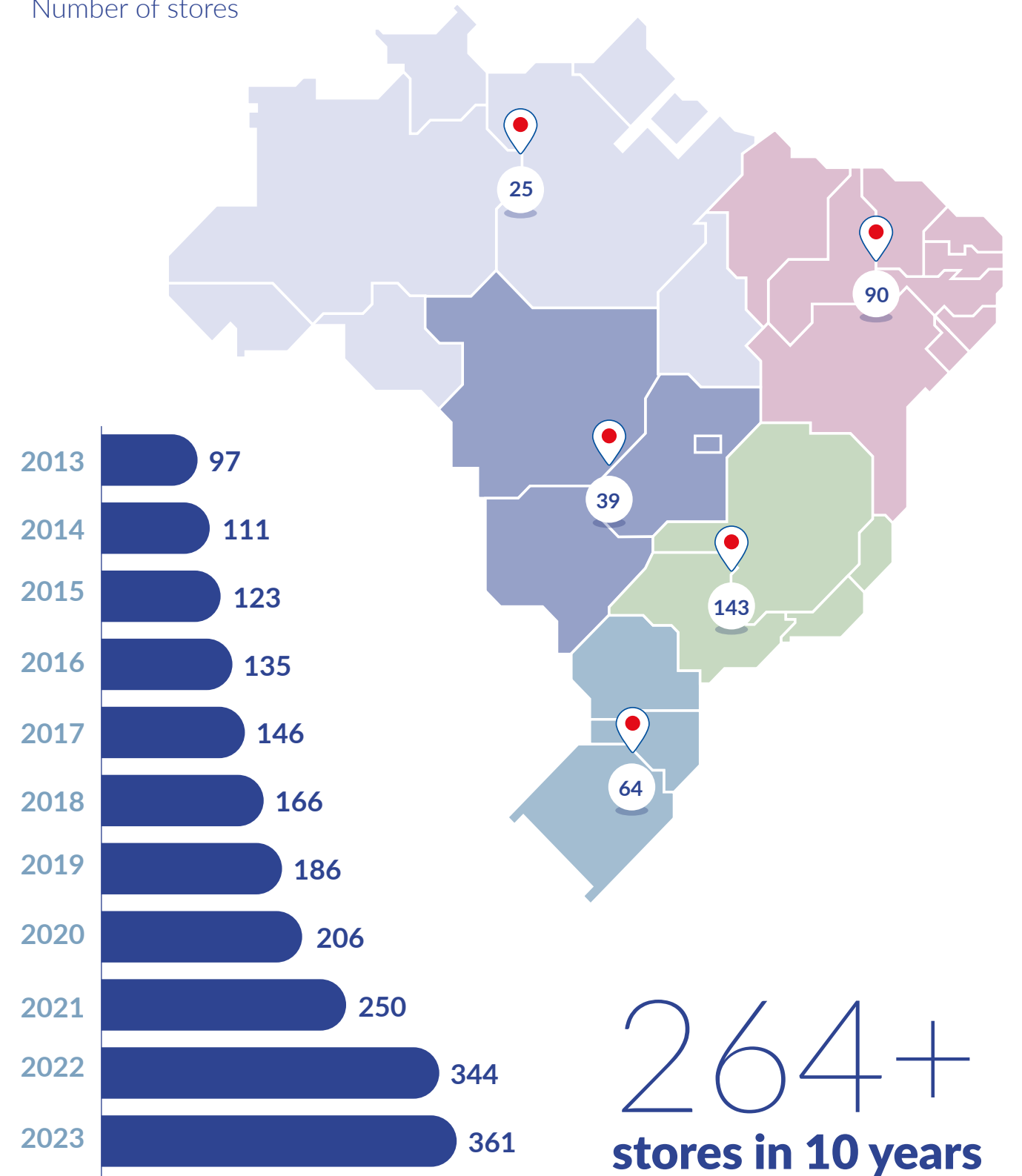
*Stock Keeping Unit

Sales footprint:
1,816,249 m²

Product range:
10,000 SKUs*
per store (on average)

Sales of
R\$ 79 billion
in 2023

Atacadão's Expansion
Number of stores



Retail

Hypermarkets

Carrefour introduced the hypermarket format in Brazil in 1975 under the one-stop-shop concept. Its 143 hypermarkets are located in Brazil's main economic regions.

Supermarkets

Operating under the banners of Carrefour Bairro, Carrefour Market, Nacional and Super BomPreço, the 207 supermarkets are located in the Southeast, Midwest, Northeast and South regions, offering a wide variety of food products and everyday household items.

Convenience

our 174 Carrefour Express convenience stores are located in bustling commercial areas and densely populated residential areas in the Greater São Paulo region.

Gas station and drugstores

The Group was operating 119 drugstores and 100 gas stations at the end of 2023. These formats make our stores more attractive, helping ensure customer loyalty and the perception of competitive pricing.

50,000+
employees

743
points of sale

Banner	Category	Focus	Location	Average area m ²	#SKUs
Carrefour	Hypermarket	One-stop-shop with competitive prices	Cities (48)	6,200 m ²	38,300
Carrefour bairro bompreço nacional	Supermarket	Local choice focusing on fresh products and services	Residential areas	600-3,000 m ²	14,400
Carrefour market			High-rise housing	400-6,000 m ²	7,200
Carrefour express	Convenience Stores	Essential daily needs with longer shopping hours	Commercial areas	80-200 m ²	2,500
Carrefour drogaria Carrefour posto	Gas station and drugstores	Complementary services	Hypermarkets	Drugstore: 60 m ²	Drugstore: 14,000



Shopping club

Following the acquisition of BIG Group, Carrefour Brasil Group took over the national running of Sam's Club, a membership-based wholesale club where customers become members to enjoy exclusive prices and products. This banner operates 51 stores in the main economic regions of the country. This format shores up the Group's multi-format portfolio, offering both food and non-food products, along with an exclusive assortment of brands and imported goods.

**Product range:
average of
5,500 SKUs
per store**

**Present in 16
states and the
Federal District**

**+5,700
employees**

**51
stores**

**Exclusive assortment
and imported products.**
Unique business model
in Brazil



Bank

Carrefour Bank is the only bank owned and operated by a retailer in Brazil. Carrefour Brasil Group owns 51% of the financial institution's share capital, and Itaú Unibanco is the strategic shareholder. In addition to insurance for products purchased at its stores, Carrefour Bank offers the Group's customers credit solutions through co-branded credit cards: Carrefour (since 1989), Atacadão (since 2017), and Sam's Club (launched in 2022).

**6th largest
card issuer
in Brazil**

(Source: Cardmonitor Report)

**+3,900
employees**



Real-estate management

Carrefour Property is the Carrefour Brasil Group BU that handles the management and development of the company's real estate portfolio. In 2023, assets under management amounted to 530 owned properties, occupying more than 21 million square meters. Carrefour Property works to enhance services and seek solutions, increasing customer connection with the stores.

4,200+
rental
contracts

+370+
arcades

3+
shopping
centers

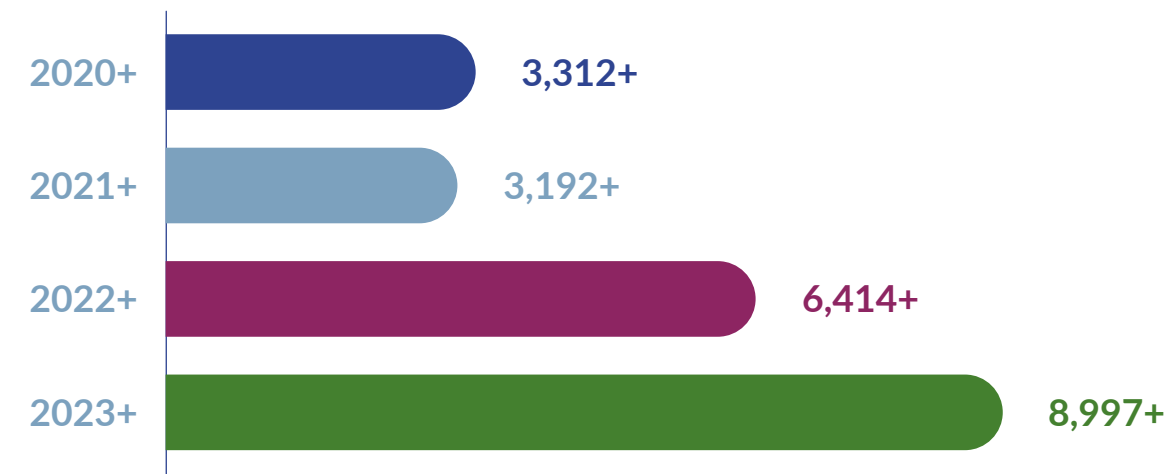
Digital presence

To meet consumer needs and keep up with their changing shopping habits, the Group operates on a multi-format and omnichannel platform. E-commerce makes the shopping experience even easier, faster and more secure. All Carrefour Brasil Group's business models feature online shopping platforms, via website and/or app.

**Total online
(GMV) sales:**

**R\$ 9 billion
in 2023**

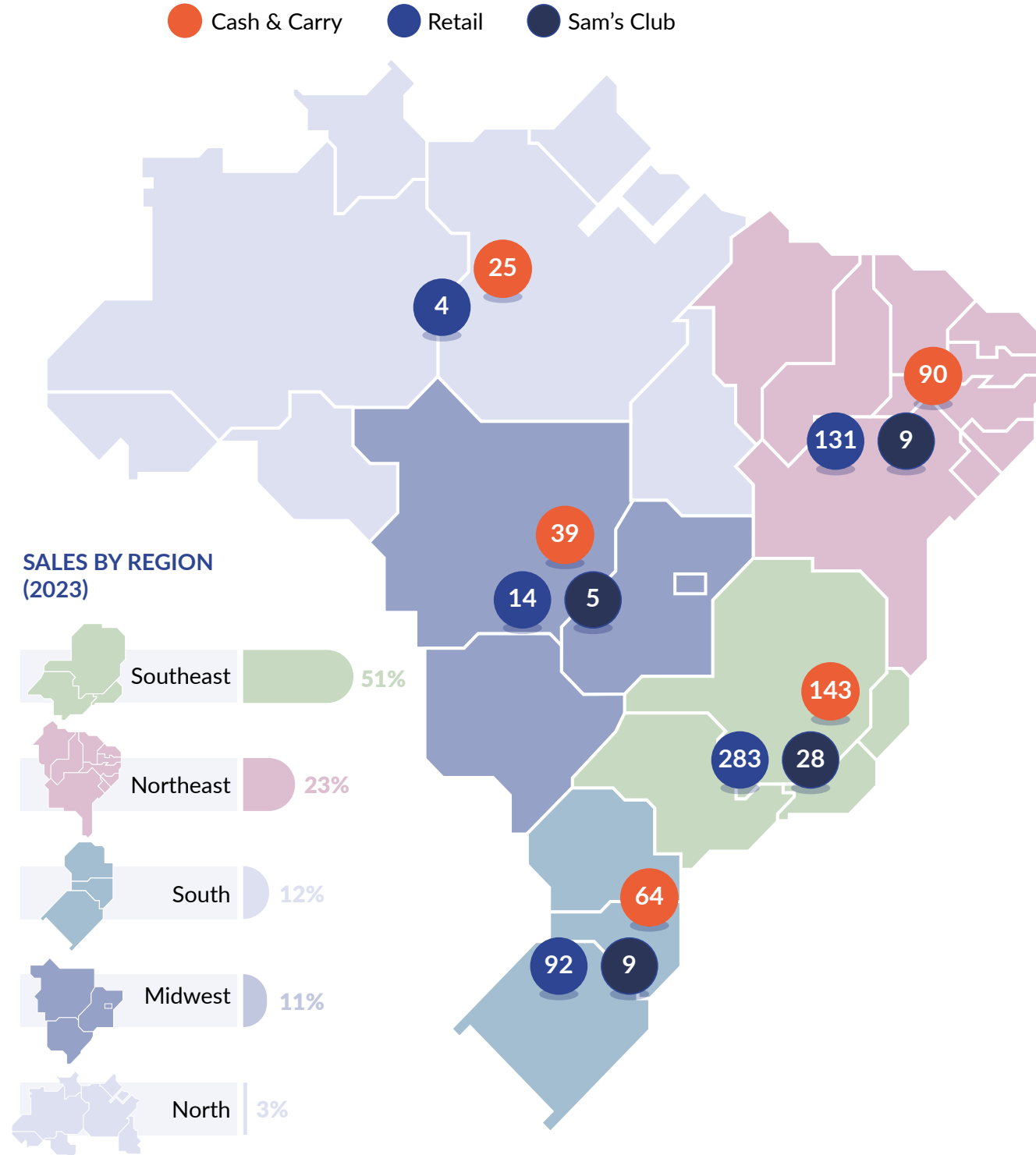
Gross Merchandise Value (GMV)
of Carrefour Brasil Group's e-commerce operation (R\$ million)



Digital platforms	Website	App	Proportion of on-line sales in 2023
Atacadão	✓	-	5%
Carrefour	✓	✓	18%
Sam's Club	✓	✓	6%

Brick-and-mortar footprint in all states and DF

Number of stores by region



Merger of BIG Group into Carrefour Brasil Group [GRI 2-6]

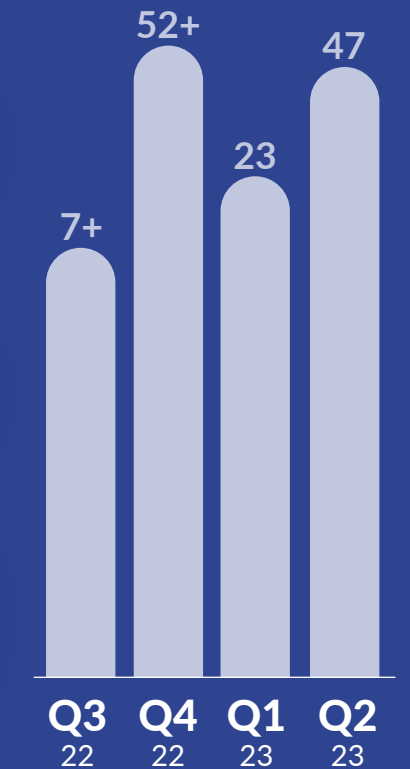
Merging BIG Group into us was completed in 2023. The total of 129 stores had been converted by the end of June 2023, six months ahead of schedule and within budget. The acquisition of BIG Group expanded Carrefour Brasil Group's geographic footprint and brought in real estate assets worth some R\$ 7 billion.

129
store conversions
in
12
months

Brand conversions under the merger



Stores converted by quarter



Term: 12 months (vs. 18 forecast)
Capex: R\$ 1.9 bn (in line with planning)



Our strategy

- 1 Maximize the return on existing assets
- 2 Increase operational cash flow generation
- 3 Keep up the digitalization journey
- 4 Advance ESG strategy implementation

Following the completion of BIG Group's conversion, the company is now focusing on enhancing its strategic planning. The merger's challenges have actually turned out to be opportunities to reassess goals and map new potentials within the Group, always with the conviction of keeping the customer at the center of decisions and investing in the streamlining and agility of structures.

Customer centricity in decision-making

Maximizing asset returns and operational cash flow generation

The strategic priorities of this new phase are geared towards maximizing the returns from the company's existing assets and increasing the generation of operational cash flow.

Maximizing the return on existing assets involves:

- **optimizing the store portfolio** by converting stores to better-performing formats and selling or closing structurally unprofitable stores.
- **improving "same-store sales" growth** by maturing converted stores and adding new services at certain Atacadão stores.
- **gaining operational efficiency** through cost-cutting initiatives.

In addition to increasing EBITDA* (by maturing stores and optimizing portfolios), improvements in working capital and leveraging store conversions and combinations—to continue expanding in higher-growth formats in a less capital-intensive manner—will generate greater operational cash flow.

* Earnings before interest, taxes, depreciation and amortization

Digitization

Speeding up digitization is one of the company's strategic pillars, aimed at meeting customer expectations for convenience and a one-stop-shop experience. The apposite strategy adopted is built on four main pillars:

- 1. B2B Food E-commerce Leadership** – Digitizing all wholesale activities under the Atacadão banner, enabling the creation of a B2B ecosystem that attracts new customers, suppliers and services.
- 2. Financial services** – Expediting the continuous digitization of the customer experience through process automation and diversification with new payment methods, credit offerings, insurance and new services.
- 3. Data and technology as business catalysts** – Developing and selling solutions to all stakeholders.
- 4. Tech Talents** – Providing a diverse, collaborative, and inclusive work environment with agile and less hierarchical structures, formed by multidisciplinary and autonomous teams.

Customer experience as a top priority

Achieving perfect **order fulfillment**

More ways/ channels for online ordering

Better **navigation and usability**

Sustainability strategy

Permeating all Group businesses, the sustainability agenda was structured around three major action fronts, aligned with Carrefour's global commitments, the consultation of material topics, and the Global Compact's Sustainable Development Goals, to be carried out over the period 2023 and 2026: **Fighting hunger and inequality, diversity and inclusion, and protecting the planet and biodiversity.**

The strategy is endorsed in Brazil by the Board of Directors and monitored globally by the same Carrefour body and the parent company's Sustainability Committee.



Strategic sustainability priorities



fighting hunger AND INEQUALITY

- Food donations
- Development and inclusion in the value chain
- Income and job creation

inclusion and DIVERSITY

- Fighting racism and fostering gender equity
- Inclusion for people with disabilities
- Inclusive education and culture

protecting the planet AND BIODIVERSITY

- Sustainable value chains
- Waste and packaging
- Climate agenda

In the pillar 'fighting hunger and inequality', the Group operates on both emergency fronts, with direct food donations and mobilization actions alongside customers, and structural fronts, with initiatives that foster income generation, financial autonomy and nutritional education.

For the inclusion and diversity pillar, the Group continually strives to cultivate inclusive spaces, products and services, and to foster diversity. To achieve this, it carries out affirmative actions focused on combating racism, achieving gender equity and

including people with disabilities, ensuring a commitment to addressing inequalities through an inclusive culture.

In the pillar of protecting the planet and biodiversity, the Group is committed to the decarbonization agenda and to rigorous monitoring of the supply chain, with the goal of complying with legal requirements and good socio-environmental practices.

Learn more about Carrefour Brasil Group's sustainability actions on page 78.



How we create value

To provide affordable and quality food products to all Brazilians and to help nurture a more inclusive, diverse and sustainable society

Maximize the return on existing assets

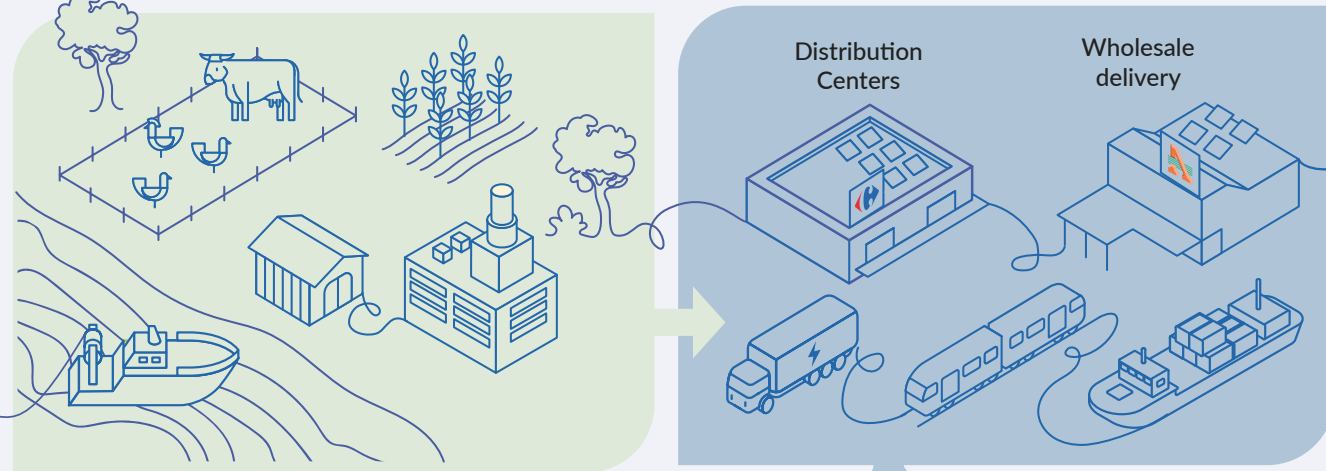
Advance ESG strategy implementation

Increase operational cash flow generation

Keep up the digitalization journey

PRODUCTION

LOGISTICS



STORES

E-COMMERCE



CAPITAL

IMPACT

Human

- 130,000+ employees
- Commitments to inclusion and diversity
- Inclusive culture

- + Country's 2nd largest private employer
- + 13.4 hours+ of training per employee.
- + 38%+ women on Board of Directors
- + 36%+ women in leadership positions (managers and above)
- + 43%+ black people in leadership positions
- + 5,666+ people with disabilities

Intellectual

- Multiformat sales platform
- Continuous improvement and innovation pipeline
- Digitalization journey
- Own brand investment

- + Technology and agility
- + Digital inclusion
- + Product and brand innovation

Financial and Manufactured

- 1,188 stores and 52 Distribution centers
- 3,335,965 m² of sales area
- +300 sales arcades
- Present in 26 states and DF
- 6th largest card issuer in Brazil
- 115 billion in gross sales

- + 129 conversions in record time
- + Largest National Retailer
- + 18bn in distributed added value (DVA)
- + 819M distributed to shareholders as capital payments
- + B2B and B2C business model (50% clients within 5km)

Relationship

- 60 million customers every month
- Loyalty programs
- Partnership with government and NGOs

- + Customer satisfaction and loyalty
- + Sharing best practices in the supply chain

Social

- Private and incentivized social investment
- Commitment to inclusion and diversity
- Commitment to agenda of fighting hunger and inequality

- + Families benefiting from donations
- + Development of smallholders
- + Hiring people from disadvantaged communities
- + Helping small businesses
- + Escola Social do Varejo 627 students graduated

Environmental

- Consumption of energy and natural resources
- Commitment to decarbonization
- Promoting the sale of sustainable certified products
- Commitment to climate agenda and biodiversity protection
- Critical chain management

- GHG Emissions
- Waste generation
- Electricity consumption
- + 900M sales of certified products
- + Recyclable packaging usage
- + Decarbonization agenda aligned with SBTi
- + 100% monitored meat supply chain

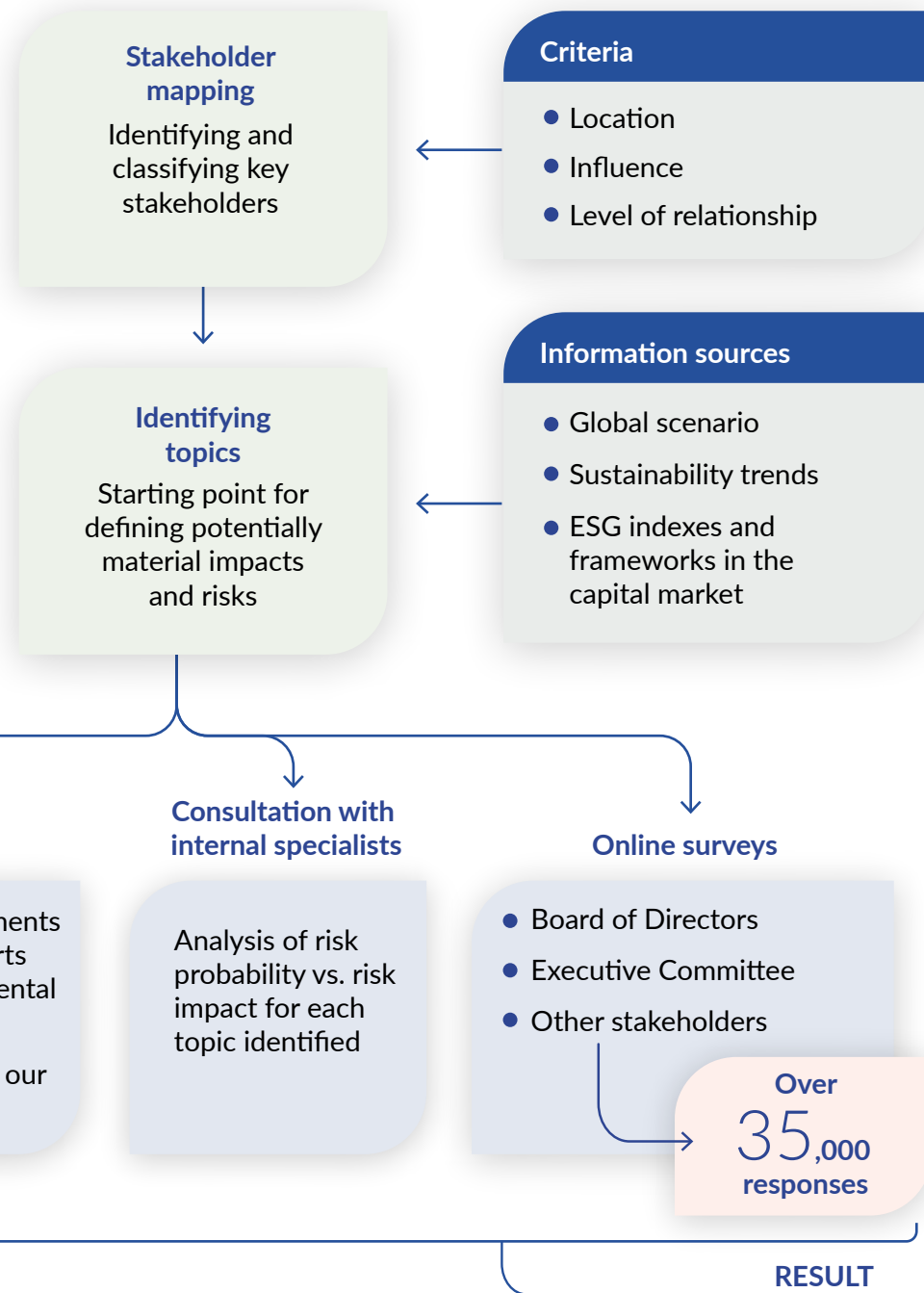
Material topics [GRI 3-1, 3-2]

Defining materiality

9 GROUPS OF STAKEHOLDERS

- Board of Directors
- Investors
- Employees and executive committee
- NGOs and third sector
- Associations and entities
- Suppliers
- Service providers
- Customers

21 socio-environmental and corporate governance topics



Carrefour Brasil Group defines its material topics once every two years. In 2023, the Group chose to develop a dual materiality process, which considers both the impacts of the business on the environment and society, known as impact materiality, and the socio-environmental issues that impact the business, known as financial materiality.

After consolidating the results obtained, according to importance to stakeholders, the associated positive and negative impacts, and financial relevance, the material topics are presented below:

Material Topics 2023	Material Topics 2022
Diversity, inclusion and advocating for human rights	Diversity and combating structural racism
Traceability and socio-environmental impact of the supply chain	Supplier management
Attracting, developing and quality of life	Labor practices and workers' health and safety
Ethics, integrity and compliance	Ethics and governance
Fighting hunger and inequality	Socioeconomic development
Circular economy and combating food waste	Circular economy
Innovation and data privacy	Innovation, digitization and data security
Respect and excellent customer relationships	Customer health and safety
Quality, safety and health	
Climate change	Climate change and eco-efficiency

Senior management is responsible for overseeing and endorsing the final list of material topics, steering the company's strategy to meet stakeholder expectations.

Inclusive culture

A company's organizational culture is crucial to its success. Culture comprises a set of values and expected behaviors that inform the actions of a company's employees and workplace, defining its identity and **modus operandi**. A strong culture boosts engagement, productivity, satisfaction and a sense of belonging.

In 2023, Carrefour Brasil Group revisited its culture to ensure that inclusion was at the forefront of every decision made—hence the adoption of the acronym **i4Cs** for the company's organizational culture.

Inclusion is a non-negotiable value for the company. The behaviors contained in the i4Cs inform the Group's actions and reflect the mission to increasingly offer customers quality food, products, services and the best customer service, associated with a commitment to diversity, sustainability and continuous improvement.



To ensure that the new culture is instilled in the activities of all employees, the i4Cs concept was integrated into various routines: the digital candidate journey, new onboarding, interviews, performance reviews, talent identification and communication.

To ensure that all employees were trained and aligned with the new culture, the Group's Organizational Development and Talent officer held about 60 in-person meetings throughout 2023, covering all the company's brands. In total, over 4,000 store leadership employees received training and the mission to disseminate the knowledge among their teams, in order to put the i4Cs culture into action.

Inclusion is a **non-negotiable value** for the company



Dialog and engagement with communities

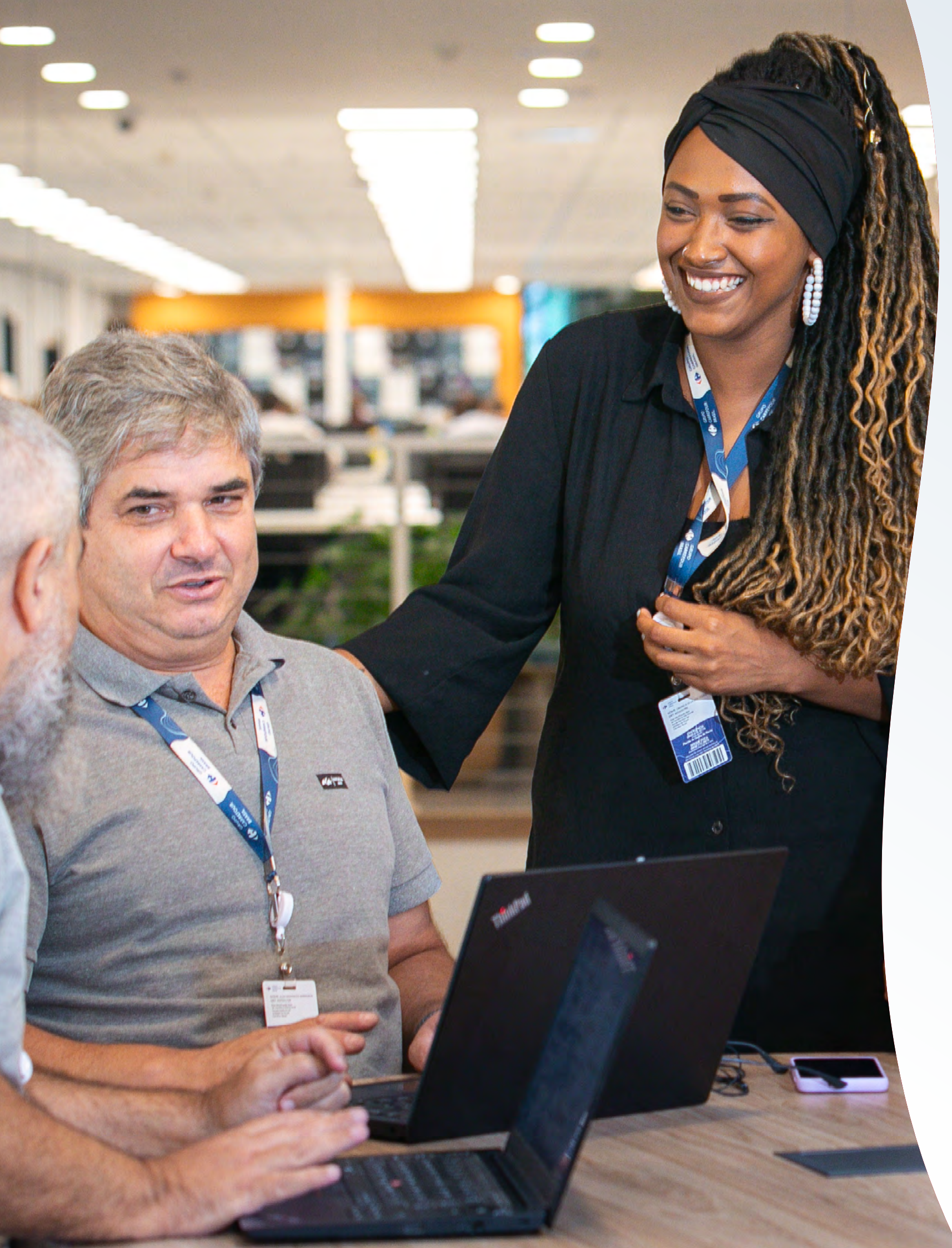
[GRI 2-28]

Associations, pacts, coalitions and partnerships

- **Environmental agreement (Companhia Ambiental do Estado de São Paulo – Cetesb)** – An agreement that provides for cooperation on climate change strategies
- **Brazilian Wholesale Association (Abaas).**
- **Brazilian Supermarket Association (Abras)**
- **Brazilian Retail Textile Association (ABVTex)** – Association that promotes dialog between the entire fashion value chain, it is recognized for its initiatives compliance, responsible sourcing and the promotion of decent work
- **Supermarket Associations**, in 26 states and the Federal District.
- **Brazilian Coalition on Climate, Forests and Agriculture** – 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
- **Business Coalition to End Violence against Women and Girls** - Initiative coordinated by the Avon Institute and UN Women
- **Brazilian Business Council for Sustainable Development (CEBDS)** – Non-profit association that bridges government and civil society and promotes concepts and practices related to the topic, informing corporate decision-making
- **Consumer Goods Forum (CGF)** – Organization that assists retailers and consumer goods manufacturers worldwide in collaborating with other stakeholders to ensure consumer trust and spur change
- **Federation of Commerce of Goods, Services and Tourism of São Paulo State (FeComercio)**
- **Forum on Business and LGBTI+ Rights**, – Mobilization of companies committed to recognizing and promoting the rights of LGBTQIA+ individuals
- **Ellen MacArthur Foundation** – International nonprofit institution that develops and fosters the circular economy to address challenges such as climate change, biodiversity loss, waste and pollution
- **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, that defines private social investment as the voluntary transfer of funds in a planned, monitored and systematic way to social, environmental, cultural and scientific projects or organizations in the public interest
- **Boi na Linha Protocol** – Protocol created by Imaflora, in partnership with the Public Prosecutions Department, that seeks to expedite the implementation of commitments made by the cattle supply chain in the Amazon and encourage a chain free of socio-environmental irregularities
- **Working Group on Indirect Suppliers (GTFI)** - A forum for discussing the monitoring of indirect suppliers in the meat supply chain in Brazil
- **Cerrado Voluntary Protocol Working Group** – Protocol developed by Imaflora and Proforest to contribute to the alignment of best practices for socio-environmental monitoring in the purchase of bovine-origin products in the Cerrado biome



- **Initiative for Compliance and Sustainability (ICS)** – International initiative to enhance working conditions along global supply chains. Members collaborate with common tools, and share assessment findings and best practices
- **Instituto Ethos** – This institute has the mission of mobilizing, sensitizing and helping companies manage their businesses in a socially responsible manner
- **Institute for Retail Development (IDV)** – An initiative that aims to strengthen the representation of retail companies from different sectors operating nationwide
- **National Institute for the Pact on Labor (inPACTO)** – An entity established in 2013 to prevent and eradicate slave and child labor and to promote decent work in production chains in Brazil
- **Brazilian Roundtable on Sustainable Meat** – Comprises representatives from various links in the production chain aiming to adopt good practices and continuously improve operations
- **Mover** – An multi-sector association of companies for the sharing of good practices and collective social investment to combat racism and promote education, job creation and raise awareness
- **Women's 360 Movement** – An initiative to promote, systematize and disseminate advances in corporate policies and societal engagement in the empowerment of Brazilian women
- **Everyone at the Table Movement** – A coalition of companies and organizations formed to alleviate hunger in Brazil and combat food waste, encouraging the practice of food donations
- **Pact against Hunger (PCF)** – A multi-sector and nonpartisan movement to work with the government in eradicating hunger, ensuring food security and reducing food waste
- **Global Compact (United Nations – UN)** – A commitment launched in 2000 by the UN calling on companies to align their operations and strategies with ten universal principles in the areas of human rights, labor, environment and anti-corruption
- **Women's Empowerment Principles (WEPs)** – a UN Women's framework to establish and strengthen partnerships with businesses to enhance their commitment and build capabilities to eliminate discrimination against women
- **Business Network for Social Inclusion** – Network that advocates good practices for the inclusion and employability of people with disabilities
- **Roundtable on Sustainable Palm Oil (RSPO)** – A global organization focused on bringing together stakeholders from across the palm oil supply chain to develop and implement global standards for sustainable palm oil
- **Network for Plastic Circularity** – An initiative that brings together companies and partners to promote the circular economy of plastic, involving all links in the material's lifecycle
- **Round Table on Responsible Soy (RTRS)** – An entity founded to foster the growth of production, trade and use of responsible soy



Governance

BOARD OF DIRECTORS
COMMITMENT TO INTEGRITY, ETHICS
AND TRANSPARENCY
RISK MANAGEMENT

CAPITALS:

● FINANCIAL ● INTELLECTUAL ● HUMAN



GRUPO
CARREFOUR
BRASIL

Carrefour Brasil Group has undertaken to manage its assets in accordance with best market practices and comply with all applicable regulatory laws, committing to the sustainable development agenda, an inclusive culture and integrity assurance. Our governance is structured to implement strategies defined by shareholders that meet the stakeholder expectations, always taking into account the social, economic and environmental impact of a company of its size.

The Group's corporate governance is underpinned by 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 sets out rules and principles that govern the Company, regulating its operations and the Group's relations internally and externally. In addition, our governance incorporates best practices related to environmental and social issues, thereby embedding sustainability into the Group's strategy.

According to its [bylaws](#), the Group has a corporate structure composed of the Board of Directors, a non-permanent oversight board convened when requested and indicated, and the Executive Committee and advisory committees of the Board.

The Board is tasked with signing off on short-, medium- and long-term policies, principles and strategies with no fixed periodicity defined, in addition to overseeing the impact management and due diligence processes through its advisory committees.

Board of Directors

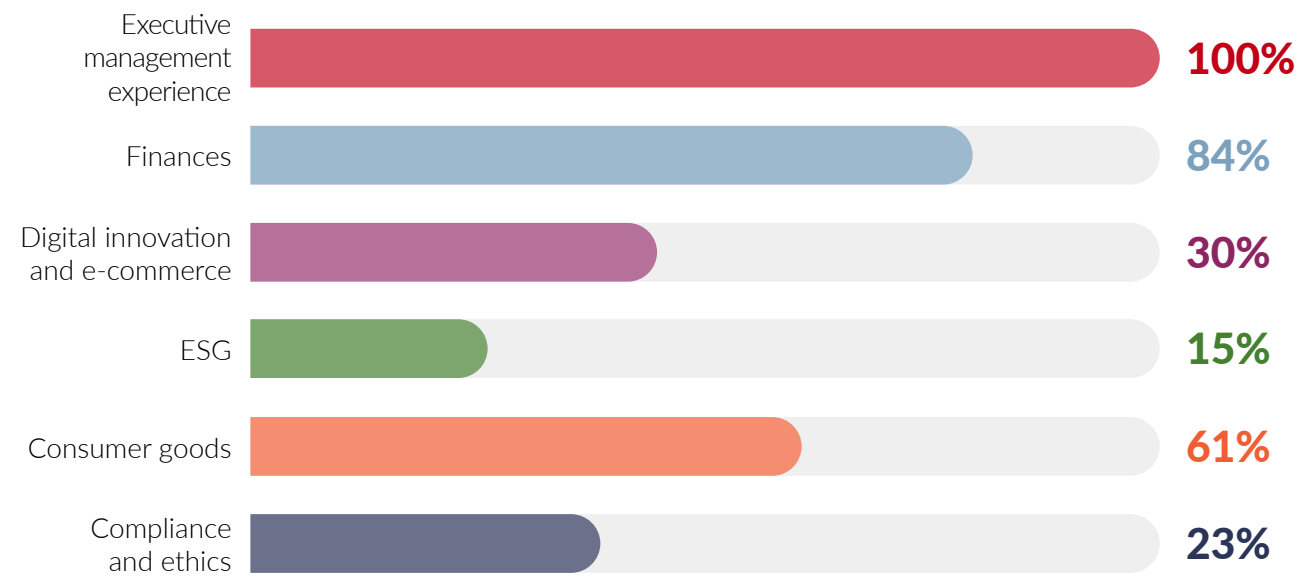
[GRI 2-9]



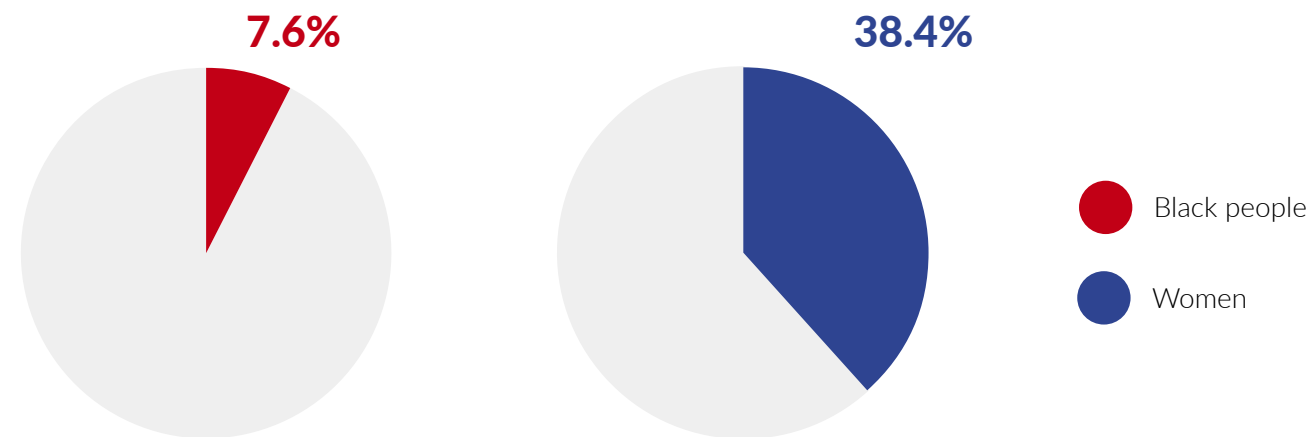
The Board of Directors is composed of a diverse group of 13 members, including six representatives from Carrefour S.A., the majority shareholder; three representatives from Península Group, which holds 7.3% of the shares; and three independent directors from the financial and technology sectors, in addition to the CEO of Carrefour Brasil Group, Stéphane Maquaire.

3 independent directors 23%

Board of Directors' Responsibilities in Implementing the company's strategy



Underrepresented groups that are part of the Board of Directors¹ - 2023 GRI 405-1



¹ Prior year data is not available.

Board of Directors Team*



Alexandre Bompard
Chairman of the Board of Directors



Abilio dos Santos Diniz**
Deputy Chairman of the Board of Directors



Carine Kraus
Board Member



Eduardo Prográczy Rossi
Board Member



Elodie Perthuisot
Board Member



Flávia Buarque de Almeida
Board Member



Jérôme Nanty
Board Member



Laurent Vallée
Board Member



Matthieu Malige
Board Member



Stéphane Maquaire
Board Member



Alexandre Arie Szapiro
Independent Board Member



Cláudia Almeida e Silva
Independent Board Member



Vânia Neves
Independent Board Member

* Composition and duties as of December 31, 2023.

** In memorium

Advisory boards*

Carrefour Brasil Group has three advisory committees to the Board of Directors that oversee and make decisions on topics related to the organization's impacts, providing a holistic view across major fronts:

Statutory Audit Committee

Established in 2015, the Statutory Audit Committee consists of at least three members, appointed by the Board of Directors, at least one of whom must be an independent board member as defined by the Novo Mercado regulations.

- **Matthieu Malige**
(coordinator)
- **Cláudia Almeida e Silva**
(independent member)
- **Laurent Vallée**

Strategy and Transformational Projects Committee

Set up in 2015 as the Strategy Committee and renamed in 2022. It is responsible for evaluating the economic performance and strategic projects of the Group.

- **Stéphane Maquaire**
(president)
- **Alexandre Szapiro**
(independent member)
- **Eduardo Pongrácz Rossi**
- **Elodie Perthuisot**
- **Jérôme Nanty**
- **Matthieu Malige**

Talent, Culture and Integration Committee

All members are directors. The committee is responsible for assessing the social impacts and aligning values and culture with the Group's strategy.

- **Abilio dos Santos Diniz****
(president)
- **Jérôme Nanty**
- **Laurent Vallée**
- **Vânia Neves**
(independent member)

Our governance is structured to **implement strategies** defined by shareholders

Oversight Board

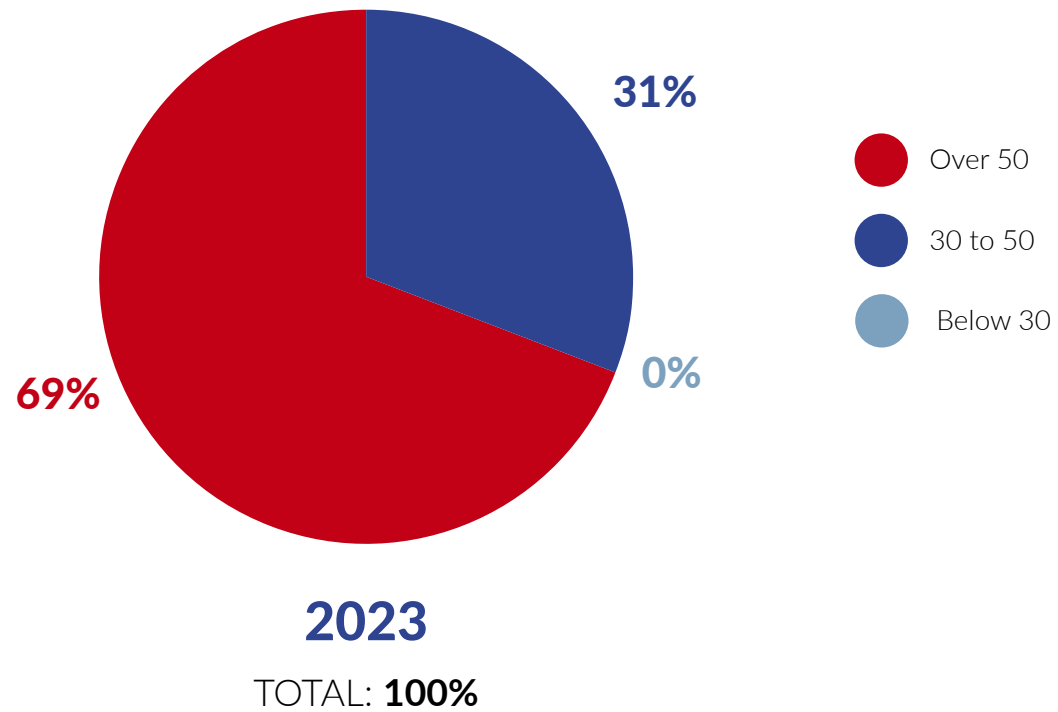
Set up in April 2023, in accordance with Brazilian Corporation Law.

- **Alexandre Pedercini Issa**
(serving member) and **Genival Francisco da Silva**
(alternate)
- **Marcelo Amaral Moraes**
(serving member) and **Marcio Bonfiglioli**
(alternate)
- **Rosana Cristina Avólio**
(serving member) and **Tiago Cury Isaac**
(alternate)

* Composition of board for FY 2023.

** In memoriam

Percentage of individuals within the organization's Board of Directors, by age group¹ GRI 405-1



¹ Data from previous years is not available.

Executive Committee (Comex)

Composed of 12 members, the Group's Executive Committee is diverse, with experienced executives from various fields of expertise, who are responsible for defining and executing the company's strategy.

4 women
33%
1 black person
8%

* data at December 31, 2023

Management team of Carrefour Brasil Group*



Stéphane Maquaire
CEO
Carrefour Brasil Group



Ana Hieaux
General Counsel



Cátia Porto
Executive Officer of
Human Resources



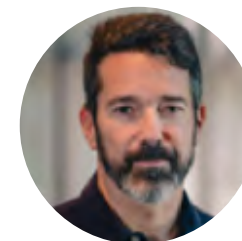
Eric Alexandre Alencar
Chief Financial Officer



Felipe Gomes
CEO Banco Carrefour



Liliane Dutra
CEO Property



Marcelo Tardin
Chief Transformation
Officer



Marco Oliveira
CEO Atacadão



Maria Alcía Lima
Executive Officer of
Communications and ESG



Pablo Lorenzo
Chief Operating Officer



Sam James
Chief Digital Officer



Vitor Fagá
CEO Sam's Club

* Composition at the end of 2023.



Commitment to integrity, ethics and transparency [GRI 2-23, 3-3]

Corporate transparency

Ethics, transparency, and respect for human rights are Carrefour Brasil Group's foundational pillars and govern the daily activities of over 130,000 employees. The group's human rights actions and management are based on the United Nations Guiding Principles on Business and Human Rights and the Sustainable Development Goals (SDGs).

By way of its parent company, Carrefour S.A., Carrefour Brasil Group is a signatory to the International Agreement of the global trade union federation UNI Global Union, which promotes social dialog, diversity, and respect for fundamental labor rights. This

agreement advocates for the principles of collective bargaining and includes clauses on diversity, gender equality, a safe and healthy workplace, and the prevention of violence against women.

The company has mechanisms to engage and stay in contact with customers, employees, suppliers, governments, business partners, NGOs, the press, investors, local communities, unions, and society at large, including vulnerable groups. This engagement aims to identify real and potential impacts, define preventive and mitigating responses to negative impacts, build enduring relationships, understand

needs and expectations, enhance decision-making, manage risks and opportunities, foster innovation, comply with regulatory requirements, and build a reputable brand image. To this end, it provides open channels to receive inquiries, suggestions and feedback, and to interact with the general public. It also develops and makes available a [Stakeholder Engagement Policy](#), that sets guidelines for relationships across various societal segments, cultivating a culture of transparency and sustainable development.

[GRI 2-29]

The quarterly financial statements, releases, presentations, company announcements, shareholder notices, and other publications can be seen on the [Investor Relations page of Carrefour Brasil Group](#), and are also simultaneously disclosed to the Brazilian Securities Commission (CVM) and B3 stock exchange.

The Group has channels for inquiries, suggestions and feedback

Integrity system

The company is governed by the rules, policies and procedures outlined in the Integrity System and the Group's Code of Ethical Conduct (accessible [here](#)), in line with Principle 10 of the United Nations Global Compact, which provides guidelines on working against corruption in all its forms. It also complies with applicable laws, specifically in Brazil, the Brazilian Anti-Corruption Law (Law No. 12.846/2013), and in France, the Sapin II Law (French Anti-Corruption Law).

The Board of Directors is responsible for nurturing and monitoring a culture based on transparency, accountability, integrity and ethics, both inside and outside the Company. It is supported by the Audit Committee, which provides the Board and the group's general management with assurance, advice and insights—based on a risk-based approach—on the quality and effectiveness of the company's risk management, control and governance processes.

It is the responsibility of all employees of Carrefour Brasil Group and other stakeholders to comply with the guidelines established in these documents.

Conflicts of interest

In its ongoing journey to ensure legal compliance, Carrefour Brasil Group has used an online form to establish a declaration of conflicts of interest linked to the Human Resources system. Automation ensures that all employees in the risk group (those most exposed to conflict risk) fill out their forms at the time of hiring and at least once a year.

Compliance monitors the responses weekly and invites non-compliant employees to complete the form.

To ensure that all employees are aware of the Group's actions, conflicts are widely publicized through internal communication channels, and there is also a consultation channel available for employees to clarify and share queries and receive guidance.

+90%

of the Group's employees in risk areas complete conflict-of-interest forms

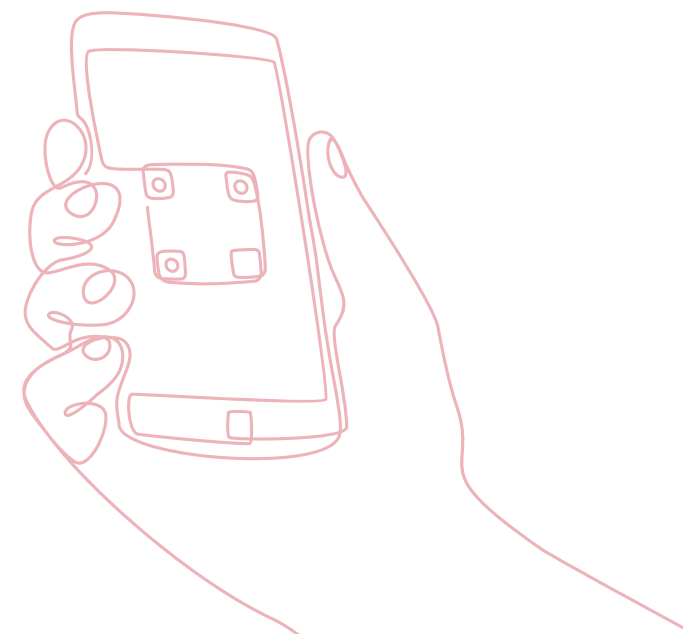
Anti-corruption program [GRI 205-2]

The Group's Anti-Corruption Program is aligned with its ethics and transparency pillars to bolster the company's commitment to working against all forms of corruption. Employees who are most exposed to risks are accordingly required to complete specific training available on the company's training platforms. In 2023, 80% (approximately 108,000 employees) completed the training. Atacadão has been beefing up the program since 2022 with the standards of ABNT ISO 37001:2017 in the procedures for preventing, detecting and remediating corruption risks.

See below the **main mechanisms and procedures of the program**, followed by all the Group's business units.

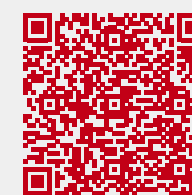
1. Identifying and assessing corruption risks

Risks are identified through the compilation and periodic review of the risk matrix, in accordance with Carrefour's global methodology for assessing risks of corruption and influence trafficking.

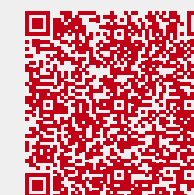


2. Compliance codes, policies and standards

The Code of Ethical Conduct lies at the heart of the Group's integrity system and is structured around four pillars: Our People, Safety, Sustainable Development and Transparency. The company also provides a Code of Conduct for Suppliers and Partners, which sets out the expectations and standards of conduct that suppliers and business partners must meet, including compliance with applicable local and international laws that protect and promote human rights, safety and decent working conditions, sustainability and environmental management, anti-corruption, influence peddling and money laundering, anti-trust, information security and data protection, and food quality and safety, to name but a few.



[Anti-corruption and Prevention of Influence Trafficking Policy](#)



[Code of Ethics](#)



[Code of Conduct for Suppliers and Partners](#)



[Corporate Risk Management Policy](#)

3. Third-Party management mechanisms

To ensure that the ethical principles and values underscoring Carrefour Brasil Group are projected in business relationships and adhered to by its suppliers and partners, the Group has third-party management mechanisms in place. One such mechanism is the integrity assessment of suppliers and partners classified as having higher exposure to risks, and another is the commitment from all suppliers to develop transparent, honest and fair business practices. This commitment is formalized through the signing of the Social and Ethical Charter at the time of onboarding and/or renewal. Suppliers also accept social, environmental and anti-corruption clauses when signing terms and contracts.

84%
of employees

trained in the Code of Ethics

75%
of employees

trained in anti-corruption

Compliance Week

Compliance Week is an annual event at Carrefour Brasil Group, and features lectures from experts for employees. The 2023 edition addressed topics such as anti-corruption, sexual and moral harassment, supplier procurement, conflicts of interest, internal controls, money laundering prevention and anti-trust compliance. Over 3,000 employees participated in the week's activities.



4. Acculturation and training

[GRI 2-26]

The company's standards and guidelines are continuously communicated to employees and business partners to ensure everyone performs their roles according to the Group's ethical standards.

The organization provides various mechanisms for people to seek advice on implementing responsible policies and practices, including training, manuals, mentorship, external consultancy, online learning platforms, internal forums, sharing of best practices, grievance mechanisms and a whistleblowing channel. It also offers ways for people to report concerns about the organization's conduct, including confidential interviews during on-site visits, escalation processes, telephone numbers, reports of non-compliance with laws and regulations, and whistleblowing mechanisms.

At the time of hiring, all employees undergo training on the Code of Ethical Conduct and the company's ethical principles, sign the Code of Conduct Acknowledgment and Agreement form and complete the Conflict of Interests Declaration Form.

The company also provides compliance pills, which offer clear and concise information published periodically on internal media, and conducts ethical reinforcement campaigns using posters and visual communications bearing QR codes for easy access. Moreover, videos, events and training sessions discuss topics such as public and private corruption, influence trafficking, conflicts of interest, harassment, discrimination, manager responsibility, and money laundering prevention within the Group.

5. Accounting controls

As one of the mechanisms for detecting and remedying irregularities that may affect the company's accounting, the Group has accounting controls that are periodically tested and monitored, in accordance with the Group's global guidelines.

6. Ethics Hotline [GRI 2-29]

Carrefour Brasil Group provides a communication channel for reporting any violations of the Code of Ethical Conduct and other policies. The **Ethical Connection** channel is available at <https://www.canalconfidencial.com.br/carrefour> and on the telephone number **0800 772 2975**. It is operated by an external independent firm, ensuring absolute confidentiality and protection against reprisals.

The channel is split into **five pillars** that categorize the reports to optimize the handling process:

- Reports of misconduct and behavior
- Reports of fraud, corruption, and conflicts of interest
- Reports of discrimination and racism
- Socio-environmental damages in operations
- Socio-environmental damages in the supply chain



6,842 reports were filed in the year related to ethics and compliance, with 97.6% being addressed within 2023.

Additionally, the **Ethical Connection** channel includes a dedicated service for cases related to discrimination, to support employees and customers who are suffering or witnessing any type of race- or gender-based prejudice or violence. This service is supported by teams that are trained and skilled in handling such matters, along with rigorous protocols and evaluation methodology. [GRI 2-24]

In 2023, 214 reports were filed through the anti-racial discrimination channel, with 7.5% still in progress at the end of the year and 92.5% having been properly addressed and concluded by an internal investigation team. [GRI 406-1]

Cases of racial discrimination are monitored and investigated by the senior management of each business unit and, when applicable, subject to a rigorous evaluation by the **Consequences Committee**, a body that resolves the disciplinary measures to be adopted in accordance with the zero-tolerance policy.



7. Continuous monitoring and compliance auditing

To monitor the effectiveness of the mechanisms implemented under the Anti-Corruption Program, the Group has an annual plan for continuous monitoring, developed based on the results obtained from the corruption risk assessment work. The control mechanisms undergo periodic testing to continuously improve the company's processes.

Due diligence in the value chain

As one of the tools used by the Group for risk management and working against all forms of corruption, all suppliers and service providers in high-risk categories are analyzed by Compliance. During the analysis, their history of legal proceedings, presence on government blocklists —such as the list of companies involved in slave labor and Ibama embargoes—adverse media coverage and reports of discrimination and human rights violations are checked.

To ensure that all suppliers meet the Group's requirements, the commercial onboarding system (G-Certifica) is connected to Compliance, automatically referring high-risk suppliers for analysis.

Over the year, upwards of 14,000 integrity analyses were conducted on new suppliers and service providers, with 252 cases rejected due to the high risk identified.

14,000+

integrity analyses

conducted in 2023
on new suppliers and
service providers

Donations and sponsorship analysis

All charitable donations and sponsorship by the Group also mirror our transparent and positive stance towards the community, aimed at providing benefits and opportunities. The initiatives primarily focus on fighting hunger and encouraging the transition to healthy eating, as well as supporting education and culture.

To approve donations and sponsorships, the company has created the Donations and Sponsorships Committee, comprised of members from Compliance, Sustainability and Legal. In 2023, the committee conducted 41 analyses.

41
donations and
sponsorship
analyses

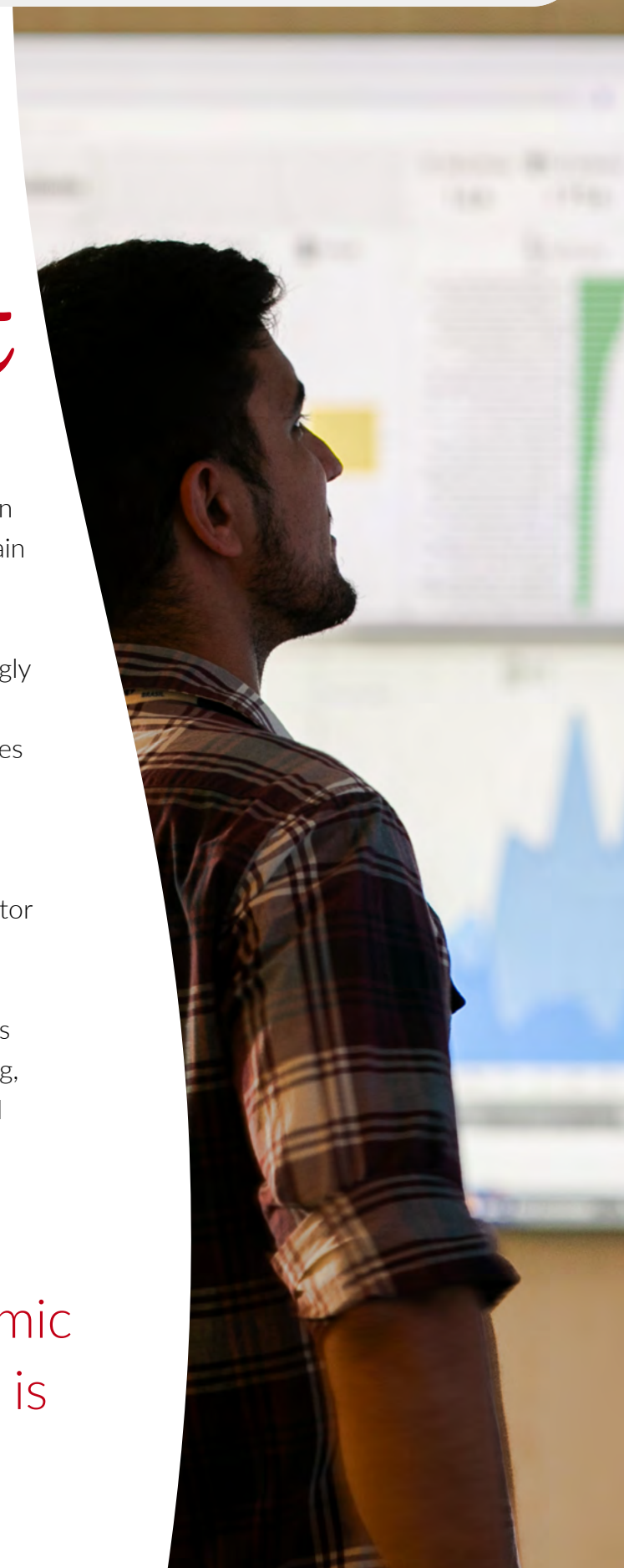
Risk management

Carrefour Brasil Group's risk management practice is an ecosystem that fosters a culture of prevention and permeates all business activities. In an uncertain and dynamic market, risk management is essential to ensure the long-term viability of the Company's operations. Our risk management system accordingly follows the main national and international parameters and embraces all the Group's businesses and decision-making layers, from top to bottom.

The company also has a Risk Management System that enables it to detect, assess, address and monitor risks that may impact business continuity.

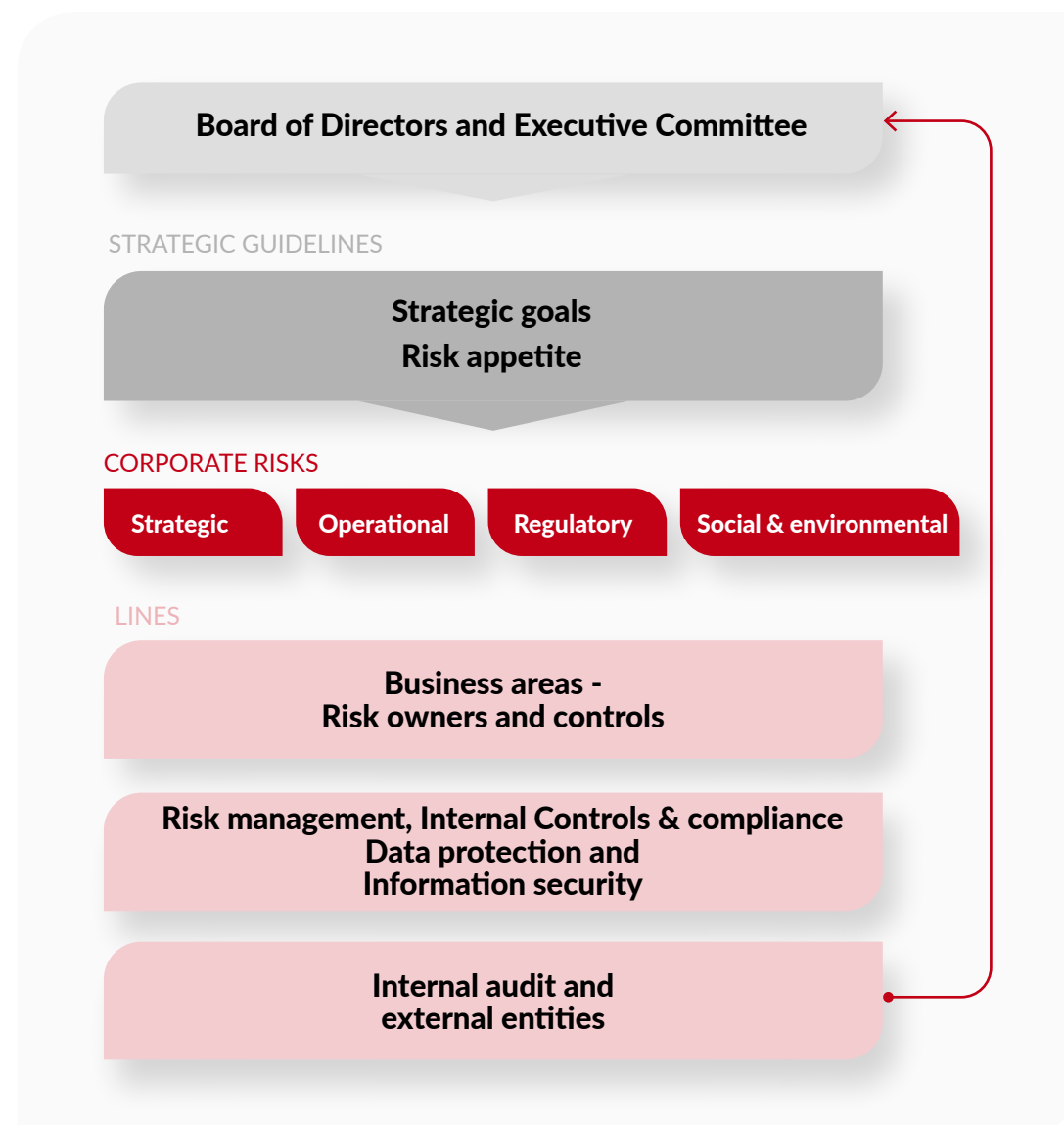
The Corporate Risk Management Policy establishes the guidelines and responsibilities for implementing, maintaining and steering the risk management and internal control processes.

In an uncertain and dynamic market, risk management is **essential** for business



Risk assessment

The Group's risk management model includes three action fronts, as per the methodology below, and each business unit has a structure tailored to meet the different dynamics of its business and the regulatory requirements of each segment.



Every year the Group detects, assesses and prioritizes risks that may affect the company in the short (1 to 5 years), medium (5 to 10 years), and long terms (over 10 years), using Risk assessment and Self-assessment tools. As part of the risk matrix compilation process, executives are interviewed to understand and analyze the existing control mechanisms for each identified risk.

Through risk management systems and internal controls, the Group seeks to hedge its risks, which are grouped into strategic, operational, regulatory and socio-environmental risks.

Based on the risk mapping conducted by Internal Controls and Risk Management, action plans are established for key areas. These plans define strategies for reducing and/or mitigating risks, which will help diminish exposure to risk and possible impacts on the business.

For monitoring risks and verifying tools that allow for business continuity, periodic tests on critical risks are conducted, such as evacuation drills, safety inspections, analysis, and training for accident and incident response, among others. The results of these processes allow us to continuously

improve tools and practices so the Group can manage risks appropriately, through training, communication, plan reviews and investment in technology. [\[GRI 403-2\]](#)

The Risk Management System should provide a clear view of how threats and opportunities related to high-relevance topics for the Group's business are being managed, such as:

- Working against corruption and internal fraud
- Legal and regulatory compliance
- Crises and business continuity plans
- Human rights and the environment
- Social and environmental impacts
- Personal data protection
- Food quality and safety
- Information security
- Employee health and safety
- Property security

Risk management governance

The Risk Management division strives to prevent losses and reputational, human and financial impacts, protect the company's assets (people, processes and systems), develop the crisis management and response structure and support the deployment of continuity plans. Its primary task is to monitor and manage exposure levels to operational risks, including loss prevention, fraud investigation, asset security, workplace safety, information security, socio-environmental risks, food safety and quality, and any other issues impacting the company's image and reputation.

Internal Controls' primary role is to cultivate an environment of effective controls to manage corporate risks through fraud mitigation, accurate and reliable accounting data, operational efficiency, and regulatory compliance. Internal controls coordinates the Risk Committees' activities, follows up on the implementation and effectiveness of recommendations and reports to senior management.

Compliance, in turn, fosters and monitors the compliance of the organizational structure and processes with laws and regulations, the Code of Conduct, ethical principles and internal policies. It also fosters processes for the prevention, detection and handling of bribery, influence peddling and corruption. Compliance coordinates the activities of the Conduct and Consequences Committees and the Ethics and Compliance Committees.

The Group's Executive Committee (Comex) is tasked with evaluating business opportunities and risks and the management systems, assisted by Risks, Compliance and Internal Controls. These, in turn, work closely with the Sustainability, Human Resources and other departments to form the Risk Management System.

The system analyses data to
predicts incidents



Risk management technology [GRI 3-3]

Operational Control Center

The Operational Control Center (CCO) is located at Carrefour Brasil Group's new headquarters in Barueri (SP), where it receives real-time images and information all operations nationwide.

The Group's policy states that any incident, ranging from an argument to theft, should be immediately reported to the CCO (via a dedicated app, messages, or phone call) for monitoring. Throughout 2023, more than 100,000 incidents were reported and tracked by the center, and classified in terms of risk and impact.

The company strives to progressively harness technologies that allow it to better manage mapped risks. The Group is currently working on a predictive intelligence system using data from internal and public incidents to map the profile of each store and its most critical risks.

This analysis can inform strategic preventive interventions, such as hiring social workers, intensifying training, and increasing investment in security resources.

Cybersecurity

In conjunction with its Global Cybersecurity governance, Carrefour Brasil Group introduced the Nist Cybersecurity Framework (set of guidelines to mitigate organizational cybersecurity risks) as a guide for assessing the maturity of its processes and targeting of complementary actions to meet international cybersecurity standards.

Throughout the year, with the advancement of the digital business strategy and the brand's exposure in major media programs, the Group implemented a series of measures and reinforced the team dedicated to enhancing governance and local synergy.

Privacy and data security

[FB-FR-230a.2]

The Group therefore 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. For this purpose, a multi-layered approach was adopted on strategic fronts:

- **Enhancing regular risk assessment practices** to identify potential threats and vulnerabilities.
- **Developing and implementing data security policies and procedures** to correctly address the identified risks.
- **Maintaining and enhancing regular training structures** for employees on best data security practices, providing specific training tracks on the LGPD (General Data Protection Law) and identifying and responding to potential threats.
- **Improvements in the processes of evaluation and selection of partners** who will have access to the company's data, in order to ensure that these partners have adequate measures to protect the company's data.
- **Regular monitoring of systems and networks** after the implementation of projects and the hiring of suppliers, to search for signs of unauthorized access or activities.
- **Continuous improvement of technology solutions and fronts** such as firewalls, encryption, and access controls to protect data.



Throughout 2023, Carrefour Brasil Group administered training for critical areas from a data privacy and protection perspective. Approximately a thousand employees were given content on concepts aligned with the General Data Protection Law (LGPD), including data subject rights, principles, phishing, social engineering, workstation security, secure sharing, safe browsing, and prohibited sites.

In addition, some 150 suppliers received training materials on privacy and cybersecurity, covering topics such as:

- 1 **Global threat outlook**
- 2 **Information security pillars**
- 3 **Information security pillars**
- 4 **How cybercrimes occur in practice**
- 5 **Impact of cybercrimes on business and partnership (impact on the supply chain), and**
- 6 **Defining cyber risks.**

In FY 2023, the Group did not receive any complaints from the National Data Protection Authority or external parties. [GRI 418-1]



Sustainability strategy

STRATEGIC ESG PILLARS
COMMITMENTS MADE AND PRIORITIES

CAPITALS:
● HUMAN ● SOCIAL RELATIONSHIP ● NATURAL

			
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Strategic ESG pillars



fighting hunger AND INEQUALITY

- Food donations
- Development and inclusion in the value chain
- Income and job creation

inclusion and DIVERSITY

- Fighting racism and fostering gender equity
- Inclusion for people with disabilities
- Inclusive education and culture

protecting the planet AND BIODIVERSITY

- Sustainable value chains
- Waste and packaging
- Climate agenda

Carrefour Brasil Group's sustainability strategy is defined based on the size of the Group, its responsibility for the impacts it causes, and its potential to change realities.

In selecting the priority pillars of the company's sustainability agenda, focus areas were identified where the Group could help usher in profound and enduring transformations.

These are: fighting hunger and inequality, diversity and inclusion, and protecting the planet and biodiversity. These three major pillars should cut across all the company's daily activities.

In the pillar fighting hunger and inequality, the Group engages in both structural and emergency actions, working on the transformation and inclusion of the value chain and on creating income and employment and food donation initiatives for communities. More details of the initiatives can be found in the chapter [Combating hunger and inequality](#) of this report.

In the inclusion and diversity pillar, the Group has been actively engaged in combating racism, promoting gender equity, and including people with disabilities. A leading initiative is the racial literacy offered by the company, a continuous learning process for leadership and for the more than 130,000 employees trained under the guidance of experts in the field. More details of the initiatives can be found in the chapter [Inclusion and diversity](#).

In the pillar protecting the planet and biodiversity, the Group prioritizes the decarbonization agenda and the preservation of forests and biodiversity, alongside combating deforestation, especially that

linked to the productive chains that supply the various stores. More details can be found in the chapter [Protecting the planet and biodiversity](#).

Governance

The highest governance body—the Board of Directors—is responsible for establishing, overseeing and approving policies related to the sustainability strategy. The Board is advised by committees enshrined in the bylaws and strategic committees composed of external and internal experts, such as the Forest Committee, whose objective is to suggest and recommend effective actions that can be adopted in the company's forest preservation strategy and to define guidelines that enhance the presence of sustainable products in the Group's value chains, independently and freely, and the Racial Equity Advisory Committee, whose goal is to steer anti-discriminatory and anti-racist posture strategies, suggesting guidelines for effective actions to be taken by the Group. Both committees are formed by external experts and members of the Board of Directors.

The Board of Directors also identifies opportunities for improvement, ensuring continuous analysis during strategic planning cycles. [\[GRI 2-12\]](#)



Commitments made and priorities

In 2023, Carrefour Brasil Group laid down 12 priority commitments for the short, medium, and long terms, underpinning our strategic sustainability goals. These commitments are presented and monitored by the company's

senior leadership, including the Board of Directors, and the variable compensation of the company's executives is indexed to their indicators. [\[GRI 2-24\]](#)

		2023 Result	2023 Target	Long-term commitment
Fighting hunger and inequality	People hired from CadÚnico/ Bolsa Família welfare programs	1,143	1,000	10,000 to 2025
	Tons of food donated	4,541	4,400	10,000 to 2026
Inclusion and diversity	Female executives	25%	26%	30% by 2026
	Women in leadership (management +)	36%	40%	50% by 2026
	Black people on the executive board	26%	27%	30% by 2025
	Black people in leadership (management +)	43%	43%	50% by 2025
	People with disabilities	5,666	6,400	5% annually
Protecting the planet and biodiversity	Emissions reduction (scopes 1 and 2)	35%	19%	50% by 2030 and 70% by 2040
	Certified sustainable products (R\$ million)	897	1,041	1,407 to 2026
	Recovery of waste	54%	56%	100% by 2025
	Recyclable/compostable packaging (own brands)	66%	33%	100% by 2025
	% of meat suppliers monitored	100%	100%	100% annually



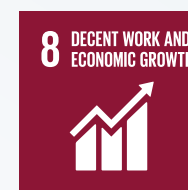
Fighting hunger and inequality

[GRI-3-3]

FOOD DONATIONS AND MOBILIZING SOCIETY
INCOME GENERATION AND EMPLOYABILITY
NUTRITIONAL EDUCATION
TAX-DEDUCTIBLE SOCIAL INVESTMENT

CAPITALS:

- FINANCIAL ● INTELLECTUAL
- SOCIAL AND RELATIONSHIP



GRUPO
CARREFOUR
BRASIL



Food donations and mobilizing society



Target for 2023

4,400 tons

Food products donated by Carrefour Brasil Group in 2023

4,541 tons

TARGET MET



Uninterrupted access to quality food is essential for Brazil to be removed from the hunger map. In addition to carrying out emergency actions, the Group invests in structural initiatives that drive

employment and social mobility, inclusion, and the growth of small business, also employing people in situations of high social vulnerability (for example, beneficiaries of welfare programs such as Bolsa Família).

The Group's food donation efforts are divided into donations made by the stores as part of the strategy to combat food waste, customer mobilization, and donations made using the Group's own funds, in partnerships with local and national entities such as the one established in 2023 with the NGO Ação da Cidadania (read more on [page 91](#)).

The Group invests in initiatives that promote **employability** and **social mobility**

The 4,541 tons of food products the Group donated in 2023 is equivalent to **over 18 million additional meals**

One of the factors that helped the company achieve its unified donation goal was the inclusion of stores from BIG Group, consolidating a structured system of donating food with lesser commercial appeal but still suitable for consumption. This process continuously tracks food products nearing expiry, ensuring they are directed to food banks and social entities while they are still fit for consumption.

With the support of an external organization, the donation process was ramped up to include 100% of the 51 Sam's Club stores and 79 other stores, totaling 549 stores making active donations in the year, a 34% increase in the number of stores involved in donations compared to 2022.

Logistical complexity remains a significant challenge in the mission to efficiently supply perishable products to local social organizations that serve vulnerable populations. Partnerships with food banks, local institutions such as Sesc Mesa Brasil, and partner service providers therefore play a crucial role in ensuring the food reaching the registered institutions is edible.

549 stores
making active donations in the year

Increase of 34%
over 2022

“We have concluded another year of remarkable achievements in the Sesc Mesa Brasil Program.

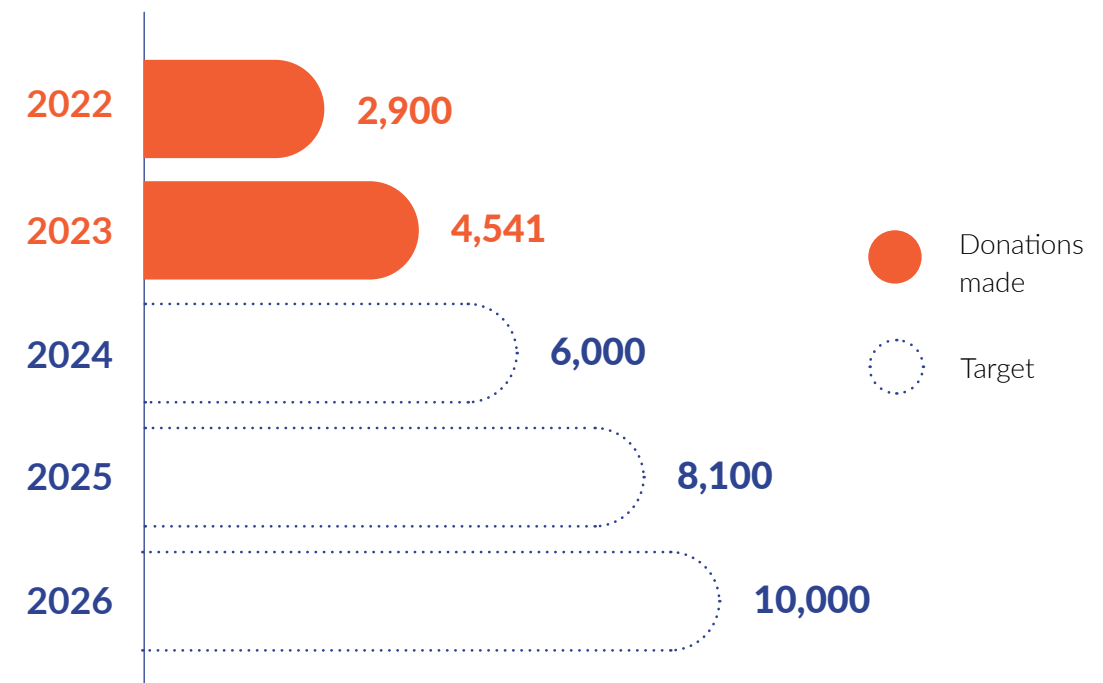
This work is only possible thanks to the fundamental commitment and effort of partners like Carrefour Brasil Group. By pulling together we can tackle the challenges of food waste and food and nutritional insecurity in a country that still faces the harsh reality of hunger.”

José Carlos Cirilo - Managing Director of Sesc's National Department



Food products donated directly (in metric tons)

Sum of food products nearing expiry donated in-store and food donations using own funds.



Customer donations drive

In its anti-hunger strategy, Carrefour Brasil Group stresses the importance of engaging its customers and employees in drives across its nationwide network to collect food for donation to people facing food insecurity and hunger.

Every month, about 60 million customers visit the stores, and the Group leverages these initiatives to reinforce its impressive mobilization power to support the social transformations necessary.

The national campaign for World Food Day, held in October, collected food products across 619 stores throughout Brazil, gathering some 89 metric tons of food from customers and the company's own contributions.



Ação da Cidadania

In 2023, Carrefour Brasil Group partnered with Ação da Cidadania, a social organization that has been combating hunger in Brazil for 30 years.

Founded in 1993 by sociologist Betinho (Herbert de Souza), the NGO continuously distributes food through a national network of local committees. Its extensive geographical footprint facilitates the distribution process. The NGO Ação collaborates with the Group in delivering both emergency and normal donations.

Last year, the partnership helped the team respond quicker to assist victims of extreme weather events such as droughts in the Amazon, floods in Petrópolis (RJ), Bahia and Rio Grande do Sul, and landslides on the São Paulo coastline, ensuring food and essential hygiene supplies reached the affected areas.



"Ending hunger in Brazil requires effective and large-scale actions to address the magnitude of the problem."

The partnership between Ação da Cidadania, the largest organization fighting hunger in Brazil, and Carrefour, one of the largest food companies in the world, aims to move the needle positively towards ending hunger in Brazil."

Rodrigo "Kiko" Afonso,
CEO of Ação da Cidadania



"The partnership between the Pact against Hunger and Carrefour Brasil Group in combating food waste has given us renewed belief in a fairer future."

By joining forces with like-minded organizations, we are able to expand our reach and impact. Working together allows us to share expertise and experiences, thus maximizing our potential to make a difference. The fight against hunger and food waste is an urgent issue that requires collective action."

Geyze Diniz,
cofounder and chair of the
Board of Pact against Hunger

Pact against Hunger

The Group joined the Pact against Hunger movement to strengthen its anti-hunger strategy. This multisector initiative, led by economist Geyze Diniz, works with governments, the third sector, civil society, and other companies to eradicate hunger, improve food security and reduce food waste.

The Pact against Hunger aims for Brazil to eradicate hunger by 2030 and for the entire population to be well-nourished by 2040.

As a signatory, the Group focuses on preventing food waste, with two priority initiatives:

- **Developing two stores based on the Zero Waste and Hunger concept**, one in Ceará and another in São Paulo.
- **Educational initiatives** to encourage the general public to fight food waste, with a view to the rational use of products.

Amigos do Bem (Friends for Good)

Since 2013, Carrefour Brasil Group has maintained a partnership with Amigos do Bem, an entity that serves 150,000 people in the hinterlands of Alagoas, Pernambuco and Ceará. Since then, more than 3,000 metric tons of food have been collected. The Group makes direct donations to the entity and encourages its customers to do likewise.

The Group supports the entity's income-creation projects in the northeastern hinterlands, such as the artisanal production of nuts, which are also sold in the company's stores.

20
metric tons of food
donated directly by Carrefour Brasil Group to Amigos do Bem in 2023

322
metric tons of food
donated by Carrefour Brasil Group customers to Amigos do Bem in 2023

"Carrefour Brasil Group has been a trusty partner in our journey."

The initiative began in 2005 with food collections in supermarkets for families living in extreme poverty, and has since transformed into numerous actions that change the lives of thousands of people. With the sale of our Bem nuts and sustainable bags, Carrefour Brasil Group has generated hundreds of jobs in the hinterlands. Together, we are breaking a centuries-old cycle of poverty in the neediest region of Brazil and building a future with opportunities."

Alcione Albanesi,
president and founder of Amigos do Bem





My Rewards Program

By leveraging the Group's mobilization potential by engaging its customers in the strategy to fight hunger, the My Rewards loyalty program, available on the Meu Carrefour e-commerce platforms, allows users to earn points when shopping. These points are converted into virtual coins, which can be donated to registered entities or exchanged for prizes. Customers earn one virtual coin for every R\$ 400 spent on identified purchases at any store or e-commerce platform of the Group and Carrefour gas stations and drugstores.

Rewards include collectible items, e-commerce vouchers, or donations of up to R\$ 75 per month to beneficiary entities.

42,000+
customers
donated in 2023

Income and job creation



Target for 2023

CadÚnico and Bolsa Família recipients hired in 2023

1,000 people

1,143 people

TARGET MET



Combating hunger requires integrating initiatives that urgently reduce food insecurity, through food donations or support for community kitchens and points and structural and systemic actions that foster social transformation by creating opportunities such as programs in education and initiatives for job and income creation.

With this purpose, the Group fosters projects that promote employment, entrepreneurship and social mobility, both internally and externally.

Escola Social do Varejo

Created in 2010, Escola Social do Varejo (ESV) trains 600 young people aged 17 to 24 every year, preparing them for the labor market in the retail sector. The curriculum amasses 300 hours and includes content that addresses core socio-emotional skills for the personal and professional journeys of the youth, in addition to technical and conceptual content focused on specific areas of retail.

The training involves the participation of volunteer employees from the Group and practical activities at the company's facilities, with guided tours of the units. The training is

an extension course with a certificate issued by Universidade Estadual do Ceará (Uece), which has an employment rate of 80%.

Since the inception of Escola Social do Varejo, more than 10,000 young people have been trained, in what is a notable social transformation. ESV is present in São Paulo (Osasco), Pernambuco (Recife) and Bahia (Salvador), and in 2023 it gained impetus in the Group by expanding to two new hubs.

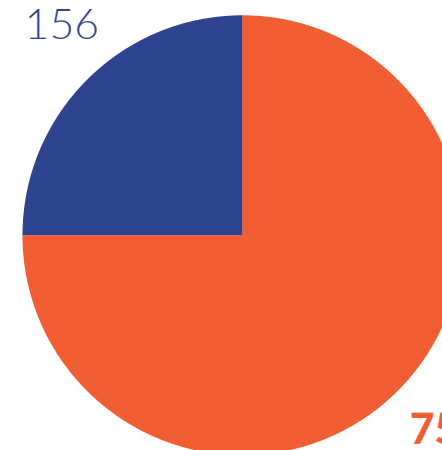
In both, strengthening relationships with local communities and organizations active socially around the stores was decisive.

- An ESV hub was set up in the Rio de Janeiro district of Caju, in partnership with [Fundação Gol de Letra](#), a social organization founded by the former soccer player Raí. The entity engages the community by promoting courses aimed at social transformation through sport and education.
- In **Salvador (BA)**, the new ESV hub is located in the São Cristóvão neighborhood, in partnership with the local NGO [Obras Sociais Missionários da Compaixão](#).



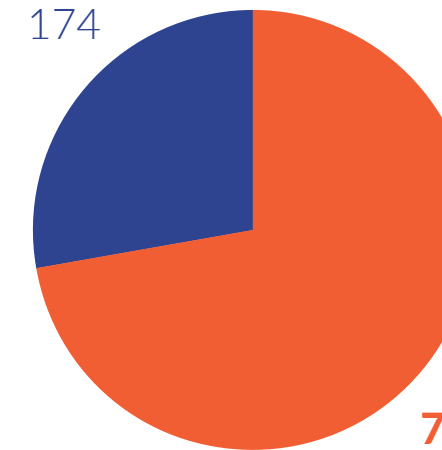
Total students benefited in 2023

25%
156



● Black people
● White people

27%
174



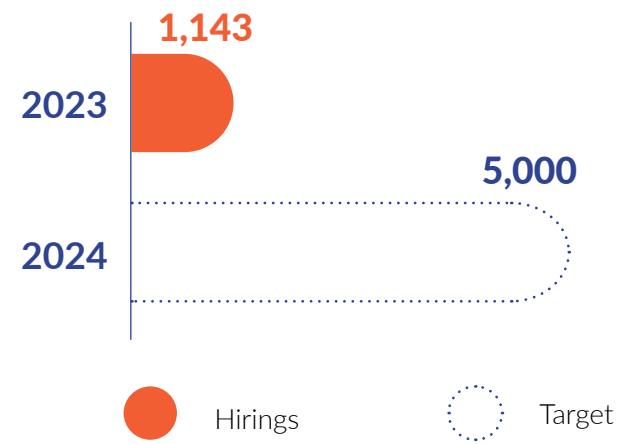
● Female
● Male

Number of students benefited: 627

Partnership with the Ministry of Social Development

In March 2023, Carrefour Brasil Group signed a cooperation agreement with the Ministry of Welfare, Development and the Fight against Hunger (MDS) to increase the hiring of beneficiaries from the Single Registry (CadÚnico) and Bolsa Família program. The goal is for up to 6,000 people across the country to benefit by the end of 2024, which contributes not only to reducing unemployment rates but also to easing social inequalities. More than one thousand students were hired under this partnership in 2023.

Hiring CadÚnico/Bolsa Família beneficiaries



"I currently work as a shelf filler at Atacadão in Campo Grande (MS).

Thanks to the partnership between Carrefour Brasil Group and the Ministry of Social Development, I had my first registered employment opportunity.

This experience has been great, allowing me to learn more every day. Today, I am already beginning to teach new employees who come to work with me, and I feel that I can contribute more and more."

Kamilo Ramos,
Carrefour Brasil Group employee



Promoting entrepreneurship

Carrefour Brasil Group is committed to ensuring that inclusion permeates all of its business activities from top to bottom and fosters inclusive initiatives within its value chain as well.



Fábrica Cultural

The Group has supported the social organization [Fábrica Cultural](#) since 2021 through the Acelera Iaô program, which is dedicated to fostering black people entrepreneurship in Bahia state by providing support, training and fast-tracking for micro and nano creative businesses. Each cycle, 150 businesses are supported (300 per year), and ten projects per cycle receive seed capital of R\$ 10,000. The project has indirectly benefited about 1,550 businesses within the ecosystem of Fábrica Cultural. The partnership has had a direct and indirect impact on more than 3,000 black entrepreneurs since its inception.

1,550
businesses benefited

in the Fábrica Cultural ecosystem under the partnership

The organization promotes social transformation through initiatives that combine education, art, culture and sustainability. As a catalyst for projects developed by entrepreneurs, Fábrica hosts Mercado Iaô twice a year, an event that energizes the city of Salvador, boosting the local economy.

The Program's achievements in 2023 include:

- Launching of the Fábrica Cultural website, aimed at the marketing, promotion and visibility of products made by the fast-tracked Afro-entrepreneurs.
- Acquisition of a food truck for the entity, to be used in the Acelera sobre Rodas traveling kitchen initiative.
- Participation of 300 Afro-entrepreneurs in the digital initiative Iaô Labs.



"My mother, Antonieta, was an entrepreneur and taught me everything in the field of confectionery."

In 2016, I started to work with her, and we opened a business here in the neighborhood, which lasted two years until she passed away. From there, I continued the business practicing everything I learned from her. Today, QPaladar has grown significantly, and Acelera has been boosting my business all the way."

Zuleima Santos,
founder of the homemade cookie business
QPaladar

Development of smallholders

Connecting smallholders to the market place, encompassing traditional communities such as quilombolas and indigenous peoples, enables their inclusion in the productive chain and the development of the local economy, as well as contributing to the preservation of ecosystems and the cultural heritage of these peoples.

Actions in this regard include, among others, the Producers Club and the development of the Smallholders Inclusion Policy, which will be published in 2024.

The Producers Club, started by Walmart in 2002 and maintained by Carrefour Brasil Group following the acquisition of BIG Group in 2022, aims to support smallholders and family farmers. The initiative seeks to

strengthen the local economy and promote income growth while providing customers with access to fresh and quality produce.

The program offers special terms for eligible producers. Special rules thus maintain mandatory requirements for quality, safety, and socio-environmental risk, and streamline processes and certifications, with the aim of fomenting smaller scale businesses.

This approach aims to create a collaborative partnership, promoting mutual growth and contributing to the sustainable development of the involved communities.

In 2023, 61 smallholder suppliers supplied Carrefour Brasil Group stores through the Producers Club.



"I have been supplying hydroponic foliage to Carrefour for three years now, and it is a privilege."

Being part of the Producers Club is an opportunity, and I received a great incentive under the program.

I participated in courses that further improved my knowledge, and I got to see Carrefour in a different light. They are people who care about us, who give us a certain degree of reassurance, a union that has everything to succeed."

Sergio Fernandes,
Producers Club supplier
in Brumadinho-MG

The Producers Club offers special terms to smallholder suppliers

The Group aims to increase the variety of in-store products from smallholders and traditional communities. It seeks to enhance the visibility and identification of these items, establishing a closer connection with the consumer and increase the sales of these products, in addition to fostering higher revenue and better distribution for these smallholders.

Afro-entrepreneurship Fast-track Program

The Afro-entrepreneurship Fast-track Program was conceived on two fronts.

The first focuses on the prospecting and mentoring of suppliers, the majority of whose shares are held by black people, inviting them to enter retail by providing legal and tax guidance about documentation and quality, supply chain and commercial relations, and also granting exemptions and flexibilities that allow them to enter contracts to sell their produce in the Group's stores - but, above all, empowering them to supply any major retail outfit.

The second front works by securing and prioritizing the hiring of services provided by companies led by black people.

Both fronts have the ultimate purpose of growing businesses, directly contributing to diversifying the economy, reducing structural inequalities and empowering the entrepreneur.

The initiative is part of the Conduct Adjustment Commitment (TAC) signed by the company in 2021. By the end of 2023, 29 companies had been fast-tracked, generating revenue of R\$ 2.3 million from products made by Afro-entrepreneurs, and R\$ 4.9 million from the hiring of services.



"For us, it is very gratifying to participate in this project,

to have our products on Carrefour's shelves for our target customers, which is so important for sustainability and also for the self-care of black people."

Thamires Silva,
founder of Eboni, a company offering sustainable skincare products for black people

"It's a very special moment for me to be part of this Afro-Entrepreneurship project.

I would just like to thank the Carrefour chain, which is giving this opportunity to black people. It was a dream of mine to be in a big network."

Edvan Silva,
CEO of the company Café 7 Dias





Study scholarship and permanence program

The scholarship program for black students is part of Carrefour Brasil Group's mission to fight inequality and foster affirmative and inclusive actions. It is a meaningful initiative in the domestic educational scene and one of the most important elements of the TAC (Conduct Adjustment Commitment).

The process of awarding scholarships began in 2023 and 538 students were already receiving scholarships by December 2023.

The program's financial management is carried out by a partner specialized in philanthropic funds (Sitawi). The higher education institutions were responsible for nominating the scholars and forming racial classification panels to select the awarded students. This is a structuring program that aims to boost the students' careers and bring more representation to university education in the country.

123
organizations benefited

538
students receiving scholarships

476
courses available

The announcement specified that priority should be given to courses in areas of knowledge with low Black people representation, such as architecture and urban planning, biological sciences, computer science, communication, law, economics, engineering, medicine, and dentistry, and that 30% of the funds should be allocated to institutions in Rio Grande do Sul.

In addition to the aforementioned criteria, the selection of courses and institutions for the scholarships, led by prestigious Black representatives in the academic field such as Professor Rosane da Silva Borges, Professor Denis Oliveira and Professor Waleska Miguel Batista, in partnership with the Public Prosecutions Office, took into account factors such as geographical spread and Human Development Index (HDI), among others, to ensure the social transformation results sought by the program were achieved.

Grants awarded

Graduation	Master's	PHd's	Specialization
226	233	36	43

93%
at public institutions

7%
at private institutions

Nutritional education

Within its mission to provide quality, affordable food for all, Carrefour Brasil Group recognizes that education plays a crucial role in enabling better dietary choices. The company has been collaborating with Instituto Comida e Cultura since 2022.

This Institute works with public-school teachers to incorporate nutritional topics across the school curriculum, addressing issues such as the prevention of chronic diseases and the reuse of food. In 2023, the project embraced the entire early childhood education network in the municipality of São Paulo (SP), encompassing over 590 schools, and achieving the Group's target for the project.

The initiative also involved the Municipal Education Department and the Public Health Faculty at the University of São Paulo (USP).



"Understanding the importance of healthy eating, for people and for the planet, is the first step towards a substantial change in society."

Having Carrefour's support in our food education project means we can enhance educators and children's access to knowledge that changes landscapes, bodies and souls. I am happy with the hope and trust in our work and a healthier future."

Bela Gil,
cofounder of Instituto Comida e Cultura

+590
schools benefited in
São Paulo

Tax-deductible social and cultural investment

Carrefour Brasil Group's support for social projects via tax incentives aims to bolster the commitment to fostering culture and sports and protecting the fundamental rights of children, adolescents, and the elderly through the allocation of our federal tax funds.

The Cycle is based on the premise of supporting projects aligned with our strategic social impact pillars:

- Fighting hunger and inequality
- Diversity and inclusion
- Protecting the planet and biodiversity.

Funding contributed under tax incentive laws

Cultural Incentive Law (Rouanet)

17

projects supported
and **R\$ 4,154,965** invested

Sports Incentive Act

10

projects supported
and **R\$ 1,944,847** invested

Elderly Fund

4

projects supported
and **R\$ 756,123** invested

Youth Fund (Fumcad)

6

projects supported
and **R\$ 926,123** invested

Total

37

projects supported
and **R\$ 7,782,059** invested

Corporate donors:
Banco CSF S.A. - CNPJ: 08.357.240/0001-50
Atacadão S.A. - CNPJ: 75.315.333/0001-09



Inclusion and diversity

[GRI-3-3]

OUR TEAM

COMBATING RACISM

GENDER EQUITY

INCLUSION FOR PEOPLE WITH DISABILITIES

CAPITALS:

● HUMAN ● INTELLECTUAL



GRUPO
CARREFOUR
BRASIL

Inclusion for people with disabilities

Fighting racism and fostering gender and racial equity

Educational and inclusive culture

Carrefour Brasil Group is committed to promoting an inclusive culture and a diverse and accessible workplace as one of its core principles and commitments.

This strategy includes commitments to increase representativeness of women, black people and people with disabilities, especially in leadership positions. The Group further recognizes its responsibility to support the training of its employees and to continuously evolve its processes and policies.

Throughout 2023, over 93% of employees received racial literacy training—as part of the company's policy to create new educational content every year. Similarly, the in-store security system is being completely overhauled to eliminate biases and approaches that are not conducive with our policy of respect and zero tolerance for racism.

Regarding people with disabilities, in 2023 the Group invested to not only to comply with Brazilian legislation but also to ensure possibilities for retaining people with disabilities. Among the actions, listening sessions were conducted with employees with disabilities to understand their aspirations and identify areas of concern to shape the strategic plan.

The inclusive culture expressed in the i4Cs pillars (Inclusion, Customers, Commitment to Change, Cooperation and Courage) is embedded in all leadership and employee activities and is reinforced by a series of training and awareness actions, following the commitment to change regarding easing inequalities and providing equal opportunities within the organization.



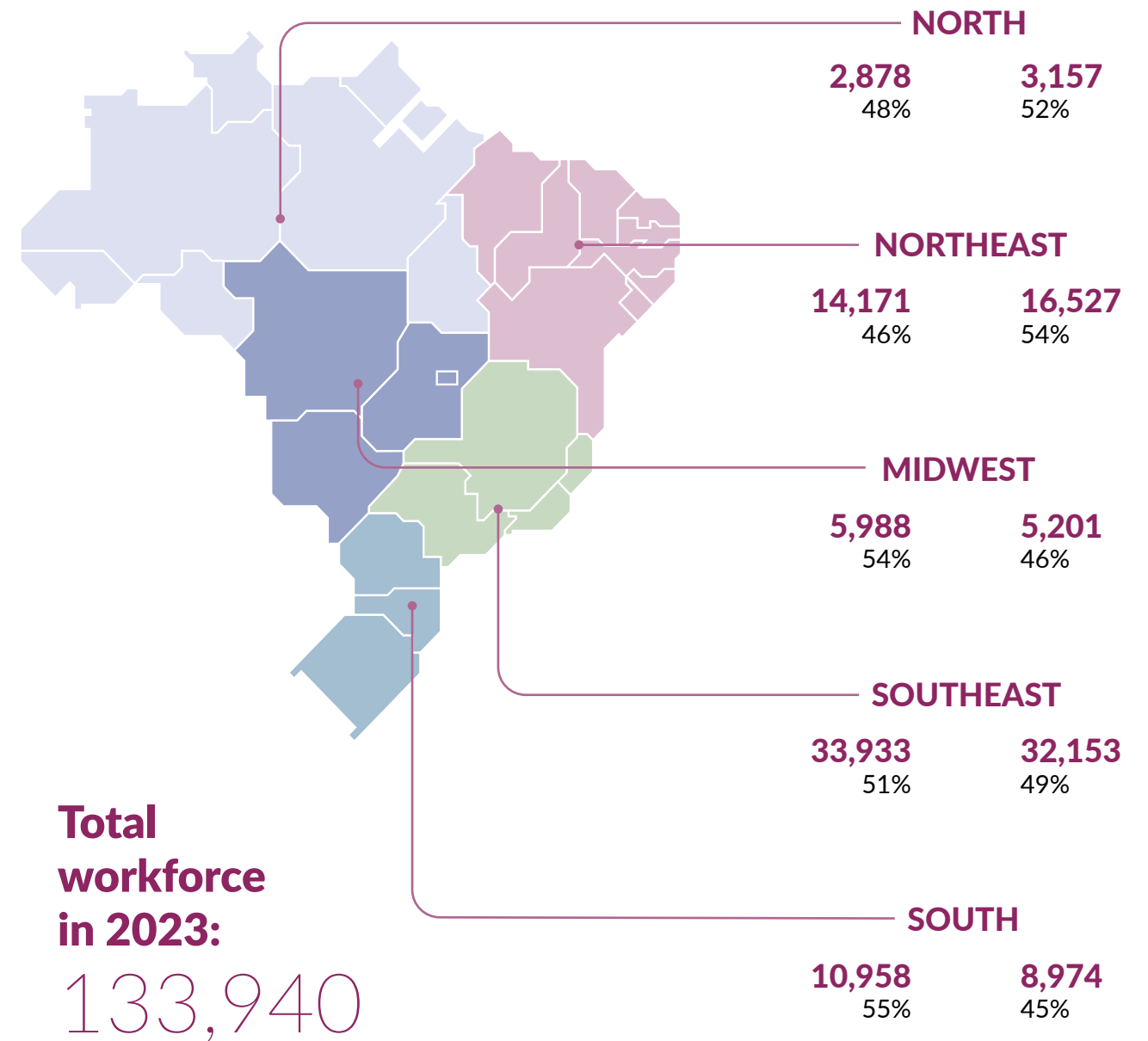
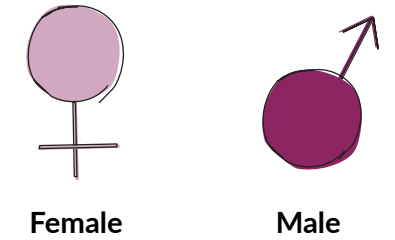
Our team [GRI 2-7]

Carrefour Brasil Group is today one of the largest private employers in Brazil and the largest in the retail sector, with a workforce larger than the population of many Brazilian cities.

Aiming to ensure a diverse, inclusive environment with development opportunities, the company offers training and opportunities to employees through a structured system of professional qualification and well-developed performance recognition and evaluation tools.



Total workforce by gender and region^{1,2}



Total workforce in 2023:
133,940

1 Both absent and active employees were counted to calculate the Group's headcount indicator.
2 Data from previous years is unavailable for the breakdowns presented in the current report.

Workforce by employment contract and gender ^{(1) (2)}

	2023		
	Indefinite term	Definite term	TOTAL
Male	63,916	2,096	66,012
Female	65,464	2,464	67,928
TOTAL	129,380	4,450	133,940

1 To calculate the fixed-term indicator, positions such as apprentice, trainee and intern were counted, as these roles involve contracts with a start and end date entered into directly with Carrefour.

2 Data from previous years is unavailable for the breakdowns presented in the current report.

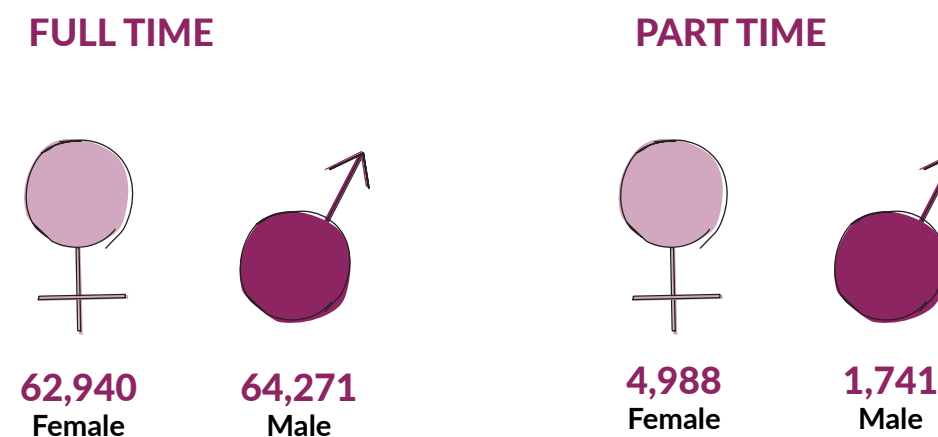
Workforce by employment contract and region ^{(1) (2)}

	2023		
	Indefinite term	Definite term	TOTAL
North	5,775	260	6,035
Northeast	29,338	1,360	30,698
Midwest	10,729	460	11,189
Southeast	64,221	1,865	66,086
South	19,317	615	19,932
TOTAL	129,380	4,560	133,940

1 To calculate the fixed-term indicator, positions such as apprentice, trainee and intern were counted, as these roles involve contracts with a start and end date.

2 Data from previous years is unavailable for the breakdowns presented in the current report.

Workforce by employment contract and gender^{1,2}



1 Calculation based on the 'carga_horária_mês' column (Hours > 220 | Full time | Hours < 220 | Part time)

2 Data from previous years is unavailable for the breakdowns presented in the current report.

50.7% female | 49.3% male

Workforce by employment contract and region¹

	2023		
	Full time	Part time	TOTAL
North	5,941	94	6,035
Northeast	29,656	1,042	30,698
Midwest	10,766	423	11,189
Southeast	19,252	680	19,932
South	61,596	4,490	66,086
TOTAL	127,211	6,729	133,940

1 Data from previous years is unavailable for the breakdowns presented in the current report.



Attracting, valuing and retaining talent [GRI 3-3]

Carrefour Brasil Group believes that attracting, valuing and retaining talent are essential steps in the company's mission of providing healthy, high-quality and affordable food to all Brazilians.

With a hiring capacity of around 6,000 new employees per month, the company's is a progressive path, striving for an increasingly inclusive and accessible workplace. To

this end, the Group carries out strategic initiatives such as partnering with the Federal Government, through the Ministry of Social Development, to recruit people registered in the Cadastro Único and beneficiaries of the Bolsa Família program, which makes the company a vehicle for social mobility.

Percentage of workers by category and age group¹ GRI 405-1

2023		2023	
Percent		Percent	
Executive Board		Other employees	
Below 30	0	Below 30	41
30 to 50	71	30 to 50	48
Over 50	29	Over 50	11
TOTAL	100	TOTAL	100
Middle Management		Grand total	
Below 30	4	Below 30	40
30 to 50	81	30 to 50	49
Over 50	15	Over 50	11
TOTAL	100	TOTAL	100

¹ Data from previous years is not available.

Active recruitment in inclusive actions

The company has initiatives that contribute to greater diversity and inclusion among employees, such as offering affirmative positions for women, black people, LGBTQIA+ individuals and people with disabilities. To achieve this, the Group participates in job fairs targeted at specific groups and maintains a calendar with exclusive days when recruitment teams focus efforts on the pursuit of special talents, such as among refugees.



Bias-free Interviews

The Bias-Free Interview program was launched in 2022 to fill positions in the contact center (customer services), with the premise of only using the candidate's voice as a parameter throughout the hiring process.

The question model excludes personal traits, so the interviewer has no information about the candidate's appearance.

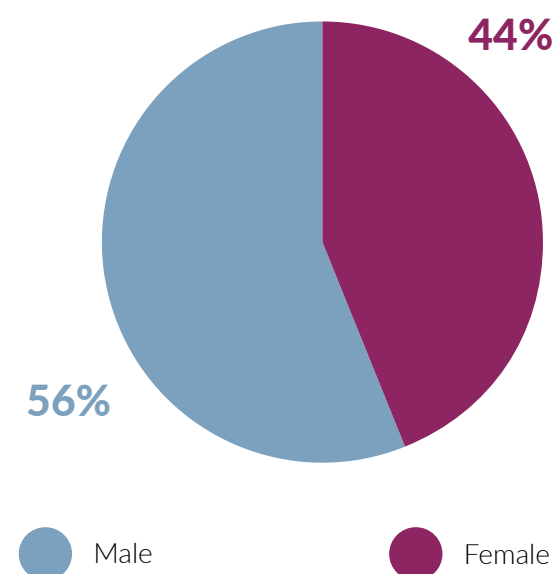
Awards received by the project:

1,093

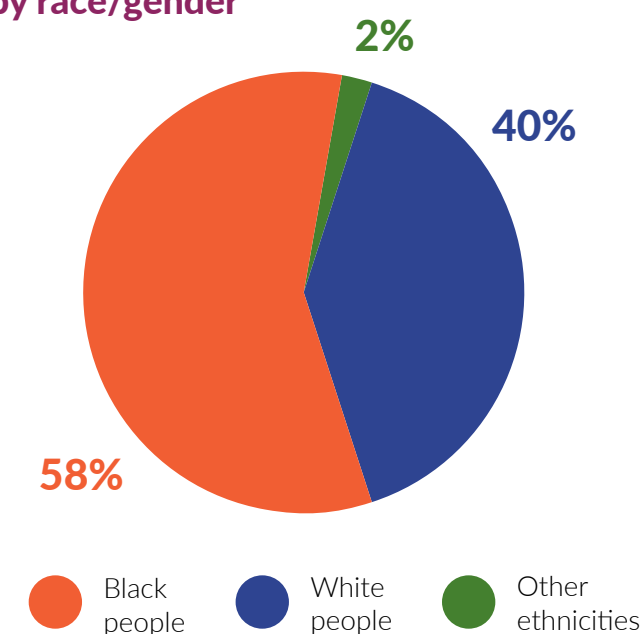
people hired under the program since 2022

- Gold in the category **Visionary Project at the 2023 ClienteSA awards**
- Silver in the category **Social Responsibility and Diversity of the 2023 Smart Customer awards**

Promotions and merits in 2023, by gender



Promotions and merits in 2023, by race/gender



Internal Talent Recruitment (RIT)

As a way to attract and retain talent, the company makes all leadership positions available through the Internal Talent Recruitment Program. It is one of the Group's strategic priorities to increase the rate of internal hires, using career development programs for this purpose.

The Group is motivated to continue working towards the inclusive and equitable environment it believes in, where everyone has the opportunity to achieve their dreams.

Talent retention

In 2023, the Group's turnover data were analyzed to establish action plans to prevent the early departure of employees.

The initiative firstly targeted the 90-day turnover. To improve the rates, the onboarding experience was enhanced, and the Journey of Experience survey was implemented, conducted seven, 30, and 75 days after hiring.

Data on employee departures over the past ten years were also compiled to identify the factors that lead to a higher propensity to leave the company. The goal is to create a predictive analysis model to be implemented in 2024 onwards.



“I started my career at Carrefour in 1982, at the first Carrefour store in Brazil, which opened in 1975, as part of a project for apprentice packers.

After the project concluded, Carrefour provided opportunities for participants to work, for example, at the checkout and in customer services, paving the way for us to grow professionally. I worked at the customer service desk and saw an opportunity to learn more. I specialized more and more and I am still here today, after 42 years at the Group. I am happy to continue contributing to the company's purpose.”

Maria José Felipe da Silva,
Carrefour Brasil Group employee

Education and training architecture [GRI 404-1]

The merger process with Grupo BIG, completed in mid-2023, required the review of digital learning solutions – which were already in Carrefour Brasil Group's culture – and their redesign to serve the company's more than 130,000 employees.

The company's education and learning teams strive to be benchmarks in corporate education, supporting the digital transformation, developing people and forming leaders. The strategy is realized through actions such as:

- **disseminating the organizational culture** and values and supporting change management.
- **dissemination of the i4Cs culture**
- **enhancing the business's competitiveness** by developing decision-making skills at different levels and for fulfilling the company's strategies
- **internally implementing learning models** adapted to the organizational reality and the strategic thinking of each business
- **developing educational solutions** considering levels of professional complexity; and
- **strengthening interconnected team** work in the concept of “team of teams,” as opposed to the former “command and control” concept
- **ensuring the strategy and value proposition** in the business areas, and
- **foreseeing future trends and capabilities.**

The development teams focus on preparing employees and the organization for future growth and challenges, emphasizing:

2023 results include:

Creation, production and execution of the **Leaders' School**, focused on developing the **Group's 14,000 leaders**, with specific journeys for each stakeholder:

- Senior Management
- Middle Management
- Entry-level Management
- Operational Leadership

Development of a **new service model** that encompasses the entire Group and considers the specificities of each business unit.

Customized solutions for each format, such as gamified actions specifically aimed at retail, targeting **65,000 employees**.

The career development programs are aligned with the Group's sustainability strategy, cultivating inclusion, racial and gender equity, and human and professional development.

Training programs



P.O.D.E.R.

PROGRAMA DE
ESTÁGIO
AFIRMATIVO

GRUPO
CARREFOUR
COM **ELLAS**

PROGRAMA TRINEE
LIDERANÇA
NEGRA

Average hours of training per employee by gender^{(1) (2)} [GRI 404-1]

	2023
Male	13.8
Female	13.8

- 1 Data from previous years is not available.
- 2 The averages in the fields above encompass the entire Carrefour Brasil Group.

Average hours of training per employee by employee category^{(1) (2)}

	2023
Executive Board	3.51
Middle Management	11.15
Other Employees	13.01

- 1 Data from previous years is not available.
- 2 The averages in the fields above encompass the entire Carrefour Brasil Group.

Performance reviews

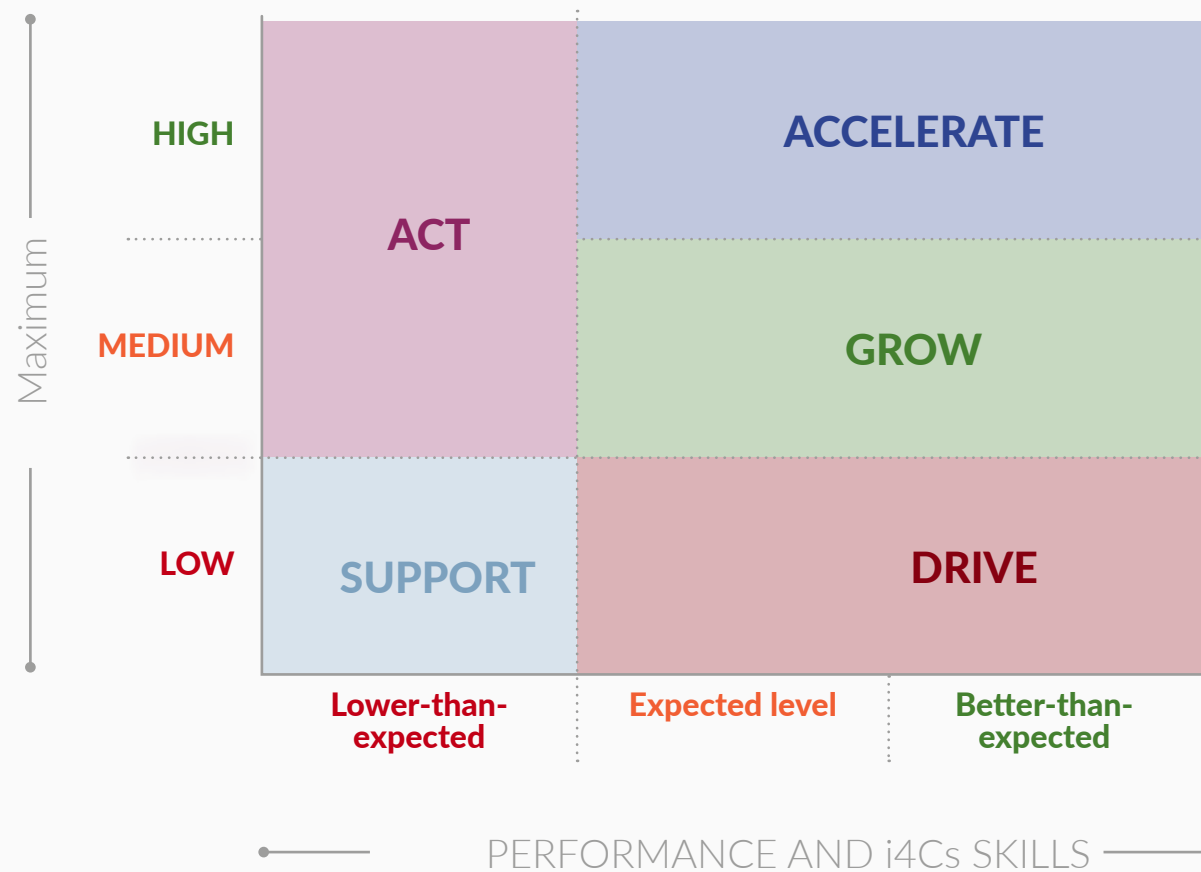
All Group employees undergo annual performance reviews. The Global Performance Review Methodology was simplified in 2023. Employees are assessed against agreed-upon targets and the i4Cs, in questionnaires completed by leaders and then analyzed by committees that calibrate the reviews.

The process concludes with a potential assessment, evaluating the ability to handle complexities and how they relate with the team.

Talents are compiled into a matrix, a proprietary system that generates the development plan and the new cycle of targets, where all employees are assigned targets.



Talent matrix



Stronger Together Survey

In 2023, the fourth edition of the internal satisfaction survey took place. The 13 questions, about the i4Cs (Inclusion, Customers, Commitment to Change, Cooperation, and Courage), were voluntarily answered by **96%** of employees, a record since the survey's first edition. This is a result that guarantees transparency in relations between people and shows that employees like to be heard, to communicate and are committed to participating in integration and management.

Approval of the 4th edition:

78%

Affinity Groups

Affinity Groups are engagement initiatives for employees that nurture dialog among all individuals, reinforcing the intersectionality of race topics with other social markers, such as disability and LGBTQIA+.

With the support of external consultants, online listening and discussion circles with specific topics are organized. The rounds are open to all employees through prior registration. The goal is to enable participants to break paradigms by blending identities in a way that allows people to be seen more broadly, in their entirety.

938
people enrolled

14
meetings in 2023

Month for inclusion

In August and September 2023, Carrefour Brasil Group held the 360° Inclusion Month, an event aimed at encouraging, impacting, and engaging employees around the importance of diversity within the company, covering topics related to racial causes, the LGBTQIA+ community, gender equity, and representation of people with disabilities, while reinforcing the pillars of culture based on the company's i4Cs (inclusion, customers, cooperation, commitment to change, and courage).

Events such as live streams, chats, and videocasts were conducted, addressing topics like Carrefour Brasil Group's anti-racist journey, impacts on brand reputation and business strategy, and forging an inclusive culture. There were eight lectures and debates with a total participation of more than 2,000 employees.

Freedom of association

Carrefour Brasil Group respects the free trade union association for all its employees, and complies with the germane legislation.

Commercial contracts require suppliers to respect the labor rights of their employees, as determined by the Brazilian Federal Constitution.

As the legislation is federal, all the Group's operations follow the same guidelines.

The company also maintains an Union Relations team, which handles union demands on a daily basis, facilitating social dialog whenever necessary.

By way of its parent company, Carrefour S.A., Carrefour Brasil Group is also a signatory to the International Agreement of UNI Global Union, which promotes social dialog, diversity, and respect for fundamental labor rights.



Compensation practices

The Group values the performance of its employees, based on the principles of a transparent and humane culture.

The remuneration policy for the company's employees is established in accordance with best market practices. Carrefour Brasil Group seeks to offer competitive remuneration to attract and retain talent in order to achieve its strategic goals.

Considering the company's business model, retaining talent is essential for its growth. The remuneration strategy must therefore 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. For this reason, it is based on monitoring employee performance.

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.

In Brazil, all employees are unionized. For this reason, 100% of the employees are covered by either a collective bargaining agreement or a collective labor agreement. The Group seeks to monitor and actively participate in the collective negotiations that take place throughout the year across Brazil, in the various sectors in which the company operates, to ensure that salary adjustments are in line with the inflation in the corresponding period. [\[GRI 2-30\]](#)

Employee health and safety

[\[GRI 403-1, 403-8\]](#)

Carrefour Brasil Group always strives to ensure the safety of its customers and employees through periodic studies of its structures, both inside and around its facilities, based on technical reports. In addition, the Specialized Services in Safety Engineering and Occupational Medicine (SESMT) encompass more than 130 employees dedicated exclusively to health and safety, to comply with legal obligations and institutional requirements at all Group units. [\[GRI 403-4\]](#)

The Group's occupational health and safety management system meets legal requirements, including labor laws, International Labour Organization (ILO) conventions, Civil and Criminal Codes, collective agreements, sector regulations, licensing requirements, authorizations, Ministry of Labor Prosecutor's Department, supervision and inspection. The system is based on the regulatory standards of the Ministry of Labor and Employment (NRs). All employees are covered by the system, across all activities and workplaces.

The company provides structures and communication channels for employees to report hazards without facing punishment, as established in the Code of Ethics. Furthermore, the company has policies that ensure employees the right to walk away from dangerous situations, with processes that include inspection, incident recording and communication through the Safety Service Order. Workplace incidents are investigated through incident recording, root cause analysis, severity assessment, and the implementation of improvements to the management system. [\[GRI 403-2\]](#)

The company provides its employees with a diverse set of benefits, creating a work environment that fosters growth and safety. This includes an extensive social protection network and comprehensive healthcare for employees.

211,000+
people attended
occupational safety training
(on-line and in-person)

2,700+
members of Cipas
(Internal Accident
Prevention
Committees)

530,000+
hours of
Occupational
Health and
Safety training
in 2023

Preventing work-related accidents

The Group offers a comprehensive range of training and capacity-building sessions to preserve the health and safety of all employees: guidance or induction training for new employees, fall prevention, handling of chemicals, ergonomics, first aid, use of personal protective equipment (PPE), risk reporting, prevention of occupational illnesses, safety of machinery and equipment, etc." etc. [GRI 403-5]

Fire prevention

12,440
fire responders trained
across the entire group

100%
of fire
outbreaks contained

0 (zero)
fire of significant
proportions

Sipatma 2023

In the month of September, as is the case every year, the Group conducted the Internal Week of Accident Prevention and Environmental Awareness (Sipatma) with the support of the Cipas. The event was held for the second consecutive year in a unified format for all the company's business units. Sipatma helps employees make informed choices regarding health, safety and environmental topics in their work and daily activities, preserving their integrity and that of their workplace, thus ensuring their safe return home. The 2nd unified Sipatma had more than 87,000 participants throughout the program.



Occupational injuries [GRI 403-9]

	2021	2022	2023
Number of man-hours worked (MHW)	238,732,176	344,168,028	305,986,920
Number of fatalities as a result of work-related and commuting injuries	1	0	0
Rate of fatalities as a result of work-related injuries	0	0	0
Number of non-commuting work-related injuries (including fatalities)¹	-	1,128	1,284
Number of commuting injuries (including fatalities)	-	-	596
Rate of recordable work-related injuries ² (including fatalities)	-	3.28	4.20

¹ Only counts lost-time-injuries.

² The baseline number of hours worked is 1 million; no-lost-time injuries and commuting accidents are not included in the accident rate calculation, as per NBR 14280.

The workplace accidents mentioned in the table had identified causes and mapped improvement actions, including activities classified as hazardous and risks to employee safety. These encompass team training, facility assessments, documentation review, and analysis of chemicals and materials, among others.

Among the hazards that caused serious accidents were falls, vehicle accidents and burns. The company employs engineering controls, administrative controls and PPE (personal protective equipment) to reduce or eliminate such hazards, such as risk assessments, training and preventive maintenance.

150 construction projects with no serious accidents
(company personnel or contractors)

Accident data includes full-time, part-time, and temporary employees, among others. Accidents involving third parties are analyzed by the originating company. For data compilation, regulatory norms (NRs) from the Ministry of Labor and Employment are taken into account. [GRI 403-9]

The year 2023 was marked by intense construction work, as we converted BIG Group stores. There were over 150 construction projects, with no serious accidents involving either company personnel or contractors.





Programs and benefits [GRI 403-3, 403-6]

The Group's philosophy is to provide its more than 130,000 employees with a broad network of social and health protection, extended to their dependents at no additional cost.

In 2023, Carrefour Brasil Group moved its headquarters to the city of Barueri, in São Paulo state. The building previously used by BIG Group, was completely refurbished and inaugurated in May 2023. Besides being a strategic point for employees to work from, the campus also offers useful services such as a bistro for meals, decompression space, health and wellness spa, breast-feeding room, internal gym, hair salon, running track, bank, Carrefour Express and Sam's Club stores, a pet area and private parking, a charter service and flexible hours, in an area surrounded by trees.

The Group is a signatory of the Empresa Cidadã program, meaning we offer maternity leave beyond the 120 days required by law, totaling 180 days. Paternity leave is also extended, ensuring up to 20 uninterrupted days off, compared to the five required legally.

It doesn't stop there. The Bem Gestar program provides support throughout the pregnancy term, with benefits such as educational initiatives and exemption from copay fees for prenatal exams and consultations.

The employee support network includes food, transportation, financial, social and emotional benefits. Besides medical assistance, there are also agreements for purchasing medicines and glasses to look after people's health, as well as free vaccinations for employees and discounts for dependents.

The company adopts a support system for employees on various fronts to offer the best conditions for mental health and support in case of adversities:

Feel Good Program

Focused directly on mental health, the program provides employees with an informational booklet on the topic, webinars, and live weekly guided meditation sessions.

Employee Support Program (PAC)

This service offers practical help for employees or their family members, including psychological and social support, and financial and legal guidance for situations such as personal crises and assistance in overcoming chemical dependence.



Health insurance

The health insurance benefit for employees includes telepsychology services, in addition to the coverage mandated by the ANS (National Health Agency), such as mental health. There are also medication discount benefits for employees and the availability of psychological support at the Health Clinic on the Group's new campus in Barueri (SP).

Live Well Program

Dedicated to quality of life, it is structured around three pillars:

+ Health

A healthy body provides the energy needed for balance in other stages of well-being. This pillar involves all the benefits offered by the Group linked to health, exercise and healthy eating habits.

+ Equilibrium

It involves actions related to emotional health and financial education. It combines the benefits offered by the Group that help blur the edges between work and family.

+ Social

Harmony with oneself, with others, and with the environment. It combines entertainment and leisure benefits that involve building positive relationships for the common good.



The following campaigns were carried out in 2023:

- **Yellow September** – *Webinars* discussed the importance of mental health care. There was also the launch of the Mental Health Pathway for leaders and employees, an educational initiative for identifying signs of stress, anxiety and depression, self-management of emotions, self-awareness, and how to seek support. Actions such as the weekly online meditation sessions for all employees, PAC support channels, and the physical activity partner (Gympass) were reinforced.
- **Pink October** – On-site actions took place at the Carrefour campus and Atacadão Headquarters, with a health circuit to check blood pressure and blood glucose levels and assess the nutritional status of employees. Other highlights of the campaign included: engagement action for preventive examinations; a week dedicated to women for Pap smear tests (preventive exam for cervical cancer) with the Group's gynecologist at no cost to the employee; women's health assessments during medical appointments at the campus and Atacadão Headquarters; and an online questionnaire to map the comprehensive health of women. Webinars were also held for all group employees, and a live lecture at Banco Carrefour on the topic of preventive health.

- **Flu shots** – In 2023, digitizing of the process made it possible to registration for vaccination via the web or an app. More than 28,000 doses were administered, 40% more than the previous year, very close to the goal of 50% of the retail employee population. For 2024, we intend to branch the initiative out to Atacadão stores.

The occupational health services offered by the company aim to foster a culture of safety, protect employee health, prevent accidents, ensure legal compliance, and improve quality of life. Professionals working in these services must meet requirements such as registration at the Ministry of Labor, registration at the Regional Medical Council, and specialization in occupational safety medicine and engineering recognized by CREA (Regional Council of Engineering and Agronomy).

The services provided include health monitoring, management of medical certificates, occupational exams, accident investigation, among others, and are communicated through health and safety committees, internal communication, workshops, awareness campaigns, corporate email, intranet links, and online applications.

40%
more employees
vaccinated against the flu
compared to 2022

28,000
flu shots
administered

Combating racism



Goals for 2023

Percentage of black people at the company

43% black people in leadership (management+)

Leadership: 43%
Company: 59%

TARGET MET



Driven by the belief that size is responsibility, and responsibility entails making commitments, the Group has been working intensively to ensure that all interactions on its premises occur in a safe environment, free from prejudice and racism.

This is a continuous journey. Significant changes have been made throughout the company's ecosystem, going beyond the commitments made in the Conduct Adjustment Agreement (TAC), involving stakeholders and engaging in an intense process of cultural change, which unfolds on three main complementary fronts:

1

Training, investing in capacity building and the development of an inclusive and anti-discriminatory culture

2

Consequences Policy, acting with the necessary rigor to ensure that no misconduct goes unpunished

3

Transparency, taking responsibility and engaging in dialog with society

Conduct Adjustment Commitment (TAC)

The TAC signed by Carrefour Brasil Group in June 2021, with the Public Prosecutions Department, Legal Aid Department and Educafro, outlined measures the Group should take to fight racism.

These commitments were decided on collectively following the tragic death of João Alberto Silveira Freitas, 40, on November 19, 2020, at a hypermarket in Porto Alegre (RS). The agreement includes an investment of 115 million Reais and encompasses 51 initiatives with the primary objective of combating racism and fostering racial inclusion. The development of these initiatives is valid for three years and requires continuous disclosure, overseen by the Public Prosecutions Department and annual external audits.



Commitment to the anti-racism agenda

The Group recognizes the need to provide transparency in its actions to combat racism, both internally—among its employees—and externally, with other stakeholders.

The company accordingly made eight commitments in 2021 as part of its Action Plan to fight discrimination.

Commitments for fighting racial discrimination

1 Zero tolerance to racism and discrimination

5 Support for professional training for young black men and women

2 Radical transformation of Carrefour Brasil Group's security model

6 Minimum percentage of 50% of black people in new hires

3 Dissemination of the zero tolerance policy to discrimination

7 Grievance and investigation mechanisms

4 Investing in the professional qualification and development of black men and women

8 Fostering black people entrepreneurship

Zero tolerance to racism and discrimination

The Group has undertaken to implement a zero-tolerance policy towards racism and discrimination based on race and ethnicity, origin, social status, gender identity, sexual orientation, age, disability, religion, and any other social marker, both within the company and throughout its value chain.

- **Review of protocols:** enhancement of the process for welcoming victims of discrimination, integration of inclusion as a key element of corporate culture, and establishment of a victim-centered support ecosystem.

- **Due diligence:** security firms and supplier contracts are scrutinized to ensure they do not have a track record of racism. The Group mandates that these companies include anti-racist clauses in their contracts. This review also encompasses anti-corruption, socio-environmental, and labor criteria, including on-site visits.

- **Document control:** documentation from security companies operating in external areas of stores is checked and certified, covering everything from payroll charges and tax responsibilities to proof of mandatory training for professionals. Companies and professionals must have an active registration at the Federal Police.

All companies contracting with the Group sign **anti-racism clauses**

Radical transformation of our security model

The Group originally committed to immediately start a pilot for insourcing the security within four stores in the Porto Alegre (RS) region. This included revising the model of hiring, training, protocols, and management of these teams. The successful results of the pilot were then extended to 100% of the Group's stores, leading to a profound transformation.

The adoption of a new security model has significantly altered the profile of professionals working as prevention agents within the stores. The focus is now on providing a warm and empathetic service, which is supported by training focused on diversity, customer service and peaceful conflict management.

'I Practice Respect' Training



Store inspectors	People trained	% of total
Group direct employees	3,058	98.5%
Surveillance	People trained	Of surveillance contractors
Contractors	1,231	100%

The Group's new security model establishes five non-negotiable rules with a zero-tolerance policy for those who violate them.

Golden rules

These golden rules are the commitment to the protection and respect of human dignity. They ensure Carrefour Brasil Group contributes not only to safety but also to creating a welcoming, positive, and respectful premises.

- We practice inclusion** We do not accept or practice any form of prejudice, discrimination or racism
- We are courteous to everyone and do not remain silent** We do not engage in or respond with any form of gestural aggression
- Respect boundaries** We do not engage in any form of physical violence. We always support victims
- We act with respect** We avoid psychological violence or intimidation, promoting a culture of respect
- We have emotional intelligence** We do not engage in or respond with any form of verbal aggression

Higher education partnership with Universidade Zumbi dos Palmares

[GRI 410-1]

In 2023, Carrefour Brasil Group partnered with Universidade Zumbi dos Palmares to help create a higher education course in Private Security Management. Aligned with the Group's training, protocols and values, the course is designed to train the team for to provide more humanized security,

focused on respecting people and combating discrimination. Apart from technical training, the curriculum includes subjects addressing the law of ethnic-racial relations, human rights, alternative conflict resolution, and crisis and risk management. 90 Group employees were initially granted full scholarships for the course.

The partnership with Universidade Zumbi dos Palmares also includes:

- joining the Zero Racism Movement - a partnership between the university and São Paulo's consumer protection agency (Procon) to implement the Safe Consumer Environment Program
- permanent updates to Racial literacy training
- hosting discussions on racial equity
- workshop on best practices, actions, and trends in combating racism
- collaboration in research to diagnose cognitive biases that impact discriminatory actions in consumer relationships.

All Atacadão, Sam's Club, and Carrefour (hypermarkets and supermarkets), as well as 20 Carrefour Express stores have security guards, inspectors, and prevention agents equipped with body cams on their uniforms.

These cameras enable monitoring employee compliance with the protocols established. This initiative is part of a set of measures developed to increase security and transparency for the chains' customers and employees.

The images add an additional layer of training to make sure that the interactions between teams and customers go smoothly and follow a code of conduct based on respect and empathy. Technology complements the safety protocols, and is in line with continuous training in awareness of the primary focus: preservation of life. As a result, the number of in-store incidents dropped 30%.

Weighing 180 grams, about the same as the average cell phone, the device is placed on the uniform of the store inspector or security agent. Images and sound are recorded in high resolution and stored for 30 days. They are analyzed by Group teams to ensure images are confidential, as per the Brazilian General Data Protection Law (GDPL).



In all cases the security team adopted the proper procedures, demonstrating that the Group's investments in training and awareness helped advance the agenda of fighting racism and increasing the level of comfort of those who visit our stores.

Relations with surrounding communities

The company seeks to work on behalf of the surrounding communities, in a relationship that helps avoid conflict. The initiatives include:

- **Hiring social workers and allocating them to stores to provide support for neighborhood people who are homeless or otherwise in a state of vulnerability;**
- **Connection between stores leaders and the surrounding community;**
- **Relationship between stores and local NGOs;**
- **Food donations to nearby organizations.**

Mystery shopper

To measure effectiveness and assimilation in store services, Carrefour Brasil Group retained a partner that specializes in behavioral testing. Simulations carried out at several stores in Brazil enabled testing how teams operate, if communication with customers is assertive, and which elements require more emphasis.

Stores are unaware of these mystery shoppers. The mystery shoppers hired use a script and walk around the areas considered higher risk for thefts. The goal is to see if these people are addressed by security and how.

In 2023, mystery shoppers went to some 300 stores across the country, including supermarkets, hypermarkets, and wholesale centers.

Technology and security

Body cams

To promote transparent interactions between employees and customers, in 2023 Carrefour Brasil Group invested R\$ 16 million in 4,000 body cams. Already this has resulted in a 30% drop in incident reports.

Pilot project with social assistants

The Group's capillarity and the fact that it has units across the entire country confer a major responsibility towards the surrounding communities and populations. The social development of the locations where Carrefour is present is one dimension that merits focus and effort.

The increase in the number of vulnerable (low-income) people in large urban centers exponentially increased the number of beggars, and children and other needy individuals asking for food, healthcare items, and diapers as they look for shelter and relief.

The social needs of these people are huge and diverse. As regards Carrefour Brasil Group and its efforts to fight hunger, social inequality, and any type of discrimination, it developed a strategy for a compassionate approach to this population to help direct them to the network of social services.

Program goals:

- Use social workers located at Carrefour Brasil Group units to provide a responsible and qualified approach
- Ensure compassion, social services, and referrals of vulnerable individuals who walk into stores and public equipment
- Provide a better in-store customer experience and a safer environment for employees
- Reduce conflicts and the risk of physical and verbal altercations between employees, customers, and vulnerable individuals
- Design and implement institutional protocols, flows, and guidelines to address social issues and quality relationships with the surroundings to mitigate risks and qualify the company's social actions.

3,223
consultations with
social workers



The pilot-project was developed in 2023, and social workers go through an initial 3-month deep-dive in 42 stores, during which they map and diagnose the publics, speak to them and listen, and propose options for referring these vulnerable individuals to the social care network, depending on their needs.

Among the possible measures are conversations and case-by-case referral, such as conversations with the Guardianship

Council (Conselho Tutelar), support for getting their documents and for registering in the CadÚnico to receive what is known as Bolsa Família, helping them prepare CVs, or referring them to the Public Defender.

In 2023, a total of 3,223 social service events were provided, and 2,002 individuals were referred.

The pilot was considered a success and will continue in 2024.



Dissemination of the zero tolerance policy to discrimination

The company is committed to clearly, ostensibly, and permanently disclose its zero tolerance to any form of discrimination, training the employees of all Group units.

Using tools such as hybrid continued education, the company trains and develops awareness of fighting racism among its employees.

All employees are required to attend training in Racial Education, I Practice Respect, and the Code of Conduct and Ethics. This training takes place within three days of hiring, and is monitored by company leaders.

Training in **Racial Literacy** addresses structural racism and the bases of racism in Brazil; it also discusses the concepts of racism, prejudice, discrimination, segregation, and anti-racist attitudes, as per its diversity policy and social commitments.

Furthermore, employees learn important elements of the history of Black people, especially in Brazil, and have an opportunity

to think about how their day-to-day lives are impacted by structural racism, and how we can all unite around the anti-racism cause.

The **I Practice Respect** program reinforces protocols that prioritize a relationship of respect among customers, employees, and suppliers, covering emotional intelligence and non-violent communication.

Racial Literacy

124,000+
employees
trained

I Practice Respect

100,000+
employees trained

Finally, the group offers training in its **Code of Ethics** and employee guidelines regarding the company's institutional ethics principles.

Trainings are performed as soon as people are hired, before they actually start working at the Group. As learning is continuous, refresher courses are offered each year. Contractor employees are included in the training routine.

To ensure the results reflect not only talk and anti-discrimination concepts, but actually translate into practical attitudes within the company and towards customers, the Group

works together with social institutions and partners in surveys to plan further interventions and progress.

In addition to the required training, the Group offers its **Diversity and Cognitive Biases Pathway** to discuss biases that could impact behavior and lead to discriminatory actions. The themes include defining bias and its impact on processes such as employee selection, assessment, and management. There are also self-knowledge, self-control, and how to be a transformation agent modules.

Development of black employees

The Group's initial commitment in its Action Plan was to provide distinctive training for **100** black people a year to accelerate their career within the organization, helping them reach leadership positions faster.

The Group created more black-only training programs than required in the TAC, training some **1,000** individuals in the P.O.D.E.R. (POWER) program.

The P.O.D.E.R. (POWER) program

The P.O.D.E.R. (POWER) program was designed by the black leaders of Carrefour Brasil Group for the professional development of black employees. With content that includes self-knowledge, empowerment, and career protagonism, its meetings are led by Group executives. During each module, leaders share their journey, experience, and learnings, demonstrating tools that help develop skills.

The program is a powerful network of connections within the Group. Those with the best score in the final assessment are mentored and receive scholarships for English language courses.

**1,000
employees benefited**



“The P.O.D.E.R. (POWER) program can awaken in black people an awareness of their capacity for professional growth, something many of them lose for all sorts of reasons.

This is an internal regrowth of the transformative power of individuals when they realize that they themselves are the only ones who can set limits for their development. The P.O.D.E.R. (POWER) program contributes to the intellectual independence of black people, fostering a better and fairer world.”

**Mouzer Jacob,
Corporate Security Manager
of Carrefour Brasil Group**

Affirmative trainee and intern programs

Trainee programs last 18 months. By late 2023, we had two cycles of Future Talents and Black Leaders, the latter focusing on the digital area and information technology. Over 5,000 people registered for the positions opened.

The first graduating group of 26 people completed 250 hours of training, two of them were immediately promoted, one to consultant, and one to coordinator.



“In 2022, I embarked on a transformative journey of self-discovery and empowerment in the Future Talents Trainee Program.

The Sankofa module in Salvador (BA) led to a sentiment of absorption by rescuing my black roots, and I found myself passionate about the cultural knowledge and identity I acquired. Every challenge I faced in the past 18 months strengthened my sense of purpose, leadership, and responsibility to my career and my people. Today I view my journey not only as a personal achievement, but as a beacon of inspiration for others who wish to stand out in their professional trajectories.”

Pamela Cesário,
Carrefour Brasil Group employee



The Group created affirmative action programs for black people

Support for professional training for young black men and women

The Group is committed to funding technical and academic courses in technology and gastronomy to train professionals for the job market. These initiatives include the following programs:

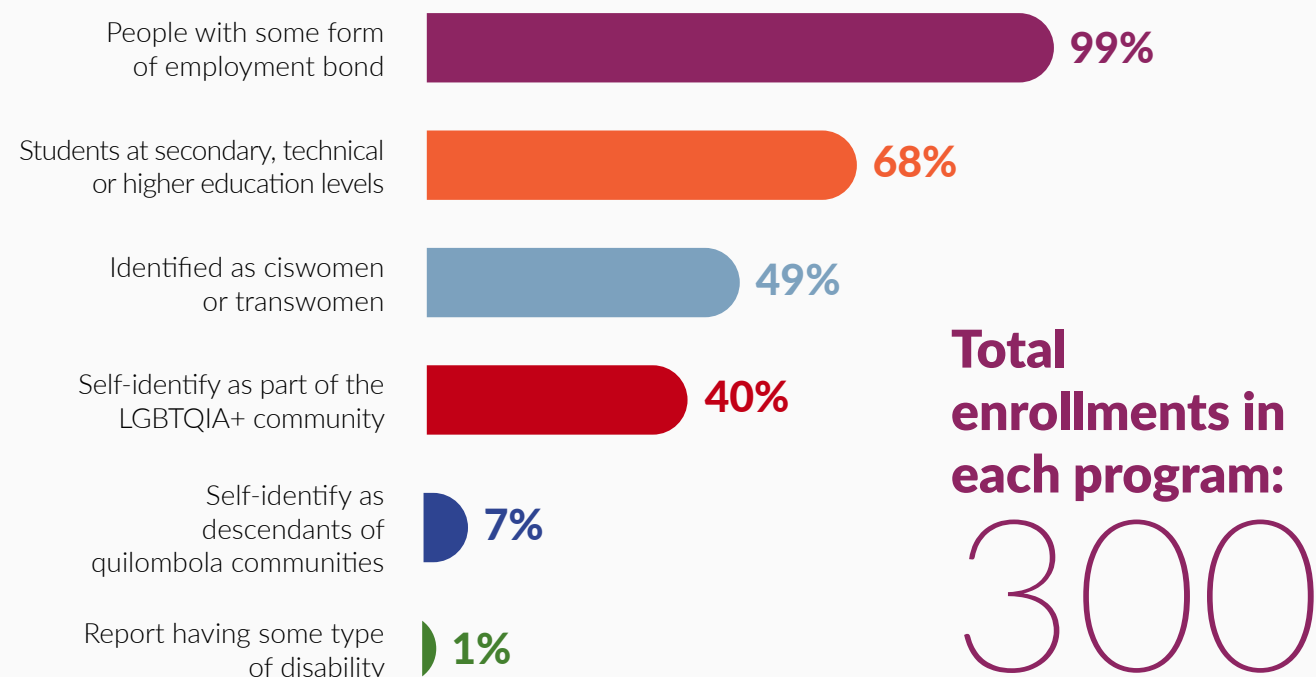
Transforma Tec

This fully online, 420-hour program trained 300 black people in Fullstack React, Java, and Cloud development.

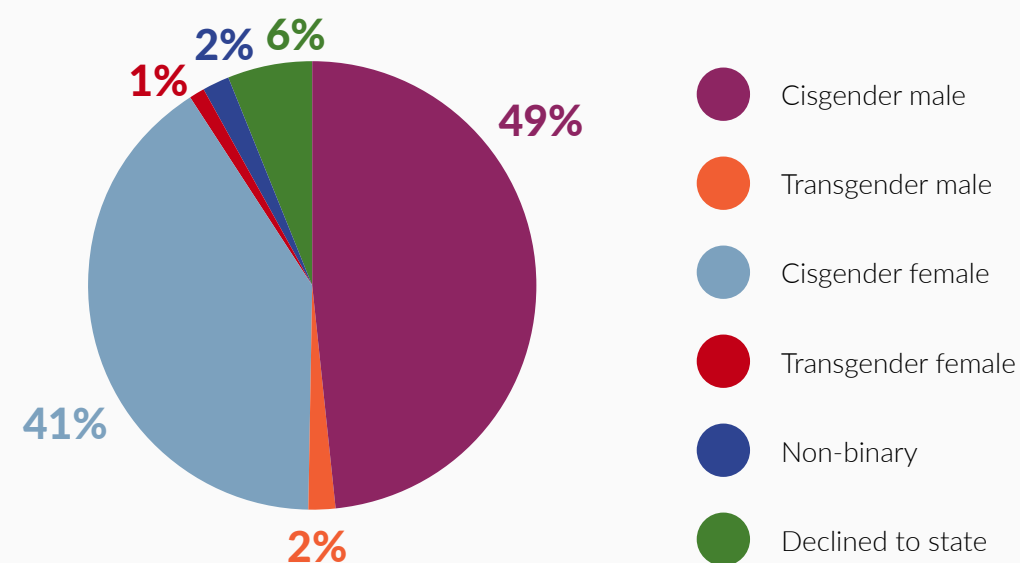
Inova Tec

This entirely online program provided 300 Black individuals with a 320-hour learning path focused on innovation, entrepreneurship, creativity, agile methodology, and UX research (user experience research).

Profile of those registered in Inova Tec



Profile of individuals enrolled in the Transforma Tec program



Percentage of black people in new hires

The company is committed to respecting the racial representativity of the country's population. The creation of an internship and trainee program exclusively for black employees aims to increase the presence of black individuals in the company's leadership positions.

50%
of black people in management+ is the goal for 2025

54.5%
of hires in 2023 were black people

Percentage of black people by employee category¹ GRI 405-1

Black people	2021	2022	2023
Executive Board	N/A	N/A	25.77
Management and above	N/A	40.10	42.64
Other employees	N/A	N/A	59.72
TOTAL	56.94	59.10	59.27

1 Data for 2021 and 2022 is partly available.

2 Data not in percentage form.

Channel for reporting prejudice and discrimination

The Group provides a digital reporting mechanism on its websites and apps (Ethical Connection – 0800 772 2975 and www.canalconfidencial.com.br/carrefour) to support employees and customers who are suffering or witnessing any type of

race- or gender-based prejudice or violence. The team is dedicated to providing guidance, investigations and referring the grievances received. The effectiveness of the reporting channels is audited independently every year. [GRI 2-24]



Fostering black people entrepreneurship

The company created an accelerator to foster the program to include entrepreneurs in its value chain. The program invests funds in networks of black incubators and accelerators in Rio Grande do Sul.

Read more about other social actions to incentivize entrepreneurs on [Page 99](#), under Fostering Entrepreneurism.

Partnership with the School of Anti-Racist Communication

In 2023, the Group sponsored the School of Anti-Racist Communication, an initiative of the Notícia Preta website. In addition to online courses on its own platform, the school also offers in-person training courses, all aimed at journalists and other communications professionals. Over 2,000 people have registered for the courses since the school opened.



Black People Awareness Day Sponsorship

Black People Awareness Day is a series of events on racial issues, and took place in São Paulo (SP) on November 13-20; last year it honored the late journalist Glória Maria, who died in February 2023.

One of the highlights of the event was the 3rd International Forum on Corporate Racial Equity at the State of São Paulo

Federation of Industries (FIESP), with the support and participation of Carrefour Brasil Group. Major corporate leaders, authorities, academics, and personalities from the legal area met for two days in a series of debates and panels on the responsibility for value chain transformation and the role of education in fighting racism.

Gender equity [GRI 405-1]



Goals for 2023

Percentage of women in leadership positions

Women in leadership (management): 40%

36%

TARGET NOT MET



After receiving the 30% Club Brazil award, acknowledging its commitment to diversity on the Board of Directors with over 30% female representation at the highest level of the company's governance, Carrefour Brasil Group plans to extend female participation across all hierarchical levels, aiming to achieve total parity by 2026. To achieve this, it conducts a series of trainings and activities to spur the presence of women throughout the organization.

50.7%
of women at
the company

36%
in management

25%
on the executive board

38%
of women on our Board of
Directors

Commitments

To reach the milestone of having 50% of leadership positions occupied by women by 2026, the Group has set specific short- and medium-term targets for female participation

of 30% in executive board roles and 50% in management positions and above by 2026. Women's inclusion is a global guideline adopted by Carrefour.

Actions and results in 2023

Carrefour com Ellas program

Initiated in 2022, the Carrefour com Ellas program is dedicated to the empowerment and development of women within Carrefour Brasil Group, making a significant impact on the lives of many women. Through classes and lectures, the program aims to promote topics related to women's leadership and career development, open to all who identify as female.

Among the participants, a group of 40 women from each class is selected to receive mentorship from senior female leaders.

2,250 participants since 2022

42% black women trained



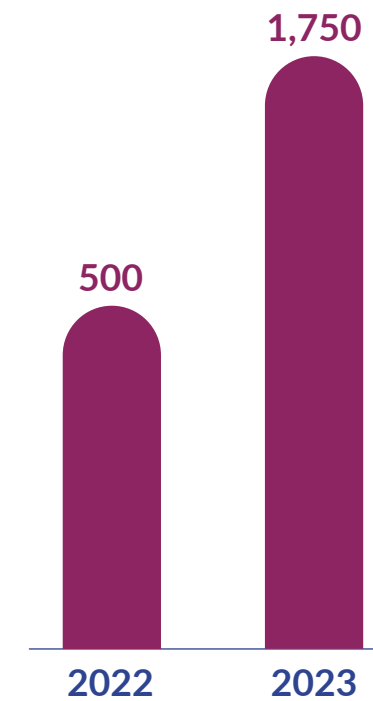
“Elegance, Leadership, Freedom and Audacity.”

These pillars have transformed into tools for my daily life and have built up my self-esteem, making me reflect on my potential and strength, as well as my imperfections and weaknesses. Above all, they have given me the ability to see beyond what the eyes can see, and to make assertive decisions that can contribute to my personal and professional life, to be a reference for other women around me.”



Pamela Cesário,
Carrefour Brasil Group employee

Participants



Percentage of workforce in the organization, by employee category¹

	2023		
	Male	Female	TOTAL
Executive Board			
Percent	75	25	100
Management and above			
Percent	64	36	100
Other employees			
Percent	49	51	100
Total			
Percent	49	51	100

¹ Data from previous years is not available.

Inclusion for people with disabilities

Simultaneous activities in all Carrefour Brasil Group brand stores enabled advances in this indicator, and increased representation of people with disabilities in the company, as determined by the Quota

Law. By the end of 2023, the number of people with disabilities in the payroll had increased by some 1,000 people, 1.1 p.p. compared to 2022. By year-end over 5,600 PwD were working in the Group.

Actions in 2023

A multidisciplinary working group was created to analyse the challenges to include people with disabilities (PwD) in the Group. This working group includes representatives of different areas and hierarchical levels - labor relations, legal, hiring, diversity, medical, occupational safety, business partners, and communication - who met every two weeks to diagnose the challenges associated with turnover among employees with disabilities.

Among the measures created to improve communication in the Group, stories of people with disabilities with successful careers in the company were collected,

mapped, and disclosed in-house in text and video format. In this way, the company seeks to demonstrate career development, whether or not the person has a disability.

Internal communication campaigns also aim to show inclusion measures and actions the company took to facilitate access.



Better representativity

[GRI 405-1]

To increase hiring, the Group used the services of three independent specialized search companies for the first time. They focused on Atacadão brand stores, but the benefits were replicated to the entire Group. The number of people with disabilities hired is monitored on a weekly basis.

Among the measures to increase representation, we encourage employees with disabilities to bring resumes of other professionals they know. The company also participates in job fairs that focus on people with disabilities, and sponsored the 32nd anniversary of the Quota Law, an event that took place in São Paulo (SP) in July 2023.

One of the challenges revealed by the diagnosis was low levels of retention among people with disabilities. To increase retention, an intense employee listening campaign was organized, in addition to conversation rounds to develop awareness among leaders and make sure that people with disabilities feel they have the same opportunities for career growth.

Accessibility initiatives

A pilot project at Atacadão mapped the physical, attitude, and program barriers to inclusion of people with disabilities. One store and one distribution center were analyzed to develop a diagnosis and plan further actions in 2024. The approach used at the distribution center was Emprego Apoiado [Supported Employment], with the support of two companies that specialize in this area.

5,666
people with disabilities
work at the Group

New campus of Carrefour Brasil Group

Compared to the former headquarters in Morumbi (São Paulo, SP), the new Group Campus, inaugurated in May 2023 at the former BIG headquarters in Alphaville (Barueri-SP), brought increased accessibility for employees and partners. Architecture and engineering teams worked with the Inclusion and Diversity team using the concept of Universal Design, with the support of an independent consulting firm.



Digital accessibility

Initiatives to improve accessibility to Carrefour Brasil Group internal and external digital platforms are led by the Innovation team:

- Inclusive communication manual
- Experts with disabilities on the team
- User experience (UX) accessible to those using screen readers
- Image descriptions on social media
- Simultaneous translation into Brazilian sign language (Libras) and subtitles in all internal training videos
- Team training in digital accessibility
- Training for other areas such as the press office, marketing, designers, and leaders
- In-house spaces for trading experiences (Accessibility Guide) and consulting (Accessibility Room)



Protecting the planet and biodiversity

CLIMATE ACTION
CIRCULAR ECONOMY
VALUE CHAINS FREE OF SOCIAL AND ENVIRONMENTAL RISKS

CAPITALS:
● NATURAL ● HUMAN
● SOCIAL AND RELATIONSHIP



Value chains free of deforestation and social and environmental risks

- Workplace conditions
- Animal welfare
- Tackling deforestation
- Protecting biodiversity

Tackling climate change

- Emissions reductions
- Zero Landfilling and reverse logistics
- Circular economy and reducing waste

Dialog with stakeholders, governance and transparency

- Forest Committee
- Advocacy
- Engagement and transparency

Protecting forests and biodiversity

- Development and support for smallholders and agroecologia
- Advancing a biodiversity economy
- Sustainable production certificates

In the context of a climate emergency and its direct and indirect causes, Carrefour Brasil Group reaffirms its strategic agenda for implementing actions that transform and rethink the business model towards an increasingly regenerative approach to the food production chain.

The commitments made by Carrefour Brasil Group aim to contribute objectively and consistently to the fight against deforestation and to enhance the development of an inclusive food production system. This system aims to generate and distribute wealth through sustainable processes that value and preserve biodiversity.

At Carrefour Brasil Group, ethical principles are benchmarks for establishing the processes in which it operates. They play a key 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 lies at the heart of the 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.

The Group aims for **inclusive and sustainable** food production

Abiding by international agreements and initiatives and encouraging the purchase of certified products, are among the tools employed to promote sustainability.

The Group maintains structured programs to reduce greenhouse gas emissions (GHGs), focusing on projects to increase energy efficiency and the procurement of energy from renewable and clean sources, using less polluting refrigerant gases, and utilizing various modes of logistics, such as rail networks.

The circular economy is another major focus of the company. The packaging department, starting with its own brands, sets good practice standards for the entire retail market. To achieve the Zero Landfilling target by 2025, the Group has initiatives in place to prevent food waste, promote recycling and reduce the use of plastic.

Climate change

[GRI 3-3]



Goals for 2023

GHG Emissions in 2023

Down 19%

35% decrease compared to 2019

TARGET MET



Decarbonization commitments and strategy

In 2021 Carrefour Brasil Group updated and expanded its global commitment to move towards a low-carbon economy, with the aim of reducing Scope 1 CO₂ (direct emissions) and 2 (electricity purchased or consumed) CO₂ emissions by 50% by 2030 and 70% by 2040, and Scope 3 (indirect emissions) by 29% by 2030, versus the 2019 baseline. These goals are science-based and aligned with the commitments of the Paris Agreement.

Greenhouse gas emissions (GHG) are monitored monthly on a digital platform and reported quarterly to the controller, to track the Group's progress in meeting global commitments to reduce CO₂eq* emissions.

To achieve significant ambitions in the climate agenda, the Group has been working intensively with partners, customers, and suppliers to implement solutions aligned with a low-carbon economy.

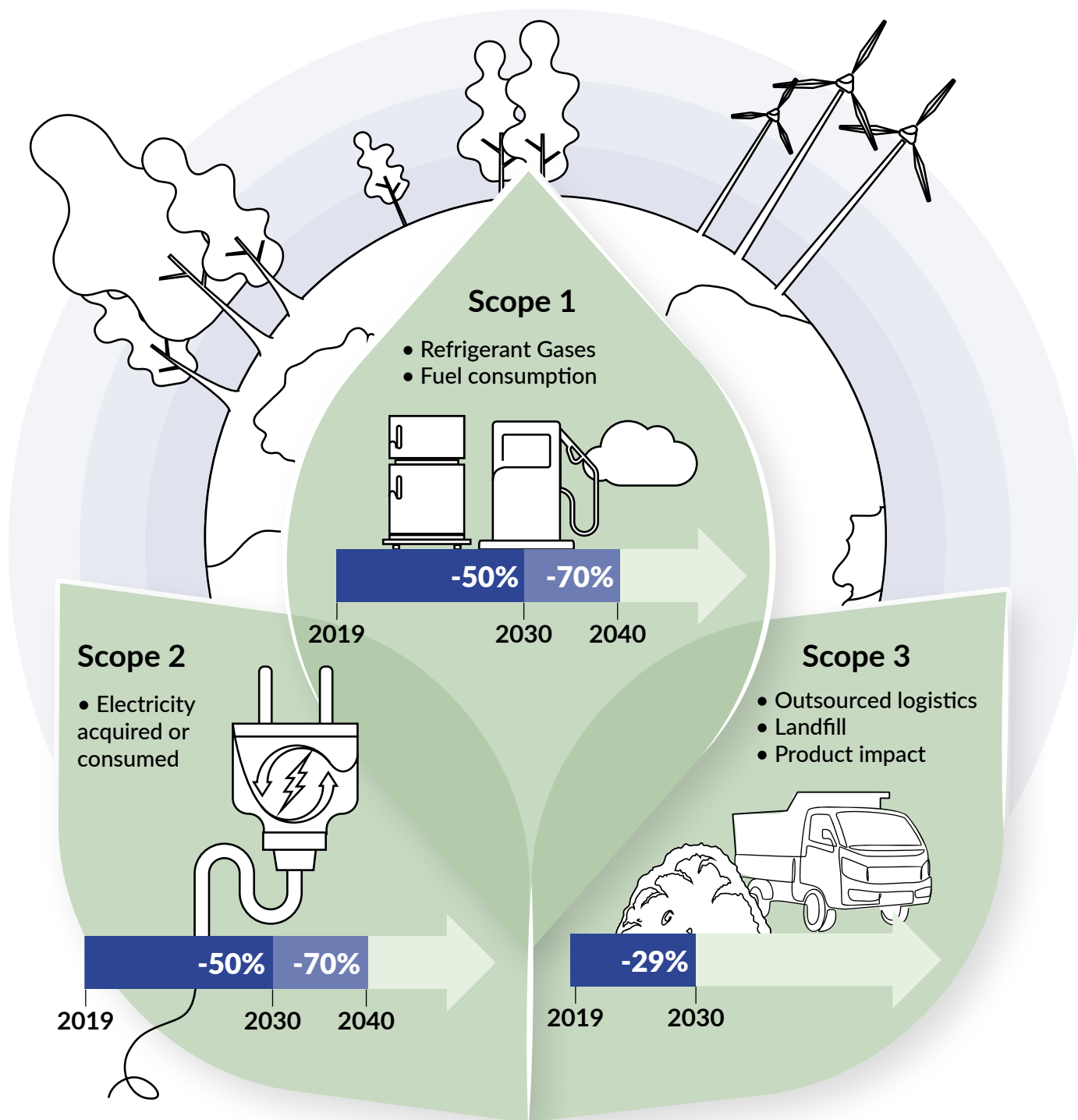
The Group's decarbonization strategy is based on the following fronts:

- 1 Mitigation and improvement of refrigeration systems
- 2 Energy efficiency
- 3 Optimization of transport use (own and outsourced)
- 4 Mobilizing the chain to lower indirect emissions
- 5 Zero landfilling strategy
- 6 Reducing the impact of own label packaging

The medium and long-term emission reduction targets encompass all business areas and were established in 2021, considering the baseline of 2019.

*CO₂eq means "carbon dioxide equivalent," a standardized measure to quantify greenhouse gases

Long-term reduction targets
(relative to the 2019 baseline)



Controlling and cutting emissions

[GRI 305-1, 305-2, 305-3, 305-5]

Following the acquisition of BIG Group in 2022, there was a need to recalculate the emissions for the 2019 baseline. Following the completion of the merger, over the course of 2023 intensive work was carried out to compile a historical record and to break down emissions by store formats for better control of the indicators. The revisited base was submitted to an independent audit.

Regarding the accounting of emissions, to improve management, traceability and the accuracy of greenhouse gas emissions data, the Group began using software to calculate emissions. Introducing this program eliminated the need to rely on an external firm and enhanced data management, traceability, accuracy and governance.

Another advancement made over the year pertained to Scope 3, which involves indirect emissions related to the value chain. New categories were included, such as activities related to fuel and energy not covered in Scopes 1 and 2, emissions from outsourced transportation and distribution, waste generated in operations, and business travel.

Through the initiatives listed below and the standardization of data relative to the 2019 baseline, including the operations of BIG Group, Carrefour Brasil Group achieved a 35% reduction in GHG emissions, surpassing the target of 19% for 2023.

In 2023, Carrefour Brasil Group reduced its GHG emissions by 35% on the 2019 baseline



Scope 1 Emissions (consolidated) in tCO₂e

Type of emissions	2021	2022	2023
Total scope 1 emissions in tCO₂e	113,119	216,330	351,393
Total scope 1 biogenic emissions in metric tons	2,972	2,626	2,835
TOTAL	116,092	218,957	354,228

- 1 2021 and 2022 data do not include BIG Group.
- 2 The gases included in this disclosure were: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆
- 3 Greenhouse gases not embraced by the Kyoto Protocol were counted
- 4 The 2023 data has been published preliminarily, as the inventory audit will still be conducted.

Scope 3 Emissions (consolidated) in tCO₂e

Type of emissions	2021	2022	2023
Total scope 3 emissions in tCO₂e	145,337	103,164	1,185,818
Total scope 3 biogenic emissions in metric tons	2,972	2,626	511,812

- 1 The gases included in this disclosure were: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆
- 2 Greenhouse gases not embraced by the Kyoto Protocol were counted
- 3 The 2023 data has been published preliminarily, as the inventory audit will still be conducted
- 4 Total scope 3 emissions in 2023 increased considerably due to the expansion of categories included in the calculation.

Scope 2 Emissions in tCO₂e GRI 305-2

Type of emissions	2021	2022	2023
Total scope 2 emissions in tCO₂e	143,219	47,839	68,949

- 1 2021 and 2022 data do not include BIG Group.
- 2 The gases included in this disclosure were: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆
- 3 Greenhouse gases not embraced by the Kyoto Protocol were counted
- 4 The 2023 data has been published preliminarily, as the inventory audit will still be conducted.





Energy efficiency [GRI 302-1, 302-3]

The conversion of BIG Group stores provided an opportunity to expand operational efficiency measures and modernize stores, involving a comprehensive energy efficiency system. Significant investments were made in the use of more efficient equipment, such as:

- **closing beverage displays** (introducing vertical freezers in stores, an initiative the Group pioneered in Brazil)
- **using more efficient motors** in refrigeration systems
- **replacing traditional light bulbs with LEDs**
- **substituting conventional motors** with high-performance electronic motors
- **using roof paint with reflective ceramic paints** to improve thermal comfort and reduce energy consumption in air conditioning systems; and adopting

building and architectural techniques that enhance natural lighting

- **Replacing temperature and lighting control monitors**, from sectors within stores, analog for digital models, with access by remote centers that can verify and program the correct and efficient uses of energy in all stores.

The Group is committed to sourcing 100% of its energy consumption from renewable and clean sources by 2030, contributing to the achievement of GHG emission reduction targets.

i-REC system

Carrefour Brasil Group purchases energy certified by the i-REC (International REC Standard), a certification that guarantees the energy comes from renewable sources. In 2023, about 10% of the Group's energy consumption was covered by i-REC certificates. Note that while a large portion of Brazil's electricity stems from renewable sources, primarily hydroelectric power, this certification has not yet been widely adopted in the market.

12
stores with
solar energy
panels

6
stores with
electric vehicles
chargers

Energy consumption within the organization (GJ) [GRI 302-1]

Fuel	2023	
	Amount consumed	Energy in Giga Joules
Diesel (in liters)	10,176,484	358,723
Natural gas (in m ³)	93,799	32,659
LPG (in kilos)	3,014,362	142,579
Total non-renewable fuels		533,961
Electricity (amount in KWh)	1,805,625,356	6,500,251
TOTAL		7,034,212

Energy intensity within the organization [GRI 302-3]

	2023
Total energy consumption within the organization (GJ)	7,034,212
Floorspace + Dist. centers	3,822,386
Energy intensity	1.84
Type of energy	Electricity and fuels

In 2023, the company
**invested in more efficient
refrigeration equipment** in
79 stores

Refrigerants

Refrigerant gases in refrigeration equipment are a significant concern for greenhouse gas (GHG) emissions in the food retail sector. Although these are contained systems (where the gas recirculates), there are still fugitive emissions. When this happens, the equipment fails to maintain the necessary temperature to preserve the quality of the products. The temperature is therefore closely monitored, and an alert system indicates when there are issues. The replacement of gas is how these GHG emissions are measured.

At Carrefour Brasil Group, refrigerant gas leaks account for about 70% of Scope 1 and 2 GHG emissions.

The consumption of refrigerant gases often represents a significant challenge for reducing emissions due to the high cost of replacing equipment with more modern and efficient models.

Gases with a lower GWP are being prioritized, and the plan for 2024 includes progressively replacing hydrofluorocarbon (HFC) refrigerants.

The Group also has an automated gas collection system that contains leaks, which helps reduce fugitive emissions.



Logistics

The Group constantly adjusts its logistics and shipping routines focusing on energy efficiency and decreased fuel use, in particular non-renewable fuels. The Group also invests in a carbon offset program in Brazil, and since 2020 has purchased 86,000 carbon credits (24,000 in 2023). These credits derive from socioenvironmental projects ranging from biodiversity conservation to restoration.

Supply chain actions, such as a review of the logistics grid and continuous process improvement also contributed to increased efficiency in the form of lower mileage and optimal use of truck space, reducing the number of trips. Another strategy to increase efficiency is the use of different shipping modes and routes, which shortened some 15% of the routes.

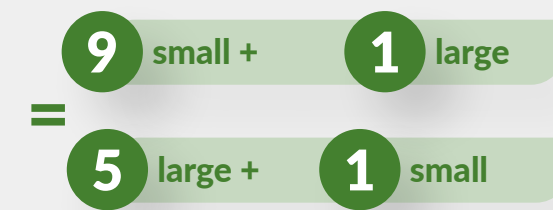


Transportation efficiency measures

Process review



Change in vehicle profiles



Electric vans

for e-commerce deliveries

Pathfinding system

installed in Carrefour Express network

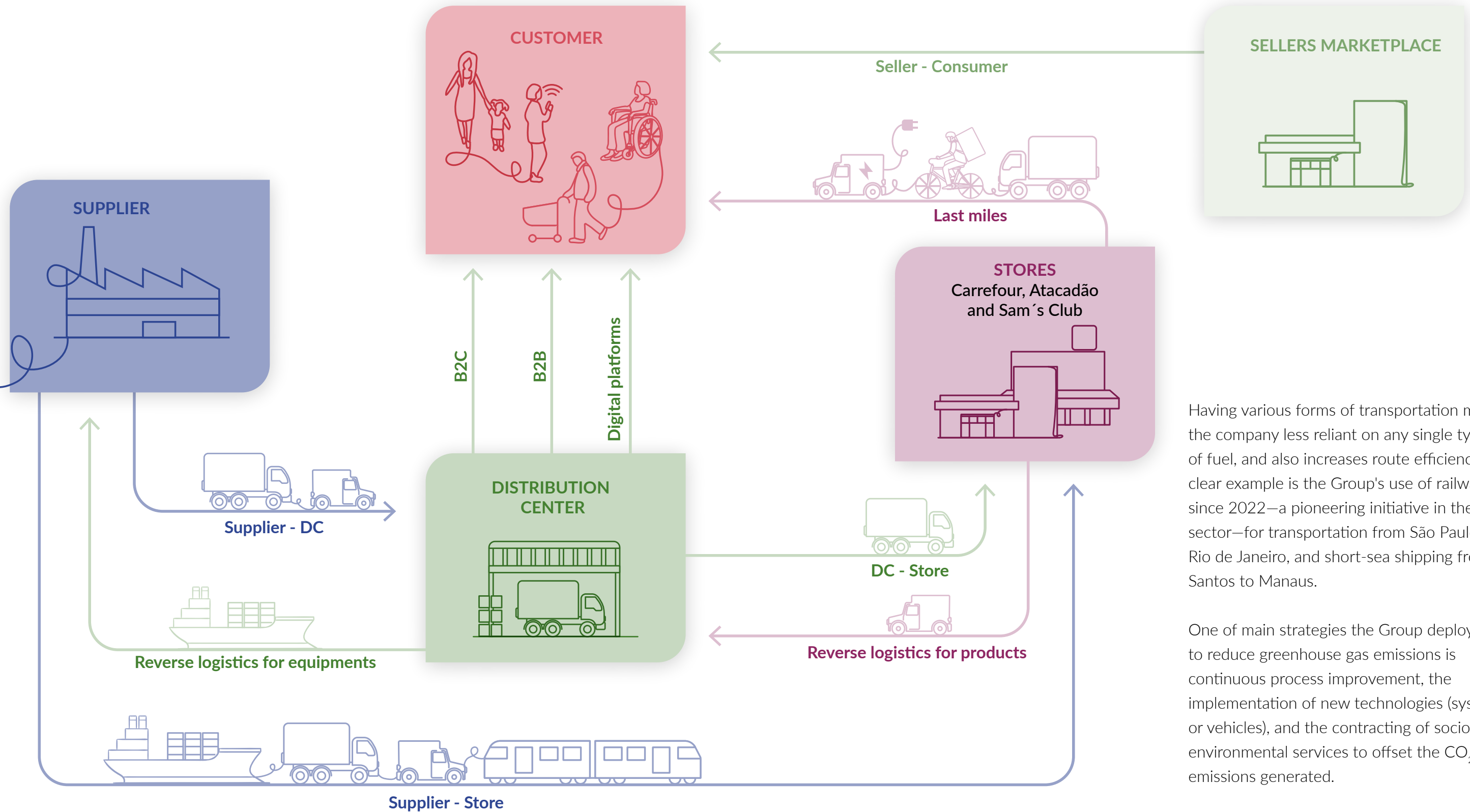
Different types of transport

- train between São Paulo and Rio de Janeiro
- short-sea shipping between Santos and Manaus
- alteration in the vehicle profile, such as switching from a traditional trailer to a train truck for the São Paulo-Recife route

Diversifying energy sources

Vehicles powered by CNG/ biomethane and electric vehicles, which have lower emissions than traditional vehicles

Logistical system of Carrefour Brasil Group



Having various forms of transportation makes the company less reliant on any single type of fuel, and also increases route efficiency. A clear example is the Group's use of railways since 2022—a pioneering initiative in the sector—for transportation from São Paulo to Rio de Janeiro, and short-sea shipping from Santos to Manaus.

One of main strategies the Group deploys to reduce greenhouse gas emissions is continuous process improvement, the implementation of new technologies (systems or vehicles), and the contracting of socio-environmental services to offset the CO₂eq emissions generated.

Transparency and recognition

As part of its commitment to data transparency, the Group participated for the first time in 2023 in the [Efficient Carbon Index \(ICO2\)](#) of the B3 Stock Exchange.

This index evaluates the performance of the hundred most traded shares on the Exchange with the best carbon management practices in Brazil.

For the first time too, the Group submitted specific data from its Brazilian operations to the [CDP](#), a non-governmental organization that was established in 2000 as the Carbon Disclosure Project and widely disseminates environmental impact information of companies globally.

In 2023, the Group also published its data in the [Public Emissions Registry](#), a platform developed by the Brazilian GHG Protocol Program, which is the largest database of corporate inventories in Latin America – of Fundação Getulio Vargas (FGV) –, and audited its inventory for the first time.

B

score of Carrefour
Brasil Group
in CDP Climate

Water efficiency [GRI 303-5]

Water consumption is not mapped as a material topic for Carrefour Brasil Group. However, water is used in day-to-day activities such as for drinking and cleaning in all units - stores, distribution centers, and administrative buildings.

Each year the company monitors water use via an online management system, and adopts initiatives to manage and reduce its use such as a system to monitor water consumption in real time, already installed in 53 stores and that quickly identifies leaks.

In 2023, a pilot system was installed that recirculates water so it is not consumed during periodic testing.

In 2023, the Group reduced its water consumption per sq. meter of sales area by 9% compared to 2022.

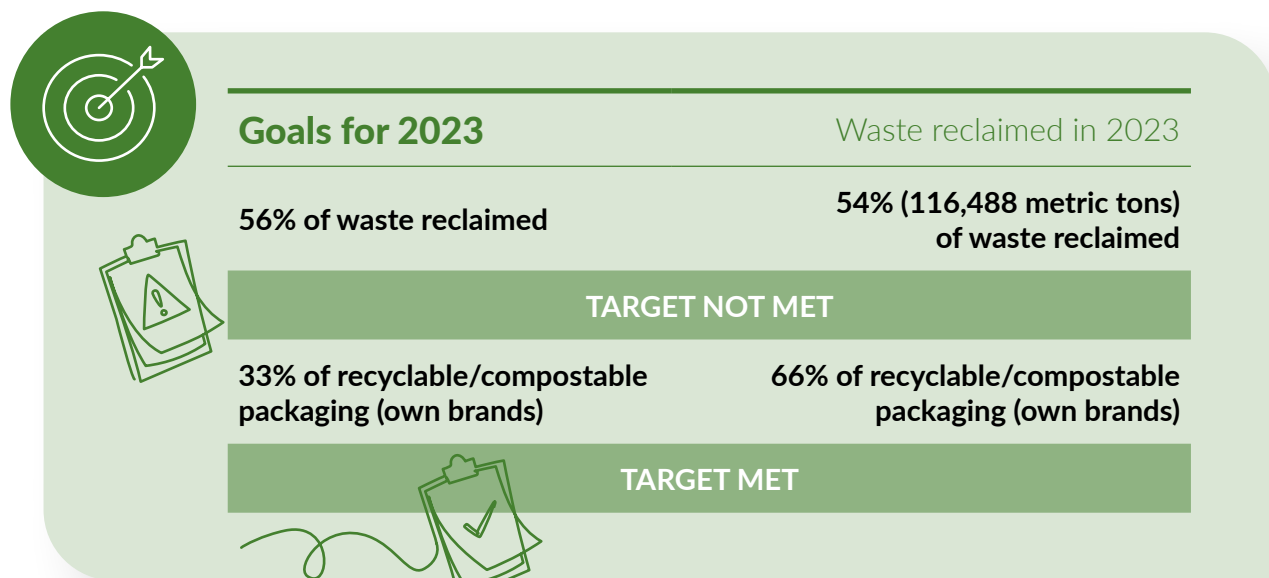
Total water consumption in ML (megaliters)

	2023
	Total areas
Total water withdrawal	4,601.5
Total water discharge	3,680.8
Water consumption	920.7

¹ The water disposal was calculated based on water intake and the NBR 9649 return coefficient.



Circular economy [GRI 3-3]



The Group's strategy includes a commitment to the circular economy, which is implemented in the packaging policy of its own brands and in the waste management of store operations and distribution centers. This strategy focuses on reducing food waste and includes reverse logistics programs aimed at customers.



Own label packaging [FB-FR-430a.4]

Carrefour Brasil Group has 23 house-brands sold in its hypermarkets and supermarkets, and in the former Grupo BIG stores (TodoDia, Nacional, and Bom Preço). These are more than 2,000 budget items that focus on quality, nutrition, and sustainable production processes.

Choosing low environmental impact packaging is a strategic theme for house-brands. The commercial and product development areas are committed to arriving at 100% of the portfolio in packaging that can be recycled within the context and reality of the recycling chain in Brazil. House brand items are a platform for adopting sustainable practices that may influence consumers and other companies.

The Group is part of the [Network for Plastic Circularity](#) governance. This Network involves all links in the plastic packaging chain (food and packaging producers) to rethink the use of plastic, ensure its circularity, and extend reuse time as long as possible.

In 2020, house brand items started to be redesigned to reduce the amount of packaging.

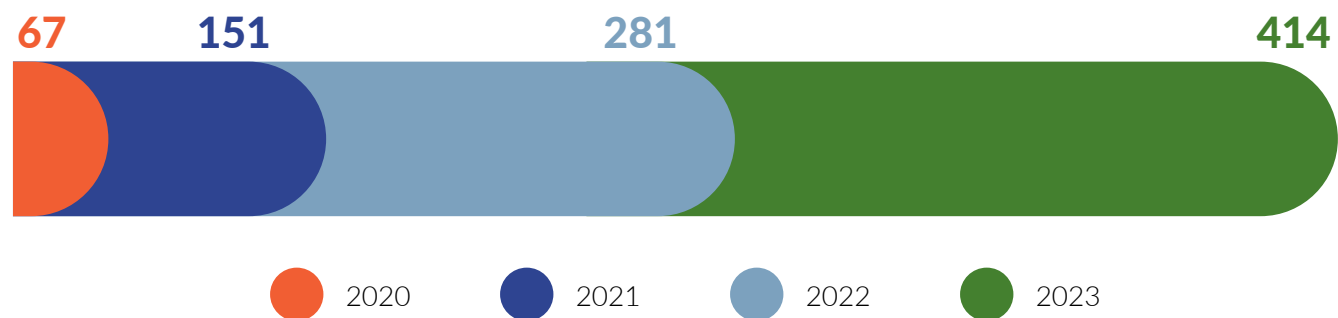
Circularity targets for own label packaging

BY 2025

100% of the packaging can be recycled, composted or biodegraded

100% of the paper and pulp packaging is FSC certified (Forest Stewardship Council)

Packaging avoided (metric tons) - cumulative



For 2024, the company continues to focus on achieving goals related to the recyclability of packaging, including recycled content, reducing the volume of packaging, and ensuring that all paper and cardboard packaging comply with the company's forestry policy.

Own label milk packaging

A significant portion of the Carrefour own-brand milk product line has been updated to long-life packaging, avoiding the use of PET Cromo, a material that is hard to recycle.



Packaging suitability

With the publication of Anvisa [Agência Nacional de Vigilância Sanitária (Brazilian National Health Surveillance Agency)] resolution [RDC 429](#) and [IN 75](#) on October 8, 2020, Carrefour house brands had to update their packaging to comply with the new standards, such the figure of a magnifying glass for high sugar added, saturated salt, and sodium above certain levels. All packaging was to be adjusted by October 2023, however before that Anvisa extended the deadline by a year.

The goal for house brands in 2024 is to reduce sugar added, saturated fats, and sodium so that the warning magnifying glasses may be removed from a number of them.

The information that must be included in food labels and about company services include the origin of the components, the content, safe use and disposal, and any social or environmental impact. All of the significant categories of goods and services are included in the organization's procedures and evaluated for compliance. [\[GRI 417-1\]](#)

In 2023, the Group had 11 cases of non-compliance with laws and/or voluntary codes concerning product and service information and labeling. [\[GRI 417-2\]](#) [\[FB-FR-270a.1\]](#)

Packaging education [GRI 306-2]

Employees in house brand product development and sales are trained in the use of sustainable packaging to guide the team's decision making process with suppliers. An interactive guide was created to facilitate decision making.

Because it works on innovation with its trade partners, company decisions have a multiplier effect, as companies subsequently apply these to other market products.

To increase packaging circularity, the company created a Golden Rule - the 4Rs:

Rethink

Innovation may be in the packaging, and also in the product. Examples would be switching from liquid to powder, adopting concentrated or paste formulations, use biodegradable packaging that has the same end of life as the product it protects.

Reduce

Eliminate unnecessary packaging items, reduce the use of plastic in packaging components, reduce packaging weight/thickness, eliminate components smaller than 7 cm whenever possible (caps, straws, labels), use lighter, smaller, and more efficient packaging.

Reuse

Design packaging that can be reused, even if in the consumer's home; create refills for bulk product so customers may use or reuse their own packaging.

Recycle

Once the first three elements have been taken into consideration, ensure that packaging waste is recyclable.

Reverse logistics

[GRI 301-3]

The Group has a reverse logistics program for its customers to encourage them to properly dispose of waste. There is room in the stores to receive packaging in general, batteries, lamps, ink cartridges, electronics, and cooking oil. Some of these programs are run with partners that allow the Group to reward customers for their responsible actions.



Materials collected through reverse logistics (t) [GRI 301-3]

	No. of stores	Volume collected
Batteries	46	3.6
Lamps	225	36.9
Packaging	130	283.7
Cartridges	62	1.8
Coffee capsules	17	1.7
Electrical and electronic products	19	3.3
Oil	48	3.7
TOTAL		334.8

Atacadão is among the top 10 retail companies in bulb collection



In 2023, it ranked 3rd in the top 10 retail networks for collecting fluorescent bulbs through reverse logistics services. The company collected 147,964 units at voluntary drop-off points located in stores nationwide, which were then processed in an environmentally proper manner. This initiative results from the group's partnership with Reciclus, a company responsible for the collection, transportation, storage, recycling and treatment of this waste.

Combating food waste

[GRI 3-3]

Aligned with its mission to fight hunger, Carrefour Brasil Group has implemented a series of strategic actions to reduce food losses:

- daily management of food in stores to preserve its shelf life
- rational sizing of purchases to decrease losses due to spoilage or expiration
- offering discounts on near-expired products
- sale of by-products (such as breadcrumbs, pre-cut ready-to-eat fruits)
- donations of food (see details on [page 87](#)) to organizations near stores that assist people in experiencing food insecurity, after all other reuse initiatives have been exhausted
- The **Únicos** Program: a Group initiative since 2017 which markets in stores products that are aesthetically impaired but are still fit for consumption, which discounts of around 20%.



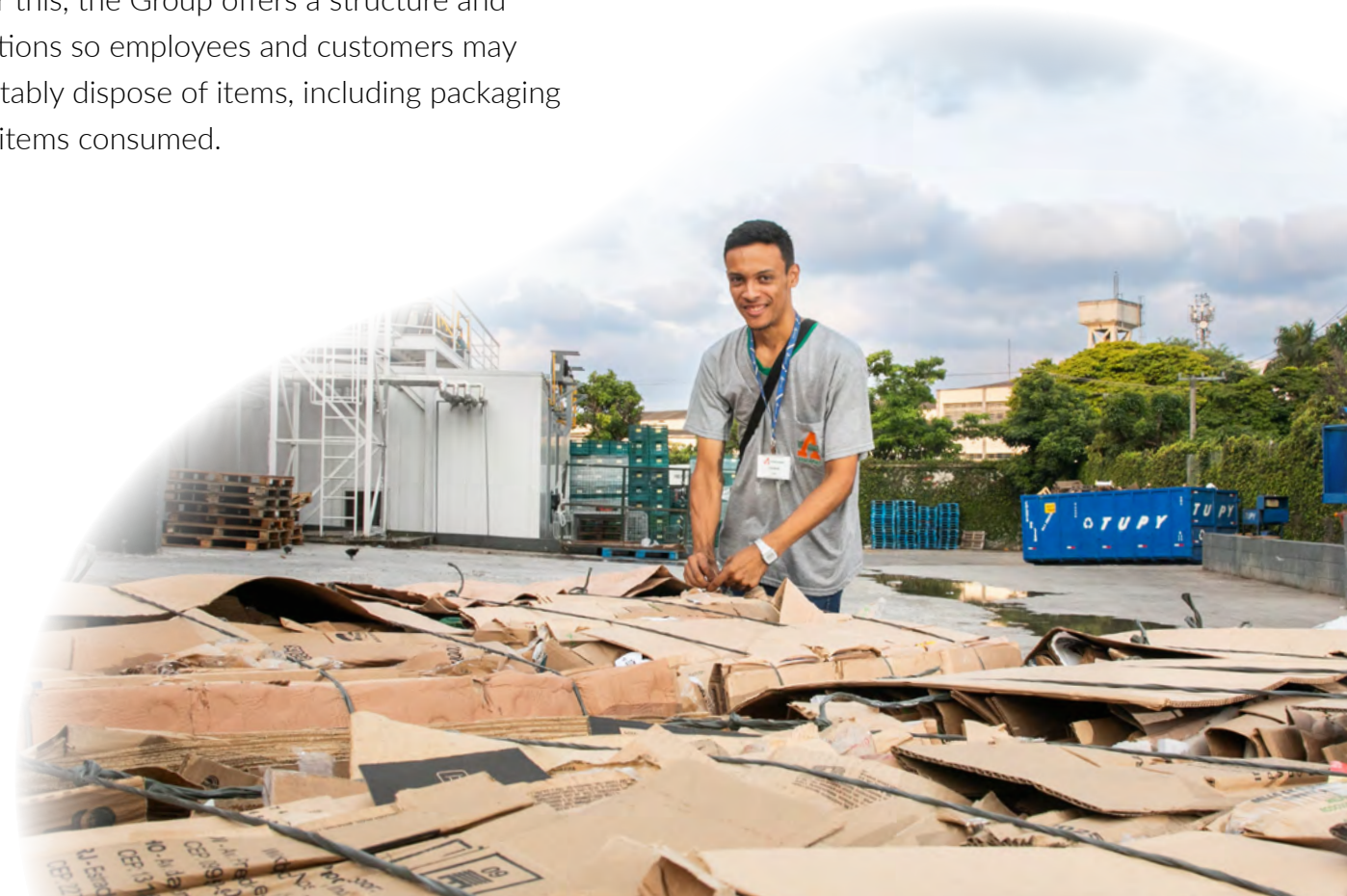
Zero landfilling commitment

[GRI 306-1, 306-2, 306-3, 306-4, 306-5]

Together with fighting food waste, the group is also committed to eliminating waste disposed of in landfills over the medium term, reducing waste generation and its environmental impact. Carrefour Brasil Group takes precautions to reuse materials and dispose of them in the best possible way, returning to the production chain through recycling. Given their nature and components, along with the chain of impact, there is a specific protocol of actions for each type of material.

For this, the Group offers a structure and options so employees and customers may suitably dispose of items, including packaging of items consumed.

Based on a circular economy, Group management is aligned in complying with the National Solid Waste Policy. Waste generated by the company is managed by third parties, and the company employs processes, such as quarterly audits, to ensure this is done in compliance with legal and contractual obligations.





About 117,000 tons of waste were kept out of landfills due to the following:

- Encouraging recycling and suitable disposal, focusing on the store operation and distribution center teams;
- Disposal of food waste to manufacture byproducts;
- Organic waste of 407 stores sent for composting;
- Biodigestion of organic waste. The Group is a pioneer in the use of biodigestors, a waste decomposition system that differs from composting as it can be performed in an anaerobic (oxygen free) environment, producing biogas and compost, both of which can be reused, thus eliminating the need for disposing of waste in landfills. Biodigesters were used in 44 Group stores.

Goal: Landfill-free by 2025

Total weight of waste generated (excluding wastewater) in the company's own operations [GRI 306-3]

2023	
Hazardous waste	Amount generated (t)
Hazardous waste (diesel oil, paints and solvents, separator box oil, oil-soaked rags and mats, fiberglass, bulbs, batteries, electronic devices, etc.)	88.4
Non-hazardous waste	Amount generated (t)
Paper and Cardboard	71,937
Plastic	12,057
Other nonfood	8,433
Organic	25,315
Tailings	101,237
TOTAL	218,979

Waste disposal [GRI 306-4, 306-5]

Final disposal [GRI 306-5]	
Landfilling	101,237
Diverted from disposal [GRI 306-4]	
Donations of food and non-food products	4,196
Paper/cardboard	71,937
Plastic	12,057
Composting	13,297
Other non-food recovered materials (glass, metal, aluminum, hangers, wood, Tetra Pak, co-processing, and others)	8,433
Other food products recovered	6,639
Biodigester	1,184
TOTAL	218,979

Value chains free of social and environmental risks

[FB-FR-430a.3] [GRI 3-3]



Target for 2023 Active and geomonitored meat suppliers in 2023

100% of suppliers **17 (100%)**

TARGET MET



Target for 2023 textile suppliers audited by ABVTex

100% of suppliers **100%**

TARGET MET

Meat suppliers blocklisted in 2023: 5



Brazil plays a crucial role in protecting global biodiversity, given the significance of its forest coverage.

Forests occupy a significant percentage of the Brazilian territory. The Amazon biome, with its diverse forests and ecosystem, covers some 60% of the territory (source: IBGE). Its vast expanse includes the world's largest river basin and is a determinant for rainfall and climate regulation for food production in the country.

Productive activities such as cattle ranching, palm and soy oil, timber, and paper have impacted these forests and are capturing more and more of the existing ecosystems, contributing to the degradation of areas and ecosystems, and leading to deforestation.

According to the Climate Observatory, production activities emitted 12.2% more CO₂eq in 2021.

Beyond their importance in addressing the climate crisis, forests are also the home of incomparable cultural and food wealth. They are the home of indigenous peoples and traditional populations whose culture, ancestral knowledge, lifestyles, and output are intrinsically linked to preservation of the biome, and have a huge potential to help reduce inequalities and foster businesses that keep the forests standing.

Carrefour Brasil Group is determined to fight any negative socio-environmental impact related to its supply chain. It also contributes to regional transformations that transcend its own chains.

The company's commitments seek to objectively and consistently fight deforestation and enable the inclusive food production, generating and distributing wealth with sustainable production processes that value and preserve biodiversity.

For this, the company has a complex and multifaceted ecosystem that monitors suppliers and imposes consequential measures in the event of failure to comply.

The Group uses verification, monitoring, and compliance mechanisms, incentives for the sale of certified foods, food safety programs, promotion of sustainable production - especially for house brands -, and meat tracking, among others, to fill its aisles with products that comply with its sustainability principles.

Protecting biodiversity and combating deforestation in the supply chain [GRI 308-2]

Meat traceability

Carrefour Brasil Group's commitments aim to contribute to combating deforestation and enhance the development of sustainable food production. 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 production processes.

24,170,169
hectares monitored in the

28,983
ranches monitored in the year



Photo: Marcus Mesquita

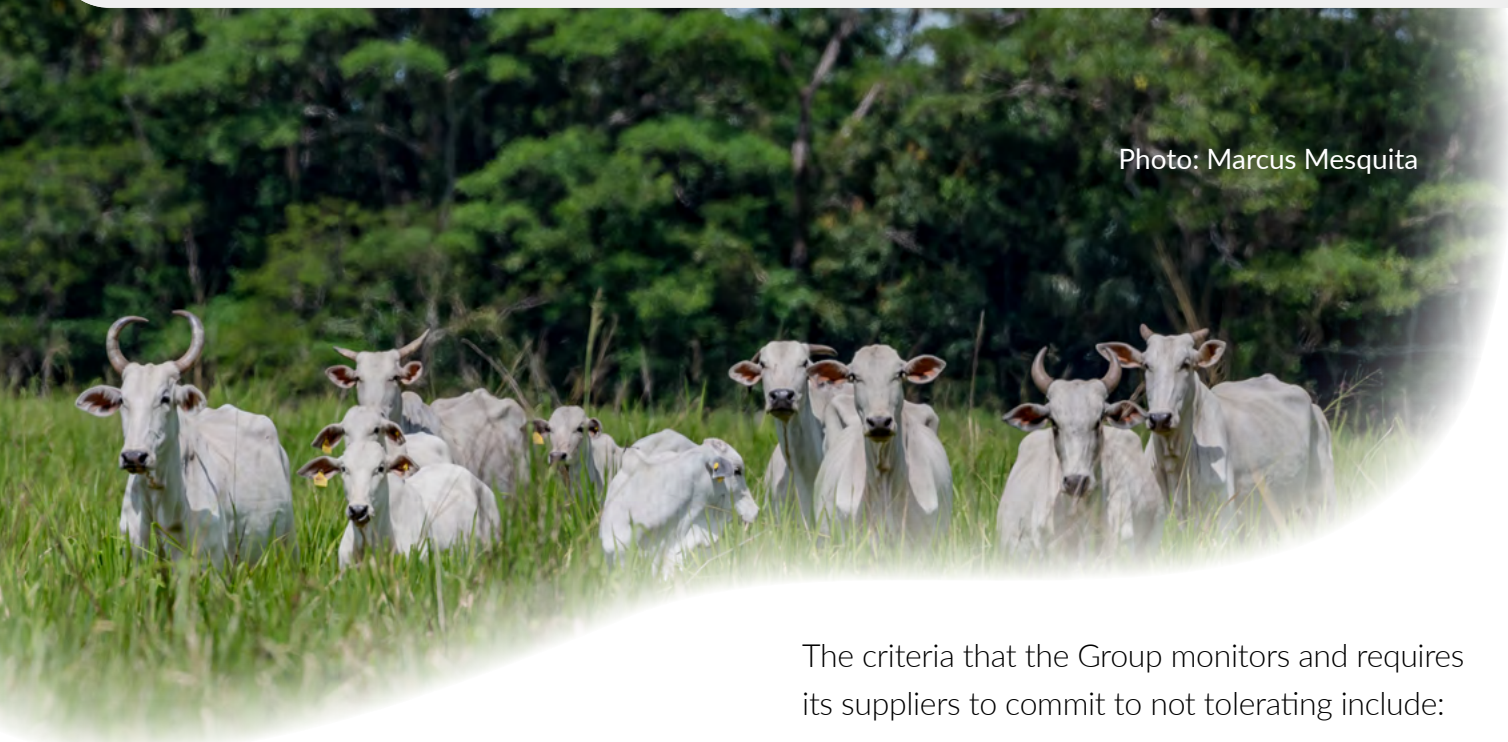


Photo: Marcus Mesquita

The criteria that the Group monitors and requires its suppliers to commit to not tolerating include:

- 1 Deforestation or habitat conversion**
- 2 Child and slave-like labor**
- 3 Environmental embargoes**
- 4 Land grabbing in indigenous or quilombola lands**
- 5 Land grabbing in protected areas**

To address deforestation associated with meat production, the Group has an approval and monitoring process based on socio-environmental criteria approved by the Public Prosecutions Department (Boi na Linha Protocol, which considers criteria such as deforestation, environmental embargoes and land grabbing on indigenous lands and conservation units), and additional criteria defined by the company, such as land grabbing on quilombola lands, state embargoes, and ICMBio.

The Group has its own procedures for geospatial analysis of the farms that are direct suppliers to its partner meat packers.

In its approval process, Carrefour Brasil Group demands that all meat suppliers meet the following prerequisites:

- Participate in the Boi na Linha Protocol
- have a geomonitoring tool, regardless of the geographical location of their facilities
- have signed the Conduct Adjustment Commitment (TAC) for meat in the apposite states (Legal Amazon)
- plants with a federal inspection seal (SIF)
- permits reanalysis of all ranches by the Group's geomonitoring system
- all farms must have active registration (Federal CAR) and environmental licenses (when applicable).

Ensuring that the Brazilian meat sold in their stores does not come from farms engaged in deforestation is a priority. An seamless contact system has been set up with the supplier meat packers to trace the direct origin of 100% of the national meat sold in the stores, including both private labels and meat packer brands, using technology and geomonitoring. [\[GRI 414-2\]](#)

All direct farms must therefore be declared by the meat packers and are reanalyzed weekly by the Group through geospatial analysis by a specialized third party, with verification of compliance with the protocol criteria. This system allows for the assessment of socio-environmental risks based on the location of the farms and the analysis of public data.

In cases of suspected non-compliance, the farm is temporarily suspended as a Group supplier until documentation proving compliance is submitted. If the documentation is not accepted or not submitted, the farms are permanently blocklisted. Farms with accepted compliance documentation are reinstated. All batches of meat purchased are verified, covering the entirety of the meat packers.

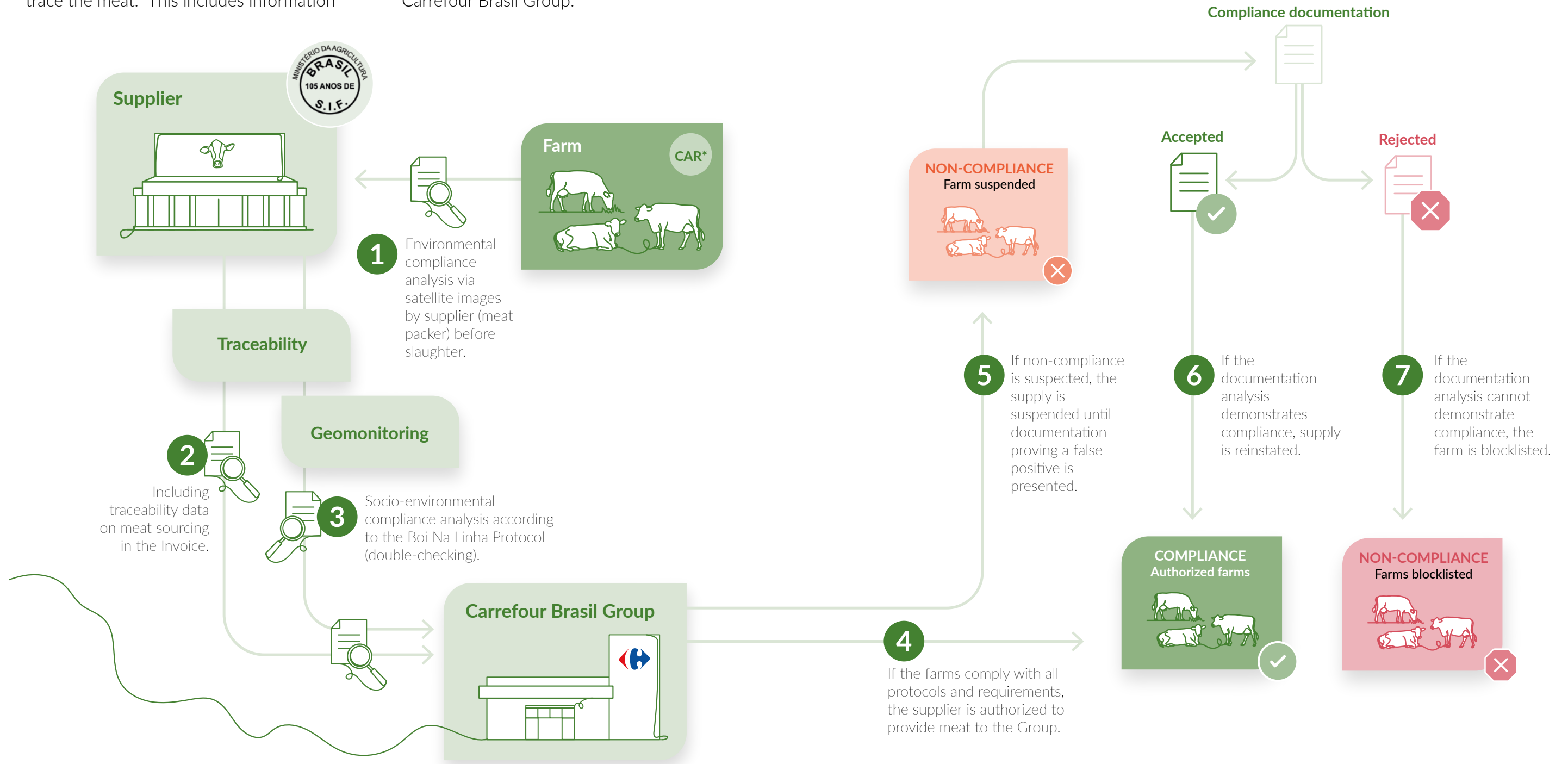
The management, control of origin, and socio-environmental analyses of farms, along with the transmission of this data to Carrefour Brasil Group, are mandatory information required from all suppliers in the group.



Meat traceability

All meat packers and producers must adhere to the Boi na Linha protocol, ensuring transparency and zero deforestation through pre-purchase analyses and data sharing to trace the meat. This includes information

on the origin of the animals through satellite imagery analysis (geomonitoring). The socio-environmental assessment must be conducted before the meat is sent to Carrefour Brasil Group.



* Environmental Registry - Cadastro Ambiental Rural. CAR. in Portuguese.



forest-positive future. The Group has been an active member of the Coalition, and its Sustainability Officer, Susy Yoshimura, recently took on the co-leadership of the Meat Working Group. The active participation and directional sense of Carrefour Brasil Group have been indispensable in engaging with stakeholders in Brazilian livestock farming and serve as an example of responsibility and leadership within collaborative spaces. The Coalition's work is technically and strategically supported by Proforest and the Tropical Forest Alliance.”

Erika Monteiro,
project manager at Proforest / CGF- Beef Coalition - Forest Positive Approach

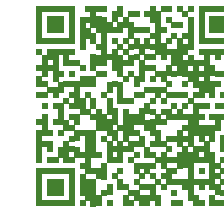
“Carrefour Brasil Group is a member of the Forest Positive Coalition (FPC) of the Consumer Goods Forum (CGF), which collaborates to transform landscapes and production chains of meat, soy, paper and pulp, and palm oil towards a

Ranches and land monitored in 2023

Biomes	No. of Ranches	Area (ha) monitored
Amazon	14,753	8,385,683
Cerrado	9,471	11,146,305
Atlantic Forest	3,537	1,902,829
Tropical wetlands	457	2,143,980
Pampas	583	467,299
Caatinga	183	124,075
TOTAL	28,983	24,170,169

Transparency Platform and Whistleblowing Channel [GRI

2-25]



[Transparency Platform](#)



[Whistleblowing Channel](#)

Photo: Marcus Mesquita

The Group participates in the following coalitions and partnerships:

- Brazilian Roundtable on Sustainable Meat
- Cerrado Voluntary Protocol Working Group
- Boi na Linha Protocol – Imaflora and MPF
- CGF (Consumer Goods Forum - Forest Positive Coalition (FPC)
- GTFI (Working Group on Indirect Suppliers)
- Brazilian Coalition on Climate, Forests and Agriculture



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. Soy is present either directly or indirectly in a wide variety of products. Its main use today is as an ingredient in food products, especially in the manufacture of feed used in the animal products industry.

In its ambition to ensure the sustainability and preservation of ecosystems affected by soy production, the Company seeks to promote sector dialogs in order to share experiences and meet the demands related to sustainable soy production. Carrefour Brasil Group is also a member of the Round Table on Responsible Soy (RTRS), an international non-profit association that advocates for the growth of responsible soy production, trade, and use through cooperation with relevant players across the value chain in an open dialog with stakeholders.

To help protect the Cerrado biome in Tocantins state, the Group's Carrefour Foundation provided funding to the

Conservation International initiative "Low Carbon Regenerative Commodity Production," which aims to foster agricultural sustainability focusing on soy production in six priority municipalities in the state. The project includes training farmers to adopt a seamless crop-livestock-forestry (ICLF) production model, aiming at regeneration and reducing carbon emissions, with support from Embrapa and the ILPF Network. It also seeks to improve access to credit, raising awareness of available options and training farmers to access them.

Palm oil certification

A common food ingredient, palm oil poses a risk of deforestation in tropical forests, especially in Southeast Asia. Since 2020,

Carrefour Brasil Group has ensured that all its private label products contain 100% RSPO-certified palm oil, at least at the Mass Balance level.

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

Certification of timber products and by-products

For over four years, Carrefour Brasil Group has been working with its private label suppliers to ensure that the ten priority product categories containing pulp, paper or wood in their composition, defined according to their relevance in sales, are certified by the FSC (Forest Stewardship Council). This label certifies that forest products come from responsible and sustainable forest management and comply with applicable socio-environmental laws.

In 2023, 80% of the sales of wood-derived products from private labels were FSC certified.

The Group has also started to monitor FSC certification in national brands, holding meetings with major suppliers to verify the scope of certification.

100%
of palm oil in own-brand products is RSPO Mass balance certified

80%
of wood-derived products from private labels certified

Sustainable fish chain

The company has set a goal that by 2025, 50% of seafood sales will be sourced responsibly.

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

- Aquaculture Stewardship Council (ASC) certification for aquaculture products
- 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 the Group
- participation in fisheries improvement projects (FIP) or aquaculture (AIP) with positive evaluation by the public.

These certifications aim to ensure that wild angling is not linked to the risk of extinction and that aquaculture practices are responsible and sustainable.

In 2023, 100% of canned fish and 96% of fresh fish were certified for Carrefour's own brands. For 2024, the company plans to work closely with national brand suppliers to urge them to get this certification. The Sustainable Fishing Policy and a Purchasing Guide for regional buyers will be published, and a second phase of the Shortening Links program in Pará will be launched (see more details on [page 216](#)).

100%
of own-label tinned
fish certified

96%
of own-label fresh
fish certified

Governance and Forest Committee

To address the profound socio-environmental challenges, Carrefour Brasil Group set up the Forest Committee in September 2022. This committee consists of seven members, including two internal executives and five experts in climatology, traceability and socio-environmental impact.

In order to support the company's governance bodies, the Committee's objectives include:

- suggesting and recommending effective actions that can be independently adopted in the company's forest preservation strategy;
- defining guidelines to enhance the presence of sociobiodiversity products on the company's shelves; and
- supporting the company in driving a R\$ 50 million investment from the Forest Fund.

The initiatives to foster actions that keep forests standing are closely linked to efforts to offer products in the Group's stores that originate from sound agricultural practices. These practices directly benefit local communities and help preserve native vegetation, particularly in the Amazon and the Cerrado regions. The goals and programs in this respect, including the traceability strategy for meat, are decided with the technical collaboration of the Forest Committee.

Forest strategy of Carrefour Brasil Group

Carrefour Brasil Group is committed to combating deforestation related to its supply chains and contributing to regional transformations that extend beyond its own operations.

1. Commitment to zero deforestation in its supply chain:

- **100%** of its own-brand meat will be sourced from outside high-risk areas by 2026
- **100%** of all meat brands will be sourced from outside high-risk areas by 2030

2. Development of productive model alternatives that encourage Standing Forests:

- Support for the development of socio-bioeconomic chains and products, enhancing biodiversity and increasing income generation and distribution in local communities (including indigenous peoples, quilombola communities and riverside populations)
- Support for the expansion of businesses, technologies and products with traceability and good practices in regenerative agriculture and high-potential regional agroecology

3. Robust model of transparency, governance and stakeholder dialog:

Quarterly meetings where the committee suggests and recommends actions for forest preservation, sets guidelines and monitors the forest and biodiversity protection strategy.

Development of risk methodologies for the meat traceability system and transparency initiatives as part of the committee's agenda.



Arnaldo Carneiro Filho

Agronomist and former senior researcher at the National Institute of Amazonian Research (INPA)



Carlos Nobre

Climate scientist specializing in the Amazon



Eduardo Assad

Scientist, researcher and lecturer specializing in agriculture and climate change



Marina Piatto

Agronomist and executive director at Instituto Imaflora



Rachel Bidermann

Doctor of Public Administration and master in Environmental Science



Carine Kraus

Executive officer of Global Engagement at Carrefour S.A.



Stéphane Maquaire

CEO of Carrefour Brasil Group

The Forest Fund was formed by Carrefour Brasil Group in September 2022 alongside the creation of the Forest Committee. It will allocate R\$ 50 million through 2026 to financing projects aimed at traceability and compliance of commodities and promoting sociobiodiversity products.

Fundação Carrefour supported the following projects in 2023:

- **Shortening Links**, in Pará state, in collaboration with the International Education Institute of Brazil (IEB) and Terra Maré, to strengthen artisanal fishing and conserve marine resources through training, participative management and community empowerment, promoting fair trade, income creation and the preference for local products.

- **Sustainable Calf Production**, in partnership with the IDH (The Sustainable Trade Initiative), providing technical assistance to calf breeders, making indirect smallholders profitable with sustainable practices and traceability from birth.
- **Brazilian Livestock Traceability** in conjunction with the National Wildlife Federation (NWF), to drive the engagement of meat packers in the Amazon and Cerrado biomes and foster transparency in the chain.
- Production of low-carbon regenerative commodities in the Cerrado biome: in partnership with Conservation International, aimed at leveraging sustainable agricultural practices, training farmers and facilitating access to funding, promoting more responsible agriculture in six priority municipalities of Tocantins, with an emphasis on grain production.

The Forest Fund is allocating **R\$ 50 million** to projects

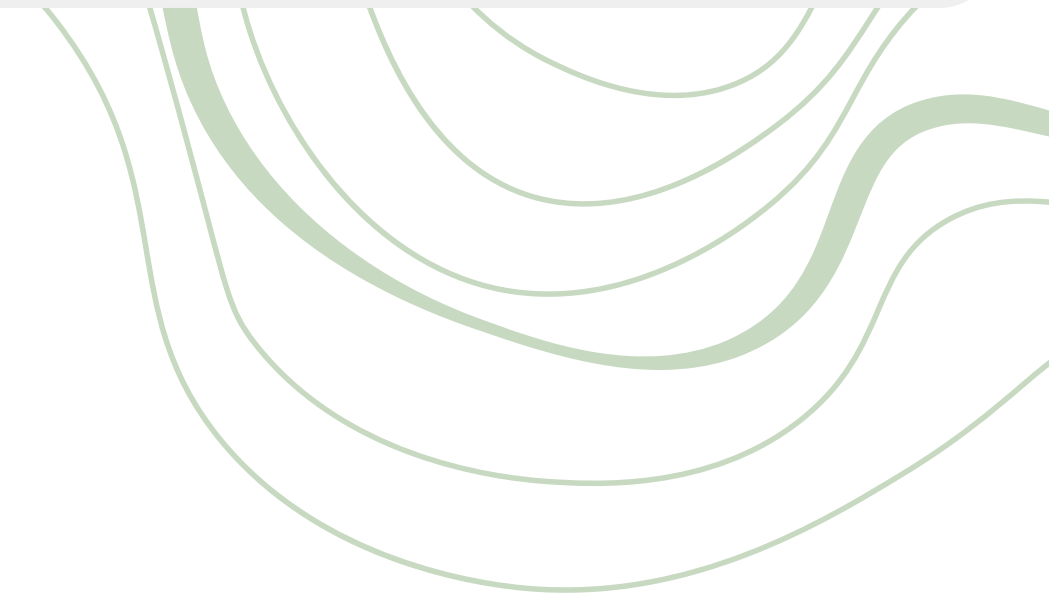
“The NWF strives to promote sustainability in the meat and leather production chain, meeting market demands.

We urge producers, meat packers and retailers to enhance the sustainability of the productive system in the Amazon and Cerrado biomes.

The partnership with Carrefour and the support of Fundação Carrefour have been of great importance for the continuity and expansion of our work in the Amazon, and for the continuous improvement of socio-environmental indicators across all links of the production chain."

Francisco Beduschi Neto
Executive Director of NWF





Labor conditions in the value chain

Respecting human rights in all value chains embracing our suppliers and commercial partners is a central plank of Carrefour Brasil Group's sustainability strategy. As a leader in the country's food retail sector, the company is committed to monitoring compliance with labor laws and human rights in all commercial interactions with suppliers and partners. The company dedicates significant efforts to ensure dignified working conditions within its value chains.

All obligations related to human rights observed and demanded by the company 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.

Supplier due diligence

[GRI 409-1]

The Group acknowledges the existence of risks associated with working conditions and human rights in its supply chain. These risks are related to suppliers of own-brand and textile products, which are subject to periodic audit policies according to specific protocols such as ICS (Initiative for Compliance and Sustainability), SMETA (Sedex Members Ethical Trade Audit), BSCI (Business Social Compliance Initiative), and ABVText (Brazilian Association of Textile Retail).

The Group also adopts measures such as a declaration of non-tolerance in official documents, establishment of policies, training of employees, documentation checks, regular monitoring of the partner base, comparing it with official tools like the Slave Labor Blocklist (an official list published by the Ministry of Labor), audits, and partnerships with independent institutions.



The Group's sets out its expectations in the [Code of Conduct for Suppliers and Partners](#), which is an essential part of all supply contracts. Suppliers must demonstrate compliance with this code and undergo a due diligence process facilitated largely by the G-Certifica platform. Among other procedures, this process includes the analysis of the Blocklist. Being listed in such databases results in automatic disapproval, which prevents them from supplying or providing services to the company.

Moreover, to ensure the social compliance of suppliers, the Group conducts on-site audits at production units, led by certifiers and following the ICS protocol for all own-brand suppliers, both during approval and throughout the duration of the contract. [\[GRI 414-1\]](#)

The criteria evaluated include transparency, child labor, forced labor, discrimination, disciplinary practices, harassment, freedom of association, working hours, remuneration, trade union freedom, collective bargaining, benefits, and health and safety for employees. These aspects reflect the commitment to creating fair, safe and ethical workplaces throughout the supply chain. [\[GRI 407-1, 414-2\]](#)

Institutional human rights initiatives

Carrefour S.A. is a founding member of the ICS (Compliance and Sustainability Initiative), a sector initiative with a global scope. Since 1998, the company has been involved in Working Groups aiming to improve working conditions along the global supply chains of member retailers and brands.

For textile products, Carrefour Brasil Group has been a member of ABVText since 2012. This organization provides certifications for

clothing and fabric producers, both direct and subcontracted. All national suppliers must undergo the certification process.

Since 2017, the Group has also been a member of InPACTO (National Institute for the Pact on Labor), and a deputy member of the entity's Council, which fights against child labor and slave labor.

"Carrefour has demonstrated its commitment to promoting human rights on multiple fronts.

The company has been working to deepen and enhance its practices, policies and due diligence processes, showing materiality and advancements in its initiatives for socially responsible and sustainable action that respects and promotes human rights, not only within its internal management but also among its suppliers, partners and the entire value chain."

Marina Ferro,
Executive director of InPACTO





Animal welfare in the value chain



* In 2023, SAM's Club did not have a defined target.

As part of its sustainability strategy, Carrefour Brasil Group commits to promoting sustainable and socially aware production chains, where animal welfare is an integral part of their guidelines. This commitment adheres to the five freedoms established by the Farm Animal Welfare Council, a global benchmark in the field.

Key animal welfare freedoms

- Physiological
- Environmental
- Health
- Behavioral
- Psychological

Source: Farm Animal Welfare Council (FAWC)



Recognizing animals as sentient beings, the Group fights to improve animal welfare within its supply chains, not tolerating any form of mistreatment. The animal welfare policy

implemented globally by Carrefour S.A. in 2019 focuses on ten priority commitments, aiming for traceability, quality, and sustainability from source, with fair pricing:

- 1 Avoid animal resistance to antibiotics by prohibiting the use of growth promoters in animal feed
- 2 Ban cloning and genetically modified animals and foster biodiversity, in accordance with Brazilian legislation
- 3 Transform cage farming and minimize livestock confinement
- 4 Minimize stress during transport and slaughter
- 5 Limit mutilations and ensure that animals do not suffer pain
- 6 Ensure proper feeding
- 7 Require health monitoring
- 8 Prohibit animal testing (for cosmetics and household products)
- 9 Prohibit the use of animal materials that do not come from farms primarily aimed at food production
- 10 Improve the comfort of the habitat.

The Group also undertakes extensive engagement work with stakeholders, actively collaborating with local NGOs to strengthen their initiatives. Through these partnerships, the company aims to refine its practices and explore innovative solutions, thus aiming to

create a lasting positive impact as it moves towards more sustainable and socially responsible approaches.

There are strategic animal welfare initiatives for the pork and egg supply chains.

"Given its sectoral significance not only nationally but also globally, Carrefour Group sets trends and is becoming a benchmark with its animal welfare policy.

Its commitment to reducing confinement, banning practices that cause unnecessary suffering to laying hens and pigs, and slowing down antimicrobial resistance—an urgent Health issue—raises awareness among all involved, from production in the field to the consumer."

Patrycia Sato,
President and technical director of Alianima,
an animal welfare organization





Pig welfare

By 2025, 100% of the pork from the Sabor & Qualidade own brand will comply with the Group's pig welfare policy. This policy was published in 2019, following collaborative work with various stakeholders in the chain. Specific commitments were defined in line with market changes and national and international regulations:

- **Restriction of clipping or wearing down teeth:** restricted since 2020, the practice is maintained only in cases of extreme necessity when aggressive behavior among animals occurs.

- **Less crate time for sows:** since 2022, 100% of sow mothers have a maximum confinement time of 28 days.
- **Abolition of ear notching (cutting ears to identify animals):** practice eliminated in 2022. Animals are now identified by other means, such as tattooing.
- **Surgical castration:** By 2025, non-invasive immunocastration will be adopted.
- **Antibiotics:** the use of antibiotics after weaning will be prohibited from 2030.
- **Studies for tail docking:** the company has pledged to conduct studies and tests on the best procedure for pig tail docking, a subject experts cannot agree on. Only the final third is cut off at the moment.
- **Environmental enrichment:** Since 2022, pig farms have been investing permanently in more interactive environments for the animals, simulating situations that occur in nature.

Welfare of laying hens

Carrefour Brasil Group has launched a global transformation project, working alongside its suppliers, to ensure that all eggs sold in its stores come from alternative, cage-free farms by 2028. By 2025, the goal is that 100% of eggs from its own brands will be from cage-free hens.

To achieve this, cage-free, free-range, and organic systems are being implemented. These models, which are being expanded, provide substantial improvements in the living conditions of the hens. In these environments, birds have adequate space to move, stretch their wings, perch, and exhibit natural behaviors in a more comfortable and enriching environment conducive with their physical and psychological well-being, contributing to a healthier and restriction-free life.



Animal cause

In 2018, the Group committed to undertaking initiatives for stray animals in Brazil, maintaining a partnership with Ampara Animal, an organization founded in 2010 and led by entrepreneurial women, now the largest entity for animal protection and defense in Brazil.

Some of the Group's actions in this area in 2023 included:

- two mass spaying and neutering campaigns
- 43 adoption events, resulting in 273 adoptions of dogs and cats

- donations of pet food
- training for employees on how to handle animals in stores
- partnerships with and contributions to local NGOs
- 181 Trap-Neuter-Return (TNR) actions, with 527 sterilizations (69 dogs, 456 cats and 2 goats) of animals abandoned in stores.

Private label management

Carrefour Brasil Group's own brands are developed with reference to the quality of the leading brands in those segments.

Expansion and development

The participation of own brands in the Group's total sales of food products has been increasing. In 2023, it represented 21.4% of sales, growth of 2 percentage points compared to 2022. The goal is to reach 26% of all food product sales by 2026.

The company's own brands serve as a vehicle to set good examples of sustainability in the industry regarding the origin of the products, nutritional quality or the recyclability of packaging. The Group typically sets stricter targets for these products compared to other brands.

Awards

In 2023, Carrefour Brasil Group won in three categories at the 2023 Abmapro Own Brands Awards. One of the winning categories was for Sustainable Produce, for Carrefour's 5kg Organic Compost Vegetable Soil. These recognitions further highlight the company's commitment to sustainability and the quality of its products, reinforcing its position as a leader in sustainable practices within the retail industry.



Sabor & Qualidade

The Sabor & Qualidade (S&Q) product line boasts a strong sustainability record across various fronts. These include the method of cultivation—such as bananas grown without aerial spraying to prevent substances from affecting the surrounding environment—and adherence to animal welfare parameters.

To guarantee this objective, five principles must be contemplated:

1. Taste

S&Q products taste better than comparable market products. This differential is guaranteed through sensory analysis in product development, which must meet the standard defined in the technical data sheet.

2. Quality and price

S&Q products undergo laboratory analysis, and farms and manufacturing units are audited under the Group's protocol in order to monitor compliance with the Quality Policy and brand requirements. Prices are also monitored to make sure customers get a fair deal.

The participation of own brands in the Group's sales has been increasing

3. Authenticity

Carrefour Brasil Group leverages this pillar to foster and value Brazil's agricultural heritage, selecting the best products from each region of the country.

4. Sustainability

The S&Q range preserves 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.

5. 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.

Carrefour Bio

Another flag-bearer among private labels is the Carrefour Bio line, created in line with the company's purpose of offering healthy, affordable, and quality food to all Brazilians, democratizing access to organic products with the typical lower pricing policy of these goods. In addition to more than 60 types of perishable foods, the range includes 42 grocery options, such as coffee, honey, olive oil and coconut oil.

All Carrefour Bio products are certified with the seal of the Brazilian System of Organic Compliance Assessment (Sisorg) and are re-evaluated by a team that ensures that the products sold have a valid certificate.

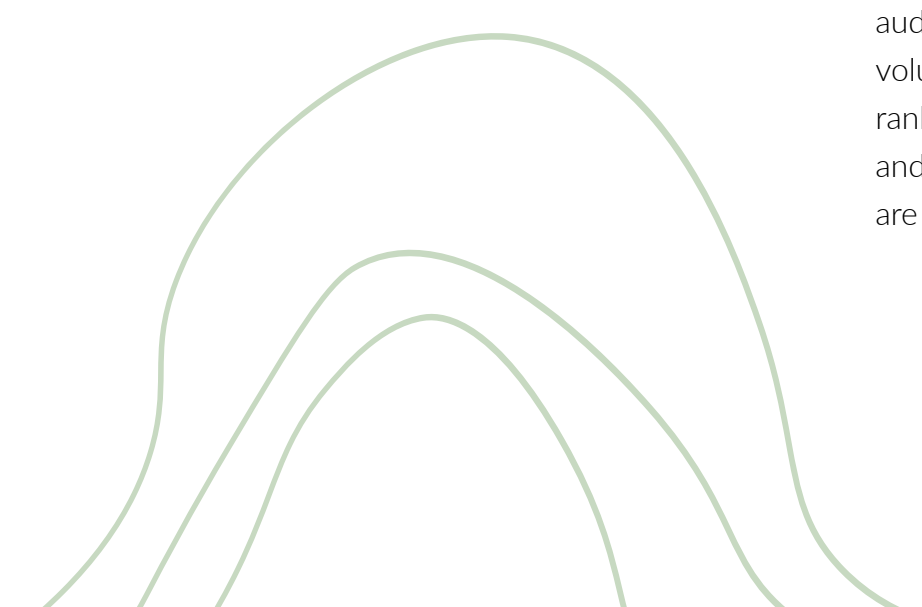
Management of partner suppliers

Suppliers of products sold under private labels undergo at least two audits: one technical and one social, to check working conditions in production. The quality standards adopted are high, and laboratory tests are conducted in facilities managed by the Group, not the suppliers.

All this care encourages suppliers to improve their quality, which has a positive impact on other companies and creates a positive economic cycle.

The private label sector works with suppliers to help them develop, whether operationally or in quality, to obtain environmental certifications.

Suppliers also undergo Quality Card, which assesses criteria such as the number of recalls, complaints or compliments in customer service channels, compliance in audits and laboratory analyses, and sales volume. This data is used to compile a ranking, recognize the best-placed suppliers and apply compliance sanctions to those who are not performing satisfactorily.



Quality assurance and food safety [GRI 3-3]

Carrefour Brasil Group has strict food safety policies and takes measures to ensure that the food purchased by consumers off our shelves is of the highest quality possible.

With this goal, private label products undergo a comprehensive process, from quality auditing at the supplier to nutritional assessment and blind sensory testing, and comparison with the reference brand.

Throughout the approval process, nutritional information, ingredients, additives, and levels of sodium, sugar and saturated fats are ascertained. Based on this data, a reformulation proposal can be generated, comparing the target product with the developed one. The product must be adjusted before proceeding. Otherwise, the project is halted. [\[FB-FR-260a.2\]](#)

Once a product is approved, it undergoes packaging integrity and quality testing after transportation, first at the distribution center, and lastly quality assessment in-store by Technical Managers (RTs). These professionals, often veterinarians, are trained to audit the conditions under which food is preserved, in accordance with the legislation.

In the distribution centers, all perishable products from all manufacturers are analyzed, and for own-brand products, the evaluation also includes non-perishable items. In the stores, the RTs' assessment covers all products from all brands.

Additionally, stores conduct training and monitoring activities to maintain a culture of food safety. This includes both internal and external audits, with RTs overseeing the process.

Rama Program

Since 2014, the Group has participated in the Food Traceability and Monitoring Program (Rama), coordinated by Abras (Brazilian Supermarket Association). The voluntary program aims to foster good agricultural practices, keeping up with food safety trends through collaborative tracking, monitoring of chemical residues, policies, and training of distributors and producers, among other things, encouraging the exchange of information about the supply chain.

In 2023, Carrefour Brasil Group was recognized with the Rama Award for the 8th consecutive year as one of the best companies in the Retail category.

Recall

In 2023, there were two recalls of private label products. For recalls, the Group implemented a tool in 2023 that immediately blocks the sale of the recalled product. Even if the item is on our shelves, it is not possible to scan the code for sale, as it will appear as blocked. This process used to be manual.

[\[FB-FR-250a.2\]](#)



Sustainable value chain management

Sustainable value chains are seamless systems of production, distribution and consumption that seek to minimize negative impacts and optimize positive ones on social, environmental and economic factors throughout the production chain. These chains aim to promote sustainable practices at all stages of the process, from the procurement of raw materials to the delivery of the final product to the consumer. In its work of monitoring and mitigating risks in these chains, Carrefour Brasil Group focuses on four pillars: adequate working conditions, animal welfare, biodiversity preservation and combating deforestation.

In addition to the meat traceability system, the Group adopts special measures for products with a higher potential risk, such as palm oil, wood products and by-products, and seafood. Monitoring sales of products with sustainable certification is one of the monitoring tools.



Photo: Marcus Mesquita

International Food Transition Award (IFTA)

Carrefour Brasil Group created the award to recognize suppliers that are socially and environmentally responsible. Introduced to Brazil in 2022, it is now in its second edition in the country and has spread to eight countries.

Products are selected by an internal jury for their health and nutrition, packaging, sustainable and organic farming, responsible communication and transparency. The public is then invited to vote for the finalists on an [online platform](#). The final winner is selected by a jury of international experts.

International Food Transition Award (IFTA) Won by 2 Brazilian suppliers:

Organics category



Apis Vida - Organic honey



Baldoni - Organic honey



Customers

[GRI 3-3]

CAPITAL:

● SOCIAL AND RELATIONSHIP



GRUPO
CARREFOUR
BRASIL

The Group closely monitors **customer needs** through surveys and interactive processes

The customer lies at the heart of Carrefour Brasil Group's ecosystem, represented in one of the four "C"s that form the acronym i4Cs (Inclusion, Customers, Commitment to change, Cooperation, and Courage). The Group aims to be wherever customers need its services, offering solutions ranging from convenience products to wholesale purchases.

Aligned with its purpose of providing affordable and quality food to all Brazilians, listening to and interacting with customers is also a key part of this mission. To achieve this, the Group keeps track of evolving customer needs through satisfaction surveys. Interactive processes are also developed with the Customer Council, which consists of diverse groups of consumers selected for each meeting to discuss specific topics. Among the topics discussed are changes and improvements in the shopping experience and evaluation of brand communications.

Format	Change in NPS in 2023 vs. 2022
Carrefour Hypermarkets	+9.1 p.p.
Carrefour Supermarkets	-1.6 p.p.
Express	+3.6 p.p.
Atacadão	+7.5 p.p.
Sam's Club	-
Gas stations	+1.5 p.p.
Drugstores	+4.3 p.p.

Awards:

- Cliente SA 2023
- Smart Customer 2023
- Top of Mind 2023



Customer service

Carrefour Brasil Group maintains a unified Customer Service system through multiple channels:

- [WhatsApp](#), through virtual assistant Carina
- [Ethical Connection](#), channel for reporting any type of misconduct, also available on the telephone number 0800 772 2975
- Customer service and chat by subject on the website: www.carrefour.com.br/atendimento

The company provides several grievance mechanisms, including a direct hotline, email, social media and an ombudsman, all operated by independent firms. This set-up ensures confidentiality and allows stakeholders to make anonymous complaints if they so choose. These services are available in Portuguese (for local customers) and English (for global customers), with phone service operating from 8 AM to 8 PM Monday through Saturday, and 24/7 availability via the website and email.



Results and disclosures

FINANCIAL RESULTS AND PERFORMANCE
ATACADÃO
RETAIL
SAM'S CLUB
CARREFOUR BANK

CAPITALS:

● FINANCIAL ● MANUFACTURED



Consolidated financials and operational performance by segment

[GRI 201-1]

Carrefour Brasil Group is Brazil's largest retailer. It grossed R\$ 115 billion in 2023, growth of 6.9% compared to 2022.

2023 was notable for the completion of the absorption process of BIG Group, which was acquired in June 2022, and the conversion of 129 stores in record time, with financial discipline and successful synergy captures as planned. Additionally, the company added 15 new Atacadão stores and 8 Sam's Club stores to its portfolio during the year.

Various changes were also implemented to streamline operations, cut costs and increase agility.

Following the absorption of BIG Group, the company revisited its strategy (announced during the [Investor Morning in November 2023](#)) and decided to convert approximately 40 stores by 2026 and to sell or close more than 100 stores to optimize asset portfolio allocation and maximize the return on existing assets. Having taken the decision, the Group wasted no time and most of the restructuring had been completed by the end of January 2024.

In terms of operational performance, the Group's e-commerce penetration rose to 8% of total sales in 2023, rising by an impressive 9.3% in the fourth quarter. GMV grew by 40%, reaching R\$ 9 billion for the year. Sales on Atacadão's exclusive digital channel doubled in 2023.

The results still reflected the impact of food deflation, which was 0.5% for the year. This affected the Like-for-Like (LfL) sales comparison, impacting overall sales. In the fourth quarter of 2023, the converted Atacadão stores showed solid LfL growth. The retail scenario was more challenging due to the macroeconomic environment,

with Sam's Club enjoying excellent sales due to both LfL performance and expansion.

The Group's consolidated adjusted EBITDA was R\$ 5.717 billion for the year, with a margin of 5.5% (down 1.3 percentage points compared to 2022), due to pressures from store conversions and the absorption of BIG Group. Adjusted net income was R\$ 386 million.

R\$ **115** bn
in gross sales
in 2023

Working capital trends in the retail business remained stable, and the free cash flow was nearly neutral, in a year heavy on investment due to store conversions and new openings. This demonstrates the Group's ability to finance its ambitious expansion strategy.



Consolidated financials 2023

Carrefour Brasil Group <i>In R\$ m, except where stated otherwise</i>	2023	2022	Growth (%)
Gross sales	115,458	108,052	6.9%
LfL ex-gasoline	-1.3%	12.4%	-
Net sales (ex-other revenue)	103,912	97,389	6.7%
Gross profit	20,672	19,649	5.2%
% Gross margin	19.9%	20.2%	-0.3 p.p.
SG&A	(15,038)	(13,079)	15.0%
% Net sales	14.5%	13.4%	1.0 p.p.
Adjusted EBITDA ^{(1) (2)}	5,717	6,623	-13.7%
% Adjusted EBITDA margin	5.5%	6.8%	-1.3 p.p.
Net income of parent company	(795)	1,739	-145.7%
Adjusted net income of parent company	386	1,821	-78.8%

1 Includes intra-group eliminations of R\$ -34 million and R\$ -47 million between the Bank and Retail in FYs 23 and 22, respectively.

2 Includes expenses for global functions of R\$ -408 million and R\$ -280 million for FYs 23 and 22, respectively.

Stores converted to Atacadão had profitability maturation slightly **above expectations**

Atacadão

Atacadão's gross sales grew by 6.2% to R\$ 79.1 billion in 2023, driven by the expansion of stores in the period. The gross margin increased 0.6 percentage points compared to 2022, resulting from better negotiations with suppliers under the absorption of BIG Group and a higher participation of B2C customers in sales.

The former BIG Group stores converted into Atacadão continued climbing up their sales maturation curve, in line with expectations, achieving a Like-for-Like (LfL) growth of 16.8% in the fourth quarter of 2023. From a profitability perspective, the maturation curve was slightly better than expected, with breakeven reached in the third quarter of

2023 (approximately three months after the completion of the conversion work, instead of the typical six months), and with the adjusted EBITDA margin (store level) of the converted stores reaching 5% in the fourth quarter of 2023.

The adjusted EBITDA for the cash & carry segment for the year was R\$ 4.510 billion, with a margin of 6.3%, a decrease of 0.3 percentage points, mainly explained by the conversion and maturation of stores.

Atacadão ended 2023 with a network of 361 stores and 33 distribution wholesalers, present in every state of the country and the Federal District.



Retail

In 2023, the Retail sector downsized its sales department by 13%, with 21 stores converted to the Atacadão and Sam's Club formats, and 32 stores closed, in line with the store portfolio optimization plan announced at the [November 2023 Investor Morning event](#).

The sales downsizing combined with food deflation and pressure on volumes resulted in gross sales for the year of R\$ 30 billion, consistent with 2022. The gross margin for the year was 23.9%, a decrease of 1 percentage point compared to 2022, primarily due to increased promotional activity, markdowns of inventory in stores closed for

conversion, and the end of the partnership with Hipercard. The adjusted EBITDA for retail in the year was R\$ 633 million, with a margin of 2.3%, mainly impacted by the slowdown in sales, cost inflation and pressures from store conversions.

Private labels, which are an important tool for customer loyalty as well as offering quality food at affordable prices, continued to break records and closed 2023 representing 21.6% of sales penetration in the fourth quarter of 2023, a record for the segment and 2.4 percentage points higher than the fourth quarter of 2022.



Sam's Club

In 2023, Sam's Club embarked on an expansion drive, opening eight new stores to bring its total to 51 by year-end. The club also implemented various initiatives to grow and retain its base of active members, resulting in a 24.8% year-over-year increase in active members as of December 2023, reaching 851,000 per month. This growth was primarily driven by customer acquisition through digital channels, which saw sequential growth throughout the year.

The segment's gross sales reached R\$ 6.3 billion for the year, with a gross margin of 20.5% and an adjusted EBITDA of R\$ 276 million (5% margin).



Carrefour Bank

The fully digital Carrefour Bank continued on its growth trajectory and closed 2023 with a portfolio of R\$ 24.2 billion, an increase of 24% on the previous year, propelled by the acquisition of BIG Group.

Delinquency levels remained stable in the first half of the year and showed trended downwards in the second half, a result of a strategic loans granting approach and overall improvements in credit quality in the market.

Investments in customer acquisition, aimed at capitalizing on the unique opportunity to attract and retain new customers in the newly converted stores of the former BIG Group, had a short-term impact. Carrefour Bank's EBITDA for the year consequently totaled R\$ 741 million.

The new accounts exhibited a very healthy profile, indicating a positive future trajectory.

In 2023, Carrefour Bank had an EBITDA of

R\$ 741 million





Appendix

GRI CONTENT SUMMARY
SASB CONTENT SUMMARY
TCFD CONTENT SUMMARY
ASSURANCE REPORT



GRUPO
CARREFOUR
BRASIL



Carrefour Brasil Group is listed on the Novo Mercado of the São Paulo Stock Exchange (B3 S.A. - Brasil, Bolsa, Balcão) under the ticker CRFB3, with the corporate name ATACADÃO S.A. [GRI 2-1]

GRI: 2-2 - Entities included in the organization's sustainability reporting

The entities whose information is included in the financial reports and the sustainability report are: Banco CSF S.A. and Carrefour Comércio e Indústria Ltda. Other entities such as BSF Holding and BIG Brasil Group are not part of these reports. The information has not been modified to reflect noncontrolling interests, and there are no cases of differentiated approaches in the treatment of material topics and/or chapters throughout the report.

GRI 2-6 - Activities, value chain and other business relationships

The organization operates in various sectors, including consumer goods (such as clothing, accessories, footwear, household and personal products, toys and sports articles), food and beverages (alcoholic beverages, meat, poultry, dairy, non-alcoholic beverages, processed foods), and financial services, offering credit cards under the Carrefour, Atacadão, and Sam's Club brands.

The organization's value chain includes inbound logistics, operations, outbound logistics, services, infrastructure, purchasing, suppliers, distribution, product or service use, and end-of-life of the product or service.

The organization's activities encompass sales and marketing, customer service, procurement and supplies, and corporate social responsibility (CSR). It adheres to a policy of not marketing products or services that are banned or subject to public concerns or debates in certain markets.

GRI 2-7

Non-guaranteed hours employees by region ^{(1) (2)}

	2023	
	Female	Male
North	0	0
Northeast	0	0
Midwest	0	0
Southeast	0	0
South	1	0
TOTAL	1	0

- 1 Intermittent roles are considered positions where the employee does not have a guaranteed monthly workload. They work according to the needs of the unit.
- 2 Data from previous years is unavailable for the breakdowns presented in the current report.

Materials used in 2023 ^{GRI 301-1}

	Weight (t)
Non-renewable materials¹ GRI 301-1	
Metal	147
Plastic	2,471
Glass	615
SUBTOTAL	3,233
Renewable materials¹ GRI 301-1	
Paper	1,644
TOTAL	4,877.00

GRI 301-3 - Reclaimed

The indicator's data were obtained through production and consumption records, weighings, counts and in collaboration with partners who provide waste management services. The company uses the services of a

circular economy specialist to determine the quantities of packaging, with the weight of each component obtained from the product technical sheets or manual records. The total amount of packaging is calculated based on the sales of each product.

Materials reclaimed in 2023 (%)

Product category	Reclaimed products and their packaging materials (t)	Products sold (t)	Percentage of reclaimed products and packaging
Batteries, bulbs, electronic devices, oil, cartridges, coffee capsules and general packaging	335.7	4,877	6.88%
TOTAL	335.7	4,877	6.88%



GRI 403-7 - Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

The company conducts hazard and risk mapping for activities carried out by employees in operations or business partnerships over which it does not have direct control. This includes fieldwork and/or external environments, business travel, and work at facilities controlled by other business partners. The main hazards and risks identified include falls, musculoskeletal injuries, vehicle accidents, exposure to chemical and biological

substances, burns, equipment accidents, electrocution, high-altitude accidents, fires and explosions, among others. To prevent and mitigate these hazards and risks, the company employs a variety of tools such as personal and collective protective equipment, training and qualification programs, safety signage, workplace safety programs, risk analysis, control of hazardous substances, preventive maintenance, emergency and evacuation procedures, compliance monitoring, occupational health programs, and communication and engagement with employees.

GRI 417-3 Incidents of non-compliance concerning marketing communications

In 2023, Carrefour Brasil Group faced three instances of non-compliance with laws and/or voluntary codes concerning marketing communications, including advertising, promotions and sponsorship. These infractions are actually inherited from BIG Group, related to longstanding customer complaints from 2013 and 2019, with fines paid in 2023. Two of these were due to the failure to honor offers advertised in leaflets, and the third for failing to inform in television and print media that price coverage did not apply to wholesale stores.

GRI 2-24

The Board of Directors oversees the integration of commitments. The organization delegates responsibilities by setting clear goals, identifying the hierarchical levels involved, assigning responsibilities based on capabilities, establishing authority and accountability, effectively communicating responsibilities, monitoring the process, and encouraging collaboration. Commitments are embedded into strategies, policies and operations through aligned goals, embedded policies, developed operational procedures, training, impact assessments, due diligence, clear accountability, internal communication, monitoring, feedback, and transparent reporting. In implementing commitments in business relationships, the organization utilizes incentives, careful selection of partners, contractual clauses, audits, training, open communication, problem-solving, disclosure of sustainability reports, integration into the supply chain, and periodic evaluation of partners.



GRI content summary

GRI STANDARD	DISCLOSURE	Location
General Disclosures 2021	2-1 Organizational details	252
	2-2 Entities included in the organization's sustainability reporting	252
	2-3 Reporting period, frequency and contact point	13
	2-4 Restatements of information	None
	2-5 External assurance	No independent assurance has been conducted on Global Reporting Initiative disclosures.
Activities and Workers	2-6 Activities, value chain and other business relationships	252
	2-7 Staff	116 and 252
Governance	2-9 Governance structure and composition	53
	2-10 Nomination and selection of the highest governance body	See Reference Form ¹
	2-11 Chair of the highest governance body	See Reference Form
	2-12 Role of the highest governance body in overseeing the management of impacts	81
	2-14 Highest governance body's role in sustainability reporting	See Reference Form
	2-15 Conflicts of interest	See Reference Form

¹ See <https://ri.grupocarrefourbrasil.com.br/informacoes-financeiras/arquivamentos-cvm/>

GRI STANDARD	DISCLOSURE	Location
Governance	2-16 Communication of critical concerns	See Reference Form
	2-18 Evaluation of the performance of the highest governance body	See Reference Form
	2-19 Remuneration policies	See Reference Form
	2-20 Process for determining remuneration	See Reference Form
	2-21 Annual total compensation ratio	See Reference Form
Strategy, policies and practices	2-22 Statement on sustainable development strategy	6
	2-23 Policy commitments	60
	2-24 Embedding policy commitments	67, 82, 160, 255
	2-25 Processes to remediate negative impacts	209
	2-26 Mechanisms for seeking advice and raising concerns	66
	2-27 Compliance with laws and regulations	See Reference Form
	2-28 Membership associations	46
Stakeholder Engagement	2-29 Approach to stakeholder engagement	61, 67
	2-30 Collective bargaining agreements	132
GRI 3: Material Topics 2021	3-1 Process to determine material topics	42
	3-2 List of material topics	42
	3-3 Management of material topics - Traceability and socio-environmental impact of the supply chain	200
	3-3 Management of material topics - Attraction, development and quality of life	121
	3-3 Management of material topics - Ethics, integrity & compliance	60
	3-3 Management of material topics - Fighting hunger and inequality	85



GRI STANDARD	DISCLOSURE	Location
GRI 3: Topics Materials 2021	3-3 Management of material topics – Circular economy and combating food waste	196
	3-3 Management of material topics – Respect and excellent customer relationships	237
	3-3 Management of material topics - Innovation and data privacy	75
	3-3 Management of material topics – Quality, safety and health	232
	3-3 Management of material topics - Climate change	190
Financial performance 2016	GRI 201-1 Direct economic value generated and distributed	242
Fighting corruption 2016	GRI 205-2 Communication and training on anti-corruption policies and procedures	62
Materials 2016	GRI 301-1 Materials used by weight or volume	253
	GRI 301-3 Reclaimed products and their packaging materials	195, 253
Energy 2016	GRI 302-1 Energy consumption within the organization	180, 182
	GRI 302-3 Energy Intensity	180, 182
Emissions 2016	GRI 305-1 Direct (Scope 1) GHG emissions	177
	GRI 305-2 Energy indirect (Scope 2) GHG emissions	177
	GRI 305-3 Other indirect (Scope 3) GHG emissions	177
	GRI 305-5 Reduction of GHG emissions	177
Waste 2020	GRI 306-1 Waste generation and significant waste-related impacts	197
	GRI 306-2 Management of significant waste-related impacts	194, 197
Waste 2020	GRI 306-3 Waste generated	197, 199
	GRI 306-4 Waste diverted from disposal	197, 199
	GRI 306-5 Waste directed to disposal	197, 199

GRI STANDARD	DISCLOSURE	Location	
Supplier environmental assessment 2016	GRI 308-2 - Negative environmental impacts in the supply chain and actions taken	203	
Employment 2016	GRI 401-1 New employee hires and employee turnover	Table of our disclosures	
	GRI 403-1 - Occupational health and safety management system	133	
	GRI 403-2 - Hazard identification, risk assessment, and incident investigation	73, 133	
	GRI 403-3 - Occupational health services	138	
	GRI 403-4 Worker participation, consultation, and communication on occupational health and safety	133	
	Occupational health and safety 2018	GRI 403-5 Worker training on occupational health and safety	134
	GRI 403-6 Promotion of worker health	138	
	GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	254	
	GRI 403-8 - Workers covered by an occupational health and safety management system	133	
	GRI 403-9 Work-related injuries	136, 137	
Training and education 2016	GRI 404-1 Average hours of training per year per employee	125, 127	
Diversity and equal opportunity 2016	GRI 405-1 Diversity of governance bodies and employees	54, 58, 120, 159, 163, 168	
Non-discrimination 2016	GRI 406-1 Incidents of discrimination and corrective actions taken	67	
Freedom of Association and Collective Bargaining 2016	GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	220	
Forced or compulsory labor 2016	GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	219	



GRI STANDARD	DISCLOSURE	Location
Security practices	GRI 410-1 Security personnel trained in human rights policies or procedures	147
Supplier social assessment 2016	GRI 414-1 New suppliers that were screened using social criteria	220
	GRI 414-2 - Negative social impacts in the supply chain and actions taken	205, 220
Marketing and Labeling 2016	GRI 417-1 Requirements for product and service information and labeling	193
	GRI 417-2 Incidents of non-compliance concerning product and service information and labeling	193
	GRI 417-3 Incidents of non-compliance concerning marketing communications	255
Customer privacy	GRI 418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	77

SASB content summary

Topic	Code	Metrics requested by SASB	Location
Managing environmental & social impacts of supply chain	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	200
Managing environmental & social impacts of supply chain	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	191
Food security	FB-FR-250a.2	(1) Number of recalls, (2) number of units recalled, (3) Percentage of units recalled that are private-label products	233
Product health & nutrition	FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health issues among consumers	232
Product labeling & marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	193
Data security	FB-FR-230a.2	Description of approach to identifying and managing data security risks	76
Activity metrics	FB-FR-000.A	Number of (1) stores and (2) distribution centers	22



TCFD content summary

1. GOVERNANCE

Disclose the organization's governance around climate-related risks and opportunities

a) Describe the board of directors' oversight of climate-related risks and opportunities: Carrefour Brasil Group has embedded sustainability as a key pillar of its business strategy, which is approved and monitored by the Board of Directors.

The board of directors and the executive committee are responsible for the quarterly monitoring and overseeing of the indicators, targets and action plans enacted, specifically analyzing the performance of the Climate Change strategy, including strategic commitments that are aligned with executive incentives and compensation.

To address the profound socio-environmental challenges, Carrefour Brasil Group set up the Forest Committee in September 2022. This committee consists of seven members, including two internal executives, board members and five experts in climatology, traceability and socio-environmental impact.

Lastly, since 2018 Carrefour has employed the Corporate Social Responsibility (CSR) Index to monitor the fulfillment of its commitments. This index is structured around four pillars: Stores, Products, Customers, and Employees, within which short, medium, and long-term targets are set. These targets are regularly reviewed by the Board of Directors and the Group's executive leadership. Annually, the achievements measured against the CSR Index contribute to the variable compensation and long-term incentives for executives and other eligible groups within Carrefour Group.

b) Describe management's role in assessing and managing climate-related risks and opportunities

To accurately identify and monitor business risks, the company has a Risk Management System that enables it to detect, assess, address and monitor risks that may impact business continuity. Through annual analyses, the Group prioritizes risks that may affect the company in the short, medium, and long term. The Risk Management System should provide a clear view of how threats and opportunities related to high-relevance topics for the Group's business are being managed, including climate change.

Climate-related issues are regularly on the agenda of the Board of Directors' meetings, with some meetings specifically dedicated to presenting the Group's annual results for greenhouse gas emissions (current status, progress compared to the previous year, and comparisons with the baseline year and emission reduction targets). These presentations are always supported by documents and detailed explanations about the context of climate changes, prepared to be informative and comprehensive.

The Board of Directors is responsible for periodically:

- Resolving the presented strategy and the short-, medium- and long-term goals and objectives.
- Ensuring that climate agenda objectives are embedded in the specific challenges and opportunities and the Company's strategy.
- Monitoring the progress of climate transition plans and overseeing the executive board.
- Assessing risks and new opportunities and their respective impacts on business performance.
- Supporting the engagement process of internal and external stakeholders for both mitigation and adaptation agendas.
- Ensuring transparency in accordance with regulations and commitments.



2. STRATEGY

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term

Climate risk management is embedded in the company's multidisciplinary process, with evaluations conducted annually by the Risk Management Department. This department is responsible for monitoring risk exposure levels to advise process managers and leaders on aligning with acceptable exposure levels within approved and established risk limits. The short-term horizon adopted by the Company in retail is 1 to 5 years, while the mid-term horizon ranges from 5 (five) to 10 (ten) years and the long-term horizon is more than 10 (ten) years.

Risk mapping is globally organized in coordination with Carrefour S.A., the controlling entity. The risk mapping approach covers 58 risks related to Carrefour's commercial operations, including climate issues. Factors such as criticality, recurrence, historical events, future event possibilities, and potential reputational impacts are assessed. This approach is supplemented by a framework for identifying climate-related risks, which includes compliance with international standards and guidelines and responses to annual ESG questionnaires that the Group answers. A materiality analysis conducted on internal and external stakeholders is also used to confirm the main socio-environmental risk factors included in the analysis.

The short-, medium- and long-term risks and opportunities that may impact the company include:

- **Short-term:** Increased drought intensity and water scarcity could impact the company with higher costs for purchasing electricity, as Brazil's energy matrix is predominantly hydroelectric. Changes to other energy sources could bring additional costs and higher food production costs or unavailability of products for sale, making the final price paid to suppliers more expensive
- **Medium term:** Regulatory factors, such as the prohibition of using fluorinated refrigerant gases in the coming years due to their warming potential, may affect Carrefour Brazil's operations. The need to replace machinery to substitute refrigerant gases could have financial impacts on the company.
- **Long-term:** Consumer habits and the retail landscape are constantly changing, which could impact the company's operations. New consumer habits driven by environmental protection concerns will increasingly influence purchasing decisions. The rise in this awareness over the coming years could be an opportunity for Carrefour to develop new products and increase market share, targeting new customer groups with specific needs.

b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning

Transition risks: The existing regulations.

Carrefour considers the gradual phase-out of the Brazilian HCFC Elimination Program to be a regulatory milestone, which aims to eliminate the consumption of HCFCs in Brazil by 2040. This adaptation will directly impact the Group's operations due to the high cost involved and the extensive use of these fluids in refrigerators and air conditioning equipment that will need to be replaced with devices using gases with a lower global warming impact.

Physical risk: Warmer temperatures worldwide.

The Group's extensive value chain, which includes producers, distributors, retailers, distribution centers and stores up to the customer level, means that impacts can be felt at various levels. Through its parent company, Carrefour S.A., Carrefour Group Brasil has worked extensively to enhance the management of natural risks in its operations. This is achieved through regular updates of risk mapping and environmental issues to improve understanding, enhance assessments, implement preventive measures, and adjust insurance coverage. This work has been carried out in all countries where the Group operates, either directly or through consulting firms. In a climate-affected environment, uncertain weather conditions can also impact operations. For example, a drought could disrupt the operation of a store for several weeks.

Carrefour Brasil Group is the only retailer present in all 26 states and the Federal District. This extensive chain of stores and suppliers exposes the company to various local risks in each region of Brazil. Our Risk Management Department accordingly monitors historical climate patterns in operations, including levels of rainfall, floods, extreme droughts, and their impact on the national energy matrix.

Opportunity: Participation in renewable energy programs and adoption of energy efficiency measures.

The Brazilian energy matrix is primarily made up of renewable sources, especially hydroelectric power plants, which are more environmentally friendly than thermoelectric plants. However, Carrefour Brasil Group sees migrating its stores to the Free Energy Market as an opportunity, as the company becomes less susceptible to energy price increases due to droughts that impact hydroelectric production. By moving to the free energy market, it ensures the consumption of energy from renewable and clean energy production sources.



c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario

At the General Shareholders' Meeting on May 29, 2020, Carrefour S.A., the controlling entity of Carrefour Brasil Group, announced a series of climate protection targets. In this process, Carrefour S.A. was certified in light of its commitment to keeping the global temperature increase below 2°C by 2100 compared to pre-industrial levels. Consequently, all subsidiaries, including Carrefour Brasil Group, now have science-aligned targets.

In Brazil, the climate transition plan is monitored through strategic indicators and disclosed in official and individual meetings with shareholders and through investor relations channels.

The Group also uses climate scenario analyses to gain a concise global view of the company's sensitivity to the main issues associated with climate change. The aim is to build a foundation for a climate change resilience strategy, obtain an interactive and flexible audit of climate exposures according to different scenarios and time horizons, and assess the volume of the portfolio highly exposed to future disasters.

Based on the results from the climate-related scenario analysis, Carrefour Brasil Group has implemented various initiatives to anticipate and prepare for the next century's climate threats.

To address the risk of heatwaves, the Group is currently exploring adaptation initiatives to enhance the well-being and health of its employees and customers, thereby reducing costs and emissions associated with air conditioning and refrigeration. Regarding the risks of flooding and water scarcity, Carrefour Brasil has implemented a Business Continuity Plan across all its units, a common emergency management framework to maintain the energy supply in the event of an incident.

3. RISK MANAGEMENT

a. Describe the organization's processes for identifying and assessing climate-related risks

Climate-related risk management is seamlessly integrated into Carrefour Group's comprehensive risk management process. The Risk Department oversees the risk management system, which works to identify, assess, analyze and mitigate risks that could impact people, assets, the environment and the Group's objectives. This results in preventative or corrective measures aimed at safeguarding the Group's value and reputation. The global approach to risk mapping is structured around 58 risks posed by Carrefour's commercial operations, including key CSR and climate-related issues. Risks are identified in collaboration with the risk departments and all functional departments, based on a self-assessment questionnaire distributed across all the Group's geographies. Following an analysis of the information received, the mapping of the Group's material risks is presented to the Executive Committee and the Audit Committee, which in turn advise the Board of Directors.

b. Describe the organization's processes for managing climate-related risks

c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management

Moreover, through joint analysis with the controlling entity, Carrefour S.A., the Group uses climate scenario analyses to gain a precise global view of the company's sensitivity to the major risks associated with climate change. In recent years, the Group has developed a global monitoring system and country-specific risk maps that consider various indicators. These tools are updated annually and provide monthly prospective tracking to support decision-making in the context of the Group's international growth.



4. METRICS AND GOALS

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material

<p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</p>	<p>Carrefour Brasil Group has been preparing its greenhouse gas inventory in line with the GHG Protocol methodology since 2020. The inventory is now audited by an Inmetro-accredited company, starting in 2022, yielding the Company Silver Status in the Public Emissions Registry of the Brazilian GHG Protocol Program.</p>
<p>b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks</p>	<p>In 2023, scope 1, 2 and 3 emissions totaled 1,472,224.98 tonCO₂e, as follows: Scope 1: 354,630.18 tonCO₂e Scope 2: 68,949.25 tonCO₂e Scope 3: 152,774.70 tonCO₂e</p>

c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets

In 2021 Carrefour Brasil Group updated and expanded its global commitment to move towards a low-carbon economy, with the aim of reducing Scope 1 CO₂ (direct emissions) and 2 (electricity purchased or consumed) CO₂ emissions by 50% by 2030 and 70% by 2040, and Scope 3 (indirect emissions) by 29% by 2030, versus the 2019 baseline. These goals are science-based and aligned with the commitments of the Paris Agreement and the Science Based Target Initiative (SBTi).

Following the acquisition of BIG Group in 2022, there was a need to recalculate the emissions for the 2019 baseline. Following the completion of the merger, over the course of 2023 intensive work was carried out to compile a historical record and to break down emissions by store formats for better control of the indicators. After this process, the revisited base was submitted to an independent audit, guaranteeing complete and transparent information. Our decarbonization strategy yielded Carrefour Brasil Group an impressive reduction of 35% in scope 1 and 2 emissions in 2023 compared to the baseline (2019), owing to actions such as retrofitting our refrigeration process with more modern and less polluting equipment and investing in energy efficiency.

Disclosures table

Disclosure	Unit	Assured KPI 2023	2023	2022	2021
PEOPLE & HR					
Total headcount at 12/31/N	#	✓	133,940	148,919	100,482
% Full-time headcount	%	✓	95%	N/A	N/A
Female headcount at 12/31/N	#	✓	67,928	75,279	48,185
Male headcount at 12/31/N	#	✓	66,012	73,640	52,297
Headcount by age group at 12/31/N:					
<30	#	✓	53,320	66,201	40,725
30 to 50	#	✓	65,310	69,534	49,266
> 50	#	✓	15,310	13,184	10,491
% headcount by race/ethnicity :					
Black men and women	%	✓	59.3	59.1	56.9
White men and women	%	✓	38.6	38.8	40.8
Other	%	✓	2.1	2.1	2.26
Headcount in management positions and above at 12/31/N:					
Of whom are black people	%	✓	42.6	40.1	N/A
Of whom are women	%	✓	36	34.4	N/A
Of whom are black women	%	✓	14.5	13.5	N/A
Headcount in executive board at 12/31/N:					
Of whom are black people	%	✓	25.8	23	N/A
Of whom are women	%	✓	24.9	21.4	N/A
Of whom are black women	%	✓	6.7	4.9	N/A



Disclosure	Unit	Assured KPI 2023	2023	2022	2021	
EMPLOYEES	Employees with disabilities in the company at 31/12/N	#	✓	5,666	4,629	N/A
	Number of apprentices at 12/31/N	#	✓	4,221	N/A	N/A
RECRUITMENT AND SELECTION	Turnover rate (accumulated in the year):					
	Total	%	✓	49.8	70.3	N/A
	Voluntary	%	✓	34.4	51.8	N/A
	Involuntary	%	✓	37.8	52.6	N/A
	People hired under partnership with brazilian Ministry of Social Development (CAD Unico)	#	✓	1,143	-	-
OCCUPATIONAL HEALTH & SAFETY						
TOTAL ACCIDENTS	Number of fatal accidents involving employees	#	✓	0	0	1
	Number of fatal accidents involving contractors	#	✓	0	0	0
	Number of lost-time injuries - workplace and commuting	#	✓	1,880	1,810	820
	Number of lost-time injuries - workplace	#	✓	1,284	1,128	N/A
ACCIDENTS FREQUENCY RATE	Number of hours worked (MHW)	#	✓	305,986,920	344,168,028	238,732,176
	Lost-time injury frequency rate with leave of at least 1 day (LTIFR) ¹	#	✓	4.2	3.28	3.43
¹ Frequency rate does not count commuting accidents, as per NBR 14.280						
TRAINING						
GENERAL TRAINING	Total hours of employee training	hours	✓	1,805,145	1,355,933	1,004,797
	Average hours of training per employee by gender:					
	Male	hours	✓	1:49 PM	N/A	N/A
	Female	hours	✓	1:44 PM	N/A	N/A
	Number and % of employees trained in Diversity:					
	"Racial Literacy" ¹	#	✓	124,009	N/A	N/A
		%	✓	93	N/A	N/A
	"I Practice Respect"	#	✓	100,018	N/A	N/A
%		✓	75	N/A	N/A	



Disclosure		Unit	Assured KPI 2023	2023	2022	2021
GENERAL TRAINING	Total spent on training per employee	R\$		90	N/A	N/A
1 All retail staff underwent the training in 2023						
Number and % of employees trained in Ethics and Compliance:						
COMPLIANCE TRAINING	Anti-corruption	#		93,423	N/A	N/A
		%		75	N/A	N/A
	Code of Conduct	#		104,383	N/A	N/A
		%		84	N/A	N/A
VALUE CHAINS						
MEAT	% of direct meat suppliers with geomonitoring Own Brand + National Brand	%	✓	100%	100%	100%
	Monitored area – Farms	ha		24,170,169	26,635,297	N/A
	Monitored farms	#		28,983	46,759	N/A
CERTIFIED PRODUCTS AND ANIMAL WELFARE	Certified product sales ¹	kR\$	✓	897,758	N/A	N/A
	Total number of organic and plant-based products	#		1,574 ²	2,301	2,273
	% revenue obtained from the sale of cage-free eggs under Own Brand + National Brand	%	✓	7	N/A	N/A
	% of Carrefour sales	%	✓	22	23	18
	% of ATC sales	%	✓	3	3	2
	% of SAM's sales	%	✓	49	N/A	N/A
1 The figure encompasses organic products, the Sabor&Qualidade brand, and products with ASC, MSC, and FSC certification						
2 The 2023 indicator includes only organic products						
CLIMATE CHANGE AND CIRCULAR ECONOMY						
ENERGY CONSUMPTION	Total energy consumption	MWh	✓	1,954,046	1,261,220	1,201,979
	Nonrenewable fuels (Diesel, CNG and LPG)	MWh	✓	148,420	150,059	142,441
	Electricity	MWh	✓	1,805,625	1,111,161	1,059,538
	Electricity consumption per m ² of sales area	MWh/m ²		0.476	0.921	0.867



Disclosure		Unit	Assured KPI 2023	2023	2022	2021
REFRIGERANT GASES	Refrigerant gas consumption	metric ton	✓	186	104	70
WATER	Total drinking water consumption	m ³	✓	4,601,572	3,903,000	3,802,000
PACKAGING	% of reusable, recyclable or compostable packaging (Own Brand)	%	✓	65.7	29.5	N/A
	Tons of packaging avoided (Own Brands)	metric ton	✓	132	130	84
WASTE AND REVERSE LOGISTICS	% waste reclaimed	%	✓	54	57.6	55.3
	Number of stores with voluntary waste collection points	#		559	1,209	1,109
	Weight of customer waste collected in Voluntary Collection Points - PEVs	metric ton	✓	335	169	78
	Tons of food donated ¹	metric ton	✓	4,541	3,100	3,013

¹ Amounts include food collection from campaigns in stores and direct donations

GHG EMISSIONS ²	Scope 1 Emissions	tons CO ₂ e		354,235	218,957	116,092
	Scope 2 Emissions	tons CO ₂ e		65,291	47,839	143,219
	Sum of Scope 1 and 2 emissions	tons CO ₂ e		419,526	266,796	259,311
	Scope 3 Emissions	tons CO ₂ e		54,880	N/A	N/A
	Total Emissions	tons CO ₂ e		474,406	266,796	259,311

² Provisional greenhouse gas emissions, subject to change following a specific audit of the greenhouse gas inventory. Official figures will be available later and can be viewed at: <https://registropublicoemissoes.fgv.br/>

SOCIAL INVESTMENT

OWN FUNDS	Funds allocated (in R\$) to donations and sponsorships	R\$	✓	9,619,494	1,560,135	17,338,052
TAX-DEDUCTED FUNDS	Funds allocated (in R\$) to tax-deducted projects	R\$	✓	7,782,059	9,547,724	28,681,652

CONTRIBUTIONS TO TRADE ASSOCIATIONS

TRADE ASSOCIATIONS	ABRAS - Brazilian Supermarket Association	R\$		300,000	300,000	N/A
	APAS - Paulista Supermarket Association	R\$		162,980	150,087	N/A
	IDV - Institute for Retail Development	R\$		102,400	100,160	N/A

Assurance report



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Independent auditors' limited assurance report on the non-financial information included in the 2023 Annual Sustainability Report

To the Board of Directors and Shareholders
Atacadão S.A.
São Paulo - SP

Introduction

We were engaged by Atacadão S.A. ("Company" or "Atacadão") to present our limited assurance report on certain non-financial information included in the "2023 Annual Sustainability Report" of Carrefour Brazil Group for the year ended December 31, 2023.

Our limited assurance does not extend to indicators and the related information unrelated to the indicators engaged and related to the item "Responsibility of independent auditors", to information from prior periods or to any other information disclosed together with the "2023 Annual Sustainability Report", including any images, audio files or embedded videos.

Responsibilities of the Management of Atacadão S.A.

The management of Atacadão S.A. is responsible for:

- Selecting and establishing proper criteria for preparing the information included in the "2023 Annual Sustainability Report";
- preparing the information in accordance with the Company's internal controls, which it determines is necessary to enable the preparation of information that is free from material misstatement, whether due to fraud or error;
- designing, implementing and maintaining internal controls over the information relevant to the preparation of the information included in the "2023 Annual Sustainability Report" that is free from material misstatement, whether due to fraud or error.

Responsibility of independent auditors

Our responsibility is to express a conclusion on the non-financial information included in the "2023 Annual Sustainability Report", based on the limited assurance engagements conducted in accordance with NBC TO 3000– Assurance Engagements Other than Audits and Reviews issued by the Federal Association of Accountants (CFC), which is equivalent to ISAE 3000 – International Standard Assurance engagements other than audits or reviews of historical financial information, issued by the International Auditing and Assurance Standards Board (IAASB). These standards require the planning of work and perform procedures to obtain a significant level of assurance about whether the certain non-financial information included in the "2023 Annual Sustainability Report" are properly prepared, effective and fairly stated, in all material respects, as basis for our limited assurance conclusion.



KPMG Assurance Services Ltda. ("KPMG") applies the Brazilian Standard on Quality Management (NBC PA 01), which requires the firm to plan, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We have complied with independence and other ethical requirements of the Accountant's Professional Code of Ethics and Professional Standards (including Independence Standards) based on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

A limited assurance engagement performed in accordance with NBC TO 3000 (ISAE 3000) basically consists of inquiring the management of Atacadão and other professionals involved in the preparation of the information, as well as applying analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires additional procedures to be performed when the independent auditor gets to know about issues that lead him to believe that the information disclosed in the "2023 Annual Sustainability" Report taken as a whole may have material misstatements.

The selected procedures are based on our understanding of the issues related to the compilation, materiality and presentation of the information included in the "2023 Annual Sustainability Report", of other circumstances of the engagement, and of our consideration about the areas and processes associated with the material information disclosed in the "2023 Annual Sustainability Report", in which material misstatements could exist. The procedures consisted of, among others:

- planning the work, considering the materiality of the issues for the activities of Carrefour Brazil Group, the relevance of the disclosed information, the amount of quantitative and qualitative information, the operating systems and internal controls that supported the preparation of the information included in the "2023 Annual Sustainability Report";
- understanding the calculation method and procedures followed for compiling indicators by inquiring the managers in charge of gathering information;
- applying analytical procedures to quantitative information and inquiring about qualitative information and its correlation with the indicators disclosed in the information included in the "2023 Annual Sustainability Report";
- when non-financial data correlate with financial indicators, these indicators are cross-checked against financial statements and/or accounting records.
- analyzing the procedures followed for preparing the Report and its structure and contents, according to the criteria set by Carrefour Brazil Group;



f. evaluating the following contracted non-financial information (indicators and criteria):

Indicators	Criteria set by the Company
Total headcount at 12/31/23	Active and on-leave headcount, full and part-time
% Full-time headcount	Employees with a 220 hours a month contract
Female headcount at 12/31/23	Active and on-leave female headcount, full and part-time
Male headcount at 12/31/23	Active and on-leave male headcount, full and part-time
Headcount by age group at 12/31/23 <30 years old	Active and on-leave headcount, full and part-time, <30 years old
Headcount by age group at 12/31/23 30 to 50 years old	Active and on-leave headcount, full and part-time, 30 to 50 years old
Headcount by age group at 12/31/23 > 50	Active and on-leave headcount, full and part-time, >50 years old
% headcount by race/ethnicity: Black men and women	Active and on-leave headcount, full and part-time (self-declared black men and women)
% headcount by race/ethnicity: White men and women	Active and on-leave headcount, full and part-time (self-declared white men and women)
% headcount by race/ethnicity: Other	Active and on-leave headcount, full and part-time (yellow and indigenous self-declared men and women, and employees who didn't self declared any race)
Headcount in management positions and above at 12/31/23	Active and on-leave headcount, full and part-time, in management positions and above
Headcount in management positions and above at 12/31/23: Of whom are black people	Active and on-leave headcount, full and part-time, in management positions and above, of whom are black people
Headcount in management positions and above at 12/31/23: Of whom are women	Active and on-leave headcount, full and part-time, in management positions and above, of whom are women
Headcount in management positions and above at 12/31/23: Of whom are black women	Active and on-leave headcount, full and part-time, in management positions and above, of whom are black women
Headcount in executive board at 12/31/23	Active and on-leave headcount, full and part-time, in executive board
Headcount in executive board at 12/31/23: Of whom are black people	Active and on-leave headcount, full and part-time, in executive board, of whom are black people
Headcount in executive board at 12/31/23: Of whom are women	Active and on-leave headcount, full and part-time, in executive board, of whom are women
Headcount in executive board at 12/31/23: Of whom are black women	Active and on-leave headcount, full and part-time, in executive board, of whom are black women
Employees with disabilities in the company at 31/12/23	Total headcount of employees with disabilities in the company (excluded apprentices and employees retired or on disability leave)
Number of apprentices at 12/31/23	Total headcount of active and on-leave apprentices
Turnover rate (accumulated in the year) - Total	Turnover rate calculated as: ((total number of admissions in 2023 + total number of dismissals in 2023) / 2) divided by active headcount on 12/31/2022
Turnover rate (accumulated in the year) - Voluntary	Turnover rate calculated as: ((total number of admissions in 2023 + total number of dismissals in 2023) / 2) divided by active headcount on 12/31/2022. Only voluntary dismissals are taken into account.
Turnover rate (accumulated in the year) - Involuntary	Turnover rate calculated as: ((total number of admissions in 2023 + total number of dismissals in 2023) / 2) divided by active headcount on 12/31/2022. Only involuntary dismissals are taken into account.
People hired under partnership with Brazilian Ministry of Social Development (CADUNICO)	Employees hired by the partnership are considered to be those who self-declared beneficiaries of the Bolsa Familia program, as well as those identified through the nominal basis informed by the Ministry
Number of fatal accidents involving employees	Total fatal accidents with employees in 2023
Number of fatal accidents involving contractors	Total fatal accidents with contractors in 2023



Number of lost-time injuries - workplace and commuting	Lost time injuries accounted as accidents during the employee's normal routine and/or on the employee's commute that resulted in absence of more than 1 day
Number of lost-time injuries - workplace	Lost time injuries accounted as accidents during the employee's normal routine
Number of hours worked (MHW)	To calculate the MHW (man hours worked) for the year, the total working hours for the month are taken into account (by default, set at 188 hours) multiplied by the number of active employees at the end of each month. The HHT for each month is summed to compile the annual value
Lost-time injury frequency rate with leave of at least 1 day (LTIFR) - commuting disregarded	The accident frequency rate is considered to be the number of accidents resulting in lost time divided by the number of hours worked*1,000,000
Total hours of employee training	Workload of each line of online training completed by employees in 2023
Average hours of training per employee by gender: Male	Workload of each line of online training completed by male employees in 2023 divided by total male headcount in 12/31/2023
Average hours of training per employee by gender: Female	Workload of each line of online training completed by female employees in 2023 divided by total female headcount in 12/31/2023
Number and % of employees trained in Diversity	Sum of online training hours completed by male and female employees in specific courses of "racial literacy" and "I practice respect". For percentage, the result is divided by total active and on-leave headcount in 12/31/2023
% of direct meat suppliers with geomonitoring (Own Brand + National Brand)	Total number of direct suppliers of private label and national brand beef (frozen, chilled or fresh), with active geomonitoring, divided by the total number of direct suppliers of own brand and national brand beef (frozen, chilled or fresh)
Certified product sales	Gross revenue from the sale of certified sustainable products (FSC, MSC, ASC, S&Q, Organic) of own brand and national brand. For Retail: all categories mentioned. For Atacadão: only Organic products
% revenue obtained from the sale of cage-free eggs under Own Brand + National Brand	Revenue from sales of eggs from all cage-free egg categories - organic, free-range and cage-free (Own Brand and National Brand) divided by revenues from sales of all eggs
Total energy consumption - Nonrenewable fuels (Diesel, CNG and LPG)	Energy consumption derived from non-renewable sources, in stores, offices and Distribution Centers, for the purpose of generating electrical energy and operating vehicles and equipment.
Total energy consumption - Electricity	Electricity consumption within the organization (stores, offices and Distribution Centers)
Total energy consumption	Total energy consumed within the organization
Refrigerant gas consumption	Total consumption of refrigerant gases used to supply refrigeration equipment in stores and Distribution Centers
Total drinking water consumption	Total volume of water reported through the issuance of the consumption bills sent by the responsible concessionaire is considered for all operations.
% of reusable, recyclable or compostable packaging (Own Brand)	Number of private label product packaging with 100% recyclable, compostable or reusable content, divided by the total number of Own Brand packaging in the active portfolio
Tons of packaging avoided (Own Brands)	Total weight of packaging materials avoided when a product's plastic packaging has been removed or replaced with another material (e.g. cardboard) or when the weight of the plastic packaging has been reduced
% waste reclaimed	Amount of waste destined for recycling and composting + food donation, divided by the total amount of waste generated in the operation
Weight of customer waste collected in Voluntary Collection Points - PEVs	Tons of waste collected at the company's Voluntary Delivery Points, compiled from waste collection reports issued by companies that operate reverse logistics
Tons of food donated	Tons of food donated to Food Banks by Group stores + Donations from food collection campaigns with customers in Group stores
Funds allocated (in R\$) to donations and sponsorships	Resources intended for purchasing basic food baskets for donations to social institutions, monetary donations made by the Organization to partner social institutions, and event sponsorships, always in line with the Group's Donations and Sponsorship Policy
Funds allocated (in R\$) to tax-deducted projects	Resources contributed to projects through the Tax-deducted Contribution Laws in force in Brazil



- g. applying analytical procedures to quantitative information and inquiring about qualitative information and its correlation with the indicators disclosed on the Report;

We believe that the evidence we have obtained from our work is sufficient and appropriate to provide a basis for our limited conclusion.

Scope and limitations

The procedures performed in a limited assurance engagement vary in terms of nature and timing from and are less in the extent than for, a reasonable assurance engagement. Consequently, the level of security obtained in a limited assurance engagement is substantially lower than that obtained had a reasonable assurance engagement performed. Had we performed a reasonable assurance engagement, we could have identified other issues and possible misstatements which may exist in the information included in the “2023 Annual Sustainability Report”. Accordingly, we do not express an opinion on that information.

Non-financial data are subject to more inherent limitations than financial data, given the nature and diversity of the methods used to determine, calculate or estimate this data. Qualitative interpretations of materiality, relevance and accuracy of data are subject to individual assumptions and judgments. Moreover, we did not performed any procedures on data informed for prior periods, or about future projections and goals.

The evaluated data were limited to the indicators reported according to “Carrefour Brazil Group” methodology. The scope did not include an analysis of the preparation of information according to the criteria and guidelines of the Global Reporting Initiative (GRI – Standards), materiality, analysis of the reasonableness of the reasons for omissions of performance indicators associated with issues and topics pointed out as materiality analysis of “Carrefour Brazil Group” and other reporting standards mentioned in the “2023 Annual Sustainability Report”.

Conclusion

Based on the procedures performed described on this report and the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in the “2023 Annual Sustainability Report” for the year ended December 31, 2023 of “Carrefour Brazil Group” has not been prepared, in all material respects, in accordance with Carrefour Brazil Group criteria, and the records and files which were used as basis for its preparation.

São Paulo, April 12, 2024

KPMG Assurance Services Ltda.
CRC 2SP-02328/O-4

Original report in portuguese
signed by

Anderson Linhares de Oliveira
Accountant - CRC
MG-086685/O-8



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Credits

Coordination:

Sustainability Department

Consultancy (except TCFD), content and design:

Grupo Report

Images:

Carrefour Brasil Group archive and image bank