



GRUPO
CARREFOUR
BRASIL

SUSTAINABILITY
REPORT

2021

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MESSAGE FROM THE CEO

In 2021, the second wave of the covid-19 pandemic put us to the test once again. We faced health, logistical and human challenges at an unprecedented level. But we managed, throughout the year, to fulfill our role as an essential activity. On a daily basis, our 779 points of sale guaranteed food security for the population in all the locations in which we operate. We continued in an extremely rigorous and vigilant way with all the health precautions in relation to our stakeholders, particularly employees and customers.

The digital transformation that drives our business ecosystem has made advances on a number of fronts, from the customer journey to speeding up the provision of emergency credit lines for small producers and merchants. With the increase in unemployment and social fragility, Atacadão continued to be an important aid for maintaining food security in the country, with fair and accessible prices for the population in all parts of the country. On the retail front, we froze the prices of basic foods and our private label lines, in order to protect customers in a context of rising inflation and people's falling purchasing power.

For the most vulnerable communities, we maintained our food donation and handouts campaigns. Over the course of the year, the campaigns for the donation of essential products, which were made possible by the company, our employees, suppliers and partner NGOs, helped to alleviate food insecurity, with 82,000 food cards donated in all Brazilian states. On top of this there is the fact that we are one of the country's main food donors. With more than 3,200 tons donated on a

regular basis in 2021, we benefited 2.2 million people during the year.

We operate in providing direct support in the fight against hunger for suburban areas and vulnerable groups, such as, for example, the communities involved with *samba* schools, whose income stagnated on account of the postponement of Carnival. We provided support for the serious health crisis that was experienced at the start of the year in the State of Amazonas, due to the lack of oxygen, together with other companies contributing to the purchase of plants for the production of this input, which is used for the most serious cases of the disease. This attitude contributed to the fact that the State of Amazonas was not only able to support its own population, but also began to provide oxygen to other states and municipalities that needed it.

We have not reduced the intensity of our performance with the pandemic. On the contrary, it led us to speed up the plans aimed at the development of communities, supporting 108 incentivized projects in relation to critical topics such as professional training, diversity and citizenship. The experience of this great crisis confirmed for us the validity of the causes that we have taken on – leadership in the food transition in the world, the fight against climate change and the defense of a diverse and fair society.

Speaking of diversity, since we are one of the largest private employers in Brazil, we have a responsibility to promote plurality and opportunity for minority audiences and we invest substantial amounts in hiring

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women, black people, trans people, people with disabilities and people who are in refugee situations, contributing to the inclusion of these professionals in the labor market.

We are well aware of our responsibility to fight structural racism and seek to promote zero tolerance policies in relation to violence and discrimination, educating our employees by means of racial literacy, investing in education, encouraging entrepreneurship and, first and foremost, by means of mobilizing our partners, service providers and suppliers. Our actions spread across four fronts: entrepreneurship, employability, education and combating discrimination.

Over the last 18 months, we have invested time and knowledge in an attempt to put ourselves at the forefront of anti-discrimination actions in the retail sector. R\$144 million was invested to promote actions of inclusion and combating racism. This is the largest private investment made by a company on behalf of racial equity.

And we already have a long-standing track record on this theme. The group's diversity platform will be ten years old in 2022, and, in February, women accounted for 50.11% of our workforce and 38.21% of leadership positions. Furthermore, 60.68% of the employees and 54.07% of the company's leadership declare themselves to be black or brown.

2021 also brought progress in terms of sustainable development initiatives that are integrated into our strategic plan, as part of our responsibility to society. Our platform for combatting climate change, with articulated actions, has ambitious targets for a zero-deforestation policy and makes provisions for monitoring the origin of products that present this risk and for expanding the supply of regional foods.

In line with the United Nations (UN) Sustainable Development Goals (SDGs), with the planetary needs of the climate agenda to combat global warming and with the world demand for food forecast for the coming decades, we are working to lead the food transition in all the countries in which we operate, via the global Act for Food movement.

Based on its pillars, we facilitate our customers' access to healthy items, at affordable prices, produced in a socially and environmentally sustainable way, thus encouraging regional production, which contributes to the protection of biomes and the socioeconomic development of communities throughout the whole country, rethinking food production systems.

In 2021, the first batch of 100% traced meat, free from deforestation and with competitive prices for the end consumer, was launched in one of the chain's most popular stores, in São Paulo.

Real advances were recorded in 2021, with the incorporation of human rights indicators in critical chains and the expansion of circular economy actions, with more options for products collected by means of the reverse logistics system and greater control of food waste. Based on our cause for food quality and democratic access to food, we are increasingly favoring local development, small producers and helping consumers make decisions that are beneficial both to their health, as well as to social development and preservation of the environment.

Our ESG agenda is a priority in terms of strategic direction, aligned with the SDGs targets. We take an active role in combating the climate emergency, which threatens food production and the sustainability of life on the planet. With our global commitments, we are reinforcing the importance of having our food retail and wholesale ecosystem dedicated to heading up the changes that are needed in order to deal with these problems.

Our investments and expansion plans in Brazil increasingly reflect our conviction that we should act as a transformation agent. This role puts a great responsibility on us, bearing in mind that our activities influence an enormous value chain: we lead food consumption at all levels of society, serving millions of families; and have almost 800 points of sale that impact the surrounding communities in all Brazilian states. This profile positions us as Grupo Carrefour's largest operation in the world, after the French one.

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Taking into account self-service stores and wholesale operations, both under the Atacadão brand, and convenience stores and the Carrefour Retail supermarkets, we ended the year with a total of 62 store openings, further strengthening the group's multi-format ecosystem.

This expansion in the brick-and-mortar network was accompanied by intensive investments in the group's digital acceleration, in view of the strategic goal of consolidating our leadership on the food e-commerce front and maintaining the digital sales growth of non-food products, which registered a more than six-fold increase over the last two years.

This movement also brought socioeconomic benefits for society, with the creation of thousands of jobs. In 2021, the average number of new employees hired each month was two thousand, when we take into account both the Retail and Wholesale business units, with most of them being the individual's first job.

On this journey, we have had the fundamental support of Banco Carrefour, which has resumed its pre-pandemic levels of activity, and contributed by financing end consumers, small entrepreneurs and traders both inside and outside Carrefour's ecosystem.

WE EMPHASIZE THE COMPETITIVE EDGE OF OUR CASH&CARRY FORMAT AS A SAFEGUARD FOR SMALL ENTREPRENEURS AND END CONSUMERS

I would like to highlight the contribution of one of our business models, known as cash&carry, in this challenging moment the country is experiencing and Grupo Carrefour Brasil's exceptional expansion. The brand has a long track record of promoting local development, opening positions in untapped markets. This strategic direction plays a decisive role in leveraging the transformation undertaken by the group on the socioeconomic, environmental and governance fronts.

OUR INVESTMENTS AND EXPANSION PLANS IN BRAZIL INCREASINGLY REFLECT OUR CONVICTION THAT WE SHOULD ACT AS A TRANSFORMATION AGENT

Our investments and expansion plans in Brazil increasingly reflect our conviction that we should act as a transformation agent.

There is a major transformation underway, guided by our customer's participation of as the central point of the business. Over the next four years, our digital transformation journey will become increasingly important, so that our operations be among the most digitized ones in the world.

On the external front, we see the results in the response of consumers, which makes it possible for us to continue the group's growth in terms of sales and profitability. Even in the face of a challenging external environment, we have continued to invest in Brazil with determination, maintaining an accelerated store expansion pace with all that this implies in relation to generating wealth for the country and society. Similarly, we continue to conduct our business with responsibility and trust, combatting all forms of corruption and valuing ethics in all of our relationships.

We can confidently say that we made considerable progress in 2021 in relation to each of the priority goals that we set for the Company, without losing sight of how much still remains to be done. We encourage the organization's simplification, based on a genuine commitment to socioenvironmental issues. We have developed indicators to give even greater transparency to public commitments that

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have been assumed on a number of fronts, with the emphasis on the fight against structural racism.

Last but not least, we stress that the consistency and constancy of the group’s economic performance has qualified us to implement the proposed acquisition of Brazil’s third largest retailer, Grupo Big. This important step – one of the biggest ones we have ever taken – undoubtedly increases our commitment to the development of our employees and business partners, as well as our responsibility to provide affordable quality food for all Brazilians.

And all of this is possible because, in-house, day after day, together with our 100 thousand employees, we create the cornerstones of the global movement Act for Change, which is designed to delegate to everyone who is part of Grupo Carrefour Brasil, a leading role in the transformation, based on simplification and a greater openness in the organizational structure. Our leaders are trained in a culture that values people and they work to maintain the commitments to grow and succeed together, to serve with passion, to act with simplicity and to take pride in transforming the business. And, at this moment, I can vouch, with great satisfaction, to our success on these fronts.

I want to thank everyone who walked this path with us in 2021. Our employees, for the determination they have shown in these challenging times we have experienced and for their stalwart adherence to the transformation proposal presented by the company. Our suppliers and partners who, with great determination, remained firmly by our side, in the mission to democratize access to quality food in every corner of this country. Our customers, who are the reason for our daily efforts to seek solutions for their needs. And our shareholders, for their trust. In this way, we are confident that the values of diversity, dignity and dedication to people will continue to inspire our performance.

I hope you enjoy this reading.

STÉPHANE MAQUAIRE
CEO – Grupo Carrefour Brasil

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 **+ 100
thousand**

EMPLOYEES

46.3 thousand

HIRED IN 2021



63

UNITS
INAUGURATED



R\$ 81.2 billion

IN GROSS SALES



PROPOSAL
FOR THE
ACQUISITION
OF THE REDE
BIG AND ITS

388

STORES



1st PLACE

IN THE ABRAS
(BRAZILIAN
SUPERMARKET
ASSOCIATION) RANKING –
THE COUNTRY'S LARGEST
SUPERMARKET CHAIN



STRUCTURING
OF THE INTEGRITY
SYSTEM



INTERNALIZATION OF THE
SECURITY PERSONNEL

100%
OF THE AGENTS
TRAINED IN THE
"I PRACTICE RESPECT"
PROGRAM



LAUNCH OF CARREFOUR
E-COMMERCE WITH
INTEGRATED MARKETPLACE

13
million
INTEGRATED
CUSTOMERS

PRIVATE LABEL CATEGORY



100%

TRACED FOR CONTROL
OF AGRICULTURAL
PESTICIDE USE



3,500

FOODS OFFERED IN
HEALTHY SPACES AT
94 HYPERMARKETS



70,000

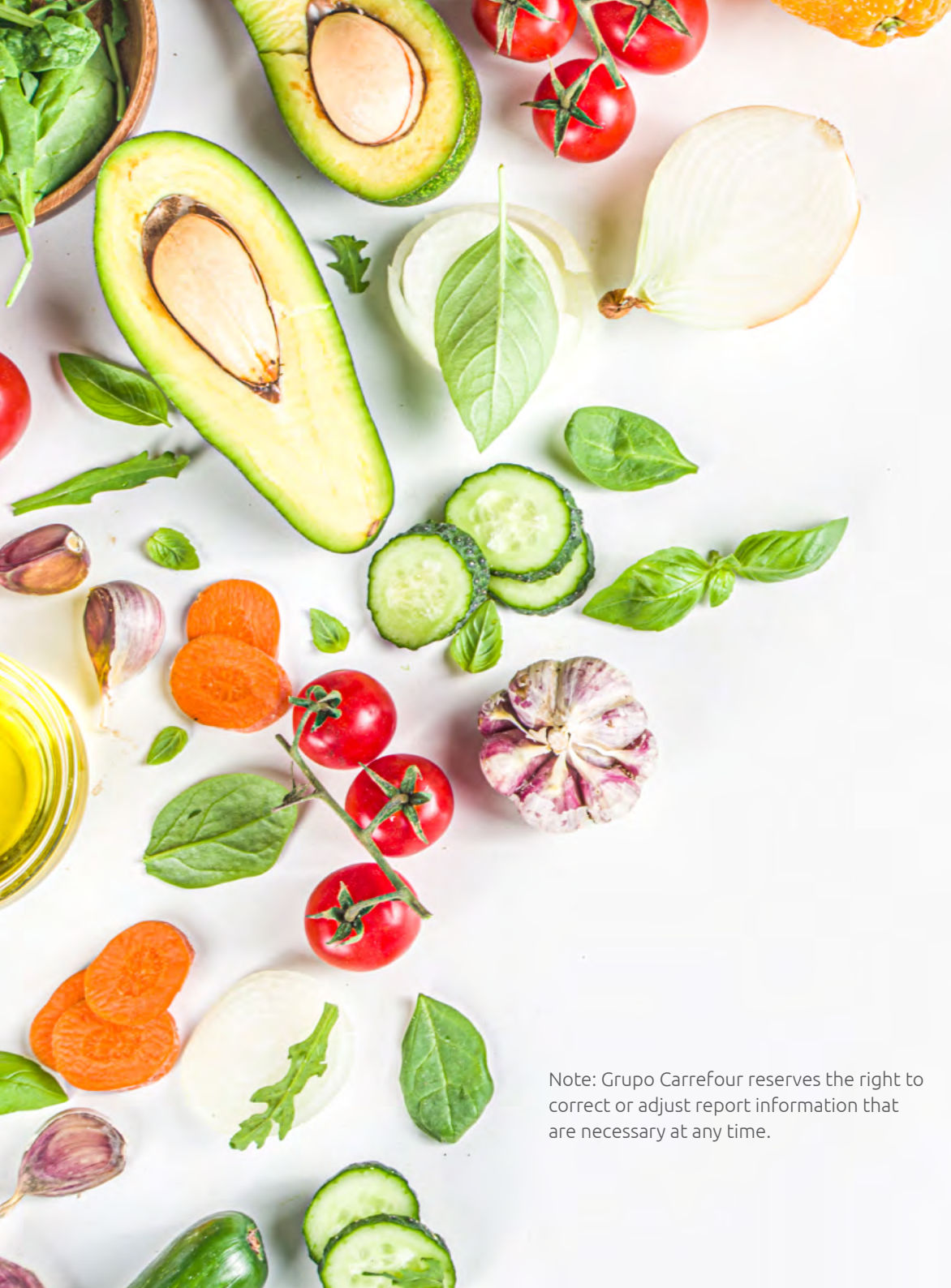
EMPLOYEES
HAVE TAKEN THE
TRAINING COURSE
ON THE ETHICAL
CONDUCT CODE

COPING WITH THE PANDEMIC



8 million

DISTRIBUTED IN THE
FORM OF FOOD CARDS
IN 2021



ABOUT THE REPORT

GRI 102-50 | 102-51 | 102-52 | 102-53 | 102-54 | 102-56

This report, which has been produced for the fourth year in a row, provides information that enables a comprehensive view of how we have progressed on the path to sustainability in 2021. Here our stakeholders will find the figures that explain the way that we do business, in a report in which we try to show our impacts and how we express the value creation of our business, in a transparent way.

We believe that the events and achievements that marked the year will have a positive, lasting effect on our future. Throughout the report, you will find a description of these factors and how they are interlinked with our performance, results and the targets established for the next few years.

We have chosen to use ESG (environmental, social and governance) principles as a reference for the report, in order to keep up with the growing demand for non-financial information. This choice has proven to be a more appropriate way for us to demonstrate the scope of our commitments.

Note: Grupo Carrefour reserves the right to correct or adjust report information that are necessary at any time.

As a signatory to the UN Global Compact since 2001, Grupo Carrefour Brasil develops projects linked to the United Nations Sustainable Development Goals (SDGs). We also cater to the Carbon Disclosure Project (CDP) and record our greenhouse gas (GHG) emissions under the Brazilian GHG Protocol Program.

The reported figures encompass all of Grupo Carrefour Brasil’s operations and cover the period from January 1 to December 31, 2021. We have drawn up the report content in accordance with the Global Reporting Initiative (GRI) Standards: Essential option. This edition also incorporates a number of indicators from the Sustainability Accounting Standards Board (SASB), which is an international organization that establishes benchmarks for the assessment of ESG practices. There was no external verification of the reported figures.

For doubts, criticisms or suggestions in relation to the information presented in this publication, please contact us via the e-mail:

 ATENDIMENTO@CARREFOUR.COM

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GRI 102-40 | 102-42 | 102-43 | 102-47 | 102-49

As a way of getting stakeholders involved in the production of this document and incorporating their perceptions into the reported content, a revision of Grupo Carrefour Brasil's materiality was carried out in the first quarter of 2022. Based on the previous matrix and the Global Reporting Initiative (GRI) guidelines, the process included an assessment of national and international benchmarks in the retail sector and the parameters of the Sustainability Accounting Standards Board (SASB). The preliminary data analysis also took into account the Company's strategy and content that was published in the press.

In order to compare organizational issues with contemporary global challenges and align the group with the international sustainability agenda, the World Economic Forum 2021 Global Risk Report and the United Nations (UN) Sustainable Development Goals (SDGs) were also part of the materiality process.

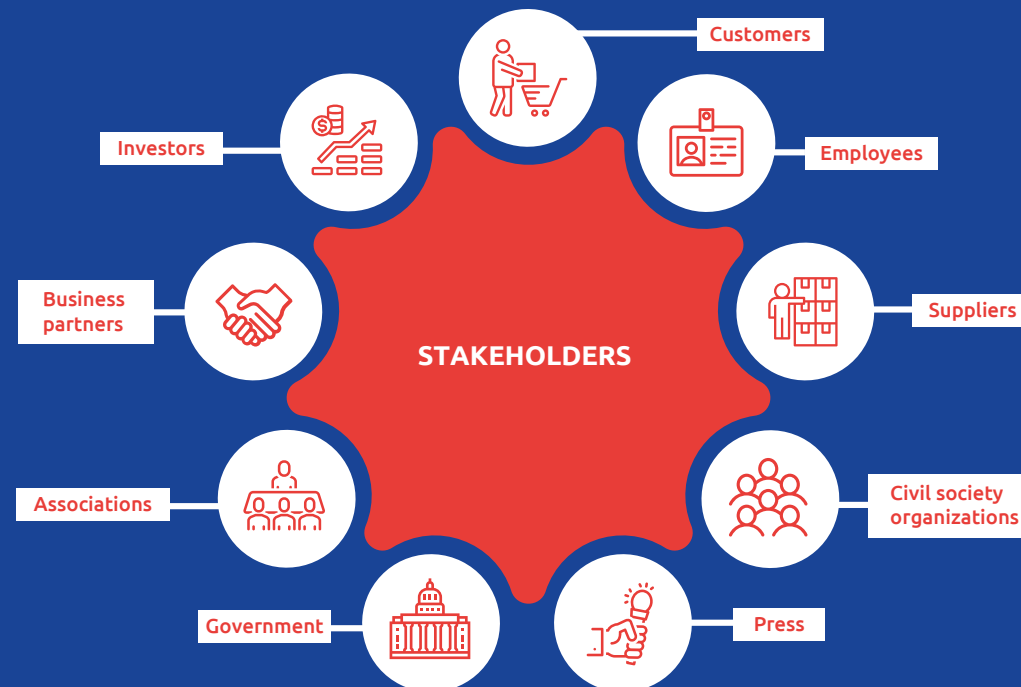
This process resulted in the identification of 12 potential topics, which were submitted to participants for prioritization purposes via an online poll from February 25 to March 11. The questionnaire was answered by 642 people who represent Grupo Carrefour Brasil's stakeholders. Furthermore, in order to collect more detailed perceptions from stakeholders, 14 in-depth interviews were carried out, nine of them with external stakeholders (suppliers, civil society organizations, business partners and investors) and five with executives from Grupo Carrefour Brasil's senior management.

The result of this poll, calculated using the weighting system to reflect aspects of impact and influence, indicated nine material matters, which are presented on the following pages.

THE POLL PROCESS FOR THE MATERIALITY MATRIX INVOLVED

642 multi-stakeholders

14 in-depth interviews





MATERIAL TOPICS

CUSTOMER HEALTH AND SAFETY
SDG 2, 3, 11, 12



ETHICS AND GOVERNANCE
SDG 16



LABOR PRACTICES AND WORKER
HEALTH AND SAFETY
SDG 3, 8



INNOVATION, DIGITALIZATION
AND DATA SECURITY
SDG 17



DIVERSITY AND COMBATING
STRUCTURAL RACISM
SDG 5, 8, 10, 11, 17



CLIMATE CHANGE
AND ECOEFFICIENCY
SDG 6, 7, 13, 14, 15



MANAGEMENT OF SUPPLIERS
SDG 2, 3, 5, 8, 10, 11, 12, 17



SOCIOECONOMIC
DEVELOPMENT
SDG 5, 8, 9



CIRCULAR ECONOMY
SDG 2, 3, 11, 14, 15



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THEME	DESCRIPTION	WHERE IT OCCURS	GRI AND SASB TOPICS
Customer health and safety	Awareness and access to healthy, sustainable and safe food at affordable prices; food quality and safety; Act for Food; private label; Cybercook; actions promoted as a result of covid-19	Inside and outside	103-1; 103-2; 103-3; 416-1; 417-1; 417-2; 417-3; FB-FR-250a.2; FB-FR-270a.1; FB-FR-000.A; FB-FR-260a.2
Ethics and governance	Good ethics and governance practices; integrity and transparency	Inside	102-11; 102-16; 102-18; 103-1; 103-2; 103-3
Labor practices and worker' health and safety	Good working environment with development opportunities; talent attraction; health and safety practices, with an emphasis on actions promoted as a result of covid-19; training on the topic	Inside	103-1; 103-2; 103-3; 401-1; 401-3; 403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-9; 404-3; 407-1
Diversity and combatting structural racism	Promoting human rights and equality in the relationship with stakeholders; actions that promote the inclusion of minorities and black entrepreneurship; diversity and inclusion actions	Inside and outside	103-1; 103-2; 103-3; 202-1; 405-1; 412-1
Climate change and ecoefficiency	Control of GHG emissions; managing the impacts of operations on climate change; biodiversity; water and wastewater management; energy efficiency and renewable energy sources; logistical efficiency	Inside and outside	103-1; 103-2; 103-3; 302-1; 302-3; 302-4; 305-1; 305-2; 305-3
Innovation, digitalization and data security	E-commerce; digital transformation, information security and privacy, user trust and security; Meu Carrefour app; Banco Carrefour (products)	Inside and outside	103-1; 103-2; 103-3; 418-1; FB-FR-230a.2
Management of suppliers	Sustainable practices; working conditions and socioenvironmental impacts on the supply chain; combatting deforestation; traceability of the supply chain; partnerships with local suppliers and small producers; animal welfare	Inside and outside	103-1; 103-2; 103-3; 308-1; 308-2; 409-1; 414-2; FB-FR-430a.3; FB-FR-430a.4
Socioeconomic development	Fighting hunger; digital and financial inclusion; boost to entrepreneurship; social projects and combatting the covid-19 pandemic via donations; partnerships with civil society	Outside	103-1; 103-2; 103-3; 201-1; 204-1; 414-1;
Circular economy	Combatting food waste; waste management; packaging innovation; reverse logistics; recycling of materials	Inside and outside	103-1; 103-2; 103-3; 301-3; 306-5

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IDENTITY



GRUPO CARREFOUR BRASIL

GRI 102-1 | 102-2 | 102-3 | 102-5 | 102-7 | 102-10 | 102-49

Every day, more than 100 thousand employees of Grupo Carrefour Brasil take part in the lives of tens of millions of families in all of the country's states. They help the chain's customers at all times, so they can find their favorite products and leave the stores and digital channels satisfied due to having fulfilled, under the best conditions, an essential routine in their lives. Carrefour works to make its presence increasingly simple, more agile and more transversal for the customer.

With its head office in the city of São Paulo, in the State of São Paulo, the group has been in Brazil since 1975, having brought with it the hypermarket concept. The drive for innovation, coupled with the dynamism of expansion, maintained year after year, have provided the basis for the Company's position today. Carrefour Brasil is the leader in the food retail market, has the largest supermarket chain in the country (Abrás ranking), has become one of the five biggest Brazilian private sector employers and represents the brand's number one operation in the world after France. It maintains the innovative drive in pioneering operating formats and formulating processes, which have the customer as their core inspiration.



ALWAYS PRESENT

The accelerated growth of the last few years has been consolidated in the group's current profile, an ecosystem that incorporates the brick-and-mortar chain of stores in different formats, the e-commerce platform and the offer of financial solutions. The business model's guideline is to be present wherever its customers' needs and desires are found. This multi-format, omnichannel ecosystem constitutes a strength at a time of profound transformation in society and, as a result, in the retail market. The Company defined as its strategic priorities being the best fintail in Brazil and strongly reinforcing its national presence.

Grupo Carrefour Brasil aims to anticipate transformation movements, incorporating the ethical and socioenvironmental concerns of its stakeholders into its strategic planning. As a leader in an essential market, with a broad value chain, it seeks to associate its business strengths with initiatives that contribute to society's evolution.



EXPANSION AND INTEGRATION

Grupo Carrefour Brasil went public in 2017, and its shares have since been traded on Novo Mercado, a listing segment of the Brazilian stock exchange B3 S.A. – Brasil, Bolsa, Balcão (B3) which is made up of companies that are committed to the best corporate governance practices.

In constant expansion movement, in 2021, the Company inaugurated 63 units under the various different banners, announced the proposal for acquisition of the Big chain (wholesale, retail and shopping club) together with its 388 stores, as well as making massive investments in the expansion of its digital channels.

Administered at the company's head office in São Paulo, the business areas – Wholesale, Retail, Financial Solutions, Real Estate Division and Supplementary Services – operate in an integrated way, with a view to the customer's convenience and the Company's strategic targets.



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ECOSYSTEM – GRUPO CARREFOUR BRASIL

GRI 102-2 | 102-6

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WHOLESALE

FOOD AND NON-FOOD WHOLESALE

**283
units**



Self-service
250 units

B2B delivery
33 units

Atacadão.com
E-commerce
Wholesale online

Marketplace
300 companies
+ 1 million hits/month

RETAIL

FOOD AND NON-FOOD RETAIL

**298
units**



Carrefour
Hypermarkets
100 units
40 thousand items



Carrefour Market Bairro
Supermarket
39 units, 16 of which in
partnership with the
Super Nosso chain in the
State of Minas Gerais
19 thousand items



Carrefour Market
Compact
supermarket
15 units
7 thousand items



Carrefour Express
Proximity retail stores
144 units, 13 stand-alone units
and 3 self-service units
3 thousand items



E-commerce
Online retail

Marketplace
10 thousand companies
8 million registered items

BANK

PAYMENT AND CREDIT INSURANCE

2.4 million
cards issued
in 2021



Carrefour
Card App

SOLUTIONS FOR CONSUMERS

Personal credit, digital account,
merchant acquisition and insurance

REAL ESTATE DIVISION

MANAGEMENT AND LEASE OF OWN PROPERTIES

**14 million
m²**



Own areas of
commercial units
310 properties

Shopping center
3 ventures

Galerias de conveniência
140 areas surrounding
hypermarkets
2,100 tenants

SUPPLEMENTARY SERVICES

GAS STATIONS AND DRUGSTORES



77
units in hypermarket
and gallery parking lots



121
drugstores located
in the galleries

**GRUPO
CARREFOUR
BRASIL**

WHOLESALE

GRI 102-4

The largest Brazilian wholesaler in terms of the number of stores and a pioneering brand in the segment, Atacadão focuses on selling food products to resellers and suppliers in the food service sector, small traders, transformers and end consumers who are looking for low prices and large purchase volumes. In 2021, the chain's market share corresponded to 33%⁽¹⁾ of the sector. The cash&carry stores are located in large and medium-sized urban centers and are a benchmark in the local market. The wholesale outlets are dedicated to large business-to-business (B2B) customers.

Focused on the B2B public, which is attracted by the price differential, [Atacadão's](#) e-commerce operation includes a marketplace with more than 300 partner sellers. Each seller offers a delivery service to customers' addresses. 50 thousand products are available under this system, ranging from basic cleaning and personal hygiene items to fruits, vegetables and dairy products, among others, with a delivery service via partner applications.

⁽¹⁾ Data from the Nielsen Institute.

RETAIL

Under the hypermarket, supermarket and convenience store formats, the group is the country's largest food distributor. The hypermarkets are located in Brazil's main economic regions and the products' sales mix is divided into ⅔ food products and ⅓ non-food products. The supermarkets, under the Carrefour Bairro (Neighborhood) and Market banners, are situated in large urban centers. The Bairro banner offers food products and meets the home's basic needs, while the stores under the Market banner are aimed at meeting replacement purchases. The Express convenience stores are located in high-traffic commercial areas and in densely populated residential areas in the Greater São Paulo region.

The physical structure has been expanded to the digital format, offering consumers e-commerce solutions (www.carrefour.com.br). When searching for a food or non-food product, the customer finds personalized suggestions, based on what they usually buy or have shown interest in at some point. Once you complete your order, you can choose to receive it at home or pick it up at any of the brand's stores or other brick-and-mortar points of preference.



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GRUPO CARREFOUR BRASIL 2021 IN NUMBERS

GRI 102-6 | 102-7

R\$ 81.18
billion
GROSS
SALES



**NATIONAL
PRESENCE**

779
STORES

26

STATES AND
FEDERAL DISTRICT

Nº 1

IN BRAZILIAN
FOOD RETAIL

+ 100 thousand

EMPLOYEES

501%

EXPANSION
IN FOOD
E-COMMERCE
IN TWO YEARS

ONE OF THE

20

LARGEST COMPANIES
LISTED ON THE BRAZILIAN
STOCK EXCHANGE (B3)

BANK

Out of Brazil's largest retailers, Grupo Carrefour Brasil is the only one with its own financial services operation, Banco Carrefour, in which it holds a 51% stake, and which is focused on consumer credit. Itaú Unibanco's participation as a minority partner provided access to credit analysis know-how and knowledge of portfolio management, which proved to be essential for the business' growth and expansion, favoring leadership in the credit card operation in the retail sector. Operating under the Carrefour and Atacadão co-banners, it plays a strategic role in the Carrefour ecosystem as a means of leveraging sales, traffic and boosting customer loyalty.

REAL ESTATE DIVISION

Responsible for the management and development of the Company's real estate portfolio across the country, Carrefour Property's strategic focus is on increasing the attractiveness of the group's projects and boosting the value of its assets. To this end, it develops innovative projects with the participation of a network of partners. The multi-purpose projects in various formats contribute to the flow and satisfaction of consumers and to the strengthening of Carrefour's ecosystem. The portfolio includes two shopping centers in São Paulo and one in Brasília.

SUPPLEMENTARY SERVICES

Within the Carrefour ecosystem, drugstores and gas stations complete the mix developed to facilitate the consumer's daily journey with purchase and services options. These units, which are next to the hypermarkets and supermarkets, reinforce the attractiveness of the stores due to their convenience and competitive price and help increase customer loyalty.

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GRUPO CARREFOUR IN THE WORLD



GRUPO
CARREFOUR
OPERATES IN

30
countries,
INCLUDING
EUROPE, ASIA AND
SOUTH AMERICA



BRAZIL

IS THE MOST IMPORTANT
MARKET AFTER FRANCE,
WHICH IS THE GLOBAL
CHAIN'S HEADQUARTERS



THE CONGLOMERATE
SERVED ROUGHLY

105
million
CUSTOMER
FAMILIES
IN 2021

POSTED
GLOBAL
REVENUES OF

€81,24
billion
IN 2021



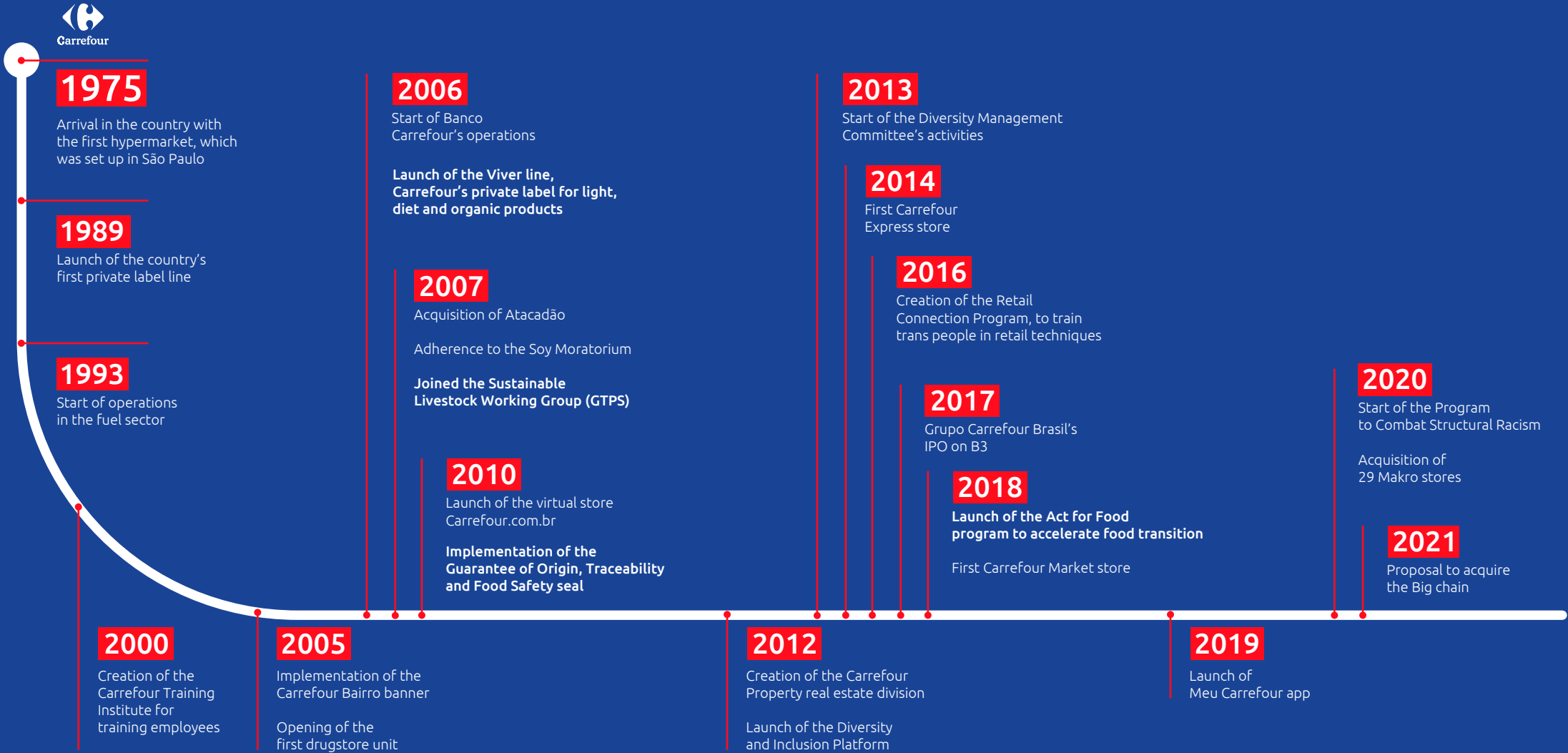
+ 13 thousand
STORES IN THE WORLD



MORE THAN
325,000
EMPLOYEES

GRUPO CARREFOUR

A HISTORY WITH BRAZIL



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CARREFOUR BANNERS

ATACADÃO Cash&Carry

283 stores

Cash&Carry 250 Wholesale units 33

47 openings in 2021

Cash&Carry 44 Wholesale units 3

CARREFOUR RETAIL

496 multi-format stores

Carrefour Hypermarkets 100 stores

Market 15 stores

Bairro 39 stores

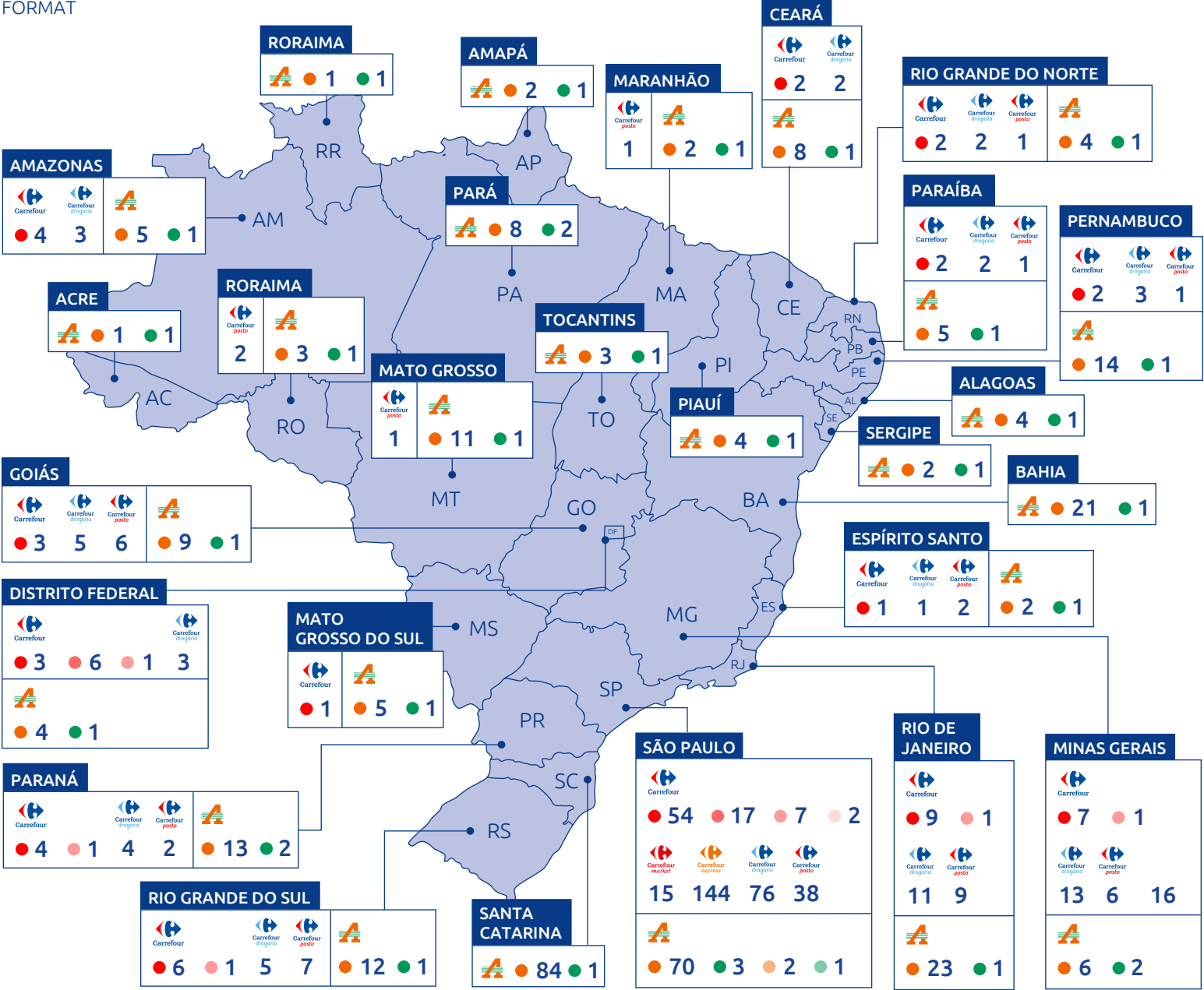
Express 144 stores

Drugstores 121 stores

Gas stations 77 stores



STORES FORMAT





ACKNOWLEDGMENTS 2021

Abras/SuperHiper Ranking 2021

1st place as the country's largest supermarket chain

Ibevar-FIA Ranking

1st place in the Super and Hypermarkets category. The award recognizes retail companies whose performance contributes to the country's sustainable development

Top Of Mind – Folha de S. Paulo

Co-leader in the Retail category in brand recall in the survey undertaken by Datafolha

SBVC Ranking Largest Retail Companies

1st place among the 300 largest Brazilian retail companies in the survey carried out by Sociedade Brasileira de Varejo e Consumo (SBVC)

Empresas Mais Ranking – Estadão newspaper

3rd place in performance in the survey conducted by Fundação Instituto de Administração (FIA) and Austin Rating of 3 thousand publicly and privately held companies

Knewin Diversity Study

Highlight in the ranking of the 20 most mentioned brands in the press in relation to the issue of team diversity, in a survey conducted by the monitoring and analysis company of spontaneous media

Reclame Aqui Award

1st place for Atacadão and 2nd place for Carrefour in the ranking that for ten years has honored the companies that have the greatest respect for consumers

Respect Award/Consumidor Moderno magazine

1st place as the retail company that has the greatest respect for the consumer

6th Painel Logístico/Senai Award

1st place in the category Shippers and Logistics Suppliers, for the case about creation of the central management model for the entire logistics network

100+ Innovators in the Use of IT/IT Media

30th place in the award that recognizes the companies with the best performance on behalf of innovation

100 Best Companies – Mesc Institute

Featured in the ranking of companies that obtained the greatest customer trust and satisfaction

Conarec Award

The three awards highlighted former president Noël Prioux as CEO of the year, the executive Luiz Souto as a professional in the Relationship sector and the Company's Financial Services

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RELATIONSHIP WITH STAKEHOLDERS

GRI 102-42 | 102-43 | 103

Grupo Carrefour Brasil maintains mechanisms for listening to and keeping in touch with customers, employees, suppliers, NGOs and investors. To this end, it provides free access channels for interacting and receiving demands, suggestions and criticisms. Contacts with other stakeholders are in accordance with specific agendas.

In 2021, the Company drafted the Policy on Engagement with Stakeholders, in order to more clearly outline the care that should be taken in relation to each of the audiences.



STAKEHOLDERS ENGAGEMENT CHANNELS

Customers	One Carrefour integrated system; Customer Council; Meeting with Executives; satisfaction surveys and apps
Employees	Internal communication; Whistleblower Channel; climate surveys
Suppliers	Supplier Space; forums and workshops; regulatory and due diligence processes; awareness campaigns; Whistleblower Channel
Surrounding communities	Websites and social media; Whistleblower Channel
Society	Support and sponsorship; awareness campaigns and events; websites and social media
Press/Opinion makers	Press service; disclosure of consolidated information; monitoring journalistic coverage and social media; websites and social media
Civil society organizations	Public notices; website and social media; workshops, meetings and events
Sector associations	Meetings; seat on boards
Investors and market analysts	Presentations of results; Investor Relations (IR) website; participation in events such as conferences and non-deal road shows
Public authorities	Participation in discussions of strategic themes for the sector, through sector associations; dialogue regarding food regulatory issues
Competitors	Participation in sector associations

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HAVING TRANSPARENCY IN COMMUNICATION AS A GUIDING PRINCIPLE, THE GROUP SEEKS TO INCREASE AWARENESS AMONG CUSTOMERS, SUPPLIERS AND PARTNERS IN RELATION TO ESG TOPICS

ACTIVE COMMUNICATION

Grupo Carrefour Brasil considers the constant communication of its initiatives and their positive impacts as a commitment to society. The importance of communication, which is treated as a feature of the business, is demonstrated by the fact that there is an executive office dedicated to the topic. Given that it has transparency as its guiding principle, the Communication Area is guided by the criterion of highlighting those aspects that consolidate the Company's values. In this sense, it regards making customers, suppliers and partners aware of ESG-related topics as an essential topic.

In 2021, the Company rethought its communication strategy with the aim of being more vocal and even more transparent with society in all matters related to the racial diversity agenda

and the fight against racism. In this sense, processes were restructured in order to respond clearly and quickly to demands from society, journalists and stakeholders for information related to this matter. An example of this movement was the search for interlocutors in the black press and the identification of the segment's news channels, which resulted in the prioritization of representative vehicles, with which it maintains a permanent relationship.

In order to regain the confidence of opinion makers, the Company's Communication Area included among its priorities for 2021 the rebuilding of the relationship with members of the press. It adopted a number of measures to convey what was being done to repair and transform the internal culture.

- Demonstrated that the group understood what had happened and what needed to be done;
- established protocols for dealing with critical situations, with different treatments for each type of action outside the service protocol – whether of employees with customers, or of customers with employees;
- prepared people to head up the response with quick and clear answers;
- adopted constant and direct communication, appointing the company's leadership to deal with the issue with the communication channels;
- highlighted the Company's diversity agenda, with initiatives for inclusion and career advancement of individuals from minority groups; and
- monitored social media in a permanent way so as to prevent the emergence of crises and to respond to the demands of customers and stakeholders.



GOVERNANCE

01

CONSTANTLY EVOLVING, GRUPO CARREFOUR BRASIL'S GOVERNANCE SEEKS TO ENSURE THAT ITS ESSENTIAL VALUES GUIDE THE BUSINESS AND ARE IN LINE WITH STAKEHOLDERS' EXPECTATIONS

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DIGITALIZATION, REINVENTION OF CORPORATE CULTURE

At Carrefour, the concept of digitalization is inseparable from the idea of a simplified, agile organization. In its digital transformation journey, the Company promotes a renewed vision in relation to processes, prioritizations and partnerships in order to gain agility and flexibility, having as a benchmark the new demands of consumers and greater empathy with their needs.

By 2026, the Company plans to make the move from being a leader in traditional retail to a leader in digital retail, and to this end, it is allocating large investments to speed up innovation in business and processes and the development of a digital mindset and the adoption of new ways of working on the part of the employees.

Digital transformation, defined as a strategic priority, has as its starting point the internalization of data digitalization and management in the business model, operations, internal processes and, essentially, in the corporate culture. The Company intends to capture the full synergy potential of the omnichannel ecosystem, a competitive edge for the group, via the speeding up of e-commerce, the digitalization of financial services, the application of big data to artificial intelligence and the transformation of the traditional retail model.

As part of this plan, the Company directs profound changes in order to achieve greater operational efficiency in management and in the stores. With the digitalization movement, it targets traditional retail processes, such as pricing, inventory strategy, market projection, logistics and supply flow and administrative processes.

The target and inspiration for this transformation is to improve the customer's experience, with gains in the customization of service, and to be present where and how the customer prefers to buy.

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STRATEGY

The results achieved in 2021 show the quality of the implementation of a strategic planning cycle that got underway five years ago and reinforce the fundamentals that will guide the 2022–2026 plan, which was drawn up over the course of the last year. In a continuous transformation process, the Company refined its choices, based on the firm belief that always having customers at the center of decisions and investing in the simplification and agility of structures are key factors for remaining a reference in the retail sector’s future.

At the same time that it incorporates the need for transformation, the group reaffirms its commitment to conducting its business on the basis of trust and responsibility, bearing in mind the needs and interests of customers, partners and Brazilian society.

The new planning cycle is built around five pillars, described below.



**SPEED UP GRUPO CARREFOUR
BRASIL’S TRANSFORMATION
WITH CONFIDENCE AND
RESPONSIBILITY**

ESSENTIAL LEVERS



REAFFIRMATION

To legitimize the customer’s relationship of trust with the Company, which is positioned as an example, together with its teams, and makes every effort to contribute to the evolution of society towards justice and sustainable development



DIGITALIZATION

Treated as a transformation process that runs throughout the entire Company, its role is to generate synergy between the units in order to achieve convergence of performance *vis-à-vis* the customer, with the optimization of the omnichannel ecosystem



EXPANSION

In the continuous expansion strategy, strengthen organic expansion, leverage the business model’s potential and capture opportunities



INTENSIFICATION

Promote leadership momentum, maximize the return from each of the businesses and growth opportunities and unlock the value of the assets



SIMPLIFICATION

Gain efficiency and agility by simplifying the structure and the chain of command, speeding up decision making and the flow of information

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INTEGRATION OF ESG GOALS

In 2021, the Company's socioenvironmental commitments, centered on promoting diversity and fighting climate change, were incorporated in a structured way into the strategic plan. The group formalized objective goals for the demands that already permeated operations and influenced part of the compensation. In its drafting, the plan seeks to be transparent regarding the degree of responsibility in relation to customers, employees and communities.

Regarding customers, the plan sets targets in terms of satisfaction, price and loyalty. On the social front, it establishes criteria for the Company to contribute to a fairer society; among the proposals are the percentage of women and black people in senior management and the offer of special payment terms for local and regional producers. With regard to the environmental issue, it reinforces the commitment to control CO₂ emissions, fight deforestation in critical chains and promote sustainable food production.

POSITIONING

WORLD LEADERSHIP IN THE FOOD TRANSITION

Our ambition is to be the world leader in the food transition for all, offering our 13 million customers, daily and everywhere, healthy food at a fair price. In order to achieve this goal, we launched the Act for Food, a global movement in support of good food, based on the original taste and on the high quality of food. To achieve our purpose and attain our strategic goals, it is absolutely essential that we know who we are, what we do and where we want to get to. Therefore, we made four commitments.

OUR COMMITMENTS – TRANSFORM IN ORDER TO GROW

- 1

Grow and succeed together
- 2

Act with simplicity
- 3

Serve our customers with passion
- 4

Take pride in transforming our business

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CORPORATE GOVERNANCE STRUCTURE

Grupo Carrefour Brasil’s governance structure is organized in accordance with the Bylaws and Brazilian legislation and incorporates the best management practices. The choice of the members of the Board of Directors and the Board of Executive Officers is in accordance with the Company’s Appointment Policy and their performance is governed by a set of regulations that establish, among other topics, procedures related to ethical conduct, conflicts of interest and compensation.

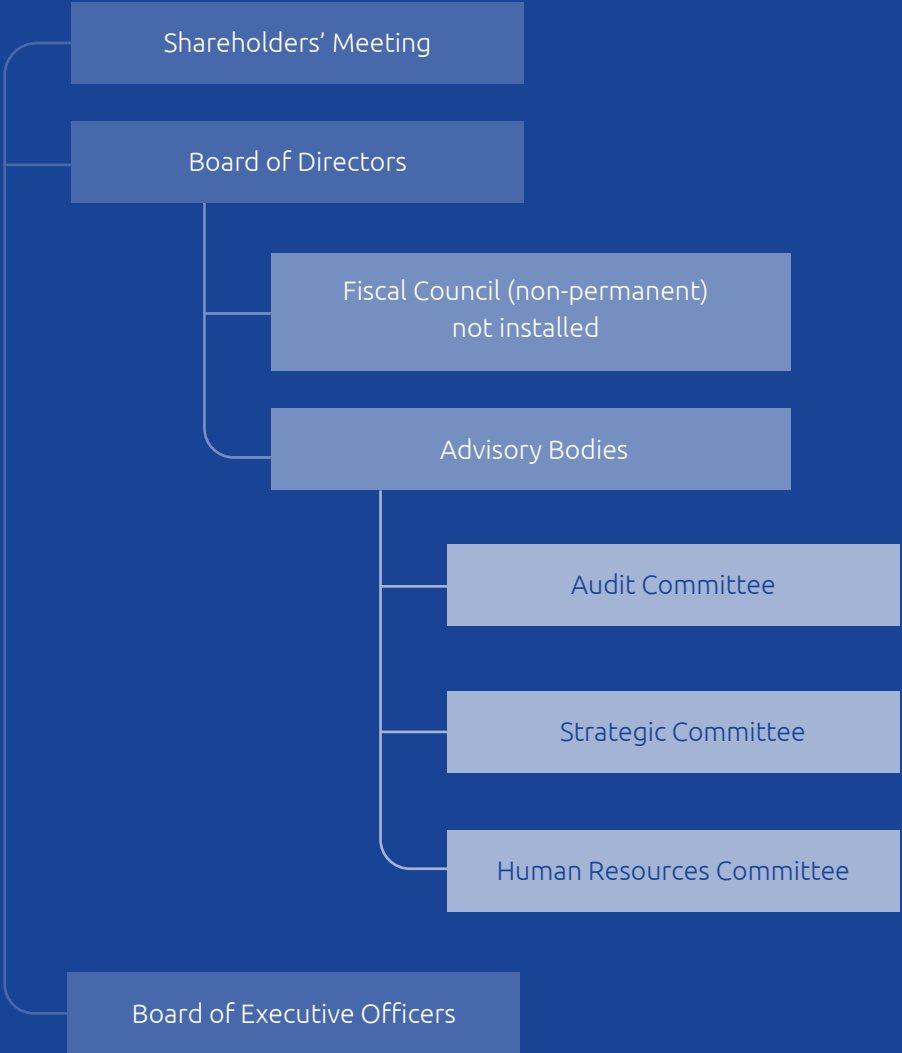
With shares listed on the Novo Mercado segment of B3, which is reserved for companies with high standards of corporate governance, the Company is subject to additional governance and transparency requirements.

Commitment to ESG practices is part of the criteria that define the leadership’s compensation. There are indicators and targets related to deforestation, greenhouse gas (GHG) emissions, waste management and the presence of women and black people in management positions.

The Company has an evaluation process for the members of the Board of Directors and its advisory committees based on a questionnaire which is answered annually by the members of these bodies. The Donations Policy and Code of Conduct determine the procedures for voluntary contributions and prohibit donations to political parties or candidates.

GOVERNANCE STRUCTURE

GRI 102-18





BOARD OF DIRECTORS

This collective body defines and makes decisions regarding strategic business issues, taking into account the impacts that the company's activities have on society and the environment in the short, medium and long term, and monitors the Board of Executive Officers' performance in relation to the implementation and development of the guidelines that it establishes. Its members are chosen in accordance with established criteria and is based on the assumption that the person in question is a professional with a high reputation and recognized experience, with the ability to add value to the position held. The Board currently has ten members – two of whom are independent directors, with one of the seats on the board being held by a woman. The chairman does not exercise an executive role in the Company.

STATUTORY BOARD OF EXECUTIVE OFFICERS

Made up of four executives, this collective body's job is to put into practice the strategic guidelines determined by the Board of Directors, defining targets and monitoring results, together with the Executive Committee. Expertise in the retail sector is one of the selection criteria. The members of the Board of Executive Officers are constantly updated about the business' progress, the competition environment and the Company's main performance indicators.

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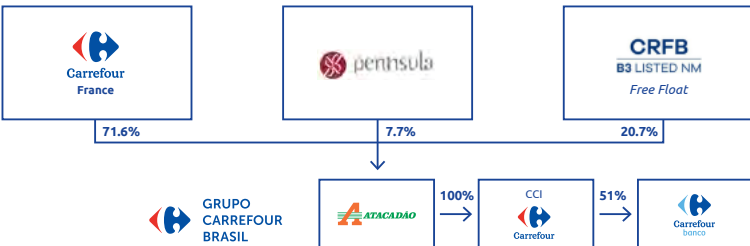
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GRUPO CARREFOUR BRASIL – CORPORATE STRUCTURE



THE BOARD'S ADVISORY COMMITTEES

The three statutory committees that advise the Board of Directors are responsible for monitoring the plan's progress and for overseeing the issues that are the Company's priorities. The members of these committees are appointed by the Board of Directors.

STATUTORY AUDIT COMMITTEE

Consisting of at least three members, appointed by the Board of Directors, at least one of whom must be independent, as defined by the Novo Mercado's rules.

THE COMPANY'S SHARES ARE LISTED ON B3'S NOVO MERCADO SEGMENT, WHICH IS RESERVED FOR COMPANIES WITH HIGH STANDARDS OF CORPORATE GOVERNANCE

STRATEGY COMMITTEE

The five members of this collective body are also members of the Board of Directors.

HUMAN RESOURCES COMMITTEE

This body is entrusted with the task of reviewing the Statutory Board of Executive Officers' evaluation criteria, along with other matters. All of its members also hold seats on the Board of Directors.

FISCAL COUNCIL

Despite the statutory and legal provision, there is no Fiscal Council installed at the present time. Its functions include supervising management's activities, reviewing the financial statements and reporting its findings to the shareholders. The curriculum of the members of the Board of Directors, the Board of Executive Officers and the Committees can be accessed [here](#).

GOVERNANCE POLICIES AND RULES



[Information Disclosure and Securities Trading Policy](#)

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THE INTEGRITY SYSTEM FOSTERS AN ENVIRONMENT THAT ALLOWS CONSCIENTIOUS AND INTEGRATED DECISION-MAKING

ETHICS AND COMPLIANCE

GRI 102-11 | 102-16 | 103

Grupo Carrefour Brasil is totally committed to conducting its business in a transparent, upright and sustainable way, and to continuously seek to foster an environment that allows for conscious and honest decision-making throughout its entire operation.

In 2021, accelerated by the unexpected tragedy of the death of João Alberto Silveira Freitas, in the city of Porto Alegre, the Code of Ethical Conduct for Employees and Suppliers was revised. With this initiative, the Company stressed the principles of integrity that every employee and supplier should experience on a daily basis, in order to be able to have a positive impact on everything they do, prevent damage and reinforce the trust of all stakeholders.

The code's final version, which was approved by the Board of Directors on July 27, 2021, put into words what Grupo Carrefour Brasil is and what it wants to be. This capture of purpose, impact and expected ethical conduct

model occurred as a result of numerous work meetings with managers of each business and based on actively listening to all the employees. The Company came to the conclusion that it is part of an ecosystem, and it is the duty of everyone, employees and workers, to honor the company's position and comply with the commitments and values disclosed, making a positive contribution to the collective well-being.

The expected standards of conduct were incorporated into Grupo Carrefour Brasil's Integrity System, which assumes unconditional respect for people and the planet. As the system's core, the Code of Conduct redefined the central pillars of the company's activity: Our People, Security, Sustainable Development and Transparency. In order to disseminate the model of expected conduct that came out of this reflection and review of documents, the group promoted an extensive training agenda that involved the company's leadership along with most of the employees, and

resulted in significant changes in the relationship with the supply chain.

The assumption of the Integrity System is the notion that there is no such thing as half-way integrity. Therefore, the Company reinforced the idea that it is necessary to go beyond legal compliance, guided by the idea that it should always do the right thing, simply because it is the right thing to do.

INTEGRITY SYSTEM

The Integrity System, the core of which is the Code of Conduct, establishes the assumption that all activities should create value for stakeholders, in full compliance with the laws and rules to which the Company is subject and with the socioenvironmental commitments assumed. The system's central pillars define each employee's attitude standards and how our processes should be designed.

THE FOUR PILLARS OF THE INTEGRITY SYSTEM



Everyone is obliged to adhere to and observe the rules and principles.

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STRENGTHENING THE COMMITMENT TO INTEGRITY

In 2021, around 70,000 employees of Grupo Carrefour Brasil underwent training in relation to the reissued version of the code, adapted to the different business formats. At Atacadão, at various times throughout the day, groups of employees stopped to watch and discuss the promotional video in training rooms. For Carrefour's teams, the training used e-learning resources with a deadline being set for it to be watched. An audiobook version of the code was also developed for those whose access to the written version of the document is limited.

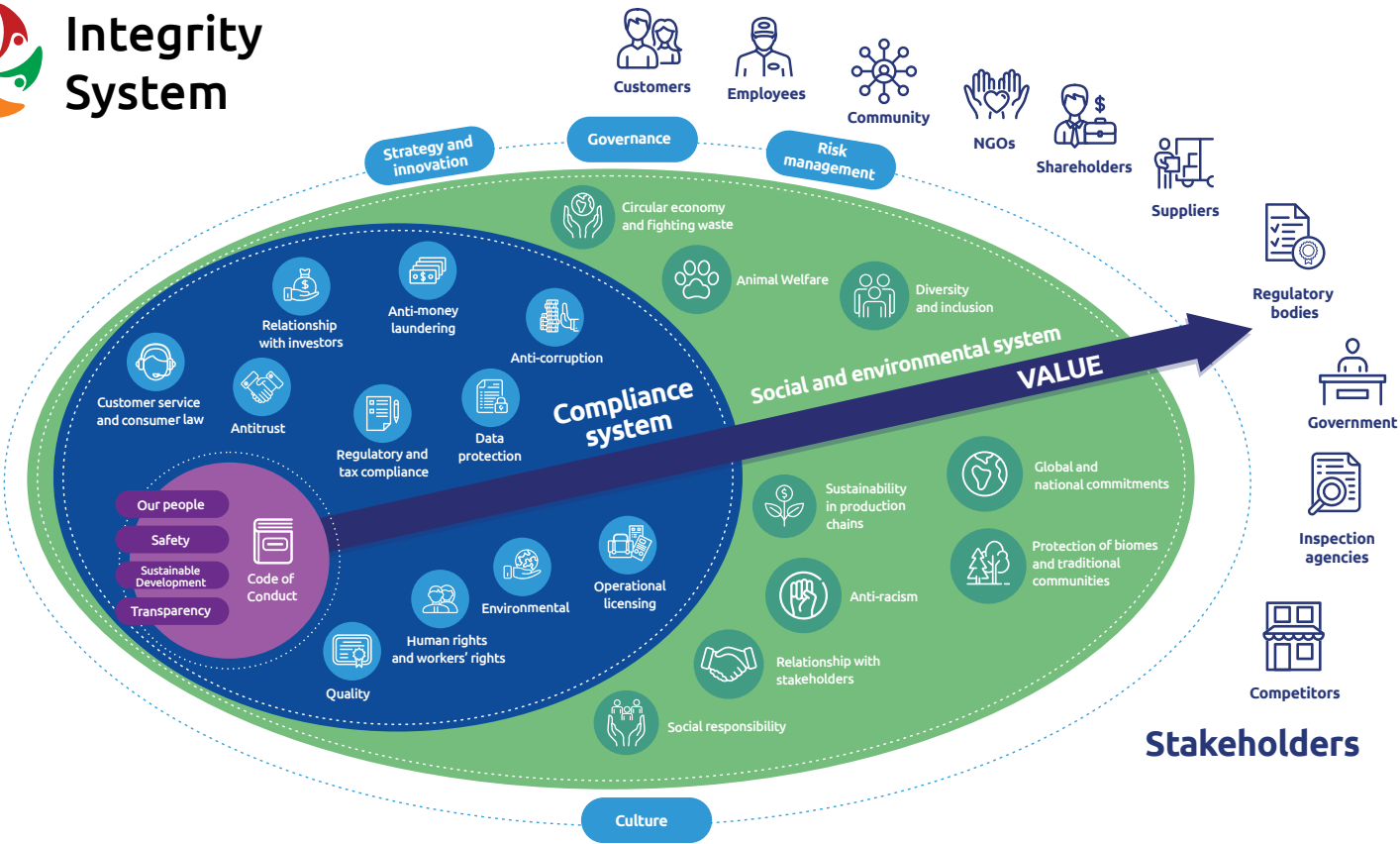
The training course covered all operational levels and will be held on an annual basis. New employees undergo the training as part of the compulsory onboarding procedures.

So that employees at all the stores and administrative areas can easily find help as soon as they need it, more than five thousand stickers with a QR code that gives access to the Ethics Connection website and to the Code of Ethics were spread out in areas with high-traffic and visibility, such as restrooms, electronic time clocks, cafeterias and computers.

The website works in an open way and brings together all the Integrity System's documents and short guidance videos. Furthermore, employees will find the Whistleblower Channel tools there to report cases of inappropriate or criminal behavior.



Integrity System



THE STRENGTHENING OF THE CULTURE OF ZERO TOLERANCE TO INAPPROPRIATE CONDUCT IS BACKED BY A CONSEQUENCE MANAGEMENT PROCESS

RELATIONSHIP WITH SUPPLIERS

In 2021, the group expanded third-party governance and undertook a review of the Code of Conduct for Suppliers and Business Partners. Officialized for newly contracted suppliers, the code has been presented to current suppliers when renewing contracts. The socioenvironmental contractual clauses were improved and new supplier registrations were preceded by training courses on anti-corruption and human rights. In 2021, more than five thousand suppliers were trained on anti-corruption topics by means of videos and webinars.

For the group of suppliers of items for resale, a specific socioenvironmental compliance program based on the SDGs is under development. These guidelines cover not just the standard legal compliance attitude but also the socioenvironmental compliance attitude that the Company expects from its suppliers and business partners, both in its relations with Grupo Carrefour Brasil, as well as in those carried out in their own chains.

Under the new approach, categories of suppliers deemed to be more exposed to regulatory and socioenvironmental

risks, according to a matrix of product and service families, will be monitored more closely.

In addition to the fight against racism and the traceability of the cattle chain, themes for which it has structured robust processes, some socioenvironmental aspects that are taken into account include combatting slave and child labor in the field as well as pollution and the treatment of workers at harvest time, along with others.

CONDUCT AND CONSEQUENCES

The next step for strengthening the culture of integrity and the Zero Tolerance Policy for inappropriate conduct was the establishment of the new Conduct and Consequence Committee to apply measures, as described in the Consequence Management Policy.

The description of the procedures has a strong educational purpose and this helps the committee, which is made up of representatives of the Legal, Compliance and Corporate Intelligence Departments, give uniformity to this new standard of behavior among the managers and their teams.

Since the second half of 2021, the committee has met up once a week with store managers of Atacadão and Carrefour, anywhere in the country, to deal with reports that come through the whistleblower channels. The cases are dealt with on an individual basis and in an in-depth way, with a keen eye for the human aspect, as a way of demonstrating the company's appreciation for each person and of providing fair treatment in relation to the infraction.

On another front, the group drew up and disseminated manuals for interaction with public agents, both for employees as well as for suppliers and partners who act on the Company's behalf vis-à-vis the authorities. Designed based on the mapping of all the categories of public agents with which the company interacts, the documents provide instructional guidance for employees and suppliers with regard to how to act in each situation, how to stay safe and how to identify warning signs. These guidelines are part of the anti-corruption training course, which in 2021 was attended by more than 69 thousand employees in its e-learning and video format.



TREATMENT OF COMPLAINTS

The absolute number of reports up until the end of 2021 was a record figure of roughly 3,400 during the year, which translates into 11 a day, all of which were read and dealt with. This was due to the substantial expansion in the number of stores and in the hiring of employees that occurred during the year. In relative figures, 2021 showed a 9.53% drop. The difference in relation to earlier years was the significant increase in reports of discrimination, following the setting up of the specific channel and of the structure for dealing with this type of infraction, showing the effectiveness of the lessons learned.

The improvement in the systems for dealing with complaints, which are now registered on automated and more complete forms, represents a major advance in that they permit a standardized, structured control, in accordance with the internal methodologies for dealing with problems.

COMMUNICATION AND TRAINING ANTI-CORRUPTION POLICIES AND PROCEDURES

PARTICIPANTS

	Carrefour 	ATACADÃO 
Employees	+27 thousand	+42 thousand
Suppliers	329	4,903

ETHICAL CONNECTION



conexaoeticacarrefour.com.br



0800 772 2975

POLICIES AND PROCEDURES

[Digital Code of Ethical Conduct](#)

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

[Social and Ethics Charter](#)

[Consequence Management Policy](#)

[Complaints Investigation Policy](#)

[Manual for Interaction with Public Agents](#)

[Anti-Corruption and Anti-Influence Peddling Policy](#)

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RISK MANAGEMENT

Grupo Carrefour Brasil’s risk management system follows the main national and international parameters and permeates, in an integrated way, all of the Company’s businesses and decision-making layers. With guidelines established in the Risk Management Policy, the process influences strategic planning and decisions regarding investments and project prioritization.

In 2021, the Risk Management Area paid special attention to building a risk prevention culture to combat expressions of structural racism in all internal areas. The initiatives implemented are described in the table on page 38.

ATTENTION TO RISKS

As the holding company’s main body, the Executive Committee (COMEX) is responsible for determining risk appetite and tolerance. Advised by the executive office dedicated to this topic, this collective body regularly assesses

the external environment and oversees the major risks and the systems used to manage them.

These mapping assignments are cascaded across fixed representatives of each of the businesses, articulated in the Risk Committee, and extend to the operational areas. On a quarterly basis, the representatives meet up with COMEX’s members to report and give an assessment of the period. In extraordinary situations, the Crisis Committee is convened.

Mapping the risks of the activities developed is a constant practice, which the Company seeks to improve by strengthening the risk management culture. On a day-to-day basis, each business’ operational and functional areas rely on methodological support and control tools defined by the Risk Management Office, whose structure is split into nine support areas (see chart on page 36).

RISK MAP

In order to monitor the main risks to the business, the group defines five fields, in which 23 factors with potential risks are mapped. The fields are indicated below:

- Business environment;
- strategy and administration;
- operations;
- financial risks; and
- financial services.

In order to fully understand the risk factors considered by Grupo Carrefour Brasil, see the [Reference Form](#) updated in 2021.



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RISK MANAGEMENT POLICY

GRI 103-2 | 103-3 | 403 | 418



PREVENTION OF RISKS AND LOSSES

Looks out for the safety of people and property, equipment and intangible assets. Manages accidental and intentional risks.

RISKS, SUPPLY AND ONLINE

Audits and supports logistics processes so that products reach the stores and the customers safely, within the established deadlines, with a higher approval rate and a lower risk of fraud.

ETHICS AND COMPLIANCE

Guarantees respect for ethical principles and compliance with anti-corruption legislation and standards.

INTERNAL CONTROLS

Monitors exposure to operational risks and spreads the risk management culture in-house.

QUALITY

Manages compliance with the legislation and health regulations in order to protect consumers' health and the Carrefour brand and avoid legal sanctions.

SAFETY, HEALTH AND THE ENVIRONMENT

Manages the processes related to occupational health and safety, the environment and insurance, from the legal compliance and risk mitigation point of view.

CYBERSECURITY

Provides a secure digital environment, protecting information from misuse, loss or theft by means of solid global governance and international cybersecurity standards.

PRIVACY

Guarantees regulatory compliance with the General Data Protection Law (LGPD) and the ethical standards of respect for privacy that should be applied to personal data processed by the Company.

CORPORATE INTELLIGENCE

Responsible for investigating ethical incidents registered on the Whistleblower Channel, which is one of the pillars of the Compliance Program.

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24 thousand

EMPLOYEES
RECEIVED TRAINING
RELATED TO
PRIVACY PROTECTION

PRIVACY AND DATA PROTECTION

GRI 103-2 | 103-3 | 418 | SASB FB-FR-230a.2

Respect for privacy is a commitment of Grupo Carrefour Brasil to society, and, in this sense, the Company has been preparing over the last few years to be at the forefront of implementing and adjusting its activities to the General Data Protection Law (LGPD). The fact that it is a multinational company helped in that it had the experience acquired in other countries as a reference.

COMEX's involvement was essential for establishing the importance of actions related to this topic, which culminated in the setting up of a team and a budget dedicated not just to complying with regulatory requirements, but also for defining a high ethical standard in the processing of personal data and creating the necessary synergy between the group's business units.

By the end of 2021, the Company had reviewed its processes from an integrated and multidisciplinary angle, in a joint effort between the areas responsible for identifying and mitigating risks: Legal, Information Technology and Information System (IT/IS), Governance of Data, Customer Relationship Management (CRM), and Compliance and Internal Controls, along with others. Also before the end of 2021, this movement made it possible to create the Privacy Center, responding to more than eight thousand requests from data subjects. Around 24,000 employees received training related to privacy protection.

[Privacy Policy](#)

[Cybersecurity Policy](#)



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PREVENTION POLICY

In 2021, Grupo Carrefour Brasil continued with the commitment made in November 2020 to internalize the role of inspection agents in all its Brazilian stores. To this end, it set up a Working Group supported by the Independent External Diversity Committee and worked to hire and train these professionals, with an emphasis on racial literacy and on the agents' responsibility in relation to the public commitment assumed by the Company to the anti-racism cause. Together, a new security model was implemented.

About 600 agents, who work internally in the stores and were previously outsourced, joined the Company's staff. 64% of these agents are black and 36% are women. The Company's goal is to represent the Brazilian population, with approximately 50% blacks and women.

As for the stores' property security, which is referred to as external security or surveillance, the outsourced companies had their contracts revised, with the inclusion of an anti-racism clause and the need to undergo training in the Company's new security model. By law, this service has to be performed by companies that have the Federal Police's official stamp and cannot be internalized. About 650 professionals are included in this new security protocol.

The Zero Tolerance Policy includes the fight against racism and discrimination due to reasons of race and ethnicity, origin, social status, gender identity, sexual orientation, age, disability and religion. At the same time, the Company reviewed and published the Consequence Management Policy.

NEW SECURITY MODEL

Considered to be ground-breaking in the country, the new security model contains guidelines for inclusion and respect and new rules in relation to dialogue with customers. The position's requirements were totally reformulated, resulting in a change in the profile of the professionals, with the aim being to mirror the Brazilian population's diversity – in other words, with more black people and women. Regarded as the item of greatest impact, the security staff's profile is now more empathetic and welcoming, being present in the stores in order to provide customers with the best experience.

In addition to training, these professionals now have technology as an ally to exercise better conduct, with the use of body cameras. All the images captured by the cameras are recorded and stored in the stores' system and managed by the Operations Control Center, which is located at Carrefour's head office in the city of São Paulo. The system enables immediate intervention in any type of occurrence and a faster response.

In 2021, the Eu Pratico Respeito (I Practice Respect) program contributed to increasing awareness among 26 thousand employees and of these 100% of the agents were trained. In all, each person underwent four hours of training, split into two stages. Due to the pandemic, the training courses were carried out remotely throughout Brazil's territory.

In addition to intensive training of those employees who are directly affected by the new measures, the Company held a webinar focused on suppliers. The action was designed to reinforce the Zero Tolerance policy against racism and discrimination and announce the inclusion of a clause that repudiates any act of discrimination in all the company's contracts with its partners. This rule specifies that any failure to comply with this policy may result in the termination of the contract with Carrefour. (See additional information on page 102.)

26 thousand
EMPLOYEES
MADE AWARE

100%
OF AGENTS
TRAINED

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DIGITAL TRANSFORMATION

A key priority in the strategic plan, since 2018, Grupo Carrefour has been directing substantial lines of investment to the processes required for the digital transformation of its global operations. In 2021, it announced an injection of €3 billion, roughly R\$16.7 billion, to speed up the process of corporate digitalization between 2022 and 2026. The plan's goal is to achieve digital leadership in the main markets in which it operates in the world.

As the group's number two operation in the world, Brazil occupies a prominent position in the planning and strategy of planned investments. Grupo Carrefour Brasil's goal is to be a leader in food e-commerce, both in the chains as well as in the marketplace, integrated with the offer of Financial services. The country is perceived as a model to be copied in order to achieve retail integration for its constant delivery of digital innovation – the real-time system in e-commerce, digital account, app reward program and financial services integrated with the Carina artificial intelligence.

In another example of the Brazilian operation's ability to introduce innovations to increasingly integrate its ecosystem, the Company improved the Scan&Go self-service model. From the moment they enter the store up to payment, customers have total autonomy, and can even have service units in the work environment or in residential condominiums, through modular stores.

Brazil incorporated the fronts defined by the Company's global strategy into the plan in order to achieve transformation:

- Promoting a digital mindset in the workforce;
- guiding e-commerce operations with socioenvironmental responsibility; and
- speeding up innovation via an open and collaborative ecosystem.



**THE BRAZILIAN
OPERATION'S
TARGET IS TO BE
THE LEADER IN
THE B2B DIGITAL
COMMERCE
INTEGRATED
WITH THE OFFER
OF FINANCIAL
SERVICES**

LABORATORY OF EXPERIENCES

Heading up a number of digital transformation projects, Banco Carrefour has become a source of innovations and experiences for the entire Grupo Carrefour Brasil. The Company's financial arm has established a work environment based on the agile methodology applied to the business and has adopted the swapping of ideas and experiences as a work practice.

With this culture based on innovation, a permanent interest has been triggered in collaborating with the financial lives of customers throughout the Company's retail ecosystem. The bank also heads up open innovation initiatives for the purpose of finding solutions to improve processes, such as customer service, and to attract new talents to strengthen the group's digital and innovation culture. For this task, it has the support of LAB 368, the technology incubator that was set up inside the Company to encourage intrapreneurship and the innovation ecosystem, in addition to helping the bank find and develop people with skills in new technologies.

Among 2021's main initiatives are:

Open innovation programs

Conducting paid proofs of concept with startups in order to identify potential partnerships and businesses.

Internal startup incubator

Through practical training and development actions, the initiative encourages employees to develop products and solutions that are connected to the Company's challenges and transform them into business ventures.

Scholarships for new graduates

The program offers 15,000 scholarships to recent graduates who are interested in training and working with Data Engineering. (See more on page 99.)

REFORMULATION OF E-COMMERCE CARREFOUR

One of the most wide-reaching initiatives in 2021 involved the migration of Carrefour's shopping website to a complete e-commerce system. As a result of this transformation, the channel gained an agile and scalable architecture, which is totally focused on the customer and prepared to absorb the growth in operations. The management platform integrates e-commerce, warehouse management and pick-up of orders from brick-and-mortar stores and includes marketplace features.

Since it was first implemented, the chain has shown a 30% growth in order conversion rates and a 168% increase in Net Promoter Score (NPS), which is an index that measures customers' willingness to recommend the company's products/services, in addition to assessing overall satisfaction and brand loyalty. (See more on page 68.)

E-COMMERCE CARREFOUR – 2021



7
million

STOCK KEEPING
UNITS (SKU)



13
million
INTEGRATED
CUSTOMERS

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THE CUSTOMER AT THE CENTER

In the Company's view, one of the digital transformation's parameters is to improve the customers' experience and gain their engagement. Improving internal processes makes it possible to get to know the consumer better and gain agility to apply this knowledge, so that the digital relationship platforms look for excellence on this journey.

In the Brazilian operation, technology should be in alignment with the customers' digital conditions. Far from having digital native users who have the latest generation equipment as a model, the Company makes every effort to offer an impeccable experience to those who, in general, have a basic model cellphone, which is a few years old and has some damage to the camera or the screen, and who has a limited internet plan. The consumer reference for the company is real-life Brazilians.

This assumption is the result of the care taken to adopt digital systems that are based on simplicity and usability as a business attribute. When defining an expansion strategy in the digital universe, the Company takes into account the attributes necessary for the channel to be the main support for customer development and generating their bond with Carrefour.

DIGITAL PRODUCTS AND SERVICES DEVELOPED

One Carrefour	An integrated platform of the ecosystem's customer services (stores, e-commerce and bank)
Carina	A virtual service assistant via WhatsApp within One Carrefour
Atacadão E-commerce	A portal for B2B, with marketplace and online sales of the stores in the chain
Blockchain – Foodtrust Platform	In partnership with IBM, the QR Code on the packaging gives details of the product's production and transport history
Carrefour E-commerce	A platform equipped with tools for managing orders that improve the customer's experience
Meu Carrefour	A reward program and exclusive offers via-app
Digital wallet	A bank account with services and products
Apag (card swiper)	A payment system for B2B customers
Scan&Go	A technology that supports standalone stores
Digital newsletter	This newsletter has replaced the tabloids and preserves the equivalent of 95,000 trees per year
Customized offers	A tool that indicates offers based on the customer's behavior
Assisted Sales System (SVA)	An app for sellers of electronics products
Cybercook	A nutritional education newsletter, installed on the Meu Carrefour app
NutriEscolha	A feature that provides details regarding the nutritional value of products at the time of purchase



THE ENVIRONMENT

02

AS A RESULT OF ITS POSITION AS THE SECTOR LEADER IN A NUMBER OF COUNTRIES, THE COMPANY HOLDS A SYSTEMIC VIEW ABOUT THE IMPLICATIONS THAT UNCONTROLLED EMISSIONS CAN HAVE ON PRODUCTION SYSTEMS AND THE FOOD CHAIN

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CLIMATE CHANGES

GRI 103-2 | 103-3 | 305

What will food production conditions be like in a few decades? As a retailer, Grupo Carrefour Brasil is concerned about conditions that could have a profound impact on the food supply. These concerns converge on the issues imposed by climate change and its causes, such as uncontrolled CO₂ emissions due to the practices of production chains, the use of fossil fuels by industry and transport, and the destruction of forest protection and biodiversity.

For the group, the reality of climate change and its impact on food production is set in the business, both in the relationship with the production chain and in decision-making.

As a result of its position as the leader in an essential economic sector and responsible for the food supply of tens of millions of families in a number of countries, the Company holds a systemic view about the serious implications that uncontrolled emissions could have on production systems and the food chain.

Through partnerships, the Company assesses the impact of significant climate change in productive regions and how the phenomenon affects certain crops. In light of an extreme risk that is already foreseen, it is developing plans to protect the production of foods inherent to human culture that are on the verge

of extinction in traditional regions. It has not lost sight of the fact that the impact of climate change on food goes hand-in-hand with the projected population growth over the next few years, putting even more pressure on supply chains.

The same concerns extend to Brazil. Due to its importance in this scenario and specific circumstances that increase the challenges, such as destruction of natural heritage, valuing of exporting monocultures and socioeconomic inequality, the Company is devoting to actions aimed at an increasingly regenerative and multiple approach to the food production chain in the country.

The Company seeks to act on those fronts that are critical and which offer the greatest potential for benefits to reverse this threat. Organized in a transversal way, the agenda of actions required to combat climate change adopts a connected approach to the major action fronts defined in the strategic plan. The Company works internally around these vectors and coordinates with its suppliers a series of actions and projects that complement each other in order to help reduce the intensity of these emissions.

AGENDA OF ACTIONS

HOW GRUPO CARREFOUR BRASIL ACTS AGAINST CLIMATE CHANGE

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EMISSIONS CONTROL

GRI 103-2 | 103-3 | 305

Grupo Carrefour Brasil has made a global public commitment, on the path to a low carbon economy, to reduce Scope 1 and Scope 2 CO₂ emissions (resulting from work routines and the use of electric energy) by 50% by 2030 and by 70% by 2040, and Scope 3 CO₂ emissions (indirect emissions) by 29% by 2030. The targets are based on 2019 figures. The Company has made commitments on a number of fronts in order to achieve these targets.

SIMPLE CHANGES IN LOGISTICS RESULTED IN A MARKED REDUCTION IN FUEL CONSUMPTION AND EMISSIONS

LOGISTICS STREAMLINING

One of the main factors in CO₂ emissions is logistics, whose management has been making consistent progress regarding the goal of reducing the Company's carbon emissions. Atacadão made simple reformulations that resulted in a significant decrease in fuel consumption and emissions. In order to reduce the logistics route, part of the deliveries from suppliers are no longer made to the distribution centers, going straight to the stores, instead. At Carrefour, the incentive for local production so as to receive fresh food in the best conditions, and delivered to the store itself, has resulted in a significant reduction in intense logistics.

At the end of 2021, streamlining of the transport processes translated into a 9.2% reduction in CO₂ emissions.



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ZERO DEFORESTATION

GRI 103-2 | 103-3 | 308 | 308-1 | 308-2

The commitments assumed globally by the Company to eradicating deforestation in the Amazon and Cerrado (Brazilian savannah) biomes imply monitoring the production chains that present the greatest risk to the preservation of these biomes in Brazil, namely those of livestock and soy.

MONITORING OF CRITICAL CHAINS

As a leader in the food retail sector, Grupo Carrefour Brasil is part of the main forums promoting advances in production and maintains strict control standards for the sale of by-products of these raw materials, by means of a number of projects for monitoring and training producers and alliances with food processing companies. The initiatives are designed to improve suppliers' procedures, monitor critical chains and ensure reliability of the purchase.

COMMITMENTS TO PRODUCTION CHAINS

GRI 102-12

2007

Sustainable Livestock Working Group (GTPS); Soy Moratorium

2010

Global Commitment to Zero Deforestation

2016

Collaboration for Forests and Agriculture (CFA; Sustainable Livestock Platform)

2018

Sustainable Calf Production Programs

2019

Harmonized Livestock Protocol – Cattle on the Line (Boi na Linha)

2020

Together for the Amazon Region/ Fund for the Amazon Region

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In 2021, the Meat Purchasing Policy incorporated the automatic blocking system for producers who do not comply with the legislation and the company's standards. The Company invests in the geomonitoring of meat supplying properties, analyzing the origin data of the supplying farms, in accordance with the purchase criteria established with the supplier meat packing plants.

There has been significant progress in the qualitative use of the data that support the blocking decisions, as a result of substantial investments in the structuring of the traceability system. The decision to block is up to the Internal Livestock Committee, which meets up every month. The farm is only allowed back into the portfolio when it presents the regularizations and justifications that are compatible with the Company's governance policy.

FIVE PURCHASING CRITERIA MONITORED⁽¹⁾

- 1 Slave-like labor
- 2 IBAMA list
- 3 Overlap with indigenous lands
- 4 Overlap with conservation units
- 5 Deforestation (PRODES)

⁽¹⁾ Properties in all biomes are analyzed, except for the deforestation criteria, in relation to which public data is only available for the Amazon Region and the Cerrado.

INCLUSION OF SMALL PRODUCERS GRI 103-2 | 103-3 | 308 | 308-1 | 308-2

From various angles, it is Grupo Carrefour Brasil's understanding that supporting small producers and family farming with sustainable practices is an essential way of fighting the causes of climate change, as well as being fundamental for preserving the environment. The preference for local production benefits reduced transit of goods, with a decrease in fuel use and emissions; the dissemination of sustainable cultivation techniques preserves the soil and biodiversity and contributes to regenerating degraded areas; and fostering traditional and diverse production encourages the protection of biomes and creates defenses against deforestation.

Since 2020, the Company has organized the Small Producers Shipping Platform Program in different parts of the country, guaranteeing the creation of a specific policy for the inclusion of small Suppliers, creation of leaner documentation profiles, review of the Purchasing Policy, with shorter payment terms, and support for exclusive communication for these products, so that the social and environmental impacts are visible to the consumer.

By maintaining a constant dialogue with the third sector, the Company develops partnerships with non-governmental organizations (NGOs), startups, cooperatives, associations and traditional communities, by means of which it enables the sale of native products that have a marked social impact. This initiative offers the opportunity to democratize access to these products and generate scale for sustainable production.

Traditionally, suppliers whose products include social and environmental features find little room for sale in large retail chains. Many of these products are intended for restricted marketing and aimed at a small section of the Brazilian population. The facilitation work for small producers consists of creating advantages for this segment, with exclusive visibility and more room for them to talk about their history and production system. It also aims to make things easier with support tools, such as fast cash and lines of credit with pre-payment of receivables, at more favorable amounts than those obtained from financial institutions.

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SMALL PRODUCERS SHIPPING PLATFORM PROJECTS SUPPORTED AND BUSINESS PARTNERSHIPS

CENTRAL DO CERRADO



1,500 producers



States of Goiás and
Minas Gerais



Cerrado



Nuts and fruits of the
biome, such as baru
and its by-products

COOPERCUC



450 producers



State of Bahia



Caatinga region



Unbu

COOPAVAM



500 producers



State of Mato Grosso



Amazon Region



Brazil nuts

TEMPEROS MANE



3 producers



State of Minas Gerais



Cerrado



Herb-based seasonings

SUSTAINABLE EXTRACTIVISM

The *baru* nut, typical of the Cerrado, and the umbu fruit, from the Caatinga, biomes that are threatened by the advance of the agricultural frontier onto the native landscapes, symbolize Grupo Carrefour Brasil's actions to promote regional products, with a marked presence on the shelves of the Company's stores. With a strong local connection, the chain's development actions resulted in the regular sale of nine thousand regional items from one thousand suppliers in the stores, which was the result of an intense effort motivated by the global commitment Act for Food.

Cerrado Central is an example of a partnership aimed at offering products developed in a socially and environmentally sustainable way to the group's customers. About 30 products are part of the stores' portfolio, including frozen fruit pulp, pestos made with baru, annatto, organic babassu coconut oil, organic umbu jams and sweets.

At the same time as making it possible for these families to carry on and grow stronger in the countryside, living in a traditional way, initiatives such as these, based on sustainable extractivism, reconcile economic development with the conservation of biodiversity, the maintenance of water sources and the preservation of local culture.



GRUPO
CARREFOUR
BRASIL

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PROXIMITY BETWEEN PRODUCTION AND CONSUMER

With an eye on the supply of high-quality fresh products and, at the same time, the control of emissions generated by logistical transport, the Company prioritizes the relationship with local producers when it comes to perishable foods, such as vegetables and eggs. Systematically, it has been developing a chain close to consumption centers, with mechanisms to support and simplify purchasing processes.

This program includes roughly 1,006 producers (766 regional suppliers and 240 small suppliers), who are responsible for supplying the Company's retail and wholesale chains. The contracts provide for daily delivery directly to the stores, which results in a reduction in travel, time and fuel consumption. According to the Company's criteria, local producers are those who are located within a maximum distance of 500 kilometers from the stores.

By strengthening this strategy, the Company has facilitated the inclusion of the regional and native products that are part of the Da Nossa Terra spaces in the stores and which nowadays represent a distinguishing feature for the chain.

STRATEGIC MANAGEMENT OF PRIVATE LABELS

GRI 103-2 | 103-3 | 308 | 308-1 | 308-2 | 417 | 417-1

The management of private label food brands plays a very important role in the Company's progress in relation to leadership of the food transition, since it enables control of the production chain and stimulates the other brands. This has the advantage of ensuring responsible practices in production and offering foodstuffs at a lower price – on average this category has prices 30% lower than the leading brand.

When buying these products, the consumer can be sure that they meet safety requirements, origin and monitoring of production processes, carried out under clear socioenvironmental responsibility criteria. In the Sabor & Qualidade (Flavor & Quality) line, these attributes can be checked in the QR code registered on the packaging.

In 2021, the Company maintained its plan to expand the private label segment with the launch of the Carrefour Bio organic line, which offers more than 100 healthy and sustainable product options, at affordable prices and produced with socioenvironmental responsibility by small and medium-sized suppliers.

In order to increase this segment's visibility, in 2019, Carrefour Retail developed the concept of Healthy Spaces within hypermarkets. The aisles concentrate the offer of products with this profile and can be found in 98 hypermarkets, offering around 3,500 options of organic and healthy items.

The Company has been expanding the share of private labels at a much higher rate than the retail average. In the Carrefour chain, at the end of the year, the category achieved a 19.4% share of the food portfolio, with a total of more than 3,200 items.

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REGIONAL MOVEMENT FOR RESPONSIBLE AGRICULTURE

The delivery for consumption of the first batch of 100% deforestation-free meat, in 2021, has a symbolic weight in Grupo Carrefour Brasil's commitment to the policy of zero deforestation and combating the effects of climate change. Traced from the calf's birth to the supermarket shelf, the meat is sold at an affordable price in São Paulo, as a result of a project started in 2018, when Grupo Carrefour Brasil and the Sustainable Trade Initiative (IDH) invested in the sustainable production of calves program. The program aims at the systemic transformation of the chain and meat production leverages other chain opportunities.

One of the findings resulting from the program is the opportunity to establish partnerships with the public sector, such as the joint work that has united the Company and the state government and municipalities of the State of Mato Grosso since 2018. Headed up by the IDH, the multisector program is integrated into a broad plan of production links of the government of Mato Grosso –

Produce, Conserve and Include (PCI) – which was announced in 2015, at the Paris Climate Conference (COP).

The initiative sets goals to increase the efficiency of agricultural production in the state, promote the conservation of native vegetation, the restoration of environmental liabilities and the socioeconomic inclusion of family farming. Since then, it has embraced a large ecosystem made up of retail companies, industry, producers, civil society organizations and government representatives. The program's ability to exhibit an organized chain that can provide the channels that guarantee the success and scalability of this production generates a great deal of credibility and encourages producers to transform the way they manage their properties.

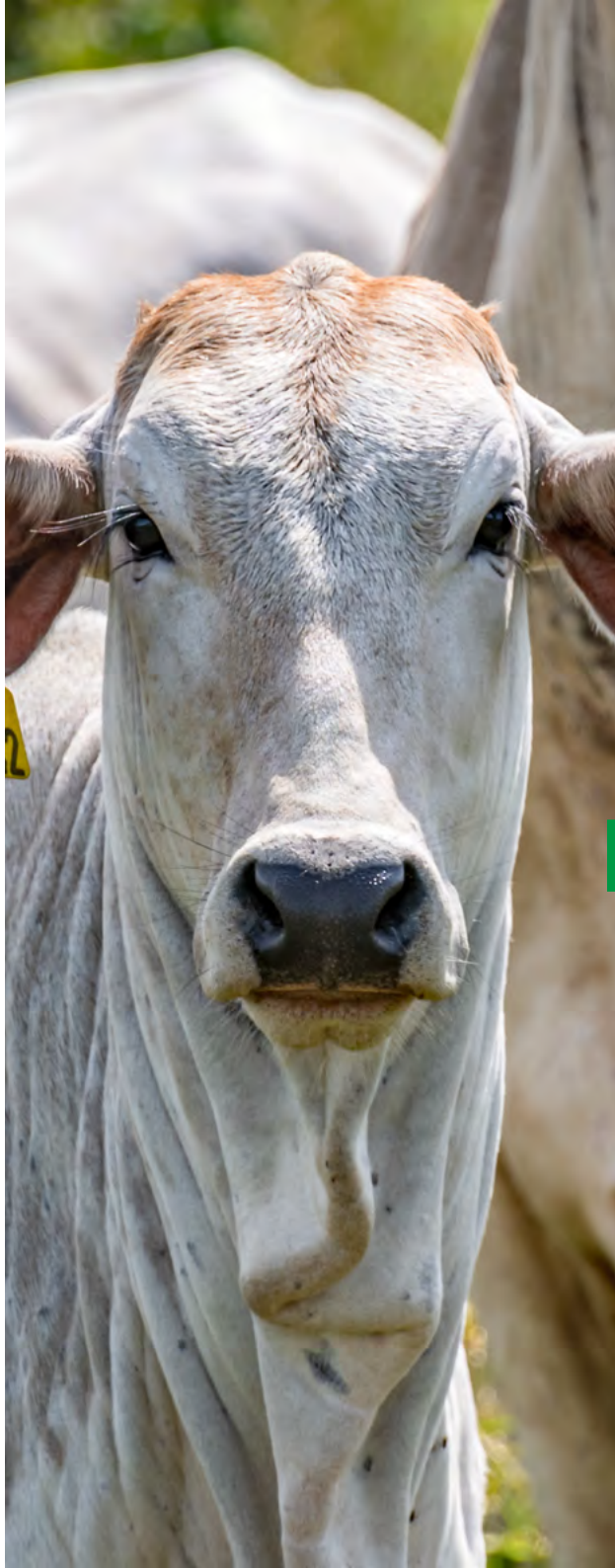
As an illustration of the PCI's practices, the Sustainable Production of Calves Program adds up to more than €3.5 million invested in the production of 450 small producers in the Juruena Valley and the municipality

of Araguaia, in the State of Mato Grosso. In line with the Company's commitments, the program is designed to encourage socioeconomic inclusion, providing technical, financial and environmental assistance, up to the individual tracing of each animal. In a broad sense, the experiment attempts to show what should be done in favor of the development of a strong, economically viable livestock chain, which results in a sustainable product with a lower final price.

Based on this local experiment, the Company has progressed to supporting the development of other crops, such as Brazil nuts, which are supplied by cooperatives and settled communities in the States of Mato Grosso and Rondônia. Sustainable extraction leads to local development and the conservation of 1.5 million hectares of Amazon rainforest.



[FIND OUT MORE
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CONTROL OF AGRICULTURAL PESTICIDE USE

GRI 103-2 | 103-3 | 308 | 416 | 308-1 | 308-2 | 416-1



[FIND OUT MORE ON THE RAMA PROGRAM PORTAL](#)

Among the measures undertaken by the group to ensure quality control and food safety of the products sold is monitoring that pesticide use is within legal limits. Indirectly, the measure benefits land use, preservation of biodiversity and water quality.

A signatory since 2014 to the Food Traceability and Monitoring Program (RAMA), an industry agreement that ensures the proper use of pesticides, Grupo Carrefour Brasil establishes adherence to the program for its suppliers, which is mandatory for those who sell to the private label category. In 2021, 100% of the items in this category were traced and 100% of the Company's suppliers signed a commitment to RAMA.

At Atacadão, which has been a signatory since 2015, all of the stores apply the program. The supplier traceability index hit a level of 89% in 2021.

Undertaken by specialized laboratories, the analysis is carried out by batch sampling in the stores. The procedures are particularly focused on growers of those crops that more traditionally use chemical pesticides.

The scope of monitoring established by the Company was highlighted by the RAMA Award. Awarded in the main category, the company was recognized for its extensive monitoring of suppliers and for the transparency adopted in communicating the initiative to customers.

Monitoring the use of pesticides is part of the quality control and food safety procedures adopted by all of the Company's operations in Brazil. In the Carrefour chain, there is a specific department which is entrusted with this task, which is made up of a multidisciplinary team, with roughly 100 technicians. They follow the movement of food on perishables platforms and in all of the country's stores. At Atacadão, each store has a nutritionist who specializes in food safety and who is responsible for monitoring the processes and training employees in the handling of food, from receipt to sale.

In 2021, the percentage of significant categories of products and services for which health and safety impacts are assessed in search of improvements was 80.9%.

QUALITY CONTROL ACTIONS – 2021

612

ANALYSES OF AGRICULTURAL PESTICIDE RESIDUES IN FRUITS, VEGETABLES AND GREEN VEGETABLES IN CARREFOUR AND

180

IN ATACADÃO

3,769

MICROBIOLOGICAL ANALYSES OF PERISHABLE FOODS

798

LABORATORY ANALYSES (MICROBIOLOGICAL AND PHYSICO-CHEMICAL) OF PRIVATE LABEL PRODUCTS, COVERING

100%

OF THE ITEMS

52,159

TRAINED EMPLOYEES



GRUPO
CARREFOUR
BRASIL

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COMMERCIAL ENGAGEMENT

With regard to the management of critical chains, the advances presented by the Company in 2021 are directly in line with the strengthening of the ethics and compliance structure and the effort to integrate the structure of existing standards in-house. This step proved to be fundamental to obtain the Commercial Area's adherence to the Company's global policies, as it internalized socioenvironmental questions in the commercial decision. With the Commercial team as the caretaker of the process, in the face of a new supplier or contractual renewal, the questions went beyond purely marketing issues, such as product description, volume, delivery time, and henceforth began to include care in relation to the impact caused by this production.

Organized into commercial cells, the Company now relies on the keen eye of the Purchasing teams, with store practice, to improve local scanning in search of native or regional products. By introducing this pragmatism into the sustainable local development initiatives, which are headed up by the group, it helps make the portfolio of

these goods increasingly attractive to the consumer. As a result of these practices, which join the commercial and Sustainability Management areas, craft cheeses developed by producers in the State of Minas Gerais or products originating in the State of Mato Grosso's Cerrado region, for example, can be found at the brand's stores.

Aware that complying with socioenvironmental goals implies a higher level of demands on the supplier in terms of commercial risk and competitiveness, the Company has been investing in qualification of the chain in order to obtain adherence to the commitment policies. The Commercial and Sustainability Areas have been collaborating in the development of actions such as the webinar that was held in the first half of 2021 for potential producers, with the participation of commercial officers.

In addition to the specific policies and rules, the commercial areas' main yardstick is Grupo Carrefour's Global Purchasing Guide. This document lists the main production chains and details the guidelines and precautions that all countries need to take in relation to each one.

ENVIRONMENTAL COMMITMENTS HAVE AN IMPACT ON COMPENSATION

Grupo Carrefour Brasil's transformation process is reflected in a set of metrics and goals that define the pace of progress, some at the global level and others at the national level. Out of the roughly 50 targets, three environmental targets are included in the leadership compensation plan, namely reducing emissions to curb greenhouse effect, reducing packaging and fighting food waste.

Among the general goals, there are those for which faster responses are expected, such as the landfill target. (Find out more on page 57.)

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OTHER CRITICAL CHAINS

GRI 103-2 | 103-3 | 308 | 308-1 | 308-2

In addition to the meat and soy chains, which are monitored for their impact on deforestation, the group monitors other critical chains on account of the commitments made. Due to the fact that soy is used for animal feed, five products were defined as priorities for supervision among the private label suppliers: eggs, chicken, pork, fish and milk.

To meet the commitment to ensure animal welfare, the Company's principle is to be aligned with the transformation of the relationship that society has with animals. Policies were defined with timeframes for the adaptation of private label products, in accordance with the criteria for animal welfare in critical chains. A significant example of the preparation made by the Company to support suppliers in fulfilling this commitment is the experience with the swine chain, which is described on page 104.

The two commitments are present in the inspection process carried out on products generated by fishing and aquaculture, in addition to ensuring the health of the seas and rivers, as a way of encouraging responsible production and consumption of these products.



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ANIMAL WELFARE

In Brazil, the Company seeks to guarantee the guidelines established globally regarding care with the breeding and slaughter of animals. It adopted a specific policy for animal welfare and advances in the implementation of traceability and monitoring technologies in the breeding areas. A series of initiatives are underway with the aim of improving practices in the animal protein production chain.

In its policy, the Company incorporated the principles recommended by the Farm Animal Welfare Council (FAWC), which is a reference body on animal welfare. By having a strong line of private label brands, it was able to make progress in relation to the challenges of animal welfare practices, for which it has set targets.

Ten goals were defined as being priorities in its Animal Welfare Policy, and are valid for the entire supply chain.



TEN GOALS FOR ANIMAL WELFARE

- 1

Combat resistance to antibiotic and the use of growth hormones
- 2

Prohibit cloning and genetically modified animals and seek biological diversity
- 3

Transition from cage rearing and limit the use of animal confinements
- 4

Keeping stress during transport and slaughter to a minimum
- 5

Limit mutilations and systemically optimize pain management
- 6

Ensure proper nutrition
- 7

Require health monitoring
- 8

Ban animal testing (cosmetics and household products)
- 9

Prohibit materials of animal origin not derived from livestock whose primary purpose is food production
- 10

Improve habitat comforts

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**IN 2021, 87% OF
PRIVATE-LABEL
FISH WERE
DERIVED FROM
A SUSTAINABLE
PRODUCTION
AND FISHING
APPROACH**

SUSTAINABLE FISHING

Among the critical chains that need to be monitored, products coming from fishing are subject to the commitments of the Act for Food. The Food transition movement led by the Company has set a target, by 2025, for 50% of its purchases of fish from private label brands and national brands to come from a responsible approach. The commitment includes fresh, frozen, canned or dried and salted fish.

For this purpose, the Company has established the following rules for the purchase of fish:

- Aquaculture Stewardship Council (ASC) certification for products coming from aquaculture;
- Marine Stewardship Council (MSC) certification for those products coming from extractive fishing;
- organic aquaculture practice;
- inclusion in the Sabor & Qualidade (Flavor & Quality) program;
- responsible fishing initiatives with credibility confirmed by stakeholders and validated by Carrefour; and
- participants in fishing improvement (FIP) or aquaculture (AIP) projects with a positive public rating.

In order to make progress in relation to meeting the assumptions of environmental, social and economic sustainability, the Company relies on specialized technical advice in the search and prospection of opportunities that satisfy this commitment. In addition, the partnership is designed to promote an understanding of the fishing chain between suppliers, employees and customers and to minimize the risks of imbalance and shortages of the species.

Although there are different criteria for extractive fishing and aquaculture, all of them should be recognized by the industry's main players. In the case of fishing, the rule prohibits the overexploitation of species, aggression to the environment, the capture of endangered species, in addition to established governance, along with other measures. In the case of aquaculture, in addition to the above-mentioned requirements, the Company monitors the treatment of wastewater, the use of drugs and hormones, leaks and disease control.

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CIRCULAR ECONOMY

GRI 103-2 | 103-3 | 306

In Grupo Carrefour Brasil's view, the circular economy is linked to the eradication of waste, whether it be of natural resources or of inputs. With the diversity of inputs and consumables that a retail company deals with on a daily basis, efficient management of these resources is critical both for financial performance as well as for impacts on the environment. In order to deal with this challenge, the company established two goals – zero landfill by 2025 and zero waste, in addition to the commitments related to the reduction and conscious use of packaging and plastic.

The Company tries to exercise meticulous control over its processes in order to reduce, reutilize, reuse, recycle or correctly dispose of items with greater impact, such as packaging, organic waste and post-consumer food. This management takes place on numerous fronts, with small actions that, together, add up to a significant saving for the company in relation to material and financial resources. The actions also

generate benefits for society, with the strengthening of the recycling chain, a decrease in waste that would be deposited in landfills and a reduction in the need for raw materials to be removed from nature.

PLANNING AND DISPOSAL OF PACKAGING

Each item in a package developed for the private labels undergoes an economic feasibility study in order to assess its value in the recycling cycle. By means of this methodology, the group avoids materials that are not attractive for the recycling chain. It is specially applied so as to meet the target of reducing plastic and other packaging in general.

At the other end, the Company defined a process called disposal funnel in order to establish the ecologically correct level of disposal for each type of input. The procedures range from the presence of collection points at all Carrefour Retail stores, through partnerships with the industry.

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PARTNERSHIPS VALUE WASTE

GRI 103-2 | 103-3 | 301

Since 2021 the cardboard generated as a result of the stores' operations, has been directed to the manufacture of new boxes used in e-commerce, in a joint action with paper manufacturer Klabin. On average, this circularity uses up to 76% of cardboard scraps from the stores' operations in the new e-commerce packaging.

At Grupo Carrefour we have seven reverse logistics programs in partnership with associations, management companies and industries. Carrefour's customers can dispose of batteries, light bulbs, printer cartridges, coffee capsules, electronics, packaging and cooking oil at our stores. In 2021, Carrefour Group collected more than 70 tons of post-consumer waste from its customers.

**WITH INNOVATIVE
CIRCULAR ECONOMY
INITIATIVES,
OPERATIONS BENEFIT
THE CUSTOMER AND
THE COMMUNITY**

BENEFIT FOR THE CUSTOMER

The Company's experience with waste management inspired the setting up of a reverse logistics project, which is still in the pilot phase, which provides a bonus for customers who return plastic, cardboard, metal and glass packaging. In partnership with the beer manufacturer Heineken, the project benefits the customer with a discount on their next purchase. The collaborative initiatives coordinated by the company are doubly advantageous, since they also offer a solution to the legal obligation that major industry brands have to take joint responsibility for the disposal of the packaging they generate.

RESPONSIBILITY WITH POST CONSUMPTION



732

REVERSE LOGISTICS
STATIONS



100%

OF PRIVATE-LABEL
PACKAGING RECYCLABLE,
COMPOSTABLE OR
REUSABLE BY 2025



104

PACKAGING
RECYCLING STATIONS



42.69%

MORE IN THE VOLUME
COLLECTED FROM REVERSE
LOGISTICS IN 2021



zero

LANDFILL
BY 2025



84 tons

OF PLASTIC AND PACKAGING
AVOIDED IN 2021

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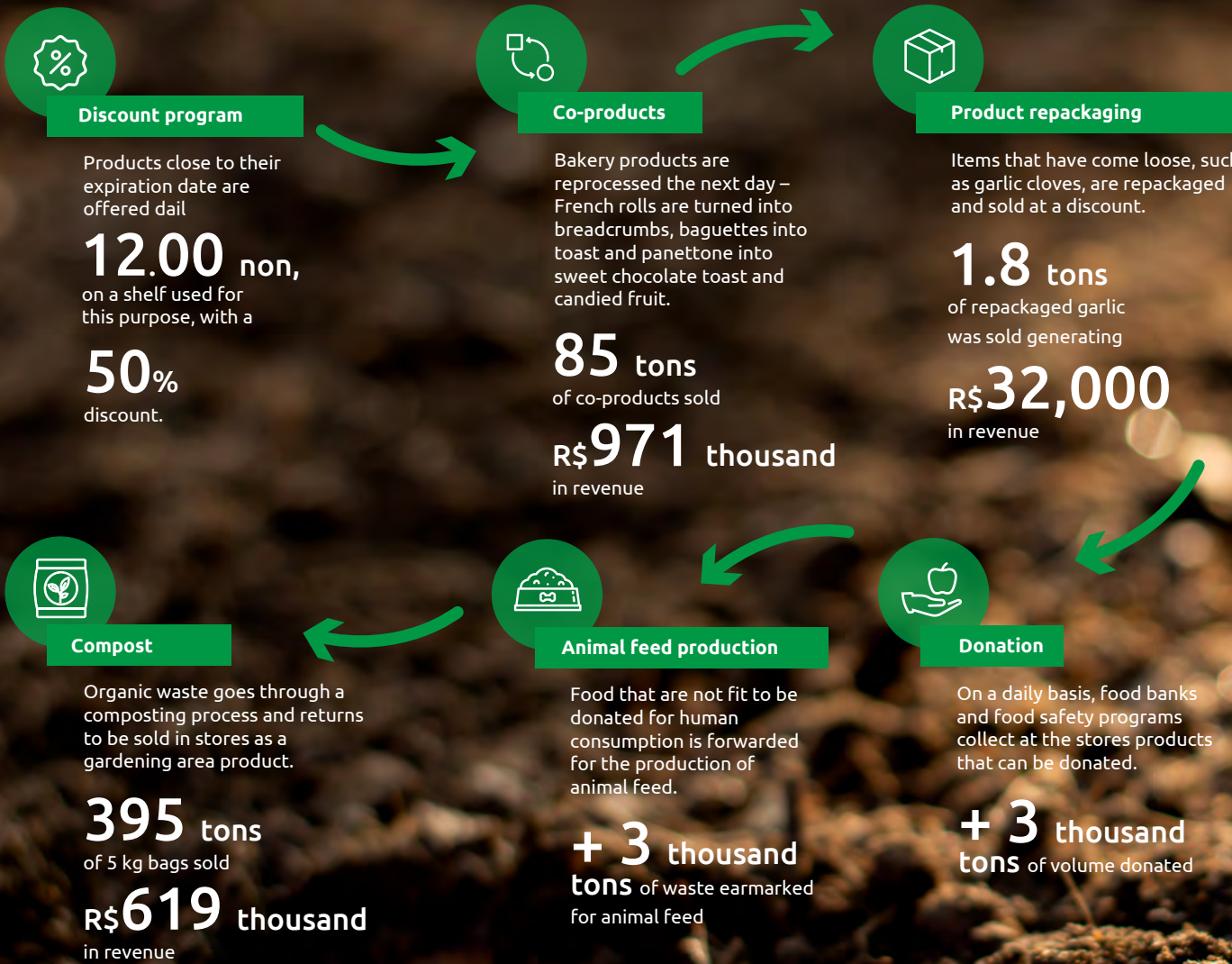
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FIGHTING WASTE

Waste management is based on the assumption of avoiding food waste. In the first stage of the path, the priority is the sale of products at a discount, production of co-products or the repackaging of loose products. Once this stage is over, the possibilities of donation to food banks are considered, always taking into account the condition of the food at this point. Afterwards, it is set aside for animal feed or compost.

ZERO WASTE
FOOD ALLOCATION TRACK IN 2021



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UNIQUE
PERFORMANCES –
2021

R\$11.3
million
IN TURNOVER

3,099
tons
SOLD

21%
SALES INCREASE
OVER 2020

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IMPERFECT FOODS

In the circular economy, the precept of zero waste includes making full use of food. This principle includes fruits, green vegetables and vegetables wasted because they do not meet the conventional aesthetic standards demanded by companies and consumers. The Uniques program, which was launched by the Company in 2017, is designed to show that foods with a non-standard appearance have their properties preserved. In Carrefour stores that work with the program, they are offered at 20% lower prices.

ENERGY EFFICIENCY

GRI 103-2 | 103-3 | 302 | 302-3

One of the most intensively used inputs in operations, energy consumption is the subject of direct reduction actions in the areas of logistics, refrigeration and store lighting, and of indirect reduction actions via the engagement of suppliers to encourage innovation. The Company combines the use of more efficient equipment and consumption management, monitored in real time, with the teams' awareness actions.

The stores' refrigeration and freezing equipment is of being replaced with R290 ecological propane fluid gas in the retail units.

Regarding lighting, Carrefour exclusively uses LED lamps in hypermarkets and supermarkets, a practice that Atacadão also follows in most of its stores. The units of both brands make use of the technique of painting the roof with reflective ceramic paints in order to reduce energy consumption, in addition to applying construction techniques that favor natural lighting.

The Logistics Area's participation in the rationalization of energy consumption is focused on switching vehicle fuel to biomethane, the use of new modes of transport (railway and coastal shipping) and reformulations of transport practices. Read more on page 46.

ENERGY INTENSITY RATE FOR THE ORGANIZATION

402 kWh/m²
ATACADÃO

570 kWh/m²
CARREFOUR RETAIL

450 kWh/m²
HOLDING
ATACADÃO + CARREFOUR RETAIL



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WATER MANAGEMENT

Due to its area of activity, direct consumption of water does not have a major impact on the Company. The commitments assumed and the contribution to the reduction of consumption and protection of this input refer to the food supply chain. With its ability to influence a huge value chain, the company takes part in a number of initiatives aimed at engaging suppliers in the preservation of this essential and scarce resource.

In its activities, the Company has made progress in curbing water consumption in the stores and corporate buildings, with a preference for equipment that allows for a reduction in daily activities and in the adoption of water reuse practices.



PEOPLE

AS THE MARKET LEADER WITH AN EXTENSIVE VALUE CHAIN, GRUPO CARREFOUR BRASIL SEEKS TO STAY CONNECTED TO THE ASPIRATIONS OF ITS STAKEHOLDERS AND MAKE ITS INITIATIVES CONTRIBUTE TO SOCIETY'S DEVELOPMENT

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ANTI-RACISM ACTIONS

For Grupo Carrefour Brasil, the fight against racism and discrimination demands encouraging awareness and actions that get right down to the roots of these issues. The Company opted for large-scale support for education, employability, career building and entrepreneurship for black people in its operating strategy.

In 2021, the group announced the public notices for the institutional strengthening program of entities with long-term experience in the area of black entrepreneurship and the fight against racism. 38 afro-brazilian organizations were included in the first three public notices launched to make their projects viable.

This initiative represents one of the 72 actions foreseen in the eight public commitments assumed by the Company to participate in the fight against structural racism in Brazil, drawn up and conducted with the support of the Independent External Diversity Committee.

The notices are part of the Consent Decree (TAC) signed in 2021 between the company, judicial entities and civil entities in the sum of R\$115 million.

This measure had its origins in the tragedy that took the life of the customer João Alberto Silveira Freitas at one of the chain's units in the city of Porto Alegre. With this TAC, the group reaffirms its irrevocable commitment to fight racism and to act as an agent of transformation in society. All of the victim's family members were compensated. The other commitments made publicly to combat racism and promote equity are being put into practice, as described throughout this report.

In addition to the Company's institutional advancement, the actions that are underway and which were confirmed by the agreement focus on the promotion of education, professional qualification, the promotion of entrepreneurship among black people and the development of sociocultural projects, as described below:

- Implementation of the Zero Tolerance for Discrimination Policy;
- internalization of the store's security staff;
- strengthening of the whistleblower channels for reporting racism;

- continuous training in racial literacy for 100% of employees;
- study grants for higher education, graduate degree, language, innovation and technology programs;
- career acceleration for the Company's employees;
- internship and trainee programs as affirmative action;
- programs to encourage entrepreneurship with the offer of advisory services;
- prominent spaces in stores and e-commerce for afro-entrepreneurs;
- promotion of events to spread the fight against racism and discrimination;
- plan to create the Museum of the History of Slavery in Rio de Janeiro; and
- projects aimed at *quilombola* communities.

The development of initiatives has continuous disclosure and will be verified by an external audit. The measures were announced at an online event open to society, which marked the debut of the Let's Not Forget website, which brings together all of the commitment measures and reports on their compliance.



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CUSTOMERS

Grupo Carrefour Brasil has customer satisfaction as its strategic axis. Investment decisions are made in accordance with the assumption of being present wherever the needs and desires of its customers are found, and the group's culture encourages permanent attention to social changes that result in new consumer demands. The Company regards a lack of ability to perceive changes in consumption habits as a high-risk factor and maintains permanent mechanisms for monitoring trends.

Among the transformations that are underway and which have an impact on retail, increasingly rational behavior was detected among consumers in relation to the purchase decision, with a growth in the habit of reading labels for example. During the pandemic, concerns regarding health broke down the reluctance that previously existed in relation to the purchase of fresh food via e-commerce.

Having a detailed understanding of consumer behavior plays a vital role in maintaining this connection. To this end, a number of the group's departments are focusing on knowing customers' profiles and aspirations, anticipating their needs and desires and responding quickly to any dissatisfaction expressed. In 2021, the Company intensified the transformation of this relationship, using artificial intelligence, refinement in the use of big data and implementing process improvements in direct contact with the customer.

In addition to facilitating the growing increase in consumers' voices, assertiveness in the use of technological resources makes it possible for the company to obtain an increasingly in-depth knowledge of the shopping journey. With the monthly survey of the Satisfaction Index, the Company has the customer's view at each stage of consumption. The use of algorithms in a tool for promotional campaigns brings the goal of customizing the customer's experience closer, with the individualized offer of products.

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BRAND UNIFICATION IN SERVICE

The Customer Service (SAC) is an interconnected system of channels, as it includes all possible means that a retail, e-commerce or bank customer wants to use to talk to the Company – cell phone or computer, in person or virtually, e-mail, chat or WhatsApp, social media or the Carina artificial intelligence system.

In the group's automated system, there is a resolution point at which in-person assistance is triggered so that the customer does not feel unattended by the company. The team's target is that nine out of every ten contacts should be resolved first time round. All these channels are qualified to help with purchases of products and services and to resolve complaints. Due to the financial system's regulation, the bank's customers have the Ombudsman's Office as yet another instance for resolving demands.

If the customer is not satisfied with the solution proposed by any of the channels, the Company offers, on its Call Center page, access to the public service Consumidor.gov. Internal procedures determine resolution within three days (or 24 hours in the case of food) of the complaints being registered on the main consumer protection channels. With the unification of channels via technology, the Company gains more and more agility to generate knowledge based on this database and, in this way, improve the customer's experience.

COMPLAINTS AND EMERGENCIES

Among the service system's features, the Company maintains a whistleblower channel, which can be accessed via WhatsApp, website and e-mail. Regardless of the channel used by the person, each message is investigated by the Compliance Area (find out more on page 34).

The Whistleblower Channel's incorporation to the virtual assistant Carina's services resulted in an increase in reports of discrimination and domestic violence, indicating that people feel more confident with the privacy and widespread reach of this channel to register complaints. Appeals from victims of domestic violence are treated as emergency calls and forwarded directly to a Women's Police Station.

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FRONTLINE

Paying close attention to the changes in consumer habits, the Company involved frontline employees in the creation of an empathetic, digitalized and agile culture. The training for this activity is based on the principle that, if it is not possible to eliminate complaints, it is possible to reverse them by means of personal contact. The Service Area revisited the employees’ journey to check the bottlenecks in the process and designed a training path that gives the staff, who are now called solution agents, greater responsibility and autonomy. The Company provides resources so that they maintain their physical and mental health in this very demanding environment, where there are an average of 3 million contacts a month.

RECOGNIZED QUALITY OF SERVICE

In addition to creating direct access to the consumer.gov.br service, the group has stood out on account of its interest and readiness to respond to criticism from consumers registered on the main consumer protection platforms. The processes that have been put in place to deal with complaints contribute to reduce the rate of complaints each year. In 2021, the rate was 8.52% of calls received, down from 23.2% of the total calls in 2020.

In 2021, the progress in the Company’s performance on this front was recognized in the market’s most relevant awards. (Find out more on page 20.)

**UNIFIED SERVICE SYSTEM
(STORES, E-COMMERCE AND BANK) – (IN MILLIONS)**

CHANNEL	2020	2021
Ombudsman	14,335	16,172*
IVRI (electronic service by phone)	31.1	26.4
WhatsApp	7.26	10.2
Chat	1.3	5.9
Google My Business ⁽¹⁾	0.2	0.1
Social media	0.1	0.007
Human interface	11.9	11
TOTAL		

⁽¹⁾ 100% resolution rate.

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OUVIR O CLIENTE

Paying attention to the customer's voice played a significant role in the evolution of the relationship with this stakeholder and represents a major factor in the Company's expansion. Various types of systematic research are used for this purpose, including **Net Promoter Scores (NPS)** and the Customer Council.

Used for seven years to assess brand satisfaction, the results of the NPS tool are shared in-house, both to trigger improvement initiatives as well as to assess the effectiveness of actions. In 2021, Grupo Carrefour Brasil's score continued to increase, reflecting all the effort made to improve the experience based on listening to this audience. At present, customers rate their experience with the brand as good quality.

It is also Carrefour's common practice to actively listen to the customer via the **Customer Council**. At these meetings, the team gains an in-depth awareness of what the consumer liked or didn't like, what needs to be improved, and finds out about the events that are relevant to this audience. The Customer Council is made up of different groups of consumers, selected at each meeting to discuss specific topics. The council meets up every month, currently in an online format. During a dialogue about changes and improvements to the stores, the participants expressed greater satisfaction resulting from the changes in the security team's procedures. One of the council's recurring themes is the assessment of the brand's communications – before major campaigns go on air, the Marketing Area makes a pre-presentation to the councilors to test the effectiveness of the message.

CUSTOMER SATISFACTION

90 %

INCREASE IN THE LEVEL OF NPS

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GRUPO CARREFOUR BRASIL – CUSTOMERS

19
million
REGISTERED

17
million
MONTHLY
TICKETS
(AVERAGE JAN
TO MAR)

2.5
times a month
BUYING
FREQUENCY

Some of the council meetings are mediated by an institute that talks directly with the customers, and some are run entirely by an in-house team of specialists and executives from the business areas. With themes chosen in advance by them, such as regional assortment, satisfaction with the textile department's products and a range of healthy products, they witness in-loco customer perceptions of the Company's operations. In 2021, dozens of meetings were held that discussed more than 15 different themes.

Another recurring initiative is the **Brand Image and Competition Benchmark (BIC)** survey, which is used to monitor satisfaction and understand the perception of the Carrefour and Atacadão brands vis-a-vis the other market players, both in the online as well as the offline channels. The tool generates information about the image and reputation of each brand in the market. Respondents, whether or not they are customers of that brand, assess 20 criteria, such as communication, price, promotion, food transition, brand values and socioenvironmental performance. All of the content is used to define and adjust the brand's strategy and relationship with the customer.

LOYALTY PROGRAM

With an internally developed mobile app, **Meu Carrefour**, the Company is constantly improving **Minhas Recompensas (My Rewards)** relationship program, testing and improving its features after listening to customers. As a result, this program has now become the feature with the third greatest impact on the satisfaction of this audience, according to the NPS survey. As an example of the digital transformation that is taking place in the group, the app offers the purchase mechanism by QR Code (Scan&Go feature) to be used in autonomous stores.

With the appeal of redeeming prizes and getting access to exclusive offers, the loyalty program is also proving itself to be an efficient tool for targeted communication, helping to refine the understanding of each customer's purchase journey.

WE HAVE
INCREASED THE
CUSTOMER BASE
REGISTERED IN ON
'MEU CARREFOUR'

4-fold

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INFORMATION PROVIDERS

After being systematized among the areas, the large amount of data collected is distributed as inputs to the leaders in a number of formats. Monthly meetings are held with key areas, such as Digital Products, Stores, Pricing and Logistics, among others, and the NPS results are shared on a regular basis. There is also a report which is sent to 150 executives with insights from these channels, and every month the area team presents a report to the Executive Committee. In addition to broad delivery, as soon as a topic that is relevant to a particular business area arises it is immediately communicated.

VIRTUAL ASSISTANT

Now three years old, the virtual assistant Carina has become the main expression channel for the customers of the company's retail stores and of Banco Carrefour and a decisive start for the Company in the universe of artificial intelligence. The number of customer service calls through WhatsApp increased from two million in 2019 to ten million in 2021. At the same pace, Carina's features have matured, now covering more than 30 services and with greater assertiveness in solving consumer demands – from requests to complaints. This increased maturity was what motivated the Whistleblower Channel's connection to the system, which is now open for the recording of occurrences of racism and domestic violence.

The experience acquired with Carina is being transferred to the virtual assistant developed for Atacadão, named João. Initially starting off with four services, with just a few months, it generated 1.4 million hits.

REPRESENTATIVE IMAGE OF SOCIETY

To cater to the new consumer profile, attuned to the variety of access channels, demanding convenience at the time of purchase and eager to be represented in the media, the group reformulated its marketing and publicity philosophy. The message seeks to position the Company as the customer's partner, adapting the global language to national characteristics, and attempts to convey Brazilian creativity and spirit.

With the definition of a Marketing Policy, the Company established strict parameters for actions in the area, having diversity and zero tolerance for racism as the drivers. Marketing actions should be representative of society, with the participation of groups of all strata – racial, age, along with others. Decisions are made based on the observation of customers, and to this end the Marketing team has a strategic role in the Customer Council.



PAYING ATTENTION TO THE CUSTOMER'S VOICE PLAYS A RELEVANT ROLE IN THE DEVELOPMENT OF THE RELATIONSHIP WITH THIS STAKEHOLDER AND REPRESENTS A MAJOR FACTOR IN THE COMPANY'S EXPANSION

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... higienizados
... são higienizados a cada hora.
... os que eliminam vírus e
#EstamosAquiPorVocê

FIGHTING THE PANDEMIC

With the resurgence of the pandemic in 2021, the Company's stores renewed the strict measures and health protocols that had been adopted in 2020 and further reinforced e-commerce services, so that customers had satisfactory alternatives to obtain supplies. In the stores, cleaning protocols were maintained, and employees complied with hygiene and safety requirements, which were reinforced by a constant checking and training.

On the inside, the Company renewed the signs for social distancing and the compulsory use of a mask. During the period, the number of people shopping was controlled, and opening hours were altered. Customers had their temperature taken at the entrance.

PRICE FREEZE

Just as it did in 2020, the Company froze the prices of all Carrefour private label items for almost two months, in recognition of the worsening economic situation faced by families. Customers were able to easily identify the products and brands included in the freeze, which were marked with a unique seal. The measure was valid both for the brick-and-mortar stores of all formats as well as for e-commerce. The action reinforced Carrefour's commitment to access to food (see more details on page 106).

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EMPLOYEES

GRI 103-2 | 103-3 Employment

One of the largest private employers in the country, Grupo Carrefour Brasil's policy is to promote the individual and collective development of its employees. It seeks to be a company that professionals regard as a reference in accelerating their personal and professional potential and they identify with a culture that treats diversity and inclusion as a priority.

The Company is aligned with a number of goals in order to deal with the critical challenges for the business listed below.

- To simplify the ways of working, increase organizational efficiency and promote a mindset of continuous cost optimization;
- to develop new skills, supported by talent management processes and policies;
- to strengthen the succession pipeline and attract a variety of top talents;
- to accelerate digital transformation, reinforcing a customer-centric mindset and pursuing simplicity and respect for diversity; and
- to establish humane relationships and management, focused on caring for the employees' experience, with an emphasis on the balance between personal and professional life.

At Atacadão, the people management leadership maintains a direct link to each store by means of a professional who is allocated to the site to assist that team. The area representative provides the employees with direct assistance for dealing with issues related to Human Resources (HR), including monitoring people's mental health, which is an aspect that began to receive greater attention on account of the crisis caused by the pandemic and was incorporated into the permanent care features.

Focusing on the group's strategic guidelines, the People Management Policy aligns organizational development initiatives with a robust corporate education framework. At the end of 2021, Grupo Carrefour Brasil had 100,482 employees – 46,333 new employees in the comparison with the previous year. 60% of the staff work under the Atacadão banner.

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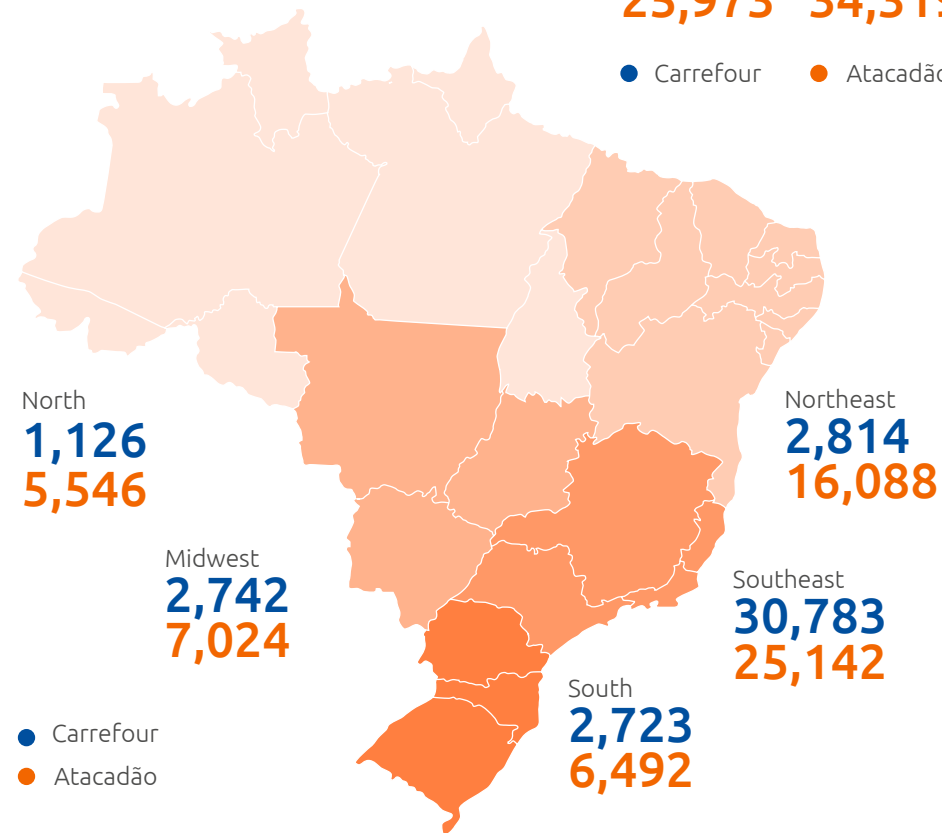
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PROFILE OF EMPLOYEES*

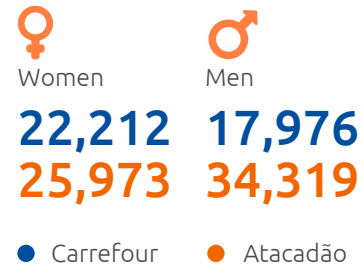
GRI 102-8

TOTAL
100,482
employees

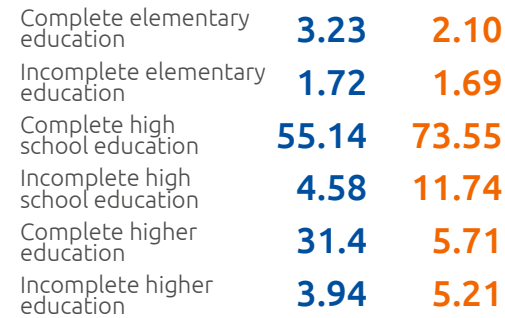
BY REGION



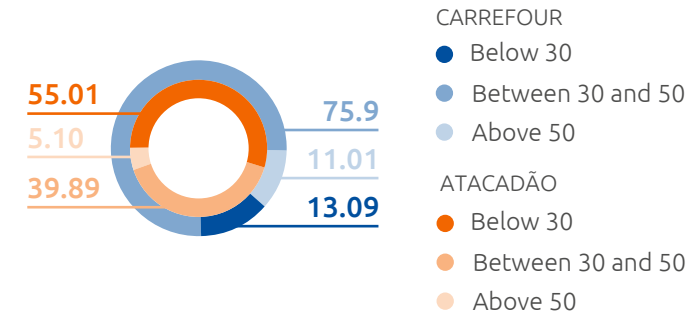
BY GENDER



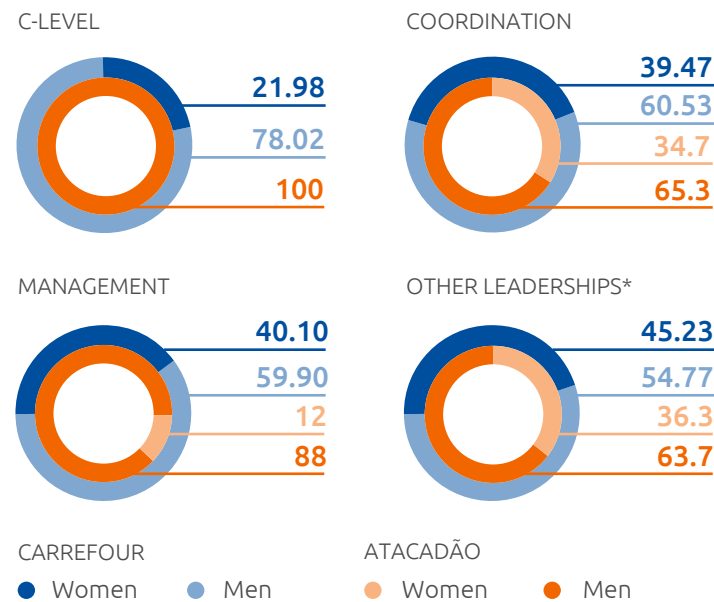
EDUCATION LEVEL (%)



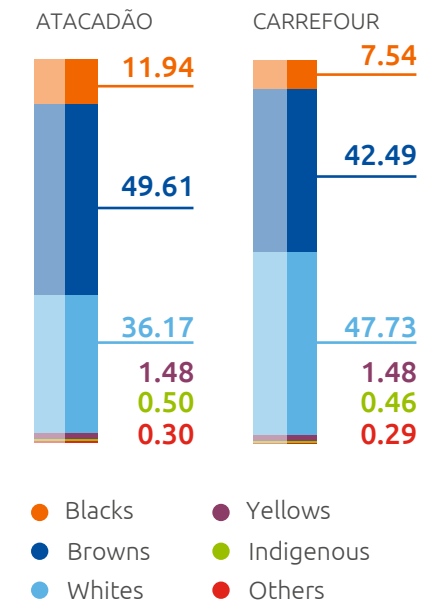
BY AGE GROUP (%)



BY POSITION/GENDER (%)



BY RACE (%)



Explanatory note

Carrefour's and Atacadão's data on employees are collected and presented separately.

ATTRACTION AND RETENTION OF TALENT

GRI 103-2 | 103-3 | 404

The Company's Expansion Policy promotes the employability of thousands of people, for most of them their first job, and it requires intense activity on the part of the recruitment and selection areas. The average monthly number of new employees hired is 2,000. Although the Retail and Wholesale business units operate independently, they share best practices in people management.

Right from the start of the recruitment process, the Company's principle is to engage people in professional practices that have a purpose and to share the company's mission and values. In narratives and examples, the Company attempts to make it clear to the new employee, at the moment they are hired, that it invests in their professional growth.

In order to speed up the onboarding of new employees to Carrefour, even before their first day of work, the area recommends access to the pre-onboarding platform. In this

online space, the newcomers will find information about the corporate ecosystem that helps them understand the internal culture, opportunities and benefits that the company offers.

An important part of the education and training program is focused on the needs of those for whom it is their first job, such as is the case with the Carrefour and Atacadão young apprentice programs, which are carried out in partnership with the National Apprenticeship Service (SENAC). The Internship Program prepares university students to work in the corporate areas of the head office, bank and hypermarkets.

In both the recruitment and hiring process, for certain job categories there is a requirement that 50% of those hired be black and 50% be women. The Company uses the Brazilian Institute of Geography and Statistics' (IBGE's) demographic criteria to establish this proportion.

YOUNG APPRENTICE TRAINING

YOUNG PEOPLE TRAINED

1,915



1,379



INTERNSHIP PROGRAM

INTERNS PREPARED

106



193



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TRAINING AND DEVELOPMENT

GRI 103-2 | 103-3 | 404

Development initiatives are designed to strengthen the employer's brand, encouraging pride in belonging. The criteria for these initiatives is to optimize corporate processes, provide agility to organizational performance and transversally align the culture.

When drawing them up, the educational solutions take into account each employee's professional trajectory and level of complexity, with a special focus on the development of talents. The emphasis on spreading and strengthening the culture is a constant.

To meet the growing demand for digital skills, the learning processes were accelerated, with an increase in the number of hours of training and special programs for leadership. The launch of the Education Hub program intensified this movement, as it connects knowledge from the most varied backgrounds with the aim of developing people who are engaged with the digital acceleration journey, in addition to offering dedicated training for Information Technology (IT) professionals.

The training and education processes at Atacadão gained prominence in the digital transformation that involves the entire Grupo Carrefour Brasil. A complete project resulted in the development of a tool, called Meu Atacadão, which, starting in April 2022, will concentrate all professional experience on one platform. In addition to centralizing the employee's development documents and the services provided by the HR Area, the app will include a communication channel and an e-learning training channel. In order to make the initiative viable, the chain is promoting the installation of a WI-FI service at all its stores.

On the front line of the business, there are two branches of training for the employees, behavioral and technical, and each one of them has specific training centers.



BEHAVIORAL TRAINING

Corporate Academy

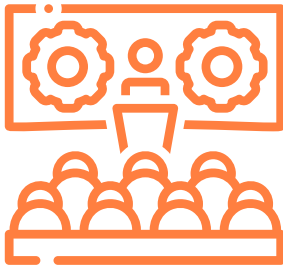
This offers mandatory and regulatory corporate programs and guarantees application in the areas.

Culture and Diversity Academy

It promotes training for 100% of the employees on topics related to diversity.

Multipliers Academy

It trains and develops internal multipliers and instructors so as to expand the reach of the educational actions promoted within the group.



TECHNICAL TRAINING

Technical Schools

These are in charge of education and training actions that ensure perpetuity of technical knowledge critical to the business, being broken down into specialties:

- Bazaar and textile;
- central cashier;
- supply chain;
- electro;
- risk management;
- store organization;
- perishables;
- gas stations; and
- financial services.

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SUCCESSION AND LEADERSHIP

For leadership training, the development programs are concentrated in the Leadership and Management Academy, which is responsible for aligning the course grid with the Company's model of competencies and behaviors, preparing leaders for current and future challenges. Development programs aim to:

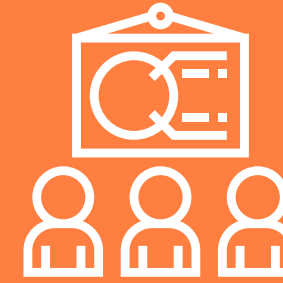
- Strengthen and develop the skills of the Carrefour Leadership Model;
- enhance and accelerate the development of Carrefour Talents, at the of succession to leadership levels;
- integrate and prepare new leaders for the Carrefour leadership journey; and
- accelerate the careers of minority groups to assume leadership positions.

3,000
LEADERS TRAINED



15,000
HOURS OF
LEADERSHIP
DEVELOPMENT

AFFIRMATIVE
TRAINING
ACTIONS FOR
LEADERSHIP



80
NEW TRACKS ON THE
UNIQUE PLATFORM

100
BLACK PEOPLE
WITH ACCELERATED
CAREERS

BEM+WEB
CONNECTING

+1,300
PEOPLE IN
KNOWLEDGE

30
VACANCIES ON
THE FUTURE
TALENT PROGRAM
– BLACK
LEADERSHIP

30
VACANCIES IN
AFFIRMATIVE
INTERNSHIP
PROGRAMS



+130
thousand
CERTIFICATES
ISSUED



CYCLE FOR
+35 thousand
EMPLOYEES

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CAREER OUTLOOK

At Atacadão, opportunities for advancement are open from the moment the employee joins the company and are structured and informed so that each position has this career plan perspective. As a first step, people who stand out (Standout Program) on account of their performance and behavior in operational positions are trained for the Leaders Academy. Then, when they become leaders, they become part of the Leadership Development Program (PDL) and the Continuing Education Program (PEC), which covers all of the country's operations.

Progressively, in accordance with their performance, people become eligible for the Trainee Program, an intensive preparation phase that includes almost two months training at the company's head office in São Paulo. At the end of this, they are promoted to store supervisor (administrative

or operational), with the possibility of achieving the position of regional supervisor and store manager. At this stage, they are already part of the Management Development Program (PDG), with access to the Corporate College education grid. Due to the expansion experienced by the chain, this training cycle has been accelerated to meet the growing demand for talents to head up the new stores.

ACCELERATED TRAINING

With the aim of developing and accelerating the careers of employees from minority social groups – women, black people, people with disabilities, trans people and people in refugee situations – in 2021, the Company implemented the Inclusion, Diversity and Equity Program. During the program, selected employees undergo technical training to occupy leadership positions within Carrefour along with training focused on soft skills. Last year, the program benefited 150 employees.

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PERFORMANCE ASSESSMENT

It is the policy of the Company's Retail Area to consider 35% of the employees assessed as potential talents. Held every year, the People Cycle program makes the talent identification process more democratic and inclusive and is in line with the company's global strategy known as Act for Change. The initiative approaches employees as leading players in the Company's transformation. In 2021, 99% of employees, including leaders, received performance and development assessments.

Carried out in two phases, the transversal assessment model works with employees in a general and targeted way – in the first stage, it looks at competencies, deliveries and goals; in the second, it seeks the necessary skills for potential successors. At the end all of the participants receive feedback of their current career stage, which is an important tool for mapping growth opportunities.

At Atacadão, the culture assessment processes picked up speed with the introduction of a specific digital tool for the work of the career committees. In light of the exponential increase in hiring and promotions, impacted by the chain's expansion policy, the teams needed a faster response mechanism to keep up with the development of almost two thousand people in management positions, mainly with the decision to expand the committee's scope with the inclusion of leaders in the assessment processes.

The system has two purposes – to check to which extent the units' results are in line with the company's objectives and to map potential leaders. Under the methodology adopted, leaders carry out their own self-assessment and send it to their supervisor, who also assesses them and supplements the analysis with feedback.



CLIMATE SURVEY

In the climate survey carried out in 2021 by Atacadão, as per the Ipsos methodology, which assesses the workforce's engagement, the index hit a figure of 95%. The results revealed the employees' deep identification with the Company's culture, listing as its strengths the acceptance of people from different backgrounds, the trust in the executive team, the feedback process, the autonomy to make decisions and equal opportunities, along with other items.

ENGAGEMENT SURVEY

Carried out every two years, Carrefour's internal survey measures employees' perception of the work environment, processes and leadership, among other issues related to daily professional work, in stores and corporate areas. With the results in hand, the people management action plans are reviewed in light of the teams' development and well-being. The survey was not carried out in 2021.

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BENEFITS AND COMPENSATION

GRI 103-2 | 103-3 | 202

Grupo Carrefour Brasil values the performance of its employees, based on the principles of a meritocratic culture that is transparent and humane. Therefore, the compensation policy is based not only on monitoring the employees' performance but also on their aspirations.

All of the Company's units comply with the local minimum wage and the regulatory wage floors. The salary variations that exist internally are related to the employees' level of seniority and professional maturity. The difference in compensation between women and men who work at Carrefour is well below national averages. In managerial and coordinating roles, for example, female employees earn 3% less than their male counterparts. In the other functions, the average variation is less than 9%. Grupo Carrefour Brasil recognizes the efforts of its employees and works to rebalance these historical disparities, undertaking to seek greater equality and social inclusion.

PARENTAL LEAVE

The Company is a signatory to the government's Citizen Company program, which was created for mothers and fathers to receive longer periods of leave, and grants extended parental leave of 20 days for all employees. Regardless of legal requirements, administrative professionals in the Retail Area can make their work routine more flexible, alternating between in-person and remote working days. Female employees at the head office have spaces reserved for breastfeeding.



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DIVERSITY

GRI 103-2 | 103-3 | 405

Promoting a culture of respect lies at the heart of Grupo Carrefour Brasil's management and extends throughout the organizational structure. On a day-to-day basis, the Company values the quality of relationships, diversity and coexistence with all individuals and their uniqueness, which includes not only employees, but also customers, service providers, representatives or third parties and civil society.

Implemented in 2012, the Diversity and Inclusion Platform provides for affirmative actions in four approaches to fostering a culture of respect among the Company's stakeholders: gender, race, LGBTI+ and people with disabilities. These themes are the focus of the Affinity Groups, which are made up of employees and which operate in all of the country's regions to intensify engagement. Even with this direction, the Company does not fail to look at other aspects of diversity and consider its internal and external intersectionality.

Internal recruitment and selection processes were improved in order to eliminate hiring barriers. In the training grid, at all stages of development, from internship to senior leadership, there are a number of courses that emphasize inclusion and appreciation practices that are free of unconscious biases.

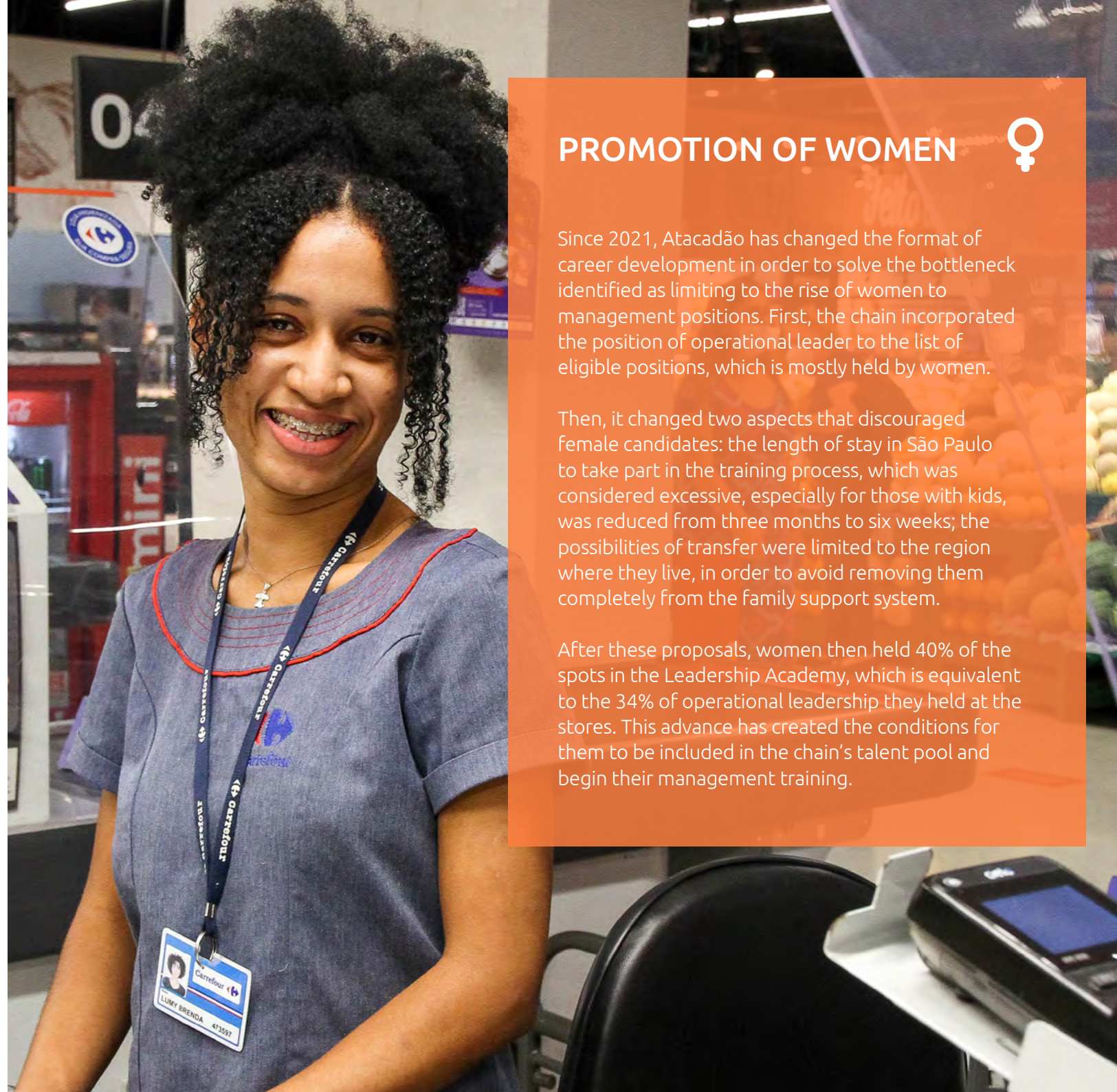
ZERO TOLERANCE FOR STRUCTURAL RACISM

The move to broaden diversity grew quickly due to the tragedy that occurred in one of Carrefour's stores in Porto Alegre, with the death of our customer João Alberto Silveira Freitas due to the actions of the unit's security guards. Days later, the Company created the Independent Committee on Diversity, an external, free and independent body composed of nine leaders of diversity movements and personalities who are activists in this cause. Linked to the structure of the Human Resources Area, its activities encompass the whole Company. (Find out more on page 64).

Organized around eight commitments, the antiracist fight plan involves an ecosystem of employees, customers and the civil society.



The hot site [Não Vamos Esquecer](#) (Let Us Not Forget) features the evolution of antiracist actions at Grupo Carrefour Brasil, the company's diversity policy and educational guide on the issue



PROMOTION OF WOMEN



Since 2021, Atacadão has changed the format of career development in order to solve the bottleneck identified as limiting to the rise of women to management positions. First, the chain incorporated the position of operational leader to the list of eligible positions, which is mostly held by women.

Then, it changed two aspects that discouraged female candidates: the length of stay in São Paulo to take part in the training process, which was considered excessive, especially for those with kids, was reduced from three months to six weeks; the possibilities of transfer were limited to the region where they live, in order to avoid removing them completely from the family support system.

After these proposals, women then held 40% of the spots in the Leadership Academy, which is equivalent to the 34% of operational leadership they held at the stores. This advance has created the conditions for them to be included in the chain's talent pool and begin their management training.

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TRANSFORMING THE SECURITY MODEL

Since November 2020, Grupo Carrefour Brasil has voluntarily put into practice the internalization and training of the security teams working inside the stores. Subsequently, this was one of the measures taken on as commitments to the independent committee and the Consent Decree (TAC), signed in June 2021 with the Public Prosecutor's Office of the State of Rio Grande do Sul, as well as other authorities and entities.

The model implemented prioritizes respect for and well-being of people, in a project designed in partnership with NGO Odabá – Associação de Afroempreendedorismo (Afro-entrepreneurship Association). More than 20 afro-brazilian entrepreneurs from different areas have conceived and executed the recruitment and selection process, with education on race and diversity for leaderships and new hires at Carrefour.

All agents went through an immersion process in the training process Eu Pratico Respeito (I Practice Respect), as well as the group's 26 thousand employees.

The program's content track is divided into five pillars:

- **Conflict management:** the employee can analyze whether a possible conflict is rational or irrational before proceeding with the service;
- **understanding their role:** each employee must understand their role in a conflict situation;
- **autonomy:** employees have more autonomy to solve the customer's problems in the event of a rational conflict where there is conversation with the customer, without any kind of physical, verbal or gestural aggression;
- **irrational aggression:** in the event of an irrational conflict, when a more heated argument can occur, the employee should call upon their manager to take control and resolve the issue more calmly; and
- **focus on the customer:** in the event of irrational conflicts, the focus of all employees is to protect the victim.

EVERYONE'S RESPONSIBILITY

In its essence, the program reaffirms the view that taking care of the customer during their shopping journey is everyone's responsibility, not just the security agent's. In order to contribute to the creation of a supportive, welcoming environment in the stores, agents began using a vest with the saying "I Practice Respect". The new security model establishes these five rules and zero tolerance toward those who breach it:

- **We practice a culture of inclusion:** we do not accept nor practice any form of prejudice, discrimination and racism here;
- **we respect limits:** we do not practice any form of physical violence here;
- **we have emotional intelligence:** we do not get involved in or respond with any form of verbal aggression;
- **we are cordial to all:** we do not get involved in or respond to any form of gestural aggression here; and
- **we act with respect:** we do not use psychological violence or intimidation here.

This way, the stores' leadership becomes responsible for monitoring the security agents' work, giving feedback after the management of possible conflicts and identifying both appropriate attitudes and those that need to be improved. Every three months, internal audits take place in order to measure the results of this new model and identify possible necessary adjustments; once a year, an external and independent analysis is carried out to measure these results. (See complementary information on page 39.)

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THE TRAINING
PROCESSES
EMPHASIZE
INCLUSION AND
APPRECIATION
THAT ARE
FREE FROM
UNCONSCIOUS
BIASES

AFFIRMATIVE INTERNSHIP PROGRAM

In 2021, Grupo Carrefour Brasil implemented, together with Central Única de Favelas (CUFA), the 2021 Affirmative Internship Program, with support from Companhia de Talentos. The goal is to finance up to 80% of tuition fees to those who get into university and, at the same time, promote their entrance into the job market. The program benefits black people living in the suburbs of the City of São Paulo. In the first edition, 30 youths became interns at Carrefour – 20 external and 10 internal talents. For a period of two years, besides financing 80% of tuition fees and a grant-aid, participants have the right to medical assistance, life insurance, transportation voucher and discounts on the Carrefour card, besides food voucher in some cases.

FUTURE TALENTS 2021: BLACK LEADERSHIP

The career acceleration program for black professionals in the Company's workforce, launched in 2021, benefits black professionals who are already in the job market but are not yet holding leadership positions. In the past year, 30 employees were selected for the program, which is 18 months long and includes an international module. There is no age limit or fluency in a second language required – if necessary, the course is paid by the Company.

DIVERSITY DAY

As an affirmative action to reinforce the commitment with inclusion and more diversity in its ecosystem, the group strives to hire professionals with minority profiles – women, black people, trans people, people with disabilities and people in refugee situations, contributing for the inclusion of these professionals into the workforce. These processes are conducted online and, when it comes to positions in the retail unit, they also include applicants' in-person interviews with their future manager, with a visit to the unit where they will be working.

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HEALTH, SAFETY AND WELL-BEING

GRI 103-2 | 103-3 | 403 | 403-5

Grupo Carrefour Brasil takes very seriously the responsibility to ensure the health and safety of those working in its operations. The area management is based on a holistic approach within and outside the units, which prioritizes the anticipation of operational risks and the protection of the health and integrity of all employees and third parties.

The experience caused by the outbreak of covid-19 in 2020, which led to the transfer of training protocols to e-learning systems, proved so successful that Carrefour and Atacadão kept on using this system in 2021, with the adoption of new training within this format. The platforms have been improved to ensure accessibility and inclusion for employees.

In 2021, our key word was innovate, anticipating risks and modernizing tools, with the goal of making the organization increasingly agile and striving to use teams in defending a preventive mindset. The launch of the awareness campaign “Safety is non-negotiable” represented a great advance for the internalization of the safety culture, by

reinforcing the consequences of breach of established rules with the creation of a specific policy.

The review of the Accidents Policy implied new targets for reduction of accidents and events, and indicators are now reported in a more structured manner. With these advances, the issue of safety was included more assertively in executive and operating committees.

RULES AND PROCEDURES

GRI 403-2 | 403-4

The policies and procedures applied to management comply with applicable regulatory legal standards. In a groundbreaking initiative in the Brazilian retail sector, the Company counts with an office exclusively for managing these matters. This established governance is aligned with the best market practices and its actions are integrated to other business, with active participation in strategic decisions.



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THE COMPANY'S PRIORITY IS RISK ANTICIPATION AND THE PROTECTION OF THE HEALTH AND INTEGRITY OF OUR EMPLOYEES AND THIRD PARTIES

Carrefour Varejo and Atacadão have specific multidisciplinary teams dedicated exclusively to these issues. Internal Commissions for Accident Prevention (CIPA) exist at all stores of Carrefour chain, and in Atacadão, at units with more than 50 employees. In 2021, more than three thousand employees, between permanent and alternate members, were part of these commissions.

All units have an Internal Commissions for Accident Prevention (CIPA) with employee and employer representation, totaling 7,146 trained employees.

The organizational safety structure is completed with the fire brigades acting at all stores, with 3,500 trained firefighters, and the Ergonomics Committees in many units. As a means to maintain active attention to health and raise awareness of employees, the area teams promote monthly risk audits, inspections and safety routines. Throughout 2021, more than 70 internal audits were conducted to eliminate possible risks. The mapping of these risks, made in all areas, has led to the elimination of 200 identified average risks.

More than R\$50 million were invested in improvements in the operations' safety. Among the initiatives implemented in more than 120 units, we can highlight: implementation of a biometric system in the forklifts, installation of safety railings in all docks and review of pallet racks structures and the fire prevention system.

PROTECTION OF HEALTH AND WELL-BEING

GRI 403-1 | 403-2 | 403-3 | 403-6 | 403-8

2021 has marked the consolidation of the Integrated Health model to the employees' health journey, establishing in this platform occupational monitoring and awareness campaigns, besides the specialized aid support. The area received investments in innovation and technology, with modernization and digitalization of internal processes, control of periodic exams, telemedicine and implementation of apps in the areas of health and quality of life.

One significant step in the transformation of the area was taken in the field of emotional well-being, incorporated to the Employee Support Program. The new focus on mental

health aims to help people self-monitor stress levels and treat cases of depression and anxiety. The pandemic and the scenario of economic instability that followed it had a serious impact on the global increase of disorders of this nature.

All of the Company's units are served by local occupational health service providers, managed by the corporate health service at the head office. Labor practices are monitored monthly to ensure workers' health and safety. These assessments include verifying and improving equipment used by employees to carry out their tasks.

The Company as a whole has been showing constant evolution in this field, with tangible results in employees' well-being indicators. At Carrefour, the history of this information is registered in the Occupational Accident Communication (CAT) program, and is available on the data analysis systems of the Occupational Management Integrated Software (SOC) and on the Power BI solution. At Atacadão, records are centralized on the Senior Systems platform.

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AWARENESS CAMPAIGNS

In addition to caring for organizational health and safety, the area's structures play a crucial role in the holistic approach to employees' health. At Atacadão, under the leadership of CIPA, there are awareness and prevention campaigns for issues such as Sexually Transmitted Infections (STIs), suicide and smoking, among other matters of preventive health. The initiative is reinforced annually during the Internal Week (for Prevention of Occupational Accidents SIPAT), with talks and other educational initiatives regarding physical and mental health. Carrefour, on the other hand, adopts the national calendar with the creation of thematic monthly campaigns aimed at the employees' physical and mental health. Among them, we can highlight breast and prostate cancer prevention.

Under this approach, approximately 35 thousand employees took part in the awareness campaign "Safety is non-negotiable" in 2021.

COMBATING COVID-19

In 2021, Grupo Carrefour Brasil continued adopting the health measures of the previous year to ensure the safety of employees and customer in the stores, due to the spread of a new, even more contagious viral strain. Besides reinforcing prevention protocols and monitoring cases, to ensure the continuity of operations in the stores, management planned contingency actions for more serious pandemic scenarios, which remained in standby to be implemented if necessary.

One sign of the Company's zeal for the health of employees was the adoption of a vaccination incentives program for more than 35 thousand employees who work in the stores, units and distribution centers. Those who were immunized with the first or second doses of the vaccine had the right to a day off for each shot. Active employees who had already been vaccinated had the same benefit.

MENTAL HEALTH CARE IS PART OF THE EMPLOYEE SUPPORT PROGRAM



70

INTERNAL RISK AUDITS



+3,000

EMPLOYEES TOOK PART IN THE CIPA

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COMMUNITIES

Looking at the community from the perspective of interconnection, whether for physical proximity or proximity by affinity, is how Grupo Carrefour Brasil operates. Way beyond the necessary risk management, relationship with communities and their strengthening is seen by the Company as an opportunity generator.

People and groups that, in a way or another, are impacted by the Company's operations receive its attention, by looking for ways to contribute to the social development and well-being of its neighboring communities and the country. A development that reverts to the business's success, in a virtuous circle that brings new perspectives to management.

The Company maintains continuous investment lines in projects and initiatives linked to its strategic guidelines, which are chosen based on its ability to enhance its contributions to society, in the form of inclusion, education, generation of income, employment and health, as well as mitigating the negative impacts on the social fabric and the environment.

Developed for these purposes, the social responsibility initiatives are interconnected to the major goals the Company has established for itself – to constantly expand the business, to lead the food transition, to be a protagonist in the transformation toward a low-carbon economy and to permanently promote social diversity and the fight against racism within and outside the business.

Centered around the retail and wholesale brick-and-mortar stores, the Company sees the community as an ecosystem that can include the employee, who is part of the community around it; the small-scale supplier, who provides fresh or regional produce to the store; and these stores' customers, who are directly affected by this coexistence. The goal of contributing to the social and economic inclusion within the business itself is stated in the offer of products at affordable prices at Atacadão and in Banco Carrefour's financial services.

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AGENDA OF ACTIONS

HOW GRUPO CARREFOUR BRASIL SUPPORTS COMMUNITIES

GENERATION OF INCOME

Training for employment and income

Socioeconomic inclusion of small-scale producers

Social and financial inclusion

FOOD EDUCATION

Encouragement to healthy eating

Combating food waste



SOCIAL MOBILIZATION

Volunteering actions

Engagement in emergency humanitarian situations

Social campaigns

Social philanthropy

Relationship with neighboring communities

Campaigns for the animal cause

FOOD PRODUCTION

Valuing fresh produce

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SOCIAL RESPONSIBILITY COUNTS ON ROBUST GOVERNANCE, LINKED TO THE COMPLIANCE AREA

SOCIAL INVESTMENT MANAGEMENT

In 2021, Grupo Carrefour Brasil supported projects throughout the country regarding social, production, cultural and sports issues, with one of its main guidelines being meeting ESG aspects. In order to reach this breadth, the company sees social action as a collective work, carried out jointly with institutions of renowned know-how. When implementing the projects, the Company chose to act in partnership with many different agents, such as third-sector institutions, international organizations, consultancy firms and public entities, besides sharing resources with other companies. Among the projects, 43 received financing originated from fiscal incentives.

The management of social responsibility counts on robust governance, linked to the Risk Management and Compliance Area, and acts in compliance with current legislation and internal policies and norms.



PRIVATE SOCIAL
INVESTMENT
POLICY

The usually long-term financing of these initiatives stems from the Company's direct investments in Brazil, from the use of fiscal incentives laws and funds made available by Carrefour Foundation, its social investment's international arm. The group also uses the geographic reach of its operations to develop volunteer and donation activities to groups in situations of food safety risks, and leads emergency campaigns supporting the victims of natural disasters and humanitarian emergencies, as was the case in the past two years of the covid-19 pandemic.

In its social action strategy, the Company prioritized support to women, black and brown people, children and youths and to lower income classes.

In 2021, 100% of the funds originated from incentives, totaling R\$11,614 million, were destined to social initiatives, a 281% increase from 2020.

PARTNER NETWORKS

Afrobusiness

Amigos do Bem

Ampara Animal

Atados

Bancos de Alimentos Municipais

Central Única das Favelas (CUFA)

Central do Cerrado

Salvation Army

Instituto Baccarelli

Juntos pelo Amazonas Movimento

UniãoSP

Odabá – Associação de

Afroempreendedorismo

Rede Mesa Brasil Sesc

World Animal Protection

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MAIN PROJECTS AND EVENTS SUPPORTED – 2021*

PROJECTS	SCOPE	SUPPORT (IN R\$ THOUSANDS)	BENEFICIARIES
Super Chef Brasil	Children's theater play on good eating habits and food preparation	356	9,900
Prato Firmeza	Food guide that maps culinary highlights in the outskirts of São Paulo and Rio de Janeiro and describes the path taken by the food consumed in these places	639.6	50
Aprendizes Musicalizando	Annual events and activities agenda for the musical education of children using instruments made of discarded materials	147	305
Ethnic Fair	A festival of typical dances, food and craftwork of refugees housed in São Paulo to disseminate their cultures	330	2
First Job	Training of teenagers targeted at social skills, cultural and professional knowledge as a preparation for the first job	100	100
Semear	Technical agroecology course for teenagers and youths who are children of small-scale producers in Pernambuco	100	947

* This project is financed through fiscal incentives.

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COPING WITH THE PANDEMIC

With the worsening of the pandemic in 2021, the Company's Social Responsibility Area once again adopted a strict approach to facing its consequences, with the country's worsening economic crisis, the elimination of jobs and the reduction of income among the general population. The lessons learned from coping with covid-19 in 2020 have contributed to the assertiveness given to collection and donation processes, as well as the reach of the campaigns targeted at mitigating the social impacts.

Ahead of the solidarity campaign, the Company maintained its efforts against hunger and mobilized consumers, employees, commercial partners and the civil society to collect food. The mobilization was largely targeted at basic food staples for the Brazilian family, for the most vulnerable people and for traditional communities far from large urban areas.

As a means to streamline access, Carrefour has mobilized its network of suppliers and partners and helped gather funds to distribute food cards, given to the social organizations Amigos do Bem, CUFA and the Salvation Army. The strengthening of partnerships with civil society organizations also had a key role in the initiatives targeted at isolated communities, such as *quilombolas*.

DONATION OF OXYGEN PLANTS

Given the tragic disruption of oxygen supply to public hospitals in Manaus, in the State of Amazonas, in 2021, Grupo Carrefour Brasil worked with 20 other companies in the Juntos pelo Amazonas (Together for Amazonas) coalition, to buy six oxygen plants. Thanks to the joint investment of R\$2 million, the installation of these plants ensured enough oxygen production to meet the demand of 90 ICU beds. After the critical point in the pandemic, the donated equipment was incorporated into the region's health network.



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ACTIVE MOBILIZATION IN THE PANDEMIC



8.4
million

REAS DISTRIBUTED
THROUGH FOOD CARDS

6.4
million

REAS IN DIRECT
DONATIONS FROM GRUPO
CARREFOUR BRASIL

2
million

REAS RAISED
AMONG PARTNERS,
CUSTOMERS AND
CITIZENS

85
thousand families

369
thousand people

BENEFITING IN
FAVELAS AND
NORTHEASTERN
HINTERLANDS

82 thousand

CARDS
HANDED
TO COMBAT
HUNGER



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EACH STORE REPRESENTS A POINT OF SOCIAL CONNECTION WITH THE LOCAL POPULATION FOR THE COMPANY, WHICH ADOPTS THE PRINCIPLE OF COMMUNITY CUSTODIANSHIP

NEIGHBORING COMMUNITIES

Grupo Carrefour Brasil considers each store a point of social connection with the local population and tries to strengthen the principle of community custodianship, promoting events, social and cultural actions, besides public initiatives that interconnect the store and its neighboring communities.

The perception of the importance of interaction with the community has increased since the tragedy in Porto Alegre. In 2021, the Company began a project to analyze its social impact on the communities in the neighborhood of the stores. The study supported the elaboration of a procedures manual for many situations with which officers and managers deal in daily operations, standardizing conducts and promoting consistent and humanized approach guidelines. The step-by-step plan establishes the instances involved, thus recognizing that this is a job of great responsibility and protagonism.

The strategy foresees an even more active participation of the store director and its team in issues relating to the neighboring community. Among the initiatives expected to take form

in 2022 are the implementation of local committees to address social issues and the mapping of each store's demands. All managers are encouraged to sign partnerships with local entities to address latent social demands in the stores and its neighboring areas; and support local employability and combat hunger in the region, a situation that has become even more serious with the pandemic, as well as restauration of the public space when necessary.

For the Company, the model for interaction with the neighborhood remains that of the megastore in the Vila dos Machados e Crepúsculo Communities, in the City of Guarulhos, State of São Paulo. The project, started in 2019, is aimed at transforming an unused area owned by the store into a center for community and cultural expression. In 2021, a group of local graffiti artists, in partnership with members of the community, covered with art all of the 300 meters of walls surrounding the area, transforming the space into a reference for street art in the metropolitan area of São Paulo.

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SMALL-SCALE PRODUCTION AND LOCAL PRODUCTION

GRI 103-2 | 103-3 | 204

Responsible for a large part of the Company's stores' fresh produce supply, small-scale producers receive support both to adjust to the company's food quality rules and to develop their business with sustainable production and management practices, as provided by the Act for Food movement. Guided by the Small-Scale Producer Policy, which was launched in 2021, the Company has transformed the relationship with this audience, contributing to its inclusion in the market, with simplification of the contracting and supply processes (see more details on page 113). The goals set to advance on this initiative are in line with the Small-Scale Producers' Onboarding Platform.

Besides encouraging local production, the retail chain has invested in initiatives that give visibility to the production of traditional communities, such as riparian people, indigenous people and *quilombolas*, in order to preserve native foods and production practices that involve environmental conservation. The appreciation of regional and local products has inspired the creation of the space Da Nossa Terra, at the perishables aisles of the chain's stores.

The program has double strength, as it aims to empower producers, thus benefitting the entire production system, and ensures, on the other end, market support through the purchase of the production. This end-to-end cycle has significant impact on the community's social development, with reflections on environmental and local biodiversity protection, thus meeting the Company's socioenvironmental guidelines.

In one of the initiatives that exemplify this strategy, the partnership with Central do Cerrado has made it possible to offer 30 native products at the stores in Brasília-Federal District. The organization gathers

family farmers' associations and cooperatives in search of training targeted at meeting the quality and management requirements set by large companies. With the attention they received from Carrefour's team and local partners, they were willing to make management more professional, while the retail chain loosened the corporate and governance requirements that are not compatible with family farming. The initiative has given them the opportunity to increase the production in scale and, just as important, helped these families keep on living in their territories and caring for it with the best environmental and management practices.



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PROMOTION OF SMALL-SCALE PRODUCTION

The retailer's customers were introduced in 2021 to an unknown character – the person who planted and supplied the store with the product that is about to be purchased. In a communication strategy intended to give protagonism to small-scale producers and boost consumer confidence, the chain displays in the aisles a photo of the producer, the history of the property and the food security issues surrounding the product.

In some cases, small-scale producers who are part of the blockchain technology traceability program have all the information on the chains displayed through a QR Code that the customer can access on their phone. The system allows for the high visibility of sustainable practices adopted in production.

ENTREPRENEUR DEVELOPMENT

Among the actions targeted at small-scale suppliers with business potential, the Company conducted an online open training event on the environmental and social conditions that must be met to become a supplier, allowing for direct interaction between small-scale producers and the Commercial Area (see more on page 53).

Microentrepreneurs in the food sector received attention from Atacadão in a campaign sponsored in conjunction with a large beverage supplier. In 2021, individual microbusinesses that are not usually on the radar of entrepreneurship encouragement, such as street vendors, hot dog cart vendors, snack cart vendors and community micro-establishments, had access to a benefits program when buying the brand's products in wholesale units in the States of São Paulo, Rio de Janeiro and Bahia. The points accrued could be exchanged for business equipment such as parasols and computers, while the program's app offered information on business digitalization and access to microcredit.

A woman with dark hair, smiling, wearing a blue button-down shirt with a logo that reads 'Fazenda LABRUNIER'. She is holding a large bunch of green grapes. The background is a lush green vineyard.

**IN THE STORES,
CARREFOUR
BROUGHT
TOGETHER THE
SMALL-SCALE
PRODUCER AND
THE CONSUMER
BY TELLING THEIR
STORIES IN THE
AISLES**

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THE GROUP ENCOURAGES THE ADDITION OF BLACK ENTREPRENEURS INTO THE SUPPLIER PORTFOLIO FOR THE INCLUSION OF PRODUCTS IN THE STORES OR THE PROVISION OF SERVICES

BLACK ENTREPRENEURS

Among the measures under development as a result of the guideline to foster diversity and combat racism, the Company encourages the addition of black entrepreneurs into the supplier portfolio, whether by including products in the store or the provision of services. The selected companies receive technical support from the Legal Area, consultancy for the issuance of certificates and documents, study for Financial Facilitation and guidance regarding packaging and labeling, besides support in the definition of the brand's strategy.

The initiative advises entrepreneurs in structuring and professionalizing the business to give them visibility and opportunity to trade products and services at large retailers. In the mentorship process, offered during

90 days, each business is treated in its specific features, also with regard to gaps stemming from particularities in this segment, such as difficult access to training and network building.

In the chain of brick-and-mortar stores in São Paulo and Rio Grande do Sul, an exhibit was organized to show products from this group of entrepreneurs. In parallel, the products of black entrepreneurs can be found on Carrefour's marketplace.

Another front looks specifically at the acceleration of black entrepreneurs. To this end, it looks for startups that help map potential talents so that it is possible to support and invest in their projects. In 2021, one of the initiatives began in Bahia.

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FOOD EDUCATION AND WASTE

Encouraging the habit of adding healthy and sustainable food to the menu of Brazilians is one of the guidelines of the Act for Food movement. In the country, the Company is focused on disseminating basic nutrition concepts. Resulting largely from the generational loss of culinary knowledge, this lack of awareness leads consumers to highly processed products instead of fresh products when there is a drop in the families' income.

This is a situation that directly affects both the scalability of the projects developed by the chain to include healthy and sustainable foods in the menu, as well as food production.

As a means to make up for one of the consequences of lack of information, the Company has positioned itself as one of the largest donors to traditional programs that fight food waste. Every day, the units throughout the country direct to two social programs all fresh produce and food in general that are still suitable for consumption but may not remain on the shelves due to health regulations.

The food donation programs kept by Carrefour and Atacadão support food security initiatives in cities where they operate through local Food Banks. The Mesa Brasil Sesc program, also supported by the group, contributes to the fight against hunger and the support for the most vulnerable communities. Due to the pandemic, efforts were doubled down, and the donation includes food cards for families facing food safety risks (see more on page 91).



+2.4
thousand tons

FOOD DONATED
IN 2021



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Other initiatives to prevent waste, promoting utilization of food in its entirety, are of a didactic nature, such as the Peripheral Gastronomy courses. The project promotes training and employability in the field of gastronomy in communities in the outskirts of the cities. Among its contents, it disseminates the utilization of usually neglected parts of produce, such as stems, leaves and peels, in recipes.

The Cybercook tool, available at the Meu Carrefour App, teaches that it is possible to achieve culinary quality and tasty recipes using as base fruit peels and other little-used elements, promoting health and savings. The zeal with the subject has inspired a series of videos on foods produced sustainably with application in gastronomy presented by renowned French chef Laurent Suadeau.



[Watch here](#)

With these initiatives, the group acts to avoid the waste of tons of food and makes them arrive to those who need it.

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SOCIOECONOMIC INCLUSION THROUGH PRICE POLICY

Given its business model, the wholesale chain at Grupo Carrefour Brasil represents a crucial instrument for the strategic guidelines of leading food transition, fostering local development and promoting diversity and social inclusion. Atacadão is a transformation agent of the local economies in the communities it integrates. With its continuous movement of expansion, it has been reaching regions where there is little low-income consumption supply, with unfeasible prices for the chain of micro and small entrepreneurs in the food sector.

When it arrives in places with low retail competition, the chain leverages the end consumer's opportunity to increment their monthly shopping basket with previously inaccessible products. Even consumers from places far from the cities where Atacadão sets up its operations find ways to make purchases in the chain's stores. Access to consumption made possible by Atacadão's commercial practices boosts the collective purchase model used by families and neighbors, who

gather resources, rent trucks and share purchases. In the State of Mato Grosso, this practice is used by indigenous communities to raise food security in the villages.

The chain's presence has proved crucial during the two years of the pandemic, when millions of people lost their jobs and their only resource to purchase basic staples was the federal government's financial aid.

Regarding entrepreneurs, the chain's main source of profitability, the arrival of Atacadão at the local commerce broadens the small-scale merchant's portfolio of raw material, as well as the very number of entrepreneurs. With the supply of quality products at competitive prices, a lot more people find in entrepreneurship a way out of financial difficulty or, even, a chance to change their lives. In order to win over and maintain this audience, the chain has careful procedures installed to come closer to the local reality, get to know the needs and build lasting relationships with merchants who become part of its customer base.

GRANTS FOR ACCESS TO HIGH TECHNOLOGY

The difficulty covering the high demand for talents in Science, Technology, Engineering and Mathematics (STEM) encourages Banco Carrefour, the group's financial center, to support social impact projects that offer educational opportunities for low-income youths.

The experience supporting educational programs, which have already benefited thousands of people across the country, is being used in the initiative that offers 15 thousand study grants to recent graduates who are interested in improving their knowledge and working with Data Engineering. With actions of this nature, the bank intends to generate job opportunities through technological qualification. Designed in partnership with Digital Innovation One, the program offers 120 hours of immersive learning, as well as project management and code-writing challenges. After the conclusion of the project, students who stood out may be hired for positions in the bank, working remotely, onsite or in a hybrid model.

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IN THE COMPANY'S SOCIAL AGENDA, THERE IS CONSTANT ATTENTION TO CATS AND DOGS, WITH ACTIONS TO PROTECT AND ENCOURAGE THEIR ADOPTION, AS WELL AS AWARENESS-RAISING CAMPAIGNS IN SOCIETY

ATTENTION TO THE ANIMAL CAUSE

The Company invests permanently in protection and awareness campaigns for the animal cause, one of the strategic pillars in the social agenda. Approximately R\$3 million were raised for the issue in 2021. Among other actions, the Company monitors the situation of cats and dogs in the chain's stores, and continues to give all its attention to the cases, thus contributing to the animals' well-being and population control.

When supporting the animal cause, Grupo Carrefour Brasil acts in partnership with NGO Ampara Animal and, in 2021, it sponsored the hospital and vet center maintained by the institution, with free service to the general population.

The Company has been implementing internationally known protocols such as the TNR (trap-neuter-return), which consists of acting with cat colonies, controlling their population through neutering, providing cats with veterinarian care and their return to the colony with continuous monitoring.

You can find more details on the TNR method in the [Carrefour Pelos Animais](#) (Carrefour For Animals) blog, an initiative linked to the animal causes sponsored by the Company. The channel's content features care tips, surveys, information and results of actions conducted in previous years, among other subjects.

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AMPARA ANIMAL – ACTIONS IN 2021

22
thousand kg
OF DONATED FEED

+5 thousand
ANIMALS
NEUTERED

+700
VET CARE
SERVICES
PROVIDED

130
ANIMALS
RECEIVED CARE

TNR METHOD IN NUMBERS – AMPARA ANIMAL AND CARREFOUR PARTNERSHIP

	2019	2020	2021
Stores served	14	20	24
Captured	151	113	119
Returned	130	76	48
Sheltered	18	37	74



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SUPPLIER MANAGEMENT

GRI 103-2 | 103-3 | 308 | 409 | 412 | 414 | 204-1 | 308-1 | 412-1

In a year marked by the improvement of the Suppliers' Code of Conduct and the purchasing process, Grupo Carrefour Brasil aimed to strengthen qualitative aspects in its relationship with the supply chain, making legal and socioenvironmental compliance standards more assertive. At the same time, it has also broadened dialogue with suppliers to obtain more engagement and co-responsibility with regard to commitments assumed by the company, such as the zero deforestation and the fight against structural racism policies, both in their relations with the group and the chains themselves. The initiatives also included small-scale producers.

With the SDGs as reference, the Company reviewed policies and regulations, namely the Code of Ethics for Suppliers and Partners, establishing the respect expected from its suppliers and business partners for legal, ethical and socioenvironmental aspects in their productive processes and relationships. These commitments are also formalized in contracts.

The amount paid to suppliers was approximately R\$19.8 billion in goods and general expenses.

In 2021, 38% of Carrefour's sales of fruit, vegetables and greens came from local suppliers, which are considered those within a 500km radius of the store.

Among the advances in third-party compliance and governance, in 2021 the Compras Sustentáveis (Sustainable Purchases) Project was held with the aim of building Carrefour's supply chain socioenvironmental criticality matrix, in order to improve social and environmental risk management regarding direct and indirect suppliers.

The group also established new standards for the risk analysis of its suppliers through monitoring according to production criticality criteria. To this end, it counted on the decisive application of technology resources that enable traceability and, in case of non-compliance, blocking of the supplier. (Find out more in the chapter Ethics and compliance, page 33).

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CONSTANT DIALOGUE

Recognizing its relevant role as an economic agent and the ability to reach its broad ecosystem, the Company strives to influence its product suppliers and service providers to also apply environmental and social impact control practices in their own chains. This response from companies became an indicator of the evolution of the group's commitments. Aware that this is a constant process with long-term goals, the group aims to appreciate the supplier's transformation journey to meet the new commitments and support them in this process, as was the case in the swine chain (see page 104).

From the point of view of governance, the active presence of the Internal Meat Committee was strengthened by the implementation, in 2021, of the Human Rights Committee, composed of a multidisciplinary team whose goal is to improve management and control mechanisms in both the direct and indirect food supply chain. In the Risk Management Area, alongside specialized audit teams, there is a team dedicated to auditing social responsibility issues in the productive chain, especially critical suppliers and suppliers of products for the private label brands.

In 2021, the group's supply chain counted on approximately four thousand categories of product suppliers and service providers, totaling 64 macro categories. Of this total, 21 are high- or very high-risk categories, due to the nature of production or the history of the segment, due to the potential to cause negative environmental impacts to the communities where they operate or to animals' well-being. Products in the livestock, soy, swine, egg and seafood sectors are included in this category.

In the 2021 balance, the group's monitoring processes detected 214 suppliers with a higher potential for social damages, like the use of child labor or work analogous to slavery and precarious labor conditions. No cases were identified of the use of child labor or work analogous to slavery based on the due diligence activities. With concrete, but not critical, impact 22 suppliers are being monitored under the action plan for adjustments of identified non-compliance by August 2022.

MONITORING MECHANISMS IN THE CHAIN

GRI 103-2 | 103-3 | 407

Integrity assessment

An integrity assessment process, from a regulatory, anti-corruption, quality and sustainability viewpoint, carried out in the stage of selection and confirmation of suppliers who pose integrity risk to the Company. It consists of the collection and analysis of documents and information from public sources regarding the applicant company's integrity, and assesses the risk level of the commercial relations, in an operation jointly conducted by consultancy firms and the internal team. The analyses are renewed every two years, or whenever necessary.

Annual independent audits

Conducted by independent audit agencies at all suppliers of private label brands (food and non-food products), they aim at assessing the risk of breach of labor, environmental and human rights rules. In the textile chain, subcontractors are also assessed. Audited companies who disrespect the established clauses have their contracts suspended until they can demonstrate non-compliance has been remedied.

Periodic risk analysis

This consists of an owned tool that integrates the following government systems: National Classification of Economic Activities (CNAE) and the Ministry of the Economy's Employers' Register, known as the slave labor dirty list. With this resource, the group can take immediate measures in its supplier database upon registration of a breach of labor laws.

Supplier training

Suppliers of fruit, vegetables and greens who are considered critical undergo individual monitoring, with an action plan to adjust their production conditions to the best market practices. In addition, in 2021, registrations of new suppliers were preceded by anticorruption training.

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SWINE CHAIN, CONSENSUS IN TRANSFORMATION

Classified as critical, the swine chain went through a large overhaul due to social demands, transmitted by one NGO in 2019. Faced with this challenge, the group engaged its suppliers in a commitment involving investments in the conditions of the animals' well-being. It worked jointly with them to prepare a development plan for the chain while ensuring contract continuity, which, in situations like these, constitute an ever-present fear.

As a first step when facing this demand, the context was assessed with the Commercial Area, as well as the impact it would have on the main suppliers of the raw material in the private label brands. Although responsible for 70% of pork sales in the group's meat shops, these companies are not among the leading brands in the market.

Therefore, the group proposed to put together a medium- and long-term working program with suppliers, giving them support to conduct the necessary tests. In order to achieve a viable proposal for all parts, the group consulted the Brazilian Association of Pig Farming, Embrapa (Brazilian Agricultural Research Corporation) and its own suppliers. The proposal presented to the NGO was summarized in seven challenges, with an action plan and a timeframe established to meet each one.

Instead of being met with resistance to the proposal, which would be understandable given the investments required to conduct the testing, the Company received support from producers right at the first stage of the project, since it had ensured that it would continue to purchase the product and that they would not suffer losses from the procedures.

In 2021, the companies advanced towards two other goals set: controlling the use of antibiotics, establishing their suspension by 2030, and abolishing the practice of ear notching (placing notches in the ears to identify the animals) by the end of 2022. One of the first goals achieved was reducing, from 35 to 28 days, the time of confinement in cages during gestation, to avoid miscarriages.

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04

BASED ON THE STRATEGY OF EXPANSION
AND ACTION IN A MULTIFORMAT
AND OMNICHANNEL ECOSYSTEM,
THE COMPANY REMAINS PREPARED
TO CAPTURE OPPORTUNITIES AND
PRESERVE BUSINESS RESILIENCE

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ACT FOR FOOD, A COMMITMENT TO SOCIETY

GRI 102-12

According to studies conducted by the UN Food and Agriculture Organization (FAO-UN), one third of global food production goes to the trash, on its way from the field to the consumer's house. Stopping this waste would mean having more people fed worldwide, with much less pressure to expand on farmable land and logistics transportation, among other consequences. This phenomenon is directly linked to climate change. Mindful of this global challenge, which threatens food production, Grupo Carrefour committed, in 2018, to the champion food transition worldwide, organizing a platform of actions called Act for Food.

For the group, as a leader in food retail, this means taking the opportunity for easy access to healthy, sustainable and accessible eating to the people wherever it operates and, above all, disseminating ways to combat food waste. As a signatory to the Global Pact, the Company engages all efforts so that this commitment advances in line with the 2030 Agenda and the Sustainable Development Goals (SDG), an initiative led by the UN.

Taken on as a long-term strategic cause, Act for Food presents guidelines whose goals are to transform the way the chain serves customers and manages the value chain. It strives to break the barriers of lack of information and facilitate access to healthy food that is produced with socioenvironmental responsibility, while promoting and respecting each country's regional characteristics.

The commitment translates into many goals, the most impactful of which is to reduce food waste by 50%. This plan is closely linked to commitments assumed by Grupo Carrefour with regard to climate change. The Company has taken onto itself, as the issue's main strategy, the maintenance of production systems. Facing these challenges is a priority in the Company's risk map and its strategic business planning. As one of the movement's goals, the effort for healthy eating and against food waste is aligned with the fight against climate change, by meeting the demand for food without increasing production.

In Brazil, as the head of the largest food retail ecosystem, Grupo Carrefour opened robust courses of action to strengthen organic farming and sustainable production system, while using technology and innovation as strong allies to promote this transformation.



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OPERATIONAL
EFFICIENCY
AND COST
DISCIPLINE ARE
PILLARS FOR
ATACADÃO
TO MEET ITS
STRATEGIC
GOALS

WHOLESALE

Atacadão's business model has once again proved victorious in the balance of the 2021 retail market, and even more necessary given the volatile scenario faced in the country. Operational efficiency and cost discipline are the pillars for the chain to meet its strategic goals of offering quality products at competitive prices, with great scalability, to families and entrepreneurs in the food sector. In its expansion strategy, the chain's guidelines are to be the first to arrive in new cities, consolidate the leadership and presence where it already operates, and adapt the model to local demands.

In its more than 250 cash&carry units, end consumers mix with small merchants, changemakers, wholesale buyers and group representatives, who organize to make community purchases, a tradition in the chain. Located in easily accessible places, Atacadão offers a simple, efficient and friendly purchasing experience, supported by a team of more than 60 thousand employees in almost 180 cities in all states in the country.

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STRIKING SERVICE CULTURE

Business with B2B customers is still based on in-person contact and visits from sales representatives. The style of service reflects the chain's striking culture of warm treatment, bonds of trust and long-term relationships, cultivated since the brand's foundation in 1962 and replicated in stores throughout the country.

The same spirit prevails in the 33 wholesale stores, dedicated to supplying companies that demand large volumes of products, such as supermarkets, drugstores, restaurants and bakeries, hotels and guesthouses. These facilities are strategically placed to facilitate the logistics process of goods delivery and pick-up; besides, they can also be accessed by B2B customers through the e-commerce platform, running since 2020, with the ability to deliver purchases in more than five thousand cities.

In 2021, Atacadão substantially increased the supply of organic produce and traced products, maintaining the price policy. In 2021, the number of organic products sold increased by 62.25% while the sampling for traceability in the fruits and vegetables chain grew by 41% from the previous year. This has benefited not only the end consumer, but also the entrepreneurship chain that processes these foods in their businesses, such as restaurants, diners and take-out stores.

THE B2B RELATIONSHIP REFLECTS THE CULTURE OF WARM TREATMENT, BONDS OF TRUST AND LONG-TERM RELATIONSHIPS



+60 thousand
EMPLOYEES

+5 thousand
CITIES
WITHIN REACH

33
DELIVERY
WHOLESALE STORES

+175
CITIES WITH STORES

250
CASH&CARRY
UNITS

300
SELLERS ON THE
MARKETPLACE

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**BESIDES
CONTINUOUS
PHYSICAL GROWTH,
INTENSIVE
INVESTMENTS
SUSTAIN THE
DIGITAL EXPANSION,
TARGETED AT
ENTREPRENEURIAL
CUSTOMERS**

PHYSICAL AND ONLINE EXPANSION

Permanente expansion is an imperative for the chain, which, since 2018, has been maintaining a strong rhythm of expansion of 20 organic stores per year, which accelerated in 2021 with the opening of 22 organic stores in many different states. After concluding the integration of Makro stores in 2021, Atacadão closed the year ensuring the opening of 44 cash&carry stores and three wholesale operations.

In view of the lack of large plots of land in the urban centers where it plans to expand, since 2019 the chain has been adapting its store model to smaller formats that meet this new reality.

Physical growth is being pursued by means of intensive investments, through digital expansion, targeted at entrepreneurial customers. In the fourth quarter of 2021, Atacadão's online performance contributed greatly to the Company's digital advance, which resulted in revenue from GMV (Gross Merchandise Volume, which includes all online sales – own sales + marketplace sales) revenue of R\$3,215 billion, boosted by the digital sale of foodstuffs.

Atacadão's e-commerce gained relevance throughout the year, and in the fourth quarter of 2021 it represented 2.1% of the business unit's total sales, with wholesale delivery units connected to the system.

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DIGITAL MINDSET

Being aware of consumer trends, such as those consolidated by social isolation during the pandemic, is part of the chain's management and constitutes a movement towards innovation. In order to bring the innovative mindset into the business and accelerate digitalization, Atacadão chose to strike partnerships with startups.

With the purchase of 51% of CotaBest in 2020, a startup targeted at the online wholesale market, Atacadão took many steps in building a marketplace, integrated to its own online sales channel. Designed to serve small- and medium-sized merchants, the marketplace gathers 300 partner wholesale sellers and offers a portfolio of over 50 thousand products; among them, four thousand are part of Atacadão's own operations.

The incorporation of digital services also includes partnerships with the fast delivery apps Rappi and Cornershop, available in 121 stores in 20 states as of the end of 2021. The service is integrated into the cash&carry stores and is a demand from end consumers and micro and small entrepreneurs. A team of shoppers acts in the frontline to streamline orders.

ATACADÃO ACCELERATES THE DIGITAL TRANSFORMATION BY PARTNERING WITH STARTUPS



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**IN 2021, THE
RETAIL OPERATION
REAFFIRMED
CARREFOUR BRAND'S
COMPETITIVENESS
AND SIGNIFICANT
PRESENCE IN ONLINE
AND OFFLINE
CHANNELS**

RETAIL

The power of Carrefour Retail's multiformat and omnichannel model continued to show its resilience in 2021. The operation confirmed once again Carrefour brand's competitiveness in both online and offline channels, as well as in food and non-food products.

The decision to maintain strict safety measures since the beginning of the pandemic contributed to a positive view from customers, with a better best of at the Net Promoter Score (NPS), an indicator that measures customers' willingness to recommend the Company's products/services, besides assessing general satisfaction and loyalty to the brand.

CONSISTENT RESULTS

Even in an environment where consumers' purchasing power has been deteriorating, with the worsening of food inflation, the food sector proved its resilience and registered positive LfL (Like-for-Like) growth of 1.8% in 2021, still

driven by the atypical environment of covid-19. In the two-year comparison, sales performance remained solid and ended 2021 on positive grounds (+11.3%), driven by the 16.4% growth in the food sector during the period.

Carrefour Retail's total sales reached R\$22.2 billion in 2021. This performance occurred during a year still affected by the covid-19 pandemic in Brazil, with the reinforcement of restrictive measures, resulting in the adoption of time restrictions for the stores' working hours, limited assortment of essential items, besides limits to the entry of customers.

Carrefour Retail's gross profit was R\$4.7 billion, down by 8.1% against the previous year. During the year, adjusted EBITDA totaled R\$1.1 billion, or 5.6% of net revenue, practically stable in two years, benefiting from retail's resilience and continuous structural improvements in the digital environment.

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PRIVATE LABEL BRANDS

Private label brands ended the year with a portfolio of 3,240 food products sold under different Carrefour brands. They proved especially attractive given the recessive scenario this year, selling on average at a 30% lower price than leading brands.

In the past year, private label brands represented 19.4% of total food sales in the fourth quarter of 2021, a 36% growth from 2020, with strong performance mainly in the fresh produce category.

The increased relevance of private label items shows how accurate the Company's strategy was to offer accessible and high-quality product lines.

PRICE FREEZE IN PRIVATE LABEL PRODUCTS

In 2021, Carrefour remained strong in its commitment to offer the largest number of products at affordable prices to its Brazilian consumers, in a volatile and challenging economic environment in the country, which directly affected people's income and eating habits.

In one more action to reinforce its commitment of access to food, Carrefour froze the prices of all its private label food products for two months, thus protecting the consumer's purchasing power. This was the second time that prices were frozen during the pandemic period. All brands in the category included in this freeze were signaled with an exclusive seal, making it easier for the customer to identify them. The campaign made a large variety of items available to the consumer.

The action contemplated manufactured products and perishables, people's daily staples, such as rice, beans, pasta, milk, bread, diapers, hygiene products, animal protein (eggs, poultry, beef and pork), fruits, vegetables and greens. The action was in place between November 2021 and January 2022, in all of Carrefour's physical formats – Hypermarket, Neighborhood, Market and Express – and for online purchases on the website carrefour.com.br, or Meu Carrefour App.

In April, in another action carried out with the same purpose, the Company offered a list of 11 staples sold at low prices, and savings in some items reached up to 30%.

HEALTHY SPACES

96

HYPERMARKETS WITH AISLES FOR HEALTHY FOODS

3,450

ORGANIC AND FRESH PRODUCTS OFFERED

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INNOVATION FOR LOCAL PRODUCTION

With the purpose of including small-scale and regional producers into the digital transformation environment, Carrefour entered into partnerships with two startups to help the chain come even closer to small-scale producers and regional suppliers. This joint effort with Local.e and Muda Meu Mundo has contributed to expand the supply of products with local and regional characteristics, as well as fresh foods, in all Carrefour stores in Brazil.

The partnership with the startups applies to all states where Carrefour operates, and seeks to complement each other. While Local.e strives to bring the retailer closer to local manufactured food product brands, Muda Meu Mundo focuses its efforts on small farmers who trade fruits, vegetables and greens, in particular. Products offered by the latter count on a QR Code through which the consumer can obtain information on the producer, production method and images, proposing a connection between the two ends of the consumption chain.

Both companies have online platforms to bring retailers closer to small-scale producers, working as a large showcase of products.

Carrefour seeks to encourage the sale of these regional products in its stores through Da Nossa Terra (From Our Land) spaces. Designed by the Company in 2015 as seasonal campaigns, the project became an ongoing action. In specific sections, this production is highlighted in the chain's hypermarkets and supermarkets, displaying visual materials that put the initiative into context and appreciate the history of these small-scale producers.

In parallel to the partnerships, the Company also adapted internal processes to streamline the entry of products from small- and medium-scale producers into its stores. After a long process of understanding these producers' key demands, Carrefour began offering an advantageous term of payment, an easier registration

process, exemption from logistics fees and simplified contracts. By the end of 2021, Carrefour counted on approximately nine thousand regional items from one thousand suppliers in its stores.

With these actions, the Company also encourages the socioeconomic development of families and communities in the regions where it operates, including riparian, *quilombola* and indigenous communities, which also contributes to the preservation of the local biomes where they live. All of these initiatives are in line with Grupo Carrefour Brasil's global commitment to lead the food transition in the countries where it operates.

EXPANSION PACE

Grupo Carrefour Brasil continued its plan of expanding the Retail sector, opening 14 convenience stores (Express) – including 11 autonomous stores – and one supermarket. The total retail chain reached 496 multiformat stores by the end of 2021.

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OPENING OF AUTONOMOUS STORES

In line with the pillars of digital transformation and expansion, Grupo Carrefour Brasil implemented a new format of autonomous stores of the Carrefour Express brand in 2021. These are 15m² to 50m² constructions (similar to a container and made with materials that can be reused) or facilities that take advantage of areas available in places of operation. The construction of the modular format uses panels that make assembly easier, in a quicker and more accessible process.

With 11 units implemented initially in the State of São Paulo, this new model serves small and large condominiums, as well as commercial environments. It evidences Carrefour's strategy of offering customers different models, with an adequate product mix, from groceries, beverages, perishables, bakery and meat to fruit, vegetables and greens.

Customers under this model need to install the Meu Carrefour app on their smartphone and use the Scan&Go tool, available in the app, for access. In the store, they can check product prices and include items in the virtual shopping cart. After payment, which is made with a credit card registered in the app, customers can leave the store by scanning the QR Code at the door.



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EVOLUTION OF CARREFOUR E-COMMERCE

Given the new consumption habits accelerated by the pandemic, Carrefour continued developing food e-commerce, with the implementation of in-store picking. Those are mini distribution centers installed inside the store itself, a model that has proved very promising, allowing for the application of the same prices as in the stores, besides reducing the delivery radius from 30 to five kilometers, thus reducing delivery time.

The total number of customers more than doubled after the implementation of this initiative, boosting Retail food e-commerce sales, which doubled as well. These results reinforce the new model's assertiveness with a larger assortment of food, reduced radius and delivery time, and the same prices as the stores. By the end of 2021, 57 stores operated in this format.

CARREFOUR RETAIL – MAIN ACHIEVEMENTS IN 2021



14
stores

EXPRESS
(11 AUTONOMOUS
STORES OPENED)

1.1
billion

REAIS
ADJUSTED EBITDA



57
stores

WITH MINI
DISTRIBUTION CENTERS



PRICE FREEZE
FOR PRIVATE
LABEL PRODUCTS



22.2
billion

REAIS
IN GROSS SALES
(INCLUDING GASOLINE)

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WITH A
COMPREHENSIVE
STRUCTURE,
THE BANK HAS
BECOME A
FAR-REACHING
PLATFORM
FOR FINANCIAL
INCLUSION IN
BRAZIL

BANCO CARREFOUR

Once the impacts of 2020 were overcome, in 2021 the results of Banco Carrefour went back to pre-pandemic growth levels. 600 thousand new customers were added to the portfolio, one third of them through digital channels, who usually generate more engagement and a high tendency to digital cross-sell.

As the only bank controlled by a retailer in the country, Banco Carrefour acts in conjunction with the Company's omnichannel strategy, both at Carrefour and Atacadão, as a decisive arm for financial inclusion in the country. The operation derives from a joint venture with Banco Itaú and has achieved the position of one of the largest credit card issuers in the Brazilian market, with Carrefour and Atacadão cards.

The bank maximizes the brand's retail operations with payment solutions, differentiated credit offers and product discounts, so as to boost sales, traffic and customer loyalty. Besides issuing cards, it also administers services on the Carrefour Insurance and Services platform.

In 2021, it counted on more than 700 direct employees and a network of more than three thousand customer support and sales professionals providing financial services. With this comprehensive structure, the bank has become a far-reaching platform for financial inclusion in Brazil. It seeks to reduce the banking deficit of the population without access to market credit instruments, a group mostly composed of people in lower income brackets, who are on the edge of food security, outside the formal economy, usually fathers and mothers and self-employed professionals.

With this goal in the strategic plan, the bank's digital platforms are thought out to lead to digital inclusion, offering credit to families and respecting usability and technological resource restrictions. This strategy provides a model of relationship based on open, transparent and simple communication, so the customer realizes that solutions are devised with a view to their needs.

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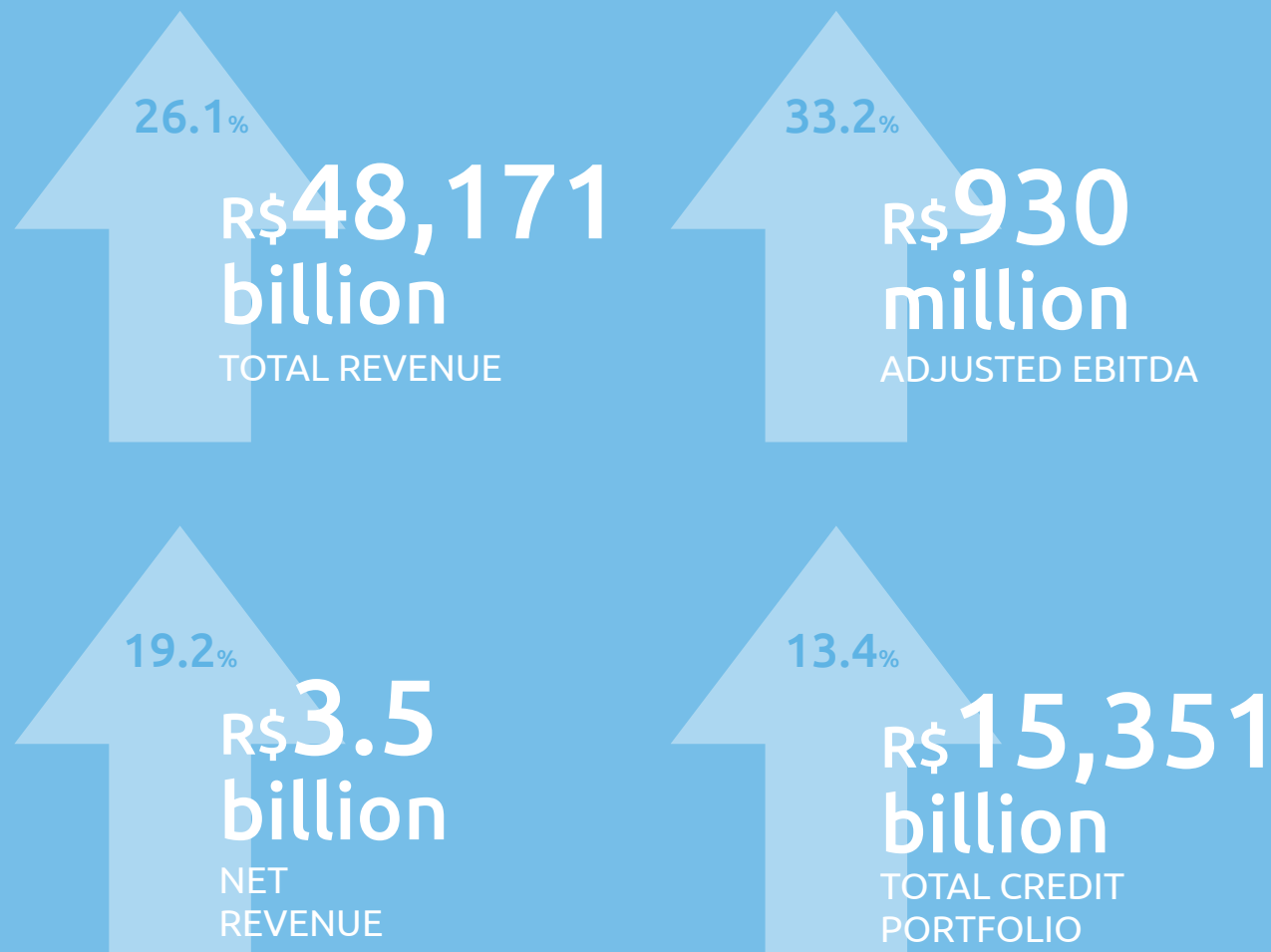
STRIKING PERFORMANCE

Its consolidation as a card issuer (2.4 million in 2021) is confirmed by the strong trend towards growth in the life of customers observed outside Carrefour ecosystem. Banco Carrefour's revenue grew by 26.1% from 2020 and reached R\$48.171 billion, driven by Carrefour (+19.2%) and Atacadão (+38.9%) credit cards. The two-year comparison shows an increase of 45.5% in revenue from 2019.

The total credit portfolio reached R\$15.4 billion, a 13.4% rise from the previous year, thus confirming the assertiveness of the strategy adopted in the past two years, focusing on growth with disciplined exposure to risk. Revenue grew by 19,2% in 2021, reflecting the increased tendency towards loans to customers due to the volatile and challenging economic environment in the country.

Even with the additional impact of Law No. 14,183/21, which raised the income tax rate of financial institution from 45% to 50%, from July and December 2021, net income reached R\$463 million in 2021, a 31.2% increase. The results of Banco Carrefour during the year were strongly influenced by Atacadão's expansion pace, by the opening of new stores and by investments made in new technologies and digital channels, such as machines made available to wholesale customers to enable them to receive credit card payments.

BANCO CARREFOUR – 2021 IN NUMBERS



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ECONOMIC AND FINANCIAL RESULTS

CAPITAL MARKET

Grupo Carrefour Brasil's shares are traded on B3's Novo Mercado, a listing segment that gathers companies committed to adopting differentiated corporate governance practices. Traded under ticker CRFB3, the shares integrate the portfolios of nine B3 indexes. One of them is Ibovespa, the main indicator of the Brazilian stock exchange, which reflects the performance of most actively traded stocks. Carrefour's shares were included in the theoretical portfolio of this index in early 2020.

PERFORMANCE IN 2021

R\$15.25

SHARE VALUE
ADJUSTED FOR EARNINGS⁽¹⁾

R\$30.28 billion

MARKET VALUE⁽¹⁾

-17.7%

SHARE PRICE VARIATION⁽²⁾

⁽¹⁾ Value on 12/31/2021.

⁽²⁾ Value on 12/31/2021 vs. 12/31/2020.

-11.9%

IBOVESPA VARIATION⁽²⁾

R\$87.61 billion

AVERAGE DAILY TRADED VOLUME⁽¹⁾

-23.2%

OF THE AVERAGE DAILY
TRADED VOLUME, AGAINST 2020

Source: Bloomberg.

CRFB IN B3 INDEXES

Ibovespa

IBrX

Gathers
actively traded
securities

IBrA

Brazil Broad-Based
Index

IGCT

Corporate
Governance Index

IGC-NM

Novo Mercado
Corporate
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Icon

Consumption index

Itag

Differentiated
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IVBX

Valor B3 Index
2nd Tier

MLCX

MidLarge Cap Index

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FINANCIAL HIGHLIGHTS

In 2021, Grupo Carrefour Brasil recorded an 8.6% growth (+2.0% in LfL), supported by Atacadão's considerable growth during the period, especially due to the strong contribution of the speed generated in the expansion. The year 2021 was also marked by Bank Carrefour's recovery, while food sales at Carrefour Retail also resumed growth. The chain reached record-level sales of private label products, which represented 19.4% of total net food Retail sales in the fourth quarter of 2021, proving its relevance in an inflationary environment.

Besides seeking performance based on strong expansion in 2021, Carrefour took measures to minimize the pandemic's impact on its consumers, as was the case of the price freeze for private label products, in order to help the consumer in a high inflation environment. The Company continued growing and delivering consistent results, demonstrating its capacity to expand organically and inorganically in all businesses, consolidating its position as a leader in Brazilian food retail, with market share gains.

ADJUSTED NET INCOME GROUP SHARE AND NET SALES (R\$)

NET SALES

67,640
2020

73,552
2021

8.7%

ADJUSTED NET INCOME GROUP SHARE (R\$)

2,758
2020

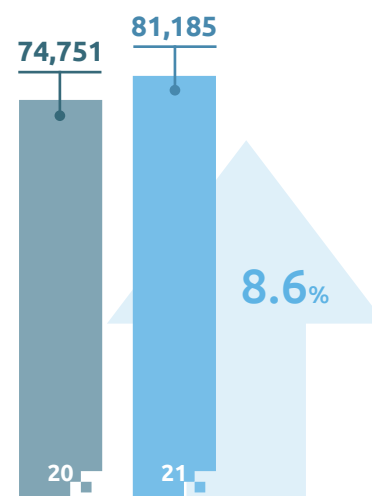
2,399
2021

-13%

GROSS SALES

Gross sales expanded significantly, by 8.6% in 2021. Even with the strong comparison base of the year 2020 (impacted by the covid-19 pandemic), growth was mainly due to the expansion of Atacadão's business unit and the food sector's resilience both in Retail and Wholesale. The LfL indicator, which showed growth despite such a strong comparison base, shows the proper implementation of our strategy and the power of our omnichannel ecosystem.

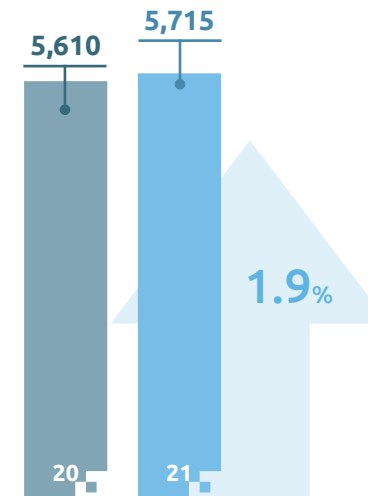
Gross sales
(in R\$ millions)



ADJUSTED EBITDA

With an internal context of constant management improvement, with productivity gains, adjusted EBITDA reached R\$5.7 billion this year, up by 1.9%. This result demonstrates once again the power of a connected ecosystem and is owed to a combination of strong performance by Atacadão stores and the recovery trend of Banco Carrefour. This more than offset the performance of the Retail division, which was negatively impacted by the non-food sector throughout the year.

ADJUSTED EBITDA
(in R\$ millions)



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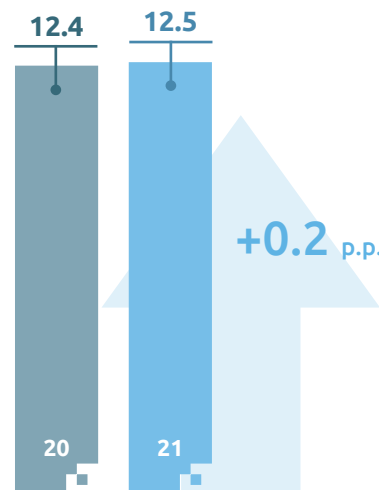
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SG&A

Selling, general and administrative expenses (SG&A) were up by 10.2% from 2021, as they were naturally impacted by the acceleration of the expansion pace of Atacadão stores, with 44 new stores opened in 2021 (vs. 20 stores in 2020). However, as a percentage of net sales, SG&A expenses were generally stable, at 12.5%, reinforcing the Company's strong implementation capacity.

SG&A

(% of net sales)



THE COMPANY CONTINUED TO DELIVER CONSISTENT RESULTS, WITH EXPANSION CAPACITY IN ALL BUSINESSES

DVA

The direct economic value added (DVA) and distributed by the Company totaled R\$14,011 million. In 2021, it surpassed the previous year's total by 10.11%. The largest portion – R\$4,532 million – was allocated to the payment of taxes, fees and contributions, followed by distribution to personnel (R\$4,011 million) and remuneration of equity capital (R\$3,366 million).

VALUE ADDED GENERATED

GRI 201-1

	2021	2020
Revenues	86,077	78,543
Value added to be distributed	14,011	12,724
Personnel	(4,011)	(3,804)
Taxes, fees and contributions	(4,532)	(4,454)
Remuneration of third-party capital	(2,102)	(1,622)
Remuneration of equity capital	(3,366)	(2,844)

The complete version of the economic-financial results is available [here](#).

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PARTICIPATION IN ASSOCIATIONS

GRI 102-13

As a segment leader, the Company takes active part in trade associations and debates on matters involving the supermarket and wholesale sectors.

Through its Institutional Relations Area, Grupo Carrefour Brasil sits as Vice President of key associations, such the Brazilian Supermarkets Association (ABRAS), Brazilian Association of Wholesalers and Distributors of Industrialized Products (ABAD), and the São Paulo Association of Supermarkets (APAS). In addition, the Legal Department is a permanent member of legal committees to support and defend the Company's interests. The following list contains the key associations of which the Company is part:

- Brazilian Association of Wholesalers and Distributors of Industrialized Products (ABAD);
- Brazilian Association of Retail Textiles (ABVTEX);
- Espírito Santo Association of Supermarkets (ACAPS);
- Ceará Association of Supermarkets (ACESU);
- Brasília Association of Supermarkets (ASBRA);
- Rio de Janeiro Association of Supermarkets (ASSERJ);
- Rio Grande do Norte Association of Supermarkets (ASSURN);
- Rio Grande do Sul Association of Supermarkets (AGAS);
- Minas Gerais Association of Supermarkets (AMIS);
- Paraná Association of Supermarkets (APRAS);
- São Paulo Association of Supermarkets (APAS);
- Pernambuco Association of Supermarkets (APES);
- Mato Grosso do Sul Association of Supermarkets (AMAS);
- Câmara e-net;
- Fecomércio; and
- Retail Development Institute (IDV).

ATACADÃO: 100% OF EMPLOYEES ARE COVERED BY AT LEAST ONE COLLECTIVE LABOR AGREEMENT OR COLLECTIVE BARGAINING AGREEMENT

COLLECTIVE BARGAINING AGREEMENTS

GRI 102-41

CARREFOUR

TOTAL COVERAGE	TOTAL NUMBER OF EMPLOYEES	PERCENTAGE OF COVERAGE (%)
23,543	40,188	59

RATIO OF LOWEST SALARY TO LOCAL MINIMUM WAGE, BY GENDER

GRI 202-1

CARREFOUR

GENDER	SALARY/M	MINIMUM WAGE	%
Female	1,493.08	1,212.00	23
Male	1,511.89	1,212.00	25
	18.81		2

ATACADÃO

INDICATOR	WOMEN	MEN
Lowest salary (in the same position held by men and women)	1,100.00	1,100.00
Amount in proportion to the minimum wage, if applicable (%)	100	100

ENERGY CONSUMPTION WITHIN THE COMPANY

GRI 302-1

CARREFOUR RETAIL

	SCOPE 1: STATIONARY	SCOPE 1: MOBILE	SCOPE 3: UPSTREAM TRANSPORT
LPG	1,623,857 kg		
Diesel	432,950 liters		5,806,059 liters
Natural gas	875,139 m³		
Petrol		506,137 liters	

ATACADÃO

	SCOPE 1: STATIONARY	SCOPE 1: MOBILE	SCOPE 3: UPSTREAM TRANSPORT
LPG	1,496,770 kg	426,172 kg	
Diesel	9,116,078 liters	479,496 liters	5,524,945 liters

RENEWABLE ENERGY – 2021

Hydroelectric	656,074 MWh
---------------	-------------

NON-RENEWABLE ENERGY – 2021

LPG (MWh)	20,658
Diesel (L) – stores	9,153,181
Diesel (L) – Fleet	5,989,620

BANCO CARREFOUR

	SCOPE 1: STATIONARY
Diesel	1,056 liters

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REDUCTION OF ENERGY CONSUMPTION

GRI 302-4

ELECTRICITY CONSUMPTION (MWH)	2021	2020	2019
Carrefour Retail	479,439		
Hypermarkets	382,066	387,655	408,466
Supermarkets	47,569	50,353	51,222
Express	20,720		
Market	4,739		
DC	24,346		
Galleries	26,195 (energy consumed by store owners who rent spaces within Carrefour)	22,373	21,720
Atacadão	656,074	552,675	536,173
Banco Carrefour	419		

ENERGY INTENSITY

GRI 302-3

ENERGY INTENSITY RATE (KWH/M²)	
Carrefour Retail	570
Atacadão	402
Holding	450 (Atacadão + Carrefour Retail)

Notes: Energy consumed (electricity + fuel + gas)/stores scope.
Types of energy included in the intensity rate: electricity + gas + fuel.
Within the Company, considering Grupo Carrefour Brasil’s stores scope

ATACADÃO	
VARIABLE	2021
Total sales area (m²)	1,930,194
Electricity consumption (MWh)	656,074
Energy intensity (kWh/m²) ⁽¹⁾	340

⁽¹⁾ Only considering electricity.

REDUCTION OF ENERGY CONSUMPTION

GRI 302-4

ATACADÃO			
	2021	2020	VARIATION (%)
Total energy consumed per area (electricity + gas + fuel) – ratio (kWh/m²)	401.54	420.05	-4.4%

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GREENHOUSE GAS EMISSIONS (GHG)

GRI 305-1 | 305-2 | 305-3

TOTAL EMISSIONS (tCO ₂ eq)			
SCOPE	2021	2020	2019
1	145,202	139,240	151,769
2	143,219	65,937	77,695
3	103,165	62,575	59,546

GENERATED WASTE

GRI 306-3

ATACADÃO

DISPOSED QUANTITY (TON)	
Non-hazardous waste	108,360
Hazardous waste	45

DISPOSAL	DISPOSED QUANTITY (TON)	EVOLUTION (2020X2021) – %
Landfill	49,148	+8.3
Recycling	52,621	+10.3
Composting	3,743	+27.5
Other destinations (example: animal feed)	2,847	-2.2
Total	108,360	+9.5
REVERSE LOGISTICS		(TON)
Lightbulbs		22.4
Batteries		4.0
Total		26.4

CARREFOUR

WASTE DIRECTED FOR DISPOSAL

GRI 306-3 | 306-5

2021	TONS
Total generated waste	64,607
Waste for landfills	28,794
Recycling	24,805
Waste for composting	9,786
Sebum and bone waste	1,222

RECLAIMED PRODUCTS AND THEIR PACKAGING MATERIALS

GRI 301-3

REVERSE LOGISTICS OF POST-CONSUMPTION PRODUCTS AND/OR PACKAGING IN 2021 (CARREFOUR RETAIL)

Batteries	8,992 kg
Lightbulbs	23,366 kg
Electronics	7,468 kg
Cartridges	3,306 kg
Coffee capsules	1,178 kg
Vegetable oil	7,071 liters

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Packaging: packaging is retrieved at 104 stores through recycling stations.

202 new voluntary delivery points (PEVs) for Carrefour’s reverse logistics programs: 38 for batteries, 44 for lightbulbs, 30 for electronics, 17 for cartridges, 12 for coffee capsules, 49 for vegetable oil and 12 for packaging.

There are currently 252 points for delivery of batteries and lightbulbs.

**COMBATING WASTE IN 2021
(CARREFOUR RETAIL)**

Feeding Partnership: donation of products with no commercial value – 956 tons.

Unique: non-standard fruit and vegetables are purchased from suppliers for sale with up to 20% discount in stores – 3,099 tons of food that would have gone to waste.

Coproducts: products with no commercial value, but with quality for consumption, are repurposed to become new products (breadcrumbs, French toast, etc.) – 85 tons of avoided waste.

COMBATING WASTE IN 2021 (ATACADÃO)

Feeding Partnership: donation of products with no commercial value – 2,278 tons.

CARREFOUR

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

GRI 401-1

TOTAL NUMBER AND RATE OF NEW HIRES BY AGE GROUP

AGE GROUP	2021	
	NUMBER OF ADMISSIONS	% ADMISSIONS
Under 30 years old	8,747	21.77
30 to 50 years old	4,443	11.06
Above 50 years old	463	1.15
Total	13,653	33.97

TOTAL NUMBER AND RATE OF NEW HIRES BY GENDER

REGION	2021	
	NUMBER OF ADMISSIONS	% ADMISSIONS
Men	6,196	15.42
Women	7,457	18.56
Total	13,653	33.97

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TOTAL NUMBER AND RATE OF NEW HIRES BY REGION

REGION	2021	
	NUMBER OF ADMISSIONS	% ADMISSIONS
Midwest	1,236	3.08
Northeast	582	1.45
North	388	0.97
Southeast	10,101	25.13
South	1,346	3.35
Total	13,653	33.97

TOTAL NUMBER AND RATE OF NEW HIRES BY AGE GROUP

AGE GROUP	2021		
	TERMINATED	AVERAGE ACTIVE EMPLOYEES	TOTAL TURNOVER
Under 30 years old	8,696	16,121	53.94
30 to 50 years old	5,968	20,414	29.23
Above 50 years old	1,190	4,319	27.55
Total	15,854	40,854	38.81

TOTAL NUMBER AND RATE OF TURNOVER BY GENDER

GENDER	2021		
	TERMINATED	AVERAGE ACTIVE EMPLOYEES	TOTAL TURNOVER
Men	7,506	18,483	40.61
Women	8,348	22,371	37.32
Total	15,854	40,854	38.81

TOTAL NUMBER AND RATE OF TURNOVER BY REGION

REGION	2021		
	TERMINATED	AVERAGE ACTIVE EMPLOYEES	TOTAL TURNOVER
Midwest	1,370	2,849	48.08
Northeast	605	2,862	21.14
North	381	1,124	33.91
Southeast	11,839	31,227	37.91
South	1,659	2,793	59.40
Total	15,854	40,854	38.81

ATACADÃO

NEW HIRES

REGION	WOMEN				MEN				TOTAL
	UNDER 30 YEARS OLD	BETWEEN 30 AND 50 YEARS OLD	ABOVE 50 YEARS OLD	TOTAL	UNDER 30 YEARS OLD	BETWEEN 30 AND 50 YEARS OLD	ABOVE 50 YEARS OLD	TOTAL	
Midwest	2,033	817	55	2,905	2,473	503	53	3,029	5,934
Northeast	1,728	934	38	2,700	2,580	1,062	85	3,727	6,427
North	839	495	11	1,345	1,649	567	17	2,233	3,578
South	1,592	990	131	2,713	1,737	717	137	2,591	5,304
Southeast	2,438	2,003	185	4,626	4,181	1,552	225	5,958	10,584
Brazil	8,630	5,239	420	14,289	12,620	4,401	517	17,538	31,827

RATE OF NEW HIRES (%)

REGION	WOMEN				MEN			
	UNDER 30 YEARS OLD	BETWEEN 30 AND 50 YEARS OLD	ABOVE 50 YEARS OLD	TOTAL	UNDER 30 YEARS OLD	BETWEEN 30 AND 50 YEARS OLD	ABOVE 50 YEARS OLD	TOTAL
Midwest	69.98	28.12	1.89	49	82	17	2	51
Northeast	64.00	34.59	1.41	42	69	28	2	58
North	62.38	36.80	0.82	38	74	25	1	62
South	58.68	36.49	4.83	51	67	28	5	49
Southeast	52.70	43.30	4.00	44	70	26	4	56
Brazil	60.40	36.66	2.94	45	72	25	3	55

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TURNOVER (%)

REGION	WOMEN				MEN				TOTAL
	UNDER 30 YEARS OLD	BETWEEN 30 AND 50 YEARS OLD	ABOVE 50 YEARS OLD	TOTAL	UNDER 30 YEARS OLD	BETWEEN 30 AND 50 YEARS OLD	ABOVE 50 YEARS OLD	TOTAL	
Midwest	89.89	59.55	35.41	76.05	86.54	51.44	25.86	74.46	75.20
Northeast	37.98	23.57	21.46	30.71	35.97	27.38	22.31	32.63	31.86
North	54.30	34.35	15.58	43.58	60.07	45.73	19.47	54.61	50.25
South	75.94	65.38	51.44	70.05	86.60	63.97	45.45	76.19	73.17
Southeast	44.36	32.17	21.88	36.59	45.08	33.49	21.14	39.59	38.33
Total	55.24	36.68	28.44	45.15	53.20	37.40	25.69	46.62	45.99

MATERNITY-PATERNITY LEAVE

GRI 401-3

CARREFOUR

TOTAL NUMBER OF EMPLOYEES ENTITLED TO PARENTAL LEAVE, BY GENDER

YEAR	MEN	WOMEN	TOTAL
2021	26,690	32,780	59,442

TOTAL NUMBER OF EMPLOYEES WHO WENT ON PARENTAL LEAVE, BY GENDER

YEAR	MEN	WOMEN	TOTAL
2021	384	1,046	1,430

TOTAL NUMBER OF EMPLOYEES WHO RETURNED TO WORK AFTER GOING ON PARENTAL LEAVE, BY GENDER

YEAR	MEN	WOMEN	TOTAL
2021	370	532	902

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TOTAL NUMBER OF EMPLOYEES WHO RETURNED TO WORK AFTER GOING ON PARENTAL LEAVE AND REMAINED EMPLOYED 12 MONTHS AFTER RETURNING TO WORK, BY GENDER

YEAR	RETURN RANGE	MEN	WOMEN	TOTAL
2021	> = 12 months	53	1	54
	Active < 12 months	234	312	546
	Terminated < 12 months	83	219	302
Total		370	532	902

RATE OF RETURN TO WORK AND RETENTION OF EMPLOYEES WHO WENT ON PARENTAL LEAVE, BY GENDER

YEAR	RETURN STATUS	MEN (%)	TOTAL	WOMEN (%)	TOTAL	TOTAL	
						%	TOTAL
2021	With return	25.87	370	37.20	532	63.08	902
	On leave	0.91	13	35.24	504	36.15	517
	Without return	0.07	1	0.70	10	0.77	11
Total		26.85	384	73.15	1,046	100.00	1,430

RATE OF RETURN TO WORK AND RETENTION OF EMPLOYEES WHO WENT ON PARENTAL LEAVE, BY GENDER

YEAR	RETURN RANGE	MEN	WOMEN
2021	> = 12 months	53	1
	With return	166	717
		31.92	0.13

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INDICATORS	TOTAL	WOMEN	MEN
Employees who went on parental leave in 2021	2,479	1,253	1,226
Employees who returned to work after the end of parental leave in 2021	2,377	1,152	1,225
Employees who should have returned to work after the end of parental leave	2,377	1,152	1,225
Employees who returned to work after the end of parental leave in 2020 and remained more than 12 months	1,315	568	747
Return rate (%)	100	100	100
Retention rate (%) after 12 months	59	51	67

WORK-RELATED INJURIES

GRI 403-9

Indices were calculated based on 1,000,000 hours.

	EMPLOYEES	
	TOTAL	INDEX (%)
Deaths resulting from work-related injuries	1	5.74
Work-related injuries with serious consequences (except death)	175	1.00
Work-related injuries with mandatory reporting	659 (typical and on-route)	3.78

Notes: Main types of work-related injuries: 177 typical injuries: cut; and 36 injuries on route: fracture.
Number of hours worked: 174.93 hours/person.

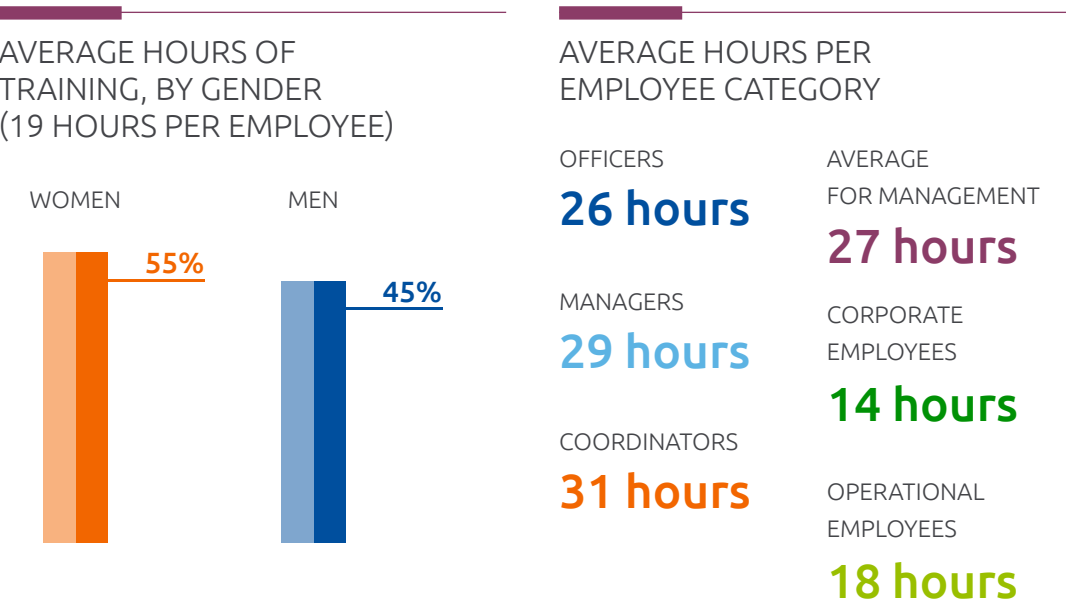
WORKERS WHO ARE NOT EMPLOYEES WHOSE JOB AND/OR WORKPLACE IS CONTROLLED BY THE COMPANY

	TOTAL
Deaths resulting from work-related injuries	0
Work-related injuries with serious consequences (except death)	3
Work-related injuries with mandatory reporting	3

Note: Main types of work-related injuries: fall from heights.

AVERAGE HOURS OF TRAINING HOURS PER YEAR, PER EMPLOYEE

GRI 404-1



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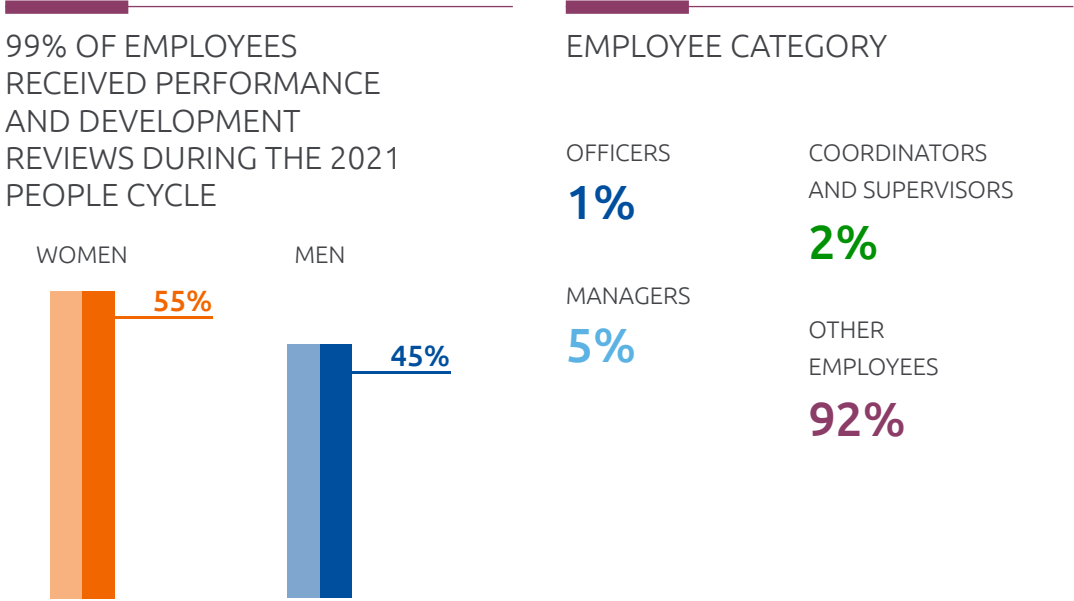
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CARREFOUR

PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

GRI 404-3



ATACADÃO

Performance Reviews are currently applied to management positions in our business units – 90% have their performance monitored and their careers mapped out (2021 scenario with staff numbers from the period when the review is applied – eligibility parameters for carrying out this review: time in the position and/or change of workplace).

DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES

GRI 405-1

CARREFOUR

PERCENTAGE OF INDIVIDUALS WHO ARE PART OF THE COMPANY’S GOVERNANCE BODIES IN EACH OF THE FOLLOWING DIVERSITY CATEGORIES

GENDER	2021		
	YES	NO	TOTAL
Men	0.47	44.26	44.73
Women	0.14	55.13	55.27
Total	0.60	99.40	100.00

AGE GROUP	2021		
	YES	NO	TOTAL
Under 30 years old		40.53	40.53
30 to 50 years old	0.41	48.62	49.03
Above 50 years old	0.19	10.25	10.44
Total	0.60	99.40	100.00

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BLACK PERSONS	2021		
	YES	NO	TOTAL
Black persons	0.17	59.40	59.57
Others	0.43	39.99	40.43
Total	0.60	99.40	100.00

PERCENTAGE OF EMPLOYEES PER CATEGORY IN EACH OF THE FOLLOWING DIVERSITY CATEGORIES

EMPLOYEE CATEGORY	2021		
	MEN	WOMEN	TOTAL
Officer	0.45	0.13	0.58
Manager	2.76	1.85	4.61
Coordinator	0.56	0.37	0.93
Supervisor	0.56	0.70	1.26
Employees	40.40	52.22	92.62
Total	44.73	55.27	100.00

PERCENTAGE OF EMPLOYEES PER CATEGORY IN EACH OF THE FOLLOWING DIVERSITY CATEGORIES

EMPLOYEE CATEGORY AND AGE GROUP (%)	2021			
	UNDER 30 YEARS OLD	30 TO 50 YEARS OLD	ABOVE 50 YEARS OLD	TOTAL
Officer	-	0.40	0.18	0.58
Manager	0.25	3.78	0.58	4.61
Coordinator	0.06	0.79	0.08	0.93
Supervisor	0.25	0.95	0.06	1.26
Employees	39.97	43.11	9.53	92.62
Total	40.53	49.03	10.44	100.00

EMPLOYEE CATEGORY AND RACE (%)	2021		
	BLACK PERSONS	OTHERS	TOTAL
Officer	0.15	0.43	0.58
Manager	2.24	2.37	4.61
Coordinator	0.23	0.70	0.93
Supervisor	0.69	0.56	1.26
Employees	56.26	36.36	92.62
Total	59.57	40.43	100.00

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TOTAL NUMBER OF EMPLOYEES BY GENDER	2021	2020
Female	25,021	22,094
Male	33,250	31,306

TOTAL NUMBER OF EMPLOYEES BY AGE GROUP	2021	2020
Under 30 years old	31,160	30,496
30 to 50 years old	24,043	21,230
Above 50 years old	3,068	1,674

EMPLOYEES BY AGE GROUP VS. GENDER	2021		2020	
	WOMEN	MEN	WOMEN	MEN
Under 30 years old	11,260	19,900	10,738	19,758
30 to 50 years old	12,442	11,601	10,646	10,584
Above 50 years old	1,319	1,749	710	964

EMPLOYEES BY HIERARCHIC LEVEL VS. GENDER	2021		2020	
	WOMEN	MEN	WOMEN	MEN
Executive Board	-	28	-	27
Management	38	278	33	236
Coordination	365	688	293	600
Other leaderships (section/store leader)	1,129	1,981	908	1,652

TOTAL NUMBER OF EMPLOYEES BY RACE	2021	2020
Asian	864	811
White	20,929	16,053
Indigenous	295	299
Black	36,017	34,644
Not disclosed	166	161

TOTAL NUMBER OF EMPLOYEES: RACE VS. GENDER	2021		2020	
	WOMEN	MEN	WOMEN	MEN
Asian	420	444	383	428
White	9,058	11,871	6,750	9,303
Indigenous	89	206	88	211
Black	15,376	20,641	14,153	20,491
Not disclosed	78	88	75	86

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EMPLOYEES PER AGE BY RACE	2021					2020				
	ASIAN	WHITE	INDIGENOUS	BLACK	NOT DISCLOSED	ASIAN	WHITE	INDIGENOUS	BLACK	NOT DISCLOSED
Under 30 years old	491	10,724	212	19,622	111	466	7,630	199	18,647	91
30 to 50 years old	347	8,739	76	14,835	46	319	7,334	96	14,674	62
Above 50 years old	26	1,466	7	1,560	9	26	1,089	4	1,323	8

EMPLOYEES BY AGE AND RACE	2021					2020				
	ASIAN	WHITE	INDIGENOUS	BLACK	NOT DISCLOSED	ASIAN	WHITE	INDIGENOUS	BLACK	NOT DISCLOSED
Executive Board	1	18	-	9	-	1	17	-	9	-
Management	3	197	-	116	-	1	178	-	89	-
Coordination	21	450	3	579	-	13	384	2	495	-
Other leaderships (section/store leader)	45	1,090	16	1,953	6	35	883	12	1,627	3

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RATIO OF BASE SALARY AND REMUNERATION OF WOMEN TO MEN

GRI 405-2

CARREFOUR

PRATIO OF BASE SALARY AND REMUNERATION OF WOMEN TO MEN FOR EACH EMPLOYEE CATEGORY, BY UNIT AND IMPORTANT OPERATING AREAS

BU (GROUP)	EMPLOYEE CATEGORY	2021		(%)
		MEN	WOMEN	
Bank	Officer	23,645	22,998	-3
	Manager	14,284	13,816	-3
	Coordinator	9,647	8,587	-11
	Supervisor	3,820	3,496	-8
	Employees	5,834	4,719	-19
Head Office	Officer	52,290	37,104	-29
	Manager	16,475	14,950	-9
	Coordinator	11,392	11,207	-2
	Supervisor	5,491	5,369	-2
	Employees	6,388	4,632	-27
Property	Officer	53,666	55,296	3
	Manager	15,525	16,205	4
	Coordinator	11,783	10,773	-9
	Supervisor	5,591		
	Employees	4,837	5,807	20
Retail Operations	Officer	18,425	17,105	-7
	Manager	4,655	4,328	-7
	Coordinator	10,606	10,843	2
	Supervisor	4,271	3,839	-10
	Employees	1,677	1,490	-11

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ATACADÃO (%)

LEVEL OF POSITION	WOMEN	MEN	BLACK PERSONS	WHITE PERSONS AND OTHERS
Officers	-	-	-11	+5
Managers	-15	+6	-11	+3
Store managers	-4	0	-2	+1
Coordinators	-11	+6	-10	+11
Analysts	-30	+53	-4	+6
Trainees	-1	-	-2	+3
Store leader	-2	+1	-2	+3
Operational	-1	+1	-2	+3
Total	-7	+5	-7	+11

OPERATIONS AND SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE AT RISK GRI 407-1

The Federal Constitution ensures freedom of professional and union association, which means that all employees hired under the Brazilian labor legislation are free to associate with unions, voluntarily and without any interference from the hiring companies. Our commercial agreements provide, in one of their sections, that suppliers must commit to respecting their employees’ labor rights.

NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL CRITERIA GRI 414-1

Currently, 4.7% of suppliers of direct private label products are subject to a process of approval and monitoring of social responsibility. In the textile category, all 463 suppliers are monitored.

GRI CONTENT SUMMARY

GRI 102-55

GRI 101: FOUNDATIONS 2016

GRI 102: GENERAL DISCLOSURES 2016

CONTENT

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ORGANIZATIONAL PROFILE

102-1: Name of the organization	13		
102-2: Activities, brands, products, and services	13, 14		
102-3: Location of headquarters	13, 123		
102-4: Location of operations	15		
102-5: Ownership and legal form	13		
102-6: Markets served	13		
102-7: Scale of the organization	7, 13		8, 10
102-8: Information on employees and other workers	73		
102-9: Supply chain	102		
102-10: Significant changes to the organization and its supply chain	13		
102-11: Precautionary principle or approach	30		
102-12: External initiatives	55, 106		
102-13: Membership of associations	121		

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GRI 101: FOUNDATIONS 2016

GRI 102:
GENERAL
DISCLOSURES 2016

STRATEGY

ETHICS AND INTEGRITY

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STAKEHOLDER ENGAGEMENT

CONTENT	PAGE	OMISSION	SDG
102-14: Statement from senior decision-maker	3 a 6		
102-16: Values, principles, standards, and norms of behavior	30, 31		16
102-18: Governance structure	27		
102-40: List of stakeholder groups	10		
102-41: Collective bargaining agreements	Carrefour has coverage of 59% of active employees, and Atacadão, of 100%.		8
102-42: Identifying and selecting stakeholders	10, 21		
102-43: Approach to stakeholder engagement	10, 21		
102-44: Key topics and concerns raised	12		

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GRI 101: FOUNDATIONS 2016

GRI 102:
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REPORTING PRACTICE

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102-45: Entities included in the consolidated financial statements	The information is available in the 2021 Financial Statements, note number 4: https://api.mziq.com/mzfilemanager/v2/d/32539bbc-7be4-42e1-a485-98a052dc3a81/c2bb8faa-cbbc-2732-9441-072485c0d16a?origin=1		
102-46: Defining report content and topic boundaries		12	
102-47: List of material topics		12	
102-48: Restatements of information		None.	
102-49: Changes in reporting		10, 13	
102-50: Reporting period		9	
102-51: Date of most recent report		9	
102-52: Reporting cycle		9	
102-53: Contact point for questions regarding the report		9, 152	
102-54: Claims of reporting in accordance with the GRI Standards		9	
102-55: GRI content index		137 to 146	
102-56: External assurance		None.	

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MATERIAL TOPICS	CONTENT	PAGE	OMISSION	SDG
GRI 201: ECONOMIC PERFORMANCE 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	119		
	103-3: Evaluation of the management approach	119		
	201-1: Direct economic value generated and distributed	120		8, 9
GRI 201: MARKET PRESENCE 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	79		
	103-3: Evaluation of the management approach	79		
	202-1: Ratios of standard entry level wage by gender compared to local minimum wage	122		1, 5, 8
GRI 204: PROCUREMENT PRACTICES 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	94		
	103-3: Evaluation of the management approach	94		
	204-1: Proportion of spending on local suppliers	102		
GRI 301: MATERIALS 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	58		
	103-3: Evaluation of the management approach	58		
	301-3: Reclaimed products and their packaging materials	124		8, 12

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MATERIAL TOPICS	CONTENT	PAGE	OMISSION	SDG
GRI 302: ENERGY 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	61		
	103-3: Evaluation of the management approach	61		
	302-1: Energy consumption within the organization	122		7, 8, 12, 13
	302-3: Energy intensity	61		7, 8, 12, 13
	302-4: Reduction of energy consumption	123		7, 8, 12, 13
GRI 305: EMISSIONS 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	44, 46		
	103-3: Evaluation of the management approach	44, 46		
	305-1: Direct (Scope 1) GHG emissions	124		3, 12, 13, 14, 15
	305-2: Energy indirect (Scope 2) GHG emissions	124		3, 12, 13, 14, 15
	305-3: Other indirect (Scope 3) GHG emissions	124		3, 12, 13, 14, 15
GRI 306: WASTE 2020				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	57		
	103-3: Evaluation of the management approach	57		
	306-5: Waste directed to disposal	124		3, 6, 11, 12, 15

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MATERIAL TOPICS	CONTENT	PAGE	OMISSION	SDG
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	47, 48, 50, 52, 54, 102		
	103-3: Evaluation of the management approach	47, 48, 50, 52, 54, 102		
	308-1: New suppliers that were screened using environmental criteria	47, 48, 50, 52, 54, 102		
	308-2: Negative environmental impacts in the supply chain and actions taken	47, 48, 50, 52, 54, 102		
GRI 401: EMPLOYMENT 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	72		
	103-3: Evaluation of the management approach	72		
	401-1: New employee hires and employee turnover	125		
	401-3: Parental leave	128		5, 8

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MATERIAL TOPICS	CONTENT	PAGE	OMISSION	SDG
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	36, 86		
	103-3: Evaluation of the management approach	36, 86		
	403-1: Occupational health and safety management system	85		8
	403-2: Hazard identification, risk assessment, and incident investigation	84, 85		8
	403-3: Occupational health services	85		8
	403-4: Worker participation, consultation, and communication on occupational health and safety	84		8, 16
	403-5: Worker training on occupational health and safety	84		8
	403-6: Promotion of worker health	85		6
	403-9: Work-related injuries	130		3, 8, 16
GRI 404: TRAINING AND EDUCATION 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	75		
	103-3: Evaluation of the management approach	75		
	404-1: Average hours of training per year, per employee	130, 131		4, 5, 8, 10
	404-3: Percentage of employees receiving regular performance and career development reviews	131		5, 8, 10

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MATERIAL TOPICS	CONTENT	PAGE	OMISSION	SDG
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	80		
	103-3: Evaluation of the management approach	80		
	405-1: Diversity of governance bodies and employees	131 to 134		5, 8
	405-2: Ratio of basic salary and remuneration of women to men	135, 136		5, 8, 10
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	103		
	103-3: Evaluation of the management approach	103		
	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	136		8
GRI 409: FORCED OR COMPULSORY LABOR 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	102		
	103-3: Evaluation of the management approach	102		
	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	102		5, 8

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GRI 412: HUMAN RIGHTS ASSESSMENT 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	102		
	103-3: Evaluation of the management approach	102		
	412-1: Operations that have been subject to human rights reviews or impact assessments	102		
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	102		
	103-3: Evaluation of the management approach	102		
	414-1: New suppliers that were screened using social criteria	136		5, 8, 16
	414-2: Negative social impacts in the supply chain and actions taken	102		5, 8, 16
GRI 416: CUSTOMER HEALTH AND SAFETY 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	52		
	103-3: Evaluation of the management approach	52		
	416-1: Assessment of the health and safety impacts of product and service categories	52		16

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MATERIAL TOPICS	CONTENT	PAGE	OMISSION	SDG
GRI 417: MARKETING AND LABELING 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	50		
	103-3: Evaluation of the management approach	50		
	417-1: Requirements for product and service information and labeling	50		12
	417-2: Incidents of non-compliance concerning product and service information and labeling		There were no cases of lack of compliance resulting in any penalties, whether fines, warnings or voluntary codes.	16
	417-3: Incidents of non-compliance concerning marketing communications		There were no cases of non-compliance regarding marketing communications in 2021.	16
GRI 418: CUSTOMER PRIVACY 2016				
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	12		
	103-2: The management approach and its components	36, 37		
	103-3: Evaluation of the management approach	36, 37		
	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data		There were no proven complaints of violation of Data Privacy and Protection from external parties or regulatory bodies in 2021.	16

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SASB CONTENT SUMMARY

FOOD & BEVERAGE SECTOR – FOOD RETAILERS & DISTRIBUTORS

TOPICS	INDICADORES	ACCOUNTING METRIC	PAGE/ANSWER
Activity Metric	FB-FR-000.A	Number of (1) retail locations and (2) distribution centers	<p>(1) Stores Cash and carry = 250 Delivery wholesale = 33 Hypermarkets = 100 Supermarkets (Carrefour Bairro and Market) = 54 (38 Carrefour Bairro and 16 Carrefour Market) Proximity stores (Carrefour Express) = 144 Gas stations = 77 Drugstores = 121</p> <p>(2) Distribution centers = 11</p>
			<p>Information available on pages: 33, 39, 47, 48, 50, 52, 53, 54, 55, 56, 61, 62, 95, 96, 102, 103, 104, 113.</p> <p>Additionally: The management of social risks in Carrefour's private label products follows the rules and minimum criteria required to start and keep the supply, being applied through audit controls, searches in government websites about suppliers' conditions, and training and technical support for those showing lack of compliance.</p>
Management of environmental & social impacts in the supply chain	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	<p>The conditions to reduce potential risks linked to relationships with suppliers are provided for in the Suppliers' Code of Conduct: https://naovamosesquecer.com.br/downloads/codigocondutacarrefour-fornece-20211008-150524-3666.pdf. The code establishes the expectations and conduct standards to be fulfilled by suppliers and business partners regarding compliance with local and international laws applicable to the protection and promotion of human rights, safety and dignified labor conditions, sustainability and the environment, anticorruption, influence peddling, anti-money laundering, antitrust, information security and data protection, food quality and safety, among others. All suppliers undertake to accept the code in the very beginning of the commercial relationship with Grupo Carrefour.</p>
			<p>The rules relating to the chains and their social and environmental impacts are provided for in ANCF, a standard agreement signed with suppliers of goods and implemented in 2021, containing specific conditions concerning human rights. Among these rules, animal welfare is included in the guidelines of Grupo Carrefour Brasil, which has been leading this cause in Brazil's food retail sector, based on the guidelines established by the Farm Animal Welfare Council (FAWC), a global reference in the matter.</p> <p>The animal welfare strategy and the evolution plan are available at this link: https://www.grupocarrefourbrasil.com.br/sustentabilidade-2/cadeias-criticas/bem-estar-animal/.</p> <p>As a major change compared to the last cycle, the Company established the Human Rights Committee, which seeks to find simple and low-cost alternatives to increasing access to quality information by third-party suppliers in the segment of fruit, vegetables and greenery (FLV), in addition to making self-management tools available.</p>

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Management of
Environmental &
Social Impacts in
the supply chain

FB-FR-430a.4

Discussion of strategies
to reduce the
environmental impact
of packaging

Information available on pages: 53, 57, 58, 59, 96.

Additionally: Grupo Carrefour has targets and commitments intended to reduce the environmental impact of packaging, and establishes rules and criteria in its commercial relations. On a quarterly basis, the Company analyzes packaging indicators for private label and national brands, in order to fulfill the following commitments:

- Packaging will be 100% reusable, recyclable or compostable by 2025 (within the scope of Carrefour's Private Label products);
- 20,000 tons of packaging saved, including 15,000 tons of plastic, by 2025 (base: 2017) – Carrefour Global Commitment - Four reduction scopes: 1. Controlled products; 2. national brands' products; 3. sales/bulk packaging (for example, fruit and vegetables bags, catering trays and goods purchased outside the market); and 4. e-commerce of sales and delivery of packaging;
- 30% integration of recycled plastic in packages by 2025 (within the scope of Carrefour's Private Label products);
- 1,000 solutions of reusable packaging available at the stores, and 500 stores equipped with a collection system by 2025 (Carrefour Global Commitment, Carrefour brand and national brand products); and
- Integrated stores and franchises.

Indicators: Tons of plastic packaging materials avoided;

- Tons of other packaging materials (other than plastic) avoided;
- Tons of packaging waste avoided;
- Tons of packaging in products of the Carrefour brand;
- tons of packaging in products of the Carrefour brand that are reusable, recyclable or compostable;
- % of packaging of Carrefour brand products that are reusable, recyclable or compostable;
- Tons of plastic packages in products of the Carrefour brand;
- Tons of plastic packages recycled in products of the Carrefour brand;
- % of plastic packages recycled in products of the Carrefour brand;
- Quantity of reusable packaging solutions available at stores;
- Number of stores that have a deposit system; and
- Number of new self-service bulk dispenser systems at the stores.



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TOPICS	INDICADORES	ACCOUNTING METRIC	PAGE/ANSWER
Management of Environmental & Social Impacts in the supply chain	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	<p>To monitor this topic, Grupo Carrefour Brasil established a Packaging Committee that comprises several business areas: Food E-commerce, Non-food E-commerce, Perishable Products, Private Label Products, PGC, National Brands, Bazaar and Textiles. Each area has annual targets and develops projects that are in line with the group's global indicators. The data and results of each area's projects are consolidated and reported to the headquarters on a quarterly basis.</p>
			<p>The analysis of the projects' impact on the indicators shows that the perishables sector accounts for 65.4% of the current reduction in plastic, followed by 23.7% for PGC, 6.8% for Food E-commerce, 3.4% for Non-food E-Commerce, and 0.7% for Bazaar and Textiles. Information about reduction in plastic and other packages is attached hereto.</p> <p>Other actions in 2021 (exhibit):</p> <ul style="list-style-type: none"> • Collection of data about packages – significant work of collection of specific packaging information about all components and their respective weights (+ 1,000 skus in information collected); • inclusion of new areas in Sustainable Development – circular economy of paper (Carrefour and Klabin): 2,719 tons of cardboard waste sent for recycling from May 2021 to November 2021; purchase of 148 tons of cardboard boxes for E-commerce operations, of which 67% (98 tons) come from cardboard scraps from Carrefour stores; and • returnable bottles and reverse logistics of packaging (Carrefour and Heineken): Upon disposing of their packaging, customers are granted new products and discounts. Returnable Heineken bottles have a discount of R\$2.00 in new purchases.
Food safety	FB-FR-250a.2	(1) Number of recalls, (2) number of units recalled, (3) percentage of units recalled that are private-label products	<p>(1) Number of recalls = 0 (zero). (2) Number of units recalled = 0 (zero). (3) Percentage of units recalled that are private-label products = 0 (zero).</p>

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Product Health & Nutrition	FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	<p>Information available on page 52.</p> <p>Additionally: According to the initiative Act For Food, Carrefour intends to lead the food transition movement by delivering quality products at low prices. With the guarantee of origin regarding suppliers, raw materials used and quality tests, it seeks to offer healthy products that contribute to the well-being and health of consumers. Suppression of controversial additives and nutritional assessment are part of the objectives.</p> <p>Grupo Carrefour Brasil's nutritional proposal consists of the pillars below:</p> <ul style="list-style-type: none"> • Comparative nutritional assessment considering market players; • reduction in sodium, sugar and fats (saturated and trans); and • reduction in the use of additives. <p>About the nutrition assessment: All new projects are subject to a nutrition assessment conducted by specialized consultants regarding the following topics: nutritional facts, ingredients, type and quantity of additives, allergenics, guidance on ingredients for reduction and/or elimination and/or inclusion, presence of the magnifying glass sign according to the new regulations on labeling issued by the National Sanitary Surveillance Agency (ANVISA) – high level of added sugar, saturated fats and sodium – nutrition assessment using Nutriscore (metrics used in France), which considers the positive and negative nutrients of the product in its calculations.</p> <p>The same criteria apply to line items and, according to the results of the assessment, a reformulation is proposed in the work pipeline.</p> <p>Actions in 2021:</p> <ul style="list-style-type: none"> • 995 product assessments, of which 446 refer to new products, and 539 to existing products; and • 34 skus were reformulated: 12 skus with sodium reduction (or a reduction of 60% in the original formula); six skus, with fat reduction; and four skus with sugar reduction. Of the 12 skus with sodium reduction, this represented a 60% reduction compared to the original formula. <p>About the assessment of additives: The creation of the policy on the use of additives, which is being validated, was based on studies made with Carrefour's Private Label products. The definition of the list of additives was based on regulatory and scientific information, as well as on the opinion of associations, a survey involving 400 consumers, and monitoring of the regulatory agenda. Despite the fact that the policy is still being validated, the assessment reports on new products in 2021 followed the classification of the proposed nutritional assessment – critical, moderate or not significant – for decision-making processes regarding the development of products for the Carrefour brand.</p> <p>In 2021, the NutriEscolha tool was launched in Meu Carrefour application with the purpose of helping customers make better food choices. This tool provides additional information about nutritional quality, and facilitates the comparison between products in the same category, in line with the public health policies and the rules established by ANVISA (nutritional table, ingredients list, information on allergenics, lactose and gluten, and other mandatory information).</p>

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Product labeling & marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	<p>The adjustments requested by Inspection entities (Sanitary Surveillance, Ministry of Agriculture, INMETRO and PROCON) are managed by the Food Safety area, which interfaces with other Company areas in order to fully comply with the requests of the relevant bodies.</p> <p>In 2021, there were no administrative proceedings involving labeling or advertising of Private Label products.</p> <p>If we consider the items produced at the stores, there were two cases involving irregularities in scale labels.</p>
			<p>Information available on pages 36 and 37.</p> <p>Additionally: Grupo Carrefour Brasil uses the best information security practices, following the NIST (National Standards and Technology Institute) CSF Framework, which was defined as the key guideline by Grupo Carrefour Global for the Company's governance.</p> <p>According to NIST guidelines, the management of vulnerabilities must be carried out in the entire corporate environment, to ensure that the local teams are able to manage and mitigate the risks relating to these vulnerabilities inside the environment.</p> <p>The guidelines shared with all entities of the Company establish that each business unit must perform and report the management of vulnerabilities based on the instructions defined by the local Information Security area, continuously reporting to CISO Brasil. For prioritization of the arrangements, the local Information Security team must give priority to assets classified according to the Business Impact Analysis (BIA) as critical for the business, and the criticality of the vulnerability reported.</p>
Data security	FB-FR-230a.2	Description of approach to identifying and addressing data security risks	<p>On a regular basis, the business units must conduct assessments in order to identify potential cybersecurity risks. If identified, these risks must be assessed by the responsible teams and, if applicable, action plans must be created and monitored to reduce these risks to acceptable levels.</p> <p>The significant changes in this topic relate to the processes of detection and response to incidents that indirectly affect handling the vulnerabilities explored.</p> <p>The creation of an incidents management policy that meets the requests of the Information Security and Data Privacy and Protection Areas resulted in a holistic view of both universes, directly fulfilling the need for placing the customer in the core of the Company's decisions, including the best practices of the NIST Incident Response Framework (800-61), MITRE ATT&CK and ISACA documents, also complying with the privacy requirements defined in the legislation and by local and regional regulatory bodies.</p> <p>Since the policy is countrywide, all companies of the group had to adjust to this new format of response to incidents.</p>



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